

ABSTRAK

Prinsip Transformasi birokrasi adalah menempatkan birokrasi sebagai abdi masyarakat, hal ini sejalan dengan amanat UU No.25 Tahun 2009 tentang Pelayanan Publik, menuntut berokrasi menjadi ujung tombak pelayanan publik untuk memenuhi kebutuhan masyarakat berupa tersedianya pelayanan prima. Sleman dan Kulon Progo adalah dua daerah yang telah bertransformasi dengan sistem birokrasi berbasis ICT. Di suatu sisi berbagai prestasi telah diraih oleh keduanya semenjak menerapkan ICT dan beragam inovasi *e-governmmnet*, namun sisi lain daya saing pengembangan penerapan ICT juga kompleks, salah satu evaluasinya adalah kapasitas birokrasinya. Untuk itu penelitian ini berusaha menganalisis dari sudut pandang visi dan kebijakan, struktur organisasi, budaya organisasi serta penerapan sistem teknologi.

Metode penelitian adalah *mix method* analisis kuantitaif dengan SPSS SEM Amos, dielaborasi melalui deskriptif kualitatif dari hasil observasi dan wawancara mendalam, informan adalah pejabat struktural, total sampel 200 orang dengan rincian 100 orang di Kabupaten Sleman dan 100 orang di Kulon Progo, Hasil penelitian menunjukkan bahwa kapasitas pemerintah daerah Sleman jauh lebih maju dalam penerapan ICT, bahkan secara substansial Satuan Perangkat Daerah telah memanfaatkan sistem pelayanan publik berbasis ICT. Sementara Kulon Progo transformasi birokrasi berbasis ICT belum maksimal hal itu disebabkan antara lain minimnya sumber daya aparatur dan cenderung pragmatis. Saat ini di Sleman visi dan kebijakan birokrasi masih mencapai 61%.

Sementara struktur organisasi terjadi perbedaan respon, di Sleman meskipun masih berada dalam kategori sedang dengan nilai 72% namun itu menunjukkan adanya peningkatan 7% untuk Kulon Progo hanya mencapai 65%. Budaya organisasi justru dari aspek personal di Sleman justru mendapat respon 78% dan Kulon Progo 67%. Terhadap Sistem ICT baru diperlukan upaya-upaya yang signifikan untuk mendukung semua variabel, karena saat ini masih berada pada kategori sedang presentase 54% khusus di Sleman dan sebanyak 51% di Kulon Progo. Artinya pejabat struktural di Sleman sudah mencoba memanfaatkan ICT namun dalam proses pengembangannya masih terkendala di wilayah kebijakan, struktur dan budaya organisasi. Sementara di Kulon Progo perlu melakukan re-desain kebijakan dan komitmen secara struktural agar mampu memanfaatkan dan mengembangkan konten ICT.

Kata Kunci : *Birokrasi, Transformasi, ICT.*

ABSTRACT

The principle of bureaucratic transformation is to place the bureaucracy as a public servant, this is in line with the mandate of Law No. 25/2009 on Public Services, demanding that democracy be the spearhead of public services to meet the needs of the community in the form of excellent service. Sleman and Kulon Progo are two regions that have transformed with an ICT-based bureaucracy system. On the one hand, various achievements have been achieved by both since implementation ICT and various innovations e-governmnet, but on the other hand the competitiveness of developing ICT applications is also complex, one of the evaluations is its bureaucratic capacity. For this reason, this study seeks to analysis from the perspective of vision and policy, organizational structure, organizational culture and application of technological systems.

The research mix method a quantitative of quantitative analysis with SPSS SEM Amos, elaborated through descriptive qualitative results from observations and in-depth interviews, informants are structural officials, a total sample of 200 people with details of 100 people in Sleman Regency and 100 people in Kulon Progo, The results showed that the capacity of the Sleman regional government is far more advanced in the application of ICT, even the Regional Apparatus Unit has substantially utilized the ICT-based public service system. While Kulon Progo's transformation of ICT-based bureaucracy has not been maximized, this is due to the lack of apparatus resources and pragmatic tendency. At present in Sleman the vision and policy of the bureaucracy still reaches 61%.

While there was a difference in the organizational structure of responses, in Sleman even though it was still in the medium category with a value of 72% but it showed an increase of 7% for Kulon Progo only reaching 65%. The organizational culture precisely from the personal aspect in Sleman actually received a response of 78% and Kulon Progo 67%. The new ICT system requires significant efforts to support all variables, because currently it is still in the medium category with a percentage of 54% specifically in Sleman and as much as 51% in Kulon Progo. This means that structural officials in Sleman have tried to utilize ICT, but in the process of development it is still constrained in the area of policy, structure and organizational culture. While in Kulon Progo it is necessary to re-design policies and structural commitments to be able to utilize and develop ICT content.

Keywords : Bureaucracy, Transformation, ICT.