

Decentralization and Autonomy to Build Effective Government Management

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Received: 11.03.2020

Revised: 12.04.2020

Accepted: 28.05.2020

Abstract

All institutions have to make global competitiveness as their strategic goal. Decentralization is a worldwide practice. It is part of the strategy of every institution that wishes to survive in global competition. It is a strategy to be competitive. Likewise for a country. Decentralization splits a big part into small parts that are integrated and become an "organic creature" that moves efficiently to overcome global challenges. In practice, decentralization and autonomy are overlap. However, they have different meaning. Decentralization is a management system that is the opposite of centralization. Centralization is centralized management, while decentralization is division and delegation. Decentralization is the transfer of planning, decision making, or administrative authority from the central government to its field organizations, local administrative units, semi-autonomous and parastatal organizations.

Keywords: autonomy, organization, decentralization, community, government

1. Introduction

In general, decentralization is divided into two: territorial or regional decentralization and functional decentralization. Regional decentralization means the transfer of authority from the central government to the territory in the country. Functional decentralization means the transfer of authority to functional (or technical) organizations that are directly related to the community [1].

Thus, decentralization is the principle of delegation of authority from the center to its parts, both territorial and functional. This principle refers to the fact of the span of control of each organization so that organizations need to be held "centralized". There are four forms of decentralization, comprehensive local government system, partnership system, dual system, and integrated administrative system.

1. A comprehensive local government system (Comprehensive Local Government System). In this case, the government service in the region is carried out by official who has various tasks (Multi Purpose Local Authorities). Regional official performs the functions assigned by the central government. Opportunities to initiate or take the initiative to supervise all open parts of the regional apparatus and the central apparatus. The regional apparatus carries out the services of the central apparatus [2]. There is a transfer or transformation of the tasks of the central apparatus to the regional apparatus.

2. Partnership system, i.e. several types of services carried out directly by the central apparatus and some other types are also carried out by regional apparatus.

3. Dual system, i.e. central authorities carry out technical services directly as well as regional apparatus.

4. Integrated administrative system, i.e. central authority carries out technical services directly under the supervision of a coordinating officer. Regional officials only have little authority in carrying out government activities.

2. Types of Governance

Broadly speaking, there are two types of governance. First is centralistic and second is decentralized [3]. Between the two ends scattered various variants from approaching to the most centralistic point to the most decentralized point, because there is no absolute centralization or total decentralization. In the discipline of management, centralization and decentralization are part of the management paradox and become the paradox of every modern organization including the state and government [4]. Between these two poles, every modern government tries to find a balance between centralization and decentralization. The meaning of "balance" does not mean always in the middle ", but rather on the meaning of how could the balance between centralization and decentralization make government organization able to provide effective space for all citizens to develop themselves [5].

Thus, the division of decentralization types, as above, for example, does not provide much benefit, especially in practice except for the sake of scientific development - which is often involutive, or sophisticated forms but without change / increase in meaning.

Decentralization in the functional sense has actually been carried out by the government of each country, including those considered the most centralistic. The existence of government departments, ministries, and agencies is clear evidence of decentralization in function. At various levels, organizations that receive functional delegation have a direct network to the community [6], or those who do not submit the implementation to the community to regional organizations. Thus, when we talk about decentralization, what is really discussed is regional decentralization, because functional decentralization is a must. And everyone has done it in relatively the same degree [7].

In practice, the implementation of decentralization of government is more effective by placing the size of the state, in the form of two measures: population and area of the country. In fact, these two variables build twin sizes for decentralization [8]. Decentralization demand is directly proportional to the size of the country. So, the larger population and the broader country will be more decentralized. Countries such as United States, Soviet Union, Republic of China, India, and Indonesia are types of countries that absolutely require a large degree of decentralization [9]. United States shows that by implementing decentralization in the highest practical degree for the measures of modern state practice, namely in the form of federal states, it is able to become the most effective and most competitive country in the world. The Soviet Union was the country that was the best example of failure, becoming a superior country because it carried out decentralization with a pendulum point approaching centralization or decentralization in a low degree. Decentralization in a low degree makes government become authoritarian in maintaining the span of control of its management. Authoritarian governments (especially dictators) can only survive by three things: community closure, unlimited state finances, and repressive military support. These are not only abstruse fulfilled by every country in the 20th century but also make government management ineffective, because government management never empowers and develops the potential of the entire country and there is uniformity, centralization, and depolitization [10].

Meanwhile, small countries' size, such as Taiwan, Switzerland, Hong Kong (before integration with the PRC), and especially Singapore, did not require a high degree of decentralization to effectively organize their governments. With a small country size, practical regional decentralization has the potential to reduce organizational performance such a small-scale company but has a large area managers [11]. It is precisely inefficient. This country will be more effective if they carry out decentralization in function.

3. Classifications of Autonomous Regions

The second thing is autonomy. In many ways, decentralization and autonomy are interchangeable words. Autonomy comes from the Greek words *autos* and *nomos*. The first word means "independent", and the second word means "command". Autonomy means "self-rule". In the discourse of autonomous regional public

administration, it is often referred to local self government. Autonomous region is practically different with "region" which is in public administration discourse is local state government [12].

Regional autonomy can be interpreted as the right of authority and regional obligation to regulate and manage their own households based on applicable laws and regulations . In principle, there are two things that are included in autonomy: rights and authority to manage the area and responsibility of failure in managing the area. While "regional" in local state government is the government in the region which is an extension of the central government [13].

Decentralization is an authority hand over so that it is closer to regional autonomy. The concept of decentralization has a "mold" of understanding that is the same as regional autonomy. However, before entering into the "same mold" as a comparison, 5 classifications of autonomous regions, namely:

1. Organic Autonomy or Organic Household. This autonomy says that the household is the whole affairs that determine the death of an autonomous body or an autonomous region.

2. Formal Autonomy or Formal Household. Formal autonomy is that the autonomy matter is not positively limited. The limitation is that the autonomous region cannot regulate what has been regulated by a higher level of legislation.

3. Material Autonomy or Household Material. The authority of the autonomous region is positively limited, namely by mentioning in a limitative and detailed manner or explicitly what is entitled to be regulated and administered [14].

4. Real Autonomy or Real Households. In principle states that the determination of the task of transferring or handing over the authority of such affairs is based on the needs and conditions and capabilities of the regions that administer them.

5. Real, Responsible, and Dynamic Autonomy to the region entrusted with a right, authority, and obligation to regulate and manage government functions in a particular field. Real autonomy (meaning) adjusted to factors Certain factors that live and develop objectively in the area [15]. Responsible autonomy (meaning) aligned or in line with its goal of smoothing development. Dynamic autonomy (meaning) can provide better and advanced impetus for all government activities.

4. Conclusion

Autonomy is a derivative of decentralization. Autonomous regions are independent regions. The level of independence is derived from the level of decentralization that is being held. The higher degree of decentralization leads to the higher level of regional autonomy. Therefore, we come to a conclusion related to the administration of government in Indonesia. First, in order to build effective government management, a high degree of decentralization is needed. Decentralization in a high degree forms the need to develop autonomous regions that also have a high degree of independence. In practice, Republic of Indonesia needs highly decentralized in independent regions with a high degree. The paradox arises: how to maintain a unitary state in the demands of decentralization and autonomy in a high degree? The first threat - if it is considered as a threat - it is a change from a unitary state to a federal state. The second threat is disintegration in the establishment of new independent states.

5. References

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