

# Democratization in Indonesia: Developmental Mode to Religious Community (Interconnection Study of ‘Government /Regent, Pesantren / Kiai (Islamic Leader) and Community’ in Bondowoso)

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## Abstract

The Government restructures the development through a mutual, firm-related technical and practical review. The analysis result found that the developmental issues are closely related to the development of rational, efficient modern community. This community is not based on the primordial interest that exists in the value and ideology of institutional reformation (Religious Community). This writing emphasizes on the implementation of development from public management point of view. This research combines the quantitative and qualitative methods, taking place in regency of Bondowoso. The research presents that the interconnection of *stakeholders* may describe more consultative character and interaction involving three equivalent elements.

**Keywords:** Development, Public management, Interconnection, Religious Community

## 1. Introduction

In the last ten years, Bondowoso community (one of regencies in East Java, Indonesia) has the more dynamic living. It is proven from various developmental impacts, including the continuously changed economic, agriculture, health and education. Statistically, the average quantitative developmental rate keep increasing of more than 5 % (See Bondowoso in figures, and Bondowoso to Build).

Community developmental dynamic is observable from the qualitative indicator indicating the continuous increasing needs. Other social impacts are the increase of needs of entertainment places, markets, and other economic facilities. To meet those needs, the Government makes the townsquare as the *pedagang kaki lima* (*street trader*) and amusement centers. The same also applied to educational facilities, that the regency office hall had been used for agricultural lecturer activities to accommodate the more increasing need on seeds, fertilizer, and agricultural facilities.

The developmental success may not be released from the cultural dimension, where Bondowoso is more identic with the Javanese culture. This is caused that since in the middle of 17<sup>th</sup> Century, Bondowoso was part of the Mataram Kingdom. There were cultural value transformations in the elite class, but not in the lower class. The lower class had inter-ethnics cultural characteristics, mainly the Javanese and Maduranese cultures. This matter was reflected in their social behaviour (*cultural discourse process*), proven that the mother language in the rural areas mostly used the Maduranese, while the urban area used the mixed language.

People comprehend religion to establish human ethos, especially Islam. According to them the term religion from etymology and terminology is derived from the Sanskrit language, meaning the rule. People comprehend that Islam is the last, perfect, and blessed God religion for all human being. Religion is comprised of *Aqidah* (*believe*), *Shariah* (including rites in special meaning, and *Muamalah* in its widest sense) and *Akhlak* (*moral*).

Ethos comprehends ethics as one’s or a group of human’s essential quality that may develop as the national vision on what right or wrong are.

Religion as the very dominant factor in their daily life establishes the closed relation between the *ulama* (*religious leader*) and the authority. This pattern is inspired by the strategy used by the *Wali Songo* (*the ninth Islamic missionaries in Java*) to spread Islam by integrating those kingdoms with Islamic spreading centers. Such strategic pattern left its impact and public ethos variance. The factual impact of this learning is the hard work ethos and perseverance without loss hope in doing the best endeavor and work, known with the term of “*ikhtiyar* (*endeavor*)”, where it is also accompanied with the *tawwakul* and *munajat* (*prayer*) to *Allah SWT* (*God the Almighty*) especially through their *Kiai*. *Kiai* as the religious and public leader as well is a polymorphine/ has important influence in several sectors at once. *Kiai* is considered as having legitimated control, and charismatic authority, so as their ideas are easily agreeable.

## 2. Issues

Developmental successful achievement towards Religious Community of Bondowoso merges from the interconnection of the Government/Regent, *Pesantren /Kiai* and community. Social development may be well assessed if people easily achieve its need with effective and efficient procedures, low-cost, fast-hour, and less-complaint. These matters are caused by the administrative revitalization and restructuring. Based on the aforesaid consideration, the development is conducted to establish the autonomous Religious Community by

setting the Governmental organization under the following issues formula:

- What kind of interconnection between the Government/Regent and *Pesantren/Kiai* and community as the *stakeholders* in developing Bondowoso to be such a Religious Community?
- What developmental model towards Religious Community has been performed by the Regency of Bondowoso?

### 3. Discussion

#### 3.1 Interconnection is a must

The implementation of interconnection describes more in consultative formulation and interaction. This matter presents that the Government/Regent in relating with the *Pesantren/Kiai* and community has the purpose of establishing a Religious Community. The said interaction is the actualization for mechanism *feedback* of *Pesantren/Kiai* and community in meeting the living demand of Bondowoso people.

