PROCEEDING CONFERENCE PROGRAMME

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International Conference on Public Organization

CHALLENGE TO DEVELOP A NEW PUBLIC
ORGANIZATION MANAGEMENT
IN THE ERA OF DEMOCRATIZATION
Comparing models in various countries

Yogyakarta Indonesia, January 21-22, 2011

ICONPO 2011 is Organized By

Department of Goverment Affairs and Administration
Faculty of Social and Political Science
Universitas Muhammadiyah Yogyakarta
In Collaboration with Korea University, Thammasat University
and Universitas Ngurah Rai Denpasar

PROCCEDING : INTERNATIONAL CONFERENCE ON PUBLIC
ORGANIZATION (ICONPO)
Challenge to Develop a New Public Organization Management in
Era of Democratization

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This proceeding is divided into 10 themes, those are:
1. Environmental changes and collaboration in public organization.
2. Need assessment of public issuess in public organization.
3. Design of structure organization in democratic era
4. Planning and Decision making .
5. Human resources management.
6. Culture and ethics of public organization in democratic era;

7. Communication practices in public organization
8. Transformative Leadership.
9. Current Management Information system in electronic era.
10. Performance measurement

Reason for selecting these themes is because the wave of democracy has influence the dynamics of public organization, a well known institution model related to governmental, non-profit, and non-governmental organizations. The dynamic of public organization management in response to democratic era, now encompasses more challenging issues. The issues such the shifting paradigm from government to governance could be seen as the trend drives to the reform of government. The concept of governance means that the government must improves the functions of public organization management process. The process must be efficiently, effectiveness, responsiveness, transparently, participative, and accountable. Other important issues are the growing of gender mainstreaming, public policy processes and the dynamic of civil society which have demanded a changing management of public organization. The most important thing so that public organization could challenge in the democratic era is to improve and develop a new public organization management. Therefore, public organization needs to respond, explore and develop innovative management. It challenges the scholars and practitioners to explore and develop new models of public organization management by drawing the experience and lessons learned of their countries

Thus, the proceeding explores the issues and challenges to develop a new public organization management in the era of democratization. We hope this proceeding will benefit the readers, academicians, politicians and scholars on more about a new way to develop public organization in this democratization era.

Yogyakarta January 21st 2011

Head of Government Science
Dr. Suranto

Dean of Faculty of Social and Political Science
Dr. Nurmandi

PREFACE

The fisrt paper as Keynote Speech written by Sunhyuk Kim (Professor, Department of Public Administration, Korea University) entitled **Globalization and Policy Change: The Case of Korea.**This paper emphasises on "neoliberal" globalization. The writer argue that neoliberal globalization is just one type of globalization, and it is likely that in the future another type of globalization may emerge. "Varieties" of economic, political, and public administration systems in the world will respond differently to the new wave of globalization. It is essential, therefore, to craft a more prudent national strategy to flexibly and comprehensively deal with different kinds of globalization. The writer examines how Korea has coped with the challenge of globalization, by analyzing how the latest neoliberal globalization has affected governmental restructuring and policy transformation in Korea since its democratization in 1987. It is underscored that Korea needs a better national strategy to handle future waves of globalization—potentially of the non-neoliberal nature. I sketch out the main contents of such a new national strategy, primarily focused on the need to build and nurture more effective multi-sector governance system, increasing communicative and collaborative capacity of all the sectors involved.

The second paper was written by Su-jin, Yu, 3rd semester of master's course Korea University entitled **Conflicts in Environmental Policy-making in Korea: The case of Gyeyang Mountain Golf course**. In this researchh studies about the Gyeyang Mt. golf course development plan (GGDP) which has shown sharp conflict aspect. Commonly, environmental conflicts in the policy-making have two different belief systems such as environmental conservation and environmental development. Base on this two different belief system, various stakeholders united as a policy actor. Coalition actors from two different values enforce a different strategy to policy-making.

The third paper written by **Laila Kholid Alfirdaus** of Government Department Faculty of Social and Political Science Diponegoro University Semarang Central Java Indonesia titled **Governing the Disaster-Prone**

Community. Public organisation does not only deal with problems which is regular in its nature, periodical, and in orderly situation. More often, public organization faces uncertain circumstances that the way of governing as usual cannot be applied. One of the notable constraints in governing community for public organization to manage is disaster. Firstly, disaster often comes at an unpredictable time. Secondly, disaster often bears considerable risks even beyond a public organisation's capacity to deal with. Its quick attack often results in much longer impacts. Thirdly, any single thing, such as food supply, sanitation, water supply, shelter, and so forth, suddenly turns into emergency, meanwhile the public organization has usually shortcomings in resources. Forthly, any demand for the public organization quickly moves into a big pressure, therefore public organization easily becomes the subject of failure once they are unable to tackle the complex situation. Considering such the specific nature of disaster, there is a clear need for public organization to apply specific governing strategies. This paper tries to elaborate some thinking on governing the disaster-prone community, especially for developing nations, using experiences in various countries. Such a thinking becomes important since it is the developing nations that use to have problems in their bureaucratic structure. A change of mindset in public organization in which disaster should not be treated as business as usual rather as in a crisis is one of the keys. A deep thinking on how to manage the interrelation with some non-government organizations, economic society, academic society, and the media in emergency and recovery based on context and culture, is also worthwhile.

The fourth paper entitled The **Sustainability of Jakarta as the capital city.** It is written by Hartuti Purnaweni Public Administration Program, Environmental Study, Post Graduate Program, Diponegoro University. This paper aims to find out efforts to be done to Jakarta as the Capital City of the Republic of Indonesia. Jakarta has turned from merely old day traditional port to the present day of a megapolitant figure, where skycrappers mount in many places. Jakarta is an area with low topographic feature as it is situated at the coastline, in particular North Jakarta. As time goes by, the city becomes less convenient as settlements due to traffic jam, flood, land subsidence, land water deficit, inadequate green space, severe air pollution, etc. Jakarta's carrying capacity has been passed over. New public management system is needed. Therefore, a new paradigm has emerged concerning its status replacement as the Indonesian capital city, and to make it a more livable city. Three alternatives are proposed for the solution.

