



Implementation of Entrepreneurship-Based Government in The Local Government: Case Study in Kebumen, Indonesia

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ABSTRACT

Being an adaptive and responsive bureaucratic apparatus in serving the community is something that absolutely must be done. A proactive attitude towards the progress and development of community life must also be possessed by the bureaucratic apparatus as a public servant. Therefore, the bureaucratic apparatus is required to have an entrepreneurial spirit (entrepreneurial bureaucracy). This study aims to find out how to entrepreneurship the local government bureaucracy in Kebumen Regency and to find out how the implementation of entrepreneurship in the bureaucracy is as a transformation of the entrepreneurial spirit in the public sector, as well as what are the problems faced in entrepreneurship bureaucracy in the Kebumen Regency Government. This study uses a qualitative approach, which is trying to get as complete information as possible about how to apply entrepreneurial principles to the bureaucracy through in-depth interviews. The writing is focused on issues related to the transformation of entrepreneurship in the bureaucracy in the local government of Kebumen Regency. The research subjects were the researchers themselves, while the informants used to collect data through interviews consisted of elements of the local government of Kebumen Regency. Based on the results of the research conducted, the concept of entrepreneurship of the Kebumen Regency Government bureaucracy through the principles of bureaucratic.

Keyword:

adaptive, entrepreneurship
bureaucracy, governance,
responsive

INTRODUCTION

The rapid development of the community's political, economic, and social life requires the bureaucratic apparatus to be adaptive, responsive, and even proactive in responding to the communities it serves. The bureaucratic apparatus must have an entrepreneurial spirit to be adaptive, responsive, and even proactive to the progress and development of people's lives as consumers. The entrepreneurial spirit is a mindset formed through innovations made

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by someone, usually influenced by cultural factors in a society (Pulka et al., 2021).

But this mental attitude is still far from our bureaucratic apparatus. A formal bureaucratic organization can be compared to a company within certain limits. Thus, the principles of good corporate governance for the sake of a company's effectiveness, efficiency, and productivity can certainly be applied to achieve bureaucratic effectiveness, efficiency, and productivity. In the implementation of Good Corporate Governance principles, there are 3 (three) responsible parties, namely, the state organizers (including the executive, legislative, and judicial), the business community, and the society (Aspan, 2017). The existence of local governments, one of which functions to provide satisfactory public services for the community the services provided (in the district and city areas) tend to be of low-quality (Yuanjaya, 2015).

Within certain limits, formal bureaucratic institutions (with their organization, personnel, mechanisms, procedures, and regulations, as well as their facilities and infrastructure) are no different from business institutions. Even if, in the end, there are fundamental differences between formal bureaucratic institutions and business institutions, it is their nature. Business institutions are profit (profit-oriented), while formal bureaucratic institutions are non-profit institutions.

However, the basic principles of managing the two institutions are not much different. If the management of a healthy profit institution is known for planning, organizing, implementing, and controlling, which must be carried out consistently and measurably (measurable), the bureaucracy should also be there. When the institution's business is known for effectiveness, efficiency, productivity, and customer-oriented principles, bureaucracy should also be like that. And to achieve that, business institutions are now not enough to just demand a sense of belonging from their employees but have jumped far into demands for a sense of entrepreneurship. The entrepreneurial spirit that is currently being carried out by the region is able to build and can be implemented as keywords in order to do renewal (Nuroniayah, 2019).

Bureaucratic activities needed for the functioning of the bureaucracy are organized as official duties. The power-allocating resources of these duties are strictly guided by formal procedures and rules. Second, bureaucracy functions through a well-defined hierarchy where higher-level officials control and monitor the lower-level officials, thus keeping accountability through the hierarchy. Third, the bureaucratic organization is based on written documents that are preserved as originals for increased transparency (Persson & Goldkuhl, 2010)

Public service involves a comprehensive aspect of life. Service is significant and must be provided by the government acting as a state servant and public servant (Arhas, 2015). Therefore, public services are felt to be increasingly important to pay attention to public service as the basic form of actual work and the most attention from various people (Wismanadi, 2022). The logic is very simple: no matter how good the vision, mission, targets, objectives, structures, procedures, and rules have been prepared, without the support of competent personnel (having a sense of entrepreneurship) all of them remain ideals on paper but never become a reality. Therefore, in the economic, political, and social life of society, which is experiencing such broad dynamics today, the entrepreneurial needs of the bureaucratic apparatus are in absolute demand.

