

Abstrak

Seiring dengan penerapan sistem ICT pada pemerintahan daerah, maka dituntut kapasitas sumber daya pegawai yang cukup memadai. Pada kenyataannya pemerintah daerah menghadapi permasalahan tersebut, sehingga tingginya tuntutan warga berbasis ICT belum bisa direspon oleh pemerintah daerah. Penerapan sistem ICT seharusnya bisa mendorong aparat untuk meningkatkan kapasitas dan transformasi birokrasi. Di Kabupaten Bantul dan Kota Yogyakarta yang sudah melaksanakan puluhan tahun sistem ICT dalam bentuk UPIK Kota Yogya dan SMS Center, serta pelayanan berbasis ICT lainnya, belum mendorong transformasi birokrasi yang cukup signifikan. Dalam penelitian akan dikaji tentang peran struktur organisasi, perubahan budaya birokrasi dan kebijakan terhadap pelayanan publik berbasis web, dan sebaliknya pengaruh penerapan sistem web terhadap transformasi birokrasi. Disamping juga dikaji tentang berbagai faktor yang mempengaruhi pelaksanaan sistem ICT seperti : kuatnya budaya patron klein, struktur hierarkhi, pelaksanaan regulasi belum konsisten, model kepemimpinan belum fasilitatif, belum ada pendelegasian kewenangan, keberanian mengambil resiko rendah.

Metode penelitian yang digunakan adalah *mixed method* yakni tipe penelitian yang menggabungkan analisis kualitatif dan kuantitatif. Dalam arti hasil analisis kuantitatif SPSS SEM Amos diikuti analisis kualitatif dari hasil wawancara mendalam, observasi dan dokumentasi, sehingga diperoleh hasil yang komprehensif. Objek penelitian adalah transformasi birokrasi berbasis ICT di Kabupaten Bantul dan Kota Yogyakarta, subjek penelitian adalah pejabat structural pemerintah Daerah di kabupaten Bantul dan Kota Yogyakarta. Adapun informannya terdiri dari :Bupati /walikota, Asek III, Kepala SKPD, Sekretaris SKPD, dan segenap pejabat struktural di Kabupaten Bantul 100 orang dan Kota Yogyakarta 100 orang.

Hasil penelitian menunjukkan bahwa pengaruh penerapan sistem ICT, visi dan kebijakan, struktur organisasi, serta perubahan budaya secara bersama-sama terhadap transformasi birokrasi di Kabupaten Bantul sebesar 4,1% , sedangkan di Kota Yogyakarta sebesar 44,6% . Dari hasil menunjukkan bahwa model yang dibentuk cukup baik karena relasinya mendekati angka 1 atau hubungan sempurna. Adapun faktor-faktor lain yang ikut mempengaruhi dan tidak diteliti sebagai berikut : kuatnya budaya patron

klein di Kabupaten Bantul sehingga aparat bawahan kurang bisa mengambil inisiatif dalam merespon warga, struktur organisasi SKPD yang hierarkis sementara penerapan sistem ICT membutuhkan struktur yang horizontal, kepemimpinan yang belum fasilitatif, belum ada pendelegasian kewenangan sehingga bisa mengurangi budaya ketergantungan pada pimpinan, aparat kurang berani mengambil resiko karena aparat menganggap bahwa ICT sebagai beban pekerjaan baru. Untuk Kota Yogyakarta faktor konsistensi dan keberlanjutan ikut mempengaruhi. Kelebihannya pengalaman ICT yang lebih lama, sudah ada pendelegasian kewenangan, kepemimpinan fasilitatif dan budaya demokratis.

Kata Kunci : Sistem ICT, transformasi birokrasi, struktur, organisasi, budaya.

Penulis: Supardal

Abstract

The implementation of ICT systems in local government needs aparatur capacity. In fact, local governments face these problems, so that the high demands of citizens based on ICT can not be responded to by the local government. Application of ICT systems should encourage authorities to increase the capacity and the transformation of the bureaucracy. In Bantul and Yogyakarta, has been carrying out for decades in the form of ICT systems UPIK Yogyakarta City and SMS Center in Bantul, as well as other ICT-based service, do not drive the transformation of the bureaucracy significantly. In the study will be assessed on the role of organizational structures, bureaucratic and cultural change policy toward Web-based public services, and otherwise influence the implementation of web systems against bureaucracy transformation. Besides also studied about the different factors that affect the implementation of ICT systems such as: klein strong patronage culture, hierarchy structure, the implementation of the regulation has not been consistent, yet facilitative leadership model, there is no delegation of authority, courage to take risks low.

The research method we choose the mixed method that is the type of research that combines qualitative and quantitative analysis. In the sense of the results of quantitative analysis SPSS Amos followed by a qualitative analysis of the results of in-depth interviews, observation and documentation, in order to obtain comprehensive results. The object of research is the transformation of ICT based bureaucracy in Bantul and Yogyakarta, the research subjects were structural regional government officials in the districts of Bantul and Yogyakarta. The informant is composed of: regent / mayor, Chief SKPD, Secretary SKPD, and all structural official in Bantul district of Yogyakarta 100 people and 100 people.

The results showed that the effects of the application of ICT systems, vision and policies, organizational structure, as well as cultural changes together on the transformation of the bureaucracy in Bantul by 4,1%, whereas in the city of Yogyakarta 44,6%. From the results indicate that the model established good enough because the relation close to 1 or a perfect relationship. As for the other factors that influence and are not being investigated as follows: strong patronage culture klein in Bantul so that officials subordinates are less able to take the initiative in responding to the citizens, the organizational structure SKPD hierarchical provisional application of ICT systems require structures horizontal, leadership has not been facilitative , no delegation of authority so as to reduce dependence on the leadership culture, authorities are less willing to take risks because the authorities consider that ICT as a new work load. To Yogyakarta factors influence the consistency and sustainability. Kelebihanya ICT experience

longer, the existing delegation of authority, facilitative leadership and democratic culture.

Keywords: ICT systems, the transformation of the bureaucracy, structure, organization, culture.