The fifth paper entitled **Democratization and Environmental Politics of Natural Resources Management** at Local level written by Edi Santosa, Governmental Program, Social and Political Faculty, Public Administration, Post Graduate Program, Diponegoro University. The paper aims to deliver the idea that Environmental democracy is not new in Indonesia since it stated its commitments in Rio Declaration in 1992 and World Summit on Sustainable

Development in 2002. However, empirical evidence shows that the commitment to implement the ideal is still far behind. In theoretical, policy and empirical area, discussing environmental sociopolitical aspects should include all stakeholders in it. In managing environment and natural resources, both politicians and government officials have the political power as representatives of the state. Their political actions should cover activities of development policies which are oriented towards sustainable development, whether at local, national, regional and global. Rondinelli and Chemaa (1993) stated that the state states should committed to pursuing sustainable development across the region –it calls for a clean and green environment– with fully established mechanisms for sustainable development to ensure the protection of the environment, the sustainability of its natural resources and the high quality of life of its people and naigbours in one earth.

The sixth paper entitled **The Implementation of Social and Environmental Responsibilities's Regulation by PT Karya Tangan Indah. Bali** written by Ni Putu Tirka Widanti,Universitas Ngurah Rai, Denpasar, Bali, Indonesia. The paper aims to analyze The most prominent CSR activities of PT Karya Tangan Indah,those are the environmental re-cycling and social religious supports to the traditional village where the company is situated. PT. Karya Tangan Indah's CSR programs are affected by the party receiving supports and the internal organization. From the analysis, it has been found that PT. Karya Tangan Indah's CSR programs on recycling and social religious supports have managed to attract the community's enthusiasm. It is because the ritual ceremonies in the traditional village where PT. Karya Tangan Indah operates are held regularly and involve the entire community members.Based on the analysis findings, it is recommended that the future PT. Karya Tangan Indah's CSR programs should involve the community members commencing from the planning up to the evaluation processes. It is necessary to involve them for sustainable programs and for addressing their needs and priorities. In addition, their involvements are hoped to be able to duly plan and organize the allocated budgets.

The seventh paper is **Impacts Of Decentralization On Environmental Management In Thailand , written by Soparatana Jarusombat, Ph.D** ofFaculty of Political Science, Thammasat University, Bangkok, Thailand. This paper describes the process, institutional and legal framework within which the environmental management operates in Thailand. It specifically focuses on the decentralization within central and local government's role in environmental management. The aim of the paper is to examine how interface between the central and local loci of power have affected pieces of legislation relating to management of the environment by central and local government in Thailand.

The eighth paper is titled **An Empirical Study of the Autonomy of Thai (Autonomous) Public Organizations** written by **Associate Professor Amporn Tamronglak,** Head of Public Administration Department and Director of Executive Public Administration (EPA) Program, Faculty of

Political Science, Thammasat University, Bangkok, Thailand. The latest Administrative Reform in Thailand in 1999reflected the influence of New Public Management (NPM) perspectives, leading to a drastic restructuring of age old bureaucracy. "Agencification" or creating new single purpose agencies was one of various approaches to face lift bureaucracy in the name of "Public Organizations or Autonomous Public Organizations (APOs)" to be free from tedious regulations and hierarchical commands of politicians. Since (Autonomous or Quasi-autonomous) Public Organizations Act has been issued in 1999, there are approximately 29 agencies created. This paper aims at attacking and analyzing the issue of autonomy of Public Organizations in Thailand, which is the main reason in hiving off from their original organizations. The theoretical basis of autonomy employed in the study is drawn from Peters Verhoest and others, particularly in the areas of personnel and financial management. Constructive questionnaires were employed and collected between June and August 2010 from all 29 Public Organizations. In-depth interviews with the agency's executives were conducted to gain insight knowledge of the concept in practice. The statistical analysis shows that Thai APos are more or less independent from the politicians. Though the legal and administrative structure of their establishment, they somewhat recognize and are responsive to the demands of the relevant Ministries. On the contrary, they are able to maintain the balance and handle the pressure in such a way that the agencies can carry out and accomplish the government policies professionally and cost-effectively.

The ninth paper written titled **Government Antismoking Campaign: Quixotic Dream Or Confident Expectation?** By Subiyanto of Wijaya Putra University. Smoking habit was one of global problems, but the effects of it are very dangerous on smoking related diseases, so Indonesian Government had to take the genius actions. This study investigated the effects of Government Antismoking Campaign on Behavior of Smoking in East Java. Research model was adopted from the Theory of Reasoned Action dan the Theory of Planned Behaviour introduced by Ajzen and Fishbein modified by DeVries et al. The population were smokers or someone who have experience with cigarette smoking in East Java, sampling method by Multistage Cluster Random Sampling in three stages. Data analysis utilized Structural Equation Modelling (SEM) used AMOS 4,01. Hypothesis analysis used regression Weight standardized estimates, compare p value in 5percent significancy, if p value < 5percent is mean significant. This study found four negative significant hypothesis and two not significant hypothesis. The effect of Government antismoking campaign on Attitude toward smoking behaviour and on Subjective norm of smoking are not significant, while effect of Attitude toward smoking behaviour on Refusal skill, the effect of Subjective norm of smoking on Refusal skill, are negative significant. The effect of Refusal skill on Behavioural intention to smoke, and the effect of Behavioural intention to smoke on Behaviour of smoking are also negative significant.There were

recommendations for Indonesian Government, cigarettes industries and collaboration among government and cigarettes industries.

The tenth paper entitled **Leading to Improvement? The Politics of ISO 9001:2000 Transfer to Local Service Delivery**and written by Wawan Sobari, Lecturer and Convenor of the Department of Political Science, Faculty of Social and Political Science, University of Brawijaya Malang. This paper addresses three main questions concerning the process, impacts and external evaluation of the transfer of ISO 9001:2000 to service delivery at the local secretariat office in the Regency of Malang Indonesia. Its methodology applies qualitative approach to build understanding by intensifying the research process aimed to obtain the full picture of the transfer. This paper shows some important findings around this transfer; first, the decision to transfer is a result of social process aimed to build better image of the office. As well, a policy network, ranges from local to international actors, has constructed the ISO 9001:2000 implementation as the best practice in service delivery. Finally, the certificate attributed to the implementation of ISO 9001:2000 cannot adequately assures the improvement of technical capacity of the office. Rather, it has created dependency on assurance server to sustain the performance improvement. Thus, this transfer has created a qualified office, not an educated office that is self-achieved fulfilment in delivering better service.