This means there must first be a mental transformation and a shift from an employee to someone with an entrepreneurial spirit. In general, an entrepreneur has four main elements, namely ability (to do with IQ and skills), courage (to do with emotional quotient and mental), determination (to do with self-motivation), and creativity. Ability refers to reading opportunities, innovating, managing, and marketing (not just selling). Courage specifically

refers to the courage to overcome fear, control risk, and get out of the comfort zone.

The characteristics of a bureaucracy with an entrepreneurial spirit are as follows: (a) it is sensitive and responsive to new opportunities and challenges that arise in the market, especially as a result of the process of globalization, liberalization, and trade regionalization; (b) able to break away from work routines related to bureaucratic instrumental functions and be brave and able to make breakthroughs through creative and innovative thinking to overcome the characteristics of bureaucratic inertia; (c) have farsightedness (futuristic) and see a problem concerning other variables (systemic), (d) be observant of the existence of potential sources both from within the country and abroad, (e) can combine various sources into a resource mix that has a synergistic effect and high productivity; (f) can utilize resources optimally, and shift resource use from low-productivity activities to high-productivity activities. The entrepreneurial spirit that is currently being carried out by the region is able to build and can be implemented as keywords in order to do the renewal.

An entrepreneurial bureaucrat (bureaucrat with an entrepreneurial spirit) is a bureaucratic apparatus that is never satisfied with existing conditions and achievements and has a strong drive to achieve achievement (need for achievement). In addition, an entrepreneurial bureaucrat must also have the principle that customer satisfaction (in this case, the community being served) is above all. In this last case, a bureaucrat, especially bureaucrats who are in direct contact with the community from time to time it is necessary and daring to "violate procedures" if the procedure hinders the effectiveness of the service, of course, within the limits that can be accounted for and measurable, namely with the corridors and parameters of the community's satisfaction. By itself, a bureaucrat who is only looking for safety, pursuing the interests of himself and his family, mechanistic-procedural, and a priori or unresponsive to change is no longer suitable to be a bureaucrat in this very changing era. Therefore, it is necessary to have bureaucratic apparatus with certain characteristics and skills to enable them to catalyze policy change (Carroll & Riccucci, 1998).

More broadly, the efforts to entrepreneurship in the local government bureaucracy, in addition to realizing an independent government, are also to support the government's changing role in facing society's increasingly rapid development. Several factors can be identified for the change in the role of the government, namely: The increasingly complex problems in the public sector because of the development of technology and information. The fact has proven that the monopoly carried out by the government does not produce better services, and the demand for a better distribution of resources is determined by the market mechanism. Starting to lose confidence in the government's role in solving public sector problems. Based on previous research by Niode, it was found that the application of the principle of "Reinventing Government" which is commonly known as bureaucratic entrepreneurship, does not necessarily lead to efforts to improve the performance of local government apparatus but must also be supported. with the formation of a conducive organization (Niode, 1999).

On the results of other studies, based on previous research by Soegoto it was found that the entrepreneurial mental attitude is very important for the government apparatus so that in conducting their duties and job, they are no longer oriented toward cultural centralization, structurization, formalization, and apathy, but oriented on innovation, daring and creative attitude, ability to create value and identify opportunities, skills of communication, and capability of human resources mobility and resources organization (Soegoto & Kadisi, 2017).

