

Kajian implementasi inpres no.7/1999 tentang akuntabilitas kinerja instansi pemerintah : studi kasus pada Kantor Sekretariat Kabinet RI = The study of the implementation of inpres (presidential directive) no. 7/1999 on the accountability of government institution performance (AKIP) : case study of the Cabinet Secretariat Office of the Republic of Indonesia

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Abstrak

<i>The implementation of good governance principles particularly in the accountability principles in administrating a state constitutes a solution / an answer over the demand of a clean and good government. This effort has a very important meaning upon the life of nation state, as with the implementation of the accountability principles, it means that public organization must not only be responsible for its obligation to its superior position according to its hierarchy line but must also be able to be responsible for the mandate given by the people.

In order to be well recognized upon the implementation pattern of Inpres No 711999 on the Accountability of Government Institution Performance (AKIP) in the Area of Cabinet Secretariat Office, in this study, it is used an approach as what stated by Peters and Waterman, i.e. by analyzing 7-dimension basis of managerial activities. The seven dimensions abovementioned are: strategy, structure, system, style, (style of leadership), staff, skill, and shared value. Meanwhile the methodology of study which is applied in this academic work /research is descriptive quantitative. In this academic work it applies study case with a sample of population, where the populations here are the staff who work in the core area of Cabinet Secretariat. In this case the sample or respondents having been collected are as many as 61 persons. The primary data collection through observation and close and open questionnaires. The collection of secondary data through literature study. The supporting equipment used in analyzing data questionnaire is the Percentage of Categorical Data Frequency Tables.

From the result of study it can be identified that, the implementation of Inpres on AKIP is relatively not optimal or not improved. The main obstacle of this implementations is the weakness of organizational culture or climate. Even though the result of study/analysis shows that the scope of strategy of Cabinet Secretariat Office which is specified in the mission and vision is relative comprehensive. The formulation system of its strategy has just been applied into a level of conceptual (not yet operational). Assessment result data and performance-based evaluation is not used as a peed-back of improvement, and there still find the any difficulties, even there is no agreement yet in deciding and establishing performance indicator. However, the arrangement of the Report of Accountability of Government Institution Performance (LAKIP) is running well. The obstacles factor in the arrangement of LAKIP is the content of LAKIP which is relatively not perfect yet, and not comprehensive, and its performance information system is still below standard. The lack of effectiveness of supporting organization and the lack of authority delegation in the decision making activities indicates that the organization structure of Cabinet Secretariat Office is not

effective yet. But study result suggests that, the coordination and delegation of work and obligation system is significantly running well. Leadership is the main factor of the obstacle in the implementation of Inpres on AKIP. Human Resources constitute a supporting factor in the success of the implementation of Inpres AKIP. However the result of study draws that, the participation rate or the involvement of Human Resources and Level of awareness/understanding upon the mission and vision of Cabinet Secretariat Office is very low standard. The result of study also indicates that the accountability policy of the performance itself is still poor, so that it will make many weaknesses and will become an obstacle factor for the success of its implementation.

Based on the result of study, there have been some advices/inputs that must strictly be notified and performed, namely: To perform the socialization of the realization of the System of Accountability of Government Institution Performance (SAKIP); to create the culture of conducive organizational climate; to create the deliberation for establishing performance indicator and it is needed to improve the Performance Information System. Organizational structure needs to get any improvement. In the dimension of this organizational structure, it is necessary to change the point of decision making policy. The leader is needed to enlarge his role by becoming the leader in formulating organizational vision, to have strong commitment in implementing organization vision, be able to become a model through its attitudes as well as to give the opportunity to any staff to be more active and initiative; To improve the trust of mutual benefit between the leader and the subordinate, to improve discretion of staff in making decision, as well to create a performance-and- achievement based reward system. In the national scope, it is needed to improve the performance accountability Implementation.

In order to identify the success or the fail of policy implementation, the organization can use Mc. Kinsey'7-S' framework. With this management equipment, the draw of problems in its policy implementation can be viewed as an interconnected unification system, where its problem solving must be viewed comprehensively.