The eleventh paper **Democracy and Growth Revisited : An empirical study using fsQCA** written by Dong-Hyun Choi,Graduate Student, Department of Public Administration, Korea University. This paper will analyze The relationship between political freedom and economic growth has been a much scrutinized topic over the past few decades. According to Barro once the impact of other exogenous factors are controlled for, the effect of democracy on growth is weakly negative. He further raised the possibility of a nonlinear relationship between democracy and growth. Barro's work, while convincing in terms of methodological rigor and interesting in terms of the observations made, nonetheless is hardly free from the flaws that may potentially undermine the credibility of his arguments. This is the point of departure for this article. The first section of the article discusses the potential flaws evident in Barro (1996), and suggests ways to improve upon his work. The second section introduces fuzzy set qualitative comparative analysis (fsQCA) as an alternative methodological approach, and analyzes the relationship between democracy and economic growth using fsQCA. The analysis generally concurs with the nonlinearity hypothesis suggested by Barro (1996): democracy does in fact disparately impact economic growth at different levels of democracy. For full democracies and authoritarian regimes, causal combinations indicate that democracy has a positive impact on economic growth. For flawed democracies and hybrid regimes with intermediate levels of democracy, the dynamic between democracy and economic growth is revealed to be negative.

The twelveth paper entitled **Competition for jurisdiction over food industry in Korea** was written by Sung Eun Park, Korea University. This paper points out the matter of food safety management system with a view of competition for jurisdiction over food industry among the Ministry of Health and Welfare and the Ministry for Food, Agriculture, Forestry and Fisheries and affiliated organizations. Each ministry has separate basic positions and approaches to food industry policy: regulation and promotion. The policy image has been changed into "regulation" as public anxiety and concern for hazardous foods has grown since the end of 1990. They complete take charge of promoting or regulating the food industry by establishing or amending laws, expanding organizations and mobilizing a coalition. Coordination by policy committee, cooperation between agencies, and integration of agencies were introduced as measures to eliminate unnecessary competition for jurisdiction.

The thirteenth paper written titled **Making Strategic Plan Works In Local Government: Challenge And Problems, A Case Study of Strategic Plan Implementation in Yogyakarta Special Province** by Achmad Nurmandi and Eko Priyo Purnomo of Universitas Muhammadiyah Yogyakarta. The term of strategic plan is a new type of plan in Indonesian government that introduced since 1999 based on Law No. 22/1999. As a new approach, government organization has tried to set priorities and allocated scarce resources according to the formulated vision and mission. Meanwhile, these strategic efforts have not been successful achieved yet, including in Yogyakarta Province. This essay examines the implementation of strategic plan in Yogyakarta Special Province. The Yogyakarta has vision and missions that are looked at this paper as basis of analysis. Measuring on how they can reach their goals and missions is an appropriate way to analyze the how the strategic plan works. Using qualitative data and choosing a case study method, this research also have conduced in-depth interviews with bureaucrats in Yogyakarta. First of all, the Yogyakarta province tried to providing the strategic plan to be followed by government officer in their activities according to strategic design and planning school approaches. Secondly, most of local government's agencies are less understand on their vision and missions. Thirdly, Zero-sum game effect, reaching the goals and mission are difficult because most of their budget is spending their salary. Fourthly, The strategic plan has been implemented but it has not executed the strategic zone whose it support for dealing with mission from number two to six .

The fourteenth paper written titled **Improving Indonesia Civil Servants REVITALISASI PELAYANAN PUBLIK MELALUI ANALISIS JABATAN 'Performance Through Job Analysis** by Dyah Mutiarin "Dr. Dyah Mutiarin-Department of Government Affairs and Administration Universitas Muhammadiyah Yogyakarta. The red tape phenomenon in Indonesia civil servants performance Khusus berkaitan dengan birokrat pemerintah, banyaknya persoalan yang timbul dalam pemerintahan selama ini pada

dasarnya menunjukkan rendahnya kemampuan dan kurangnya sikap dari aparatur untuk mencoba peduli dan membantu masyarakat serta pengguna jasa pemerintahan lainnya dalam memenuhi kebutuhannyashows the lack of ability and lack of capacity to carry government tasks. This phenomenon needs improvement. Improving the quality of the state apparatus resources is directed to realize the professional human resources, neutral, and prosperous for civil servants as well as citizen at large. Hal itu merupakan faktor penting dalam menunjang peningkatan kapasitas dan akuntabilitas kinerja instansi pemerintah. This is an important factor in supporting capacity and accountability of civil servants as well as state apparatus. Analisis jabatan diperlukan dalam pengembangan pegawai yang pada hakekatnya adalah suatu upaya pemenuhan kebutuhan tenaga kerja secara kualitatif sesuai dengan persyaratan pekerjaan yang ditentukan dengan mempertimbangkan kepentingan-kepentingan individu pegawai untuk dapat mengembangkan potensinya seoptimal mungkin mencapai karier setinggi-tingginya di dalam organisasi.Therefore, in order to achieve the quality of human resource in civil servants, the government need to continue to improve the application of merit system in the administration of personnel management by implementing job analysis. The future of structure bureaucratic organizations as public organization tend to be slender but rich in function. The concept of 'the right man in the right place in the right time' needs to be applied correctly in order in filling the vacancy actually forward the principle of professionalism through the process of job analysis.

The fifteenth paper titled **Career Path Development for Indonesian Public Servant** by **Utami Dewi, S.IP, MPP** and **Dra. Atik Septi Winarsih, M.Si** of Government Affairs and Administration Department, Universitas Muhammadiyah Yogyakarta. Decentralization demands more competent and professional public servants, so that they can perform jobs well particularly in delivering services to society and in maximizing local resources. However, several problems surrounding civil service management have hampered this decentralization goal. These obstacles come from government regulations, institutional relationship and human resources. There are some regulations on civil service affairs but many of them are incompatible. Ironically, moreover, the important regulation on public servant management-career path development- has not been formulated yet. This career path development is crucial since it guides the staff to plan their job position in the future. Moreover, it is beneficial for manager in the public sector to conduct staff placement and promotion. Therefore, the formulation and implementation of career path development is a must to find the best staff in the right job. In doing so, performance measurement that consists of performance appraisal, competency test and fit and proper test may be chosen as a model. This paper will reveal this career path development by firstly evaluating the practice of recruitment; promotion and mutation; salary; and performance appraisal system in recent Indonesian studies.