As a result of the progress of society, there has been a change in demand for the government to provide better services due to changes in values in society. Entrepreneurship of the bureaucracy is a process of organizing and processing a bureaucracy that was initially

rigid into a professional, innovative bureaucracy that does not deviate. The practice of bureaucratic entrepreneurship is a pattern of changing the bureaucratic order for the better so that the bureaucracy is not affected by the policies of group interests, culture, and so on. Bureaucratic entrepreneurship behavior also requires a responsive and accountable attitude from the government or bureaucrats to the system and services implemented.

As a society, we must act proactively and responsively to various policies so that we always directly supervise the service of the bureaucracy. The implementation of bureaucratic entrepreneurship is based on the principles of bureaucratic entrepreneurship. The formulation and problem in this research are:

1. How do the Kebumen Regency Government's bureaucracy anticipate changes in the internal organizational environment and the community?
2. How to make changes to the bureaucracy and its apparatus through entrepreneurship of the bureaucracy?
3. How is the implementation of entrepreneurship in the bureaucracy to transform the entrepreneurial spirit into the public sector?
4. What are the problems faced in entrepreneurship bureaucracy in the local government of Kebumen Regency?

METHODS

This type of research is qualitative research. This type of research is qualitative research. The data collected came from interview manuscripts, field notes, personal documents, memo notes, and other official documents (Prasetyo, 2020). Qualitative research is multimethod in focus, involving an interpretative, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. (Aspers & Corte, 2019)

This study uses a qualitative approach, which tries to get them as complete information as possible about how to apply the principles of entrepreneurship (entrepreneurship) into the bureaucracy, which was explored through in-depth interviews with informants of entrepreneurs and the government. The process of observation and in-depth interviews are very important in data collection.

In this research, the approach taken is a qualitative approach. This means that the data collected is not in the form of numbers but comes from interview scripts, field notes, personal documents, memo notes, and other official documents. So that the purpose of this qualitative research is to describe the empirical reality behind the phenomenon in-depth, detail, and thoroughly. Therefore, the use of a qualitative approach in this research is to match the empirical reality with the applicable theory by using a descriptive method. In this study, writing is focused on issues related to the transformation of entrepreneurship in the bureaucracy at the local government of Kebumen Regency. The data collection technique in this research is: (1) Observation, Observations were made at the Regional Planning and Research and Development Agency, Department of Youth and Sports and Tourism of Kebumen Regency, The Economic Section of the Regional Secretariat of Kebumen Regency. (2) Documentation, Is a technique of collecting data through library research, examining documents, records, archives, and research reports that already exist so that they can support the implementation of this research from official sources that can be accounted for. (3) Interview, In this study, interviews were conducted with research subjects, to obtain data related to the application of entrepreneurship in the government bureaucracy of Kebumen Regency and further explanations regarding the phenomenon of public services in Kebumen

Regency.

The subjects who will be interviewed in the study are the Head of the Regional Planning and Research and Development Agency, the Head of the Youth and Sports and Tourism Office of Kebumen Regency, Head of the Economic Section of the Regional Secretariat of Kebumen Regency. In addition, the researcher uses structured interviews where all the things that will be asked have been structured, and have been prepared in advance in detail by compiling a list of questions (interview guide) which will later be used in interviews with research subjects.

RESULT AND DISCUSSIONS

In the study, this, writing focused on related issues with transformation entrepreneurship in bureaucracy in government area Regency Kebumen as exists implementation *New Public Management*. In boundaries, the certain formal bureaucratic organization can analogy not he changed a company. With this, the principles of governance good company (good *corporate governance*) for the sake of effectiveness, efficiency, as well productivity a company for sure can be applied to reach effectiveness, efficiency, and productivity bureaucracy. Efforts to business bureaucracy Local Government, besides realizing self-government, also for support change role government in face development growing society _ fast.

In the study, this data collection uses three data sources ie observation direct/ observation, documentation, and interviews. Observation/observation live done by observing a public service institution in this case the Department of youth Sports and Tourism Kab. Kebumen, Economic and Resources Section Power Natural District Secretariat. _ Kebumen, District Karanganyar, District Alian, Archives and Library Service Regency Kebumen, District Civil Service Agency. Kebumen. Documentation did by researching document administrative property owned by public service agencies that support public service activities. Whereas interviews conducted by researchers consisting of informants from element official government area in the Kebumen Regency OPD took a sample in a manner random.