The sixteenth paper was written by Jin-Wook Choi, Associate Professor, Department of Public Administration, Korea University entitled **Anticorruption Agencies and Reform: The Case of the KPK in Indonesia.** This paper analyze the establishment of an anticorruption agency (ACA) due to reduce coruption in a county in this case is Indonesia. This paper examines the effectiveness of anticorruption law enforcement functions of the KPK, the Indonesia's ACA that was created in 2003 and identifies key challenges that lie ahead of the KPK. By adopting key performance indicators, this paper finds that the KPK has been successful in carrying out three-pronged anticorruption strategies—repression, prevention and public relations, which is congruent with strong public support to and trust in the KPK. However, the KPK faces several challenges posed by inherent structural limitations and external political forces that may threaten the efficacy of the Commission's anticorruption functions. While the public has to show continuous strong support to the KPK, the Commission must effectively perform legally mandated and socially expected anticorruption functions with high integrity and discipline in order to become a de facto ACA.

The seventeenth paper written by Bonefacius Bao entitled **Robust Ondoafi Powers in Central Urban Communities (Studies Authority Ondoafi in Jayapura Papua)** .This paper aims to find out Ondoafi in the capital to actualize its power, and care for it so the power of capital in the middle of an urban community. There are three power capital Ondoafi namely social capitals, symbolic and material. Assuming the persistence of capital even living in urban areas had to survive because they have the ability to manage symbols, manage social relationships and manage the economy. Allegations were proven because of the discussion about the workings of the three capital Ondoafi power, can be in the know that Ondoafi respond to change with the actualization of such capital through a revitalization strategy, adaptation and repositioning. Those capitals are not working alone but comes along. Ondoafi convert into equity capital one another so that there is a logical relationship with his rule. Capital-capital is reproduced and exchanged with each other. In practice the power to show how the three capital Ondoafi able to manage its power to make strategic changes. Ondoafi thus becomes very important and strategic for anyone who needs it.

The eighteenth paper was written by Arundina Pratiwi, entitled **Transformation of public organization Culture in Indonesian Democratic Era.** The main problem discussed on the paper provide an understanding about the transformation of public organization culture in Indonesian democratic era. Literatures research, both from books and media publications, on current development of transformative public services performed by several regional governments provides the primary conceptual foundation for investigating the effect of democratization process on the transformation of public organization culture in Indonesia. Additionally, this paper reveals the specific example on transformation of

organizational culture in the regional government of Jembrana in Bali which is currently often used as the best example for other regional governments across Indonesian archipelago. Jembrana case can be classified as a success of public organization culture transformation, with its main goal to overcome the bad image of Indonesian public institutions in serving public needs. The achievement of Jembrana can be used as an important example to motivate other regional governments to improve their commitment on providing good public services.

The nineteenth paper is **An Analysis of the Effect of Press Freedom on Corruption: Evidence through a Cross-Sectional Data Analysis** written by Songhee Yoo, mastercourse student , Korea university. This study attempts to find the relationship between the government corruption and the media based on Latham's democratic theory. First of all, the empirical results of this study show that the autonomy of the media reduces corruption. It can be seen as an element of direct democracy that makes up for the constraints of indirect democracy. In addition, the writer further investigated the impact of the economic level and social globalization on corruption through the empirical research. Therefore, when the anti-corruption policy is established, the administrator should carefully consider whether the policy runs the risk of suppressing the economic growth of a country. And globalization is an opportunity to establish anti-corruption agencies and institutions. Because increasing the level of trust with other countries brings down corruption in the field of related work. Finally, determinant element of reduced corruption is identified as femininity. However, the simple increase in the employment of women may not be the solution. If the organization wants to reduce corruption, they must increase the culture of femininity. Efforts should not stop at recruiting more female workers, but rather focus on the improvement of organizational culture.

The twentieth paper entitled **Organizational Communication licensing Office of Yogyakarta City to Achieve Service Performance** and written by Yeni Rosilawati lecturer of UMY, Communication Department majoring in Public Relations subjects, Krisna Mulawarman, lecturer of UMY, Communication Department, majoring in a broadcasting subjects, and Dian Kusumadewi alumni of Communication Department UMY, graduated in 2009. The paper focus on Licensing Agencyit is an organization in the field of services still relatively new, however Licensing Office of Yogyakarta city has a strong commitment in carrying out its functions. Awards obtained Jogjakarta City Government Licensing Service Award include Investment Award from BKPM as City Best One Stop Service Providers in 2007 later in the year 2008 Licensing Office Title again awarded the Excellent Service Award 2008 as the image of one government agency that has the quality of public services best. This study sought to describe the steps the Licensing Office of organizational communication Jogjakarta City Government to improve service performance.

The twenty first paper entitled **Potential Users and Critical Success Factors of e-Government Services: the Case of Indonesia**written by Ali Rokhman, Post Graduate Program in Administration Science, Jenderal Soedirman University. This paper elaborated more on Implementation of e-government in Indonesia began in 2003. However, until then the public services that provided through e-government are still very limited in quantity as well as quality. Based on the research the internet users are they who have the characteristics in majority consist of: female, have age in twenty one to thirty years old, have bachelor education degree, and they have been using the Internet for a period of seven to nine years. Considering this phenomenon therefore from to the government's perspective, the most critical factors for successful implementation of e-government are the e-leadership and the opportunity to develop employees' capacity in the technical training on e-government.

The twenty second paper entitled **Bureaucracy Culture and Leadership in Indonesian E-Administration Implementation: Based on Perspective of Knowing and Learning Organization** written by Ayuning Budiati and Rudiat Komara the paper focus on Indonesian E-administration implementation involves bureaucratic culture and leadership issues. Those issues appear due to the change that occurs if e-administration is implemented nationally. Implementing e-administration can be risky, expensive and difficult because public employees are not being motivated to improve and provide policy about ICT. This situation causes a lack of policy including operational guides at every level of government to improve ICT. Improvement of ICT literacy and skill is needed in Indonesia's e-administration implementation. The paper will analyze those factors regarding the organization's paradigms: organization as learning and knowing organization.

The twenty third first paper written by Gyuseong Park, Korea University entitled**Internet Regulatory Policy in Korea: Its Origins, Impact, and Changes.** The paper aims to show the reason why the Korean Internet regulatory policy to ensure safety has its own uniqueness which cannot be observed in other countries; using external plug-in program instead of built-in and highly dependent upon specific platform. According to the study following the institutional approach of regulatory policies, these "Korean-style" regulations were created to solve technological constraints in the early beginning stage of development of Internet transactions, but these regulatory policies results in many "unexpected outcomes," such as strengthening monopoly in Operating system and Web browser market, customers' inconvenience, and paradoxical outcome which regulations intended to enhance security eventually weaken the safety. These regulations have been challenged, and recently announced its abolishment by Korean government due to its negative consequences. Based upon this case, the paper argues that the technological factor, inertia of institution, and various actors and their interests around regulatory policies are important to understand these

regulatory policies, and it contends that IT regulatory policies should technologically neutral because these policies cannot catch up the rap evolution of these industries.

The twenty fourth paper entitled **Decentralization, accountabili and local government performance in Indonesia** written by Sujarwoto, Pl Student at Institute for Social Change University of Manchester UK and Yumarni, Lecturer on the Department of Public Administration, Jender Soedirman University Purwokerto Central Java Indonesia. This artic contributes to an understanding the linkage between local governme accountability, corruption, and citizens' participation. Departing fro critiques on fiscal federalism theory, we propose hypothesized pathwa through which decentralization can lead better local public servic performance. The basic hypotheses underlying this research is tha decentralization will result in better local public service performance onl if mechanisms for strengthen political accountability are established withir local governments. Without strong political accountability, decentralizatior only creates powerful incentives for political and bureaucrat agent to capture local political process and misallocate public resources. The writer testec these hypotheses against evidence from 155 newly empowered local governments in Indonesia. Governance Decentralization Survey Data (GDS) is used to examine the linkage between decentralization, accountability and local government performance in the country. The results of simple and multilevel regression model broadly support the hypotheses. Less corruption, higher local government accountability and citizen's political participation are all associated with better local government performance. In contrast, poorly performing local public services are often deeply rooted in their political and social contexts. Local governments often fail to provide better public service when political accountability is absent due to weak checks and balances, lack of transparency, and weak electoral incentives. These effects remain statistically robust across all regression specifications

The twenty fifth paper written by Septiana Dwiputrianti, Senior Lecturer and Head of Postgraduate Program School of Public Administration, the National Agency for State Administration (STIA LA Bandung, West Java, Indonesia entitled **How Effective is the Indonesian External Public Sector Auditing Reports Before and After the Audit Reform for Enhancing the Performance of Public Administration?**. The research aims to enrich the existing administration, accountability, and auditing of public sector literature. Two main research questions; firstly, how is the quality of information in the audit reports of the BPK; secondly, what are the key factors influencing the effectiveness and ineffectiveness of information in the audit reports.

The study revealed that the executive's history had historically neglected the roles and functions of BPK. Auditors lacked independence as the executive influenced the administration and finances of BPK. Auditors also had lack of opportunity to increase their professionalism. Since there was little incentive

for auditors not to accept audit fees from auditees, the objectivity and integrity of auditors was reduced significantly. Since the third amendment of 1945 Constitution in 2001, the Indonesian government had reformed laws and regulations related to public sector auditing for strengthening BPK. In situation where the Indonesian public administration needs immediate reform, BPK keeps trying to improve its professionalism and independence to provide qualified audit reports. BPK has been given much attention to education, training, and the development of other skills and knowledge; implemented remuneration; applied a rewards and sanctions. This study revealed a significant improvement in the amount and quality of in audit resources, including numbers of qualified auditors, representative offices, information and technology, and modern equipment. However, many new auditors lack of experience and lack of diverse educational backgrounds in addition to accounting and finance for conducting performance auditing. To enhance the quality of public administration and accountability, this study gives recommendations for BPK in (1) strengthening its independence, (2) expanding auditor's professionalism and competency in risk management (3) improving the facilities of the training centers, (4) increasing follow up of audit reports, (5) evaluating laws and regulations, (6) enforcing the implementation of performance auditing.

The twenty sixth paper Titled **The Strategy For Improving Public Services Delivery In Indonesia by Dr. Suranto,** Department of Government Science, Muhammadiyah University of Yogyakarta and **Awang Anwaruddin of** Center of Research and Development for Information System and Administration Automation, National Institute of Public Administration of the Republic of Indonesia. The crisis of public services in Indonesia has spread out to almost all sectors for decades. The poor level of public services performance suffered by customers is mainly indicated by sluggish service processes and excessive service cost. Various public policies have been undertaken to improve public services performance; however, no significant improvement is perceptible.

This paper attempts to find a strategic solution to improve the public services in Indonesia. Through a depth analysis, a positive answer is recommended: The Indonesian Government should carry out a comprehensive approach of bureaucratic reform, including the bureaucratic institution, management, human resources, and service culture. Since the reform is complicated and massive, however, it should be carried out incrementally, through preliminary, implementation, and evaluation stages.

The twenty seventh paper titled Analysis Of Democratic Public Service Network Case Study in Urban Transportation Service in Makassar City, South Sulawesi Province, Indonesia by: Dr. Alwi, M.Si. In general, public services organized by government bureaucracy are still serious problem, including urban transportation services/public transportation in Makassar City. In this case, urban transportation services in Makassar City have not

been able to provide service as expected by citizen. As principle of democracy, citizens are "masters" who must be delivered service satisfactorily by state officials. Therefore, government bureaucracy, in fact, must understand the needs of citizens and this is what writers call democratic public service. Theoretically, to solve complex problems such as problems of urban transportation services necessary inter-organizational networks, because many institutions and associated with it. Merging the two concepts into the concept of democratic public service (urban transportation) network is a new concept in the science of public administration. Inter-organizational network aims to use resource efficiently and effectively, as well asa democratic public service aims at making citizens as the focus of public service through their involvement in the process of solving public problems. This study aims to describe the implementation of democratic public services (urban transportation) network in Makassar City. This study used qualitative methods and case study research strategy to uncover the deeply democratic public services network. Data collection techniques used was observation, in-depth interviews, and documents. Processing technique and data analysis is the analysis of qualitative descriptive case study. The result of research pointed out that the implementation of democratic public service (urban transportation) network in Makassar City has not been effective.

The twenty eighth paper titled **Balance Theory by Dr. Inu Kencana Syafiie**. When people ask why today Islam is blasphemed throughout the world — forbidden wearing headscarves in France, in the United States its presence is examined and in Australia its organizations were disbanded — with various accusations we did not expect, this was because Islam is one of the world paradigms worried shifting all previous paradigms. After weakened communism socialism and capitalistic liberalism is the only wide world paradigm, they concerned about the return of the — according to them — tyrant rule, then it is anticipated with slander and propaganda. However, inevitably, humankind will understand goodness, truth, and the beauty, also in ethics, logic and aesthetics. So where are the ideologies sitting in case Koran assembled all the disciplines of science, moral ethics, and nuances of art? How about Al Fatihah which became Prolegomena and *preambule*, in addition to reading of the prayer becoming the rhythm of worship? It should be impregnated that Al-Fatihah is the core essence of transcendental thinking in three world grand narrative

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CONTENTS

Bureaucracy Culture and Leadership in Indonesian E-Administration Implementation: Based on Perspective of Knowing and Learning Organization

Ayuning Budiati And Rudiat Komara

Abstract

Indonesian E-administration implementation involves bureaucratic culture and leadership issues. Those issues appear due to the change that occurs if e-administration is implemented nationally. Implementing e-administration can be risky, expensive and difficult. The change is inevitable for effective and efficient e-administration implementation, and to gain its benefits.