The concept of entrepreneurship in public organizations is vital to include in the pattern think state apparatus. This shows that the most important factor is changing the orientation of the apparatus of public organizations to be more anticipatory, creative, innovative, and able to seize opportunities. Entrepreneurial spirit or entrepreneurial government can be an acceptable idea in the context of leveraging resources to increase productivity and effectiveness. However, it should be realized that even though government organizations adhere to the principles of business organizations, they do not work with a profit orientation.

Based on the results of research conducted, then related to the draft do business bureaucracy Government Regency Kebumen, the principles of doing business bureaucracy government area Regency Kebumen (entrepreneurial government) have been carried out by various agency service public. Principle do business bureaucracy be marked with many matters namely: professional, innovative, effective, efficient, productive, and customer oriented. From the research conducted, could is known that the principle of professionalism in the bureaucracy government Regency Kebumen has been carried out by officials bureaucracy.

From the results interview, the attitude of professionalism apparatus bureaucracy is shown with every service carried out with SOP, there is a measure of feedback from the user, and a time target is made for settlement performance. From the results of interviews with various agencies through apparatus bureaucracy in agencies as informant research, it is known that apparatus bureaucracy has do principal professionalism. Principles demonstrated professionalism through various activities the show that bureaucracy has to

apply principles do business marked bureaucracy with exists professionalism in a bureaucracy as well as the company, and the principles of good corporate governance among them professionalism is also applied in bureaucracy.

Adhering bureaucracy entrepreneurial government principles do breakthrough (breakthrough) through creative and innovative thinking in the framework resolves characteristics of bureaucratic inertia that is inertia bureaucracy, there exists a trend for no do change. Form thinking creative and innovative bureaucracy carried out by officials government area Regency Kebumen can showed through results stated interview _ that thinking creative appears from discussion in the form of brainstorming, review policies, extracting new ideas related with various problem relevant economy. _

From the results of interviews with various agencies through apparatus bureaucracy in agencies as informant research, it is known that apparatus bureaucracy has applied various breakthroughs through thinking creatively and innovative. it shows that bureaucracy has applied the principle do business marked bureaucracy with existing thinking creative and innovative bureaucracy like in the case of companies, effectiveness is an important thing in implementation principles of entrepreneurship in bureaucracy. To reach effective work in bureaucracy, apparatus bureaucracy should report performance through e-performance, as conveyed in the interview. Form implementation principle entrepreneurship in one bureaucracy is with a set target as size in determining achievements activities carried out. With thereby bureaucracy, no one is in the comfort zone however, there is a target to achieve achieved as exists effectiveness. Effectiveness work for ASN is carried out to achieve performance targets with optimization from the start of the process of planning and implementation until monitoring and evaluation, making sure that the program/ activity implemented follows existing regulations, to be sure that the program/activity implemented produces *outputs* and *outcomes* according to what has been set. Efficiency embodied in the utilization of technology information as support implementation performance, among others through application certain have get agreement for applied inside system government, such as SIMDA, SIPD for management budget, then *e-letters* for letters, simple for reporting performance, and so on.

The principle was next in breathing bureaucracy _ entrepreneurship be marked with productivity. Form activity has been productively done in management bureaucracy in activity productive in management bureaucracy done through JPI, Paskibraka, LDK, Beginner Youth Entrepreneurship, tourism promotion, selection of tourism ambassadors, and partnerships with the private sector and the community. activity productive in management bureaucracy with prepare ingredient completeness technical Policy economy area, carry out coordination, synchronization, monitoring and evaluation and facilitation kind in realm coaching Policy economy area.