Patrimonial bureaucracy culture in Indonesia should be reformed into a situation that is more dynamic and transparent; moreover, there should be a sharing of information processes among government agencies. The patrimonial type of Indonesian bureaucracy is an inherent factor in the Indonesian political system in the new regime era. Historically, that situation is caused by the influence of traditional values from Indonesian ancient kingdoms and a colonial style of bureaucracy (Dutch invasion era). Moreover, Indonesian bureaucracy is still focused on social control and serving superior orientations rather than service orientation. Those values are still occurring in Indonesian bureaucracy in some areas, even though Indonesia is in the reform era. In this reform era, the Indonesian government's bureaucracy still has not changed significantly. It is reflected in the government's capacity to serve the public. For example, behavior patterns of bureaucrats in Banten, Yogyakarta, West Sumatra, and South Sulawesi still show a low level of accountability, responsiveness, and efficiency in giving the service to the public. In sum, public service quality is still at a low level.

Public employees are not being motivated to improve and provide policy about ICT when there is a need of e-leadership due to the characteristic of Indonesia's paternalistic culture. This situation causes a lack of policy including operational guides at every level of government to improve ICT. Because of the situation, when there is no role model in electronic leadership, bureaucrats working under leaders are not motivated to improve and provide policies in electronic development. The paternalistic Indonesian culture makes bureaucracy unmotivated and provides electronic policies when there is not e-leadership. Indonesia needs a nationally committed leader to e-administration implementation, in order that there is bureaucratic support for the use of IT and there is ICT policy improvement.

Improvement of ICT literacy and skill is needed in Indonesia's e-administration implementation. Its improvement in committed leadership to the improvement of e-administration and the ability of controlling and managing e-administration implementation in Indonesia's bureaucracy will enhance e-administration effectiveness. This paper will analyze those factors regarding the organization's paradigms: organization as learning and knowing organization.

Keywords: learning and knowing organizations, e-administration

I. Bureaucracy and Indonesian E-administration

Information technologies affect bureaucracy. "Information technologies affect the information flows, coordination, and the work of the bureaucracy, by altering the relationship between information and the physical factors of distance, time, and memory" (Fountain, 2001, p.33). For example, data is being digitized and can be accessed by every layer of government institutions easily; it can even be accessed without limitations of hierarchy. "The creation of telecommunication networks can greatly reduce the space (files), staff, and tasks needed to manage data". (Fountain, 2001, p. 35). The layers in bureaucracy are simplified.

According to Kettl (2000, pp. 68-69), "public management is inevitably about politics; and public management reform is about strengthening the ability of elected officials to produce result". In addition, public management reform is as much about politics as management and it is about government, the private and nonprofit sectors (Kettl, 2000, p. 69). Strengthening the ability of the bureaucrat is needed in public management reform and in public service deliveries process. Good ability of bureaucrats in politic and management is needed in public management reform, including in e-administration implementation.

The measurement of government performance in new public management depends on the government relationship. As Kettl (2000, p. 69) mentioned "the performance of government strongly depends on the relationship of administration with the rest of government and of government with non-governmental partners". As e-administration is linked to those three relationships, the success of e-government will also mean the success of government performance.

Kettl (2000, p. 33) states, one important factor of management reform strategies is that they must fit with and be supported by the governance systems in which they are located. President's directive is one example of supported governance systems. Indonesian President Directive No. 3 in the 2003 about policy and national strategy of e-government implementation means that e-government becomes a reform in public management strategies and bureaucracy in Indonesia.

In addition, according to OECD (2003, p. 157), "e-government will affect the relationship between the parliament, the executive and citizens, challenging traditional concepts of political legitimacy, representation and ministerial accountability". E-government affects government strata and the citizens due to the use of Internet. The relations creates more accountability, transparency, better interaction and coordination among those strata because the virtual nature of the Internet. Moreover, bureaucracy's layers will be simplified.

Patrimonial bureaucracy culture in Indonesia should be reformed into a situation that is more dynamic and transparent; moreover, there should be a sharing of information processes among government agencies. The patrimonial type of Indonesian bureaucracy is an inherent factor in the Indonesian political system in the new regime era. Historically, that situation is caused by the influence of traditional values from Indonesian ancient kingdoms and a colonial style of bureaucracy (Santoso, 1993, p. 139). Moreover, Indonesian bureaucracy is still focused on social control orientation rather than service orientation (Santoso, 1993, p.140). Those values are still occurring in Indonesian bureaucracy in some areas, even though Indonesia is in the reform era. In this reform era, the Indonesian government's bureaucracy still has not changed significantly. It is reflected in the government's capacity to serve the public. For example, behavior patterns of bureaucrats in Yogyakarta, West Sumatra, and South Sulawesi still show a low level of accountability, responsiveness, and efficiency in giving the service to the public (Dwiyanto et.al, 2002, p. 228). In sum, public service quality is still at a low level.

In addition, there is limited transparency, openness, loyalty, and dialogue process with the public and this creates situations where there is not a public trust of bureaucrats. Transparency and work culture reform

has not changed Indonesian bureaucracy. There are still unofficial fees that burden people, and there remains a lack of public sector capacity to serve the citizens. For example, the unofficial fee, needed to get a land certificate (Dwiyanto et.al, 2002, p. 229). Bureaucratic work culture should be changed to be more dynamic, transparent, and accountable. E-government can help to achieve this.

The process of changing the work culture in Indonesia's public service is important. As Khudori cited in Setiyadi (2003), an obstacle faced by Indonesian government to improve e-government implementation is to change the work culture of public servants, because the effectiveness of public servants' service to citizens will be seen by the citizens. Further opinion explains clearly the relation between the use of IT and the culture of organization. The use of an IT system will be successful only if it improves organizational performances. If the changes happen due to the use of IT, then the culture must change too, because future performance and survival are at risk (Sauer, C, Yetton, P.W., & Associates, 1997, p.134). Therefore, cultural changes in organization become unavoidable when adopting ICT.

Moreover, e-government implementation also needs change in the organizational structure. As Layne and Lee (2001, p. 135) state because e-government becomes more prevalent, and the public sector organizational structure will change accordingly i.e. internally that is system efficiency, and externally that is the citizens. The most important factor is that e-government can give convenience to citizens, hence the changing of public sector's work culture and organizational structure is intrinsic to gain the benefit of e-government implementation.

According to Rahardjo (2001), one obstacle of e-government implementation in Indonesia is there is no sharing culture and willingness to create an efficient process, "why they should make the process easier if they can make it difficult". It can be seen that the work culture among the bureaucrats does not have willingness to change into more efficient and effective work culture. Moreover, according to Accenture (2002), in their research about general public sector partnering issue, only 50 percent of respondents said they have the ability to share data with other government agencies, and only 11 percent have the ability to share it with businesses. This means, even though the public sector willing to share data with others agencies or private sector, they have lack capabilities to make them happen (Accenture, 2002).

In addition, according to Fountain (2001, p. 51), the Internet has the ability to affect not only production but also coordination. If public servants can understand and use Internet maximally, coordination among agencies can be improved. As long as Internet is used as, "simply a matter of increasing rationalization in the bureaucracy, then the logics would be perfectly aligned"

(Fountain, 2001, p. 51). Hence, Internet will not and cannot change the rationale of bureaucrats. Internet will improve rationalization of bureaucracy and its organization. As Fountain states (2001, p. 12 and p.98), IT will reshape organization into a better logic, and reciprocally organization will shape the enactment of IT. It is clear that the use of IT, such as Internet will not harm organization and its bureaucracy, but it gives advantages.

Indonesia's political, economic, and financial situations are still in crisis. Malpractice in the public sector still occurs. Bribing to get faster service is still considered common. There are different needs between private and public sectors in understanding reform in public administration. Bureaucrats that get advantages with the old system do not want to change, while the citizens need easier, cheaper, faster, on time, and transparent services. The work culture, vision, and mission should be changed into more efficient, effective, transparent, and accountable process of services for the citizens. Because, some public servants still misuse their information for their own benefit (Rahardjo, 2001).

The use of the Internet will reduce layers in bureaucracy, due to on line activity. It will improve the cognitive aspect in an organization, including their bureaucracy, due to the adoption of technology and its rationalization. As Fountain (2001, p. 98) states, IT affects institutions in the form of "cognitive, cultural, socio cultural and formal embedded-ness". It also affects the changes in cultural issues in its working procedure. If it is used wisely then IT will improve coordination, effectiveness, and efficiency due to reducing time, distance, and memory.

Bureaucracy will be simplified due to the adoption of IT. The citizens can simplify its layers to gain services. As Hughes (2003, p. 193) states, bureaucracy will not disappear; only the layers reduce. In sum, Fountain (2001, p. 62) states, the Internet in bureaucracy is to lead to greater rationalization and standardization. The nature of IT is that rationality will effect and improve the rationalization of bureaucrats. The importance of bureaucracy never disappears, but it is restructured due to the use of Internet in the public sector.

Improving the attractiveness of using IT in e-government by bureaucracy can be conducted by the incentive method. As Margetts and Dunleavy (2002, p.12) state, citizen benefits of e-government can be maximized by using incentive to encourage citizens to access electronic services. For example, if citizens pay tax online, then the government will give a considerable reduction. However, this incentive system should be applied carefully. As Margetts and Dunleavy (2002, p.12) state, incentives have to be realistically designed so that they really are incentives. The citizens should obtain factual benefits, and they not be deceived by the government, because of the online incentive system.

II. Leadership and Bureaucratic Culture in Indonesian E-administration: Learning and Knowing Organization Point of View

Leadership and commitment are factors of successful e-administration because e-administration implementation needs change in bureaucracy culture and administration. A committed leadership to e-government implementation can manage the change effectively. As OECD (2003, p. 153) states "leadership and commitment, at both political and administration levels, are crucial to managing change", because committed leaders are to "deal with disruptive change, to persevere when benefits take time to emerge, to respond when things go wrong, and to establish visions and plans for the future". Leadership is necessary at all levels, from the political to the administrative. Political leadership makes e-administration a priority and guides transformation by putting it in a broader context, and in administrations, leading implementers help translate political vision into an action plan (OECD, 2003, p.153). Leaders can make strategies in e-government implementation that becomes the guidance of its implementation or action.

Creating local leaders (team leaders, project leaders, etc) is a key answer to the principle of decentralized management and decision power over IT in organizations (OECD, 2003, p. 97). Hence, leadership is needed for managing and making decisions regarding e-administration implementation.

According to OECD (2003, p. 98), principles for successful e-administration leadership are "coordinating resources and responsibilities within the organization; developing common vision and set objectives (e-agenda); developing the ability to persuade people to that vision in order to convince the enthusiasts and engage the skeptics; developing a customer-led and customer-focused approach; ensuring that leadership can be recognized and encouraged wherever it is found in the organization; raising the awareness and developing the skills of employees, encouraging innovative solutions to organizational problems; assessing and building the capacity to deliver on line services, leading people through the difficult process of change, securing the commitment from staff along the way and managing their programs of work; ensuring technological development within the organization and make sure that personnel can fully benefits from that; recognizing the full use of technologies but not chasing technological solutions in itself". These principles need to be implemented in all government institutions in Indonesia to improve its e-leadership.

Leadership in e-administration implementation is essential, especially in deciding vision, mission, strategic planning, managing, and coordinating implementation nationally in Indonesia. The importance of leadership in an

organization is stated by Evans and Wurster (2000, p. 228), a leader is creating a culture and strategy. The cultural values in an organization reflects the vision of the leader, and the organization's programs or activities improvement will depend on the leader's skill; moreover, the right culture in organization only depend on the leader skill (Evans and Wurster, 2000, p. 228). Hence, leadership is an essential factor to implement and improve a new system, such as e-administration. Apparently, there is no one national e-leadership in Indonesia that can be used as a role model. As Setiyadi (2003) states, Indonesia does not have e-leadership that can become a role model for the public in deciding electronic strategies. In Malaysia, Dr. Mahatir Muhammad (their former Prime Minister) gave vision for electronic development through InfoComm's infrastructure. In addition, based on experience in Indonesia, when high level of local officials such as majors or governors do not have ICT awareness, then projects will not be successful (Minges, 2002). This situation describes the importance of leadership in e-administration implementation and improvement in Indonesia.