Executed bureaucracy with the use of principles of entrepreneurship put forward orientation to the community served. In terms of *entrepreneurial government* called *customer-oriented*. The principle this showed in activity leading bureaucracy _ service to society. Principle entrepreneurship in bureaucracy is demonstrated by a sensitive and responsive agency/department / to new opportunities and challenges on the market. One did is with the enactment of *e-ticketing* in many object tourism in the district Kebumen. E-ticketing or electronic *ticketing* is something method for documenting the sales process of ticket object travel, where all information about *electronic ticketing* is saved digitally in a system computer. Responsiveness to challenge new this carried out by the bureaucracy one of them is by sector tour.

The use of Technology Information also becomes an important consideration _ in

bureaucracy as exists sensitive and responsive attitudes opportunities and challenges new. it done with realizing system implementation applicable task to IT development and preparing adaptive human resources. A responsive attitude is also carried out with realizing system implementation applicable tasks to IT development as well preparing adaptive human resources. Besides that, innovation service continues as well as evaluated every year to adapt needs of society. Innovation Service The public was initiated by the Archives and Libraries Office Regency Kebumen in framework Upgrade interest in reading and culture Literacy in the Regency area Kebumen. There are a total of 15 Innovations field Libraries and Archives already walked and get used by the community of Kebumen .

The bureaucracy that uses principles of Entrepreneurship is also marked with existing activities carried out to release self from routinely related work with bureaucratic instrumental function. activity this done in existing recreation and relaxation with the method which simple, cook together in the office, sports, recitation together. Besides, it is also done to enhance HR capacity with education and training to emerging thinking innovative thinking. Form activity for release self from routine done with enhancement HR capacity through education and training, to recreation to appear thinking innovative thinking.

Apply principles of entrepreneurship in the bureaucracy, of course, just don't, regardless of the appearance of various problems in the bureaucracy. However, bureaucratic problems could endeavor the solution with consideration outlook far to the front. kindly general matters the done with maximizing factor support and support solution for factor becoming an obstacle constraint achievement aim organization to ahead, do regeneration personnel, executing idea sharing session for the transfer of knowledge and experience between apparatus bureaucracy, as well send an employee for following various session training related each other's duties.

A problem in implementing bureaucracy principles entrepreneurship can also be done by simplifying the structure of bureaucracy to be more effective. Because now fat structure however no maximum if not supported by professionalism existing officials. Attitude professionalism showed with pattern think apparatus leading bureaucracy function as waiter Public or not a public servant as people served by society. Besides optimizing the role of apparatus bureaucracy as a waiter society, problems in bureaucracy to overcome with There is a clear and measurable job description. With a clear and measurable job description so expected no there are again problems with agencies/departments/sections in bureaucracy with consideration outlook far to the front.

CONCLUSION

Based on the research and analysis described in the previous chapter, various public service agencies have carried out the principles of entrepreneurship bureaucracy in the Kebumen District Government (entrepreneurial government). The principle of bureaucratic entrepreneurship is characterized by several things: professional, innovative, effective, efficient, productive, and customer-oriented and this can be implemented properly in the government bureaucracy. (in this study the Regional Government of Kebumen Regency). The problem in the bureaucracy that often arises is the pathology of the bureaucracy and this problem can be overcome by implementing the principles of entrepreneurship in the bureaucracy (entrepreneurial government).

In addition to optimizing the role of the bureaucratic apparatus as a public servant, problems can also be overcome by having a clear and measurable job description. With a clear and measurable job description, it is hoped that there will be no more problems in the agency/department/department in bureaucracy with consideration of far-sightedness. The

entrepreneurial spirit or government can be an acceptable idea in utilizing resources to expand productivity and effectiveness and can be implemented in all OPDs in the Kebumen District Government.

The implementation of entrepreneurial government can be used as a solution to problems that arise in the local government bureaucracy in Kebumen Regency. Entrepreneurial government is an adaptive step of entrepreneurship-based government in implementing New Public Management. The management system in public organizations can be completed by adopting several management practices and techniques applied in the business/private sector.

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