Public employees are not being motivated to improve and provide policy about ICT when there is a need of e-leadership due to the characteristic of Indonesia's paternalistic culture. This situation causes a lack of policy including operational guides at every level of government to improve ICT. Because of the situation, when there is no role model in electronic leadership, bureaucrats working under leaders are not motivated to improve and provide policies in electronic development. As Setiyadi (2003) states, the paternalistic Indonesian culture makes bureaucracy unmotivated in electronic development and provides electronic policies when there is not e-leadership. Indonesia needs a nationally committed leader to e-administration implementation, in order that there is bureaucratic support for the use of IT and there is ICT policy improvement.

An example where leadership has an important role in the success of e-administration implementation is in Takalar regency, Indonesia. The head of Takalar regency is motivated and committed to implementing e-government in his area. Moreover, he can organize the business sector in his area that supports e-administration implementation. Hence, its government can give better service to their citizens. For example, making an ID card only takes five to ten minutes, licenses (such as a business license) that usually take two weeks, now only take one to three days, and there is 70% better efficiency in paper usage (Susatijo, 2003).

Moreover, in East Kutai regency (Kalimantan Island), its regent, Awang Faroek Ishak is committed to implementing e-administration. It is proved by his preparation in all supported infrastructure and simptap (management information system within one roof) project that have succeeded (Gatra.com, 2003).

There are still obstacles when head of agencies are not willing to implement e-government. They do not like a changing process and there is a fear of disappearance of revenue from other sources for their public servants. There is still resistance to change from local bureaucrats because multilevel corruption becomes less (Gatra.com, 2003). Unwillingness to change by the leaders and fear of losing additional revenue are still obstacle of e-administration implementation.

Clear vision, mission, strategy, and committed national leaders to e-administration improvement are important, because leaders have a crucial role in deciding e-government implementation. Garnham (2000) cited in Setiyadi (2003) states, non-technical factors, such as vision, mission, goals and strategies conducted with full support of national leaders is more dominant than technical factors (such as computer and telephone) in improving the success of e-administration. In Indonesia's case, leadership commitment to e-government should be followed by other factors, namely supported ICT infrastructure, cyberspace law enforcement, capable human resources in ICT, and a supportive bureaucratic work culture. Those factors should be in an integrated way improved to gain maximum benefits of e-administration implementation.

As in learning and knowing organization, leadership has significant role to improve e-administration. The power of leadership in superior affects systemic mindset of public servants in understanding and serving public. As a systemic point of view, internal and external factors should be considered in improving e-administration implementation. All aspects interconnect to each other.

To reduce digital divide, public organization need more aggressive in training their bureaucrat, as in learning organization. There are aspects need to be fulfilling to improve bureaucratic culture and leadership based on knowing and learning organizations, namely:

1. Visionary leader
2. Implementing formal and informal reward
3. Publishing the success staffs
4. Starting with adapting style and culture of organization

As Indonesia e-administration is in dynamic situation with free trade agreement situation, political and economy fluctuation and local values that embedded in every people' development actions, hence in knowing and learning organization point of view, there is a need of information seeking behavioral pattern that needs to be involve in Indonesian e-administration. Ellis (1989) in Chun Wei Choo (2006:60) states that there are eight behaviors characteristic that need to be fulfill in the information seeking phase, namely:

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1. Starting: bureaucrats and society search for information (that their need).
2. Chaining: they have culture to citation or reference among materials they use
3. Browsing: they have culture in searching in an area of potential interest
4. Differentiating: they have culture in using materials when they use information differences for positive reason
5. Monitoring: there is an action of monitoring information for development issue
6. Extracting: they have culture in working systematically to identify any materials that they need.
7. Verifying: they have culture in eager to check the accuracy of information
8. Ending: they still have feeling to seek information even at the end of their action, for checking purposes.

As above eight generic characteristics of information seeking behavior is not generally already in Indonesian public organization and society have, however in this digital and e-administration era, those characteristic need to be placed. So as to, Indonesian can improve their welfare, because other countries (developed and developing countries already adopt ICT) already in this or close to this information seeking pattern.

Therefore, Indonesian national leaders and bureaucratic culture need to improve those eight generic characteristics in order Indonesian e-administration in this information era improve. Those items indicate the three major information activities in knowing and learning organization (in order the optimum e-government imperatives can be felt by Indonesian people), namely: sense making, knowledge creation and decision making.

Strategy to improve leadership and bureaucratic culture in the learning and knowing organization is by using The Knowing Cube (Chun Wei Choo, 2006:314). The knowing cube is the model that provides a structure and language that can be used to analyze information use in organization (Chun Wei Choo, 2006:314). According to Chun Wei Choo this model does not suggest universal solutions, but it offers a framework that can help an organization to think through its own strategy to gain better actions to achieve organization's goals. Overall the knowing cube is not a panacea of all obstacles in ICT adoption (e-administration) in organization.

Factors influence information in organization –sense making, knowledge creation and decision making- are: cognitive, affective and situational (Chun Wei Choo, 2006:314). Those factors play out at the individual, group and organizational level (Chun Wei Choo, 2006:314).By using cognitive, affective and situational factors in the sense making,

knowledge creation and decision making in e-administration implementation, a leader can has a framework to help organization analyze its management and use of information, including in creating bureaucratic culture in adopting ICT in government's every day duties.. As cultural knowledge consists of the shared assumptions and beliefs about organization goals, identities, capabilities, customers and competitors (Chun Wei Choo, 2006:196), then cognitive, affective and situational factors are needed to improve bureaucratic culture including in e-administration implementation.

III. Conclusions

There is still no culture of sharing of information in Indonesian bureaucracy. This remains an obstacle of e-government implementation. Furthermore, Indonesia's bureaucracy is another drawback of the use of ICT to improve their capacity to serve their citizens. Not all bureaucrats are willing to change their work culture.

Leadership has an important role in creating good vision, mission, and strategy of e-administration implementation in Indonesia. A committed leader to the improvement of e-administration implementation will affect the effectiveness of e-administration implementation. Indonesia still needs a national leader to improve its e-administration implementation.

To enhance the role of leadership and bureaucratic culture in e-administration from the learning and knowing organization, there is a need to fulfill: visionary leader, implementing formal and informal reward, publishing the success staffs and starting with adapting style and culture of organization.

The Knowing Cube is a model of creating a framework of leaders and bureaucratic culture to improve and analyze the use of ICT in government's duties or e-administration.

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