The questioned illustration encourages the need of creative responsibility to establish the effective community developmental system. The main issues to realize this development are the determination of purpose of maintenance and civil service leader expansion and the strategy towards the Religious Community. *Mactaggart* and *Shie* (in *Taschereau*, 1997: 45) said that any reformation in the 21<sup>st</sup> Century requires a special type of leader, who must focus in the relation of the future, and external events as the transformational shape, in continuously uniting various groups, and may take the benefit of the new opportunity to achieve the general purpose.

Regency of Bondowoso has been success in the ‘interconnection’ model of public sector development (economy, agriculture, and education). Statistic data presents such sector success. In practice, the questioned sector development involves the participation of the Government /Regent and *Pesantren* represented by the *Kiai*, and also the community. The most prominent is the interconnection in educational sector, mainly in illiteracy eradication. Within less than 10 year period, illiteracy may be eradicated through voluntary *pondok Pesantren*, *Kiai* and police / army teachers, in which all of them were facilitated by the local Government in coordination with the Regent. It was an interesting success, where it involved the interconnection of various stakeholders.

Though adopting the interconnection principle, it is necessary to confirm, and to note the important matter, on what people cultures are. In other words, attitude conformity level needs public value satisfaction.

Further, relating to the interconnection of *Pesantren* and people in developing the questioned sectors, it should be appropriate to have political or good will of the Government in involving the other *stakeholders*, and not to be “lullabied”, meaning that the local Government should not be afraid whenever its lot portion “is taken” by the other *stakeholders*.

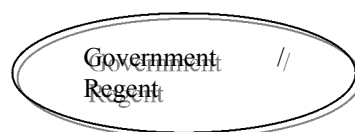
Actually, the Regency of Bondowoso should look in the mirror of other’s failures, meaning that it was the time to couple *stakeholders* in making developmental policies, not to act as a *single fighter*.

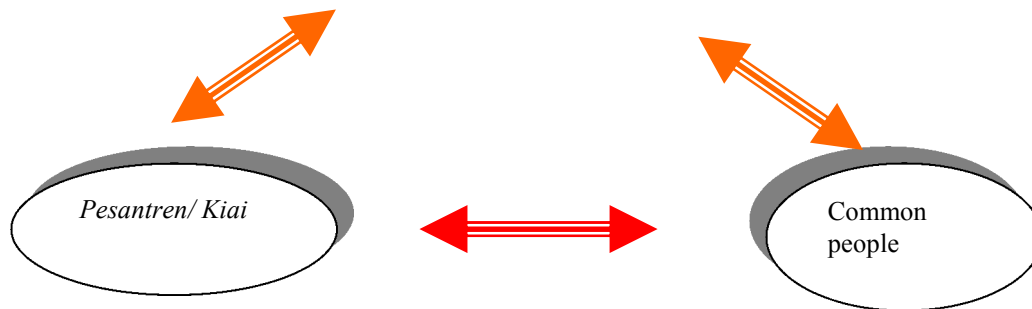
The Government of Regency of Bondowoso may perform the interconnection to settle the developmental issues by putting the local people as the *citizen*. Meaning that as a *citizen*, people deserve the right to obtain all types of development of the Government. *Stoker* (1991) in *Local and Government* said that community should not only be seen as the object, consumer, and client, but as the ‘*citizen*’ who deserves satisfactory development.

*Citizen* is given with the same and equal rights by the Government. In the sense that any demand on public interest filed by a citizen, it has already been arranged in the valid laws. The reason is to protect and guarantee the proprietary rights. Personal proprietary right is used to protect personal freedom, meaning that the Government may not confiscate any proprietary right for public interest.

On the other side, the role of *Pesantren* is involved in all related accountability of Bondowoso Governmental performance. It was in the past that the role of *Pesantren* relating to the substance issues of development was still less touched or had less participation in handling the developmental issues.

From the aforesaid illustration, it is required a model with various strategies to accommodate the interest of the Government, *Pesantren* and people. As the illustration, the existing 3 components should stand equally without monopoly. The interconnection system illustration between those three *stakeholders* are as follows:





*Figure : Government, Pesantren and Community Interconnection*

The interconnection is no longer the attachment of Governmental monopoly in handling the development, but it refers to a model or interconnecting formation involving three equal substances, and not putting the *Pesantren* and also the community as the subordinate or objects, in accordance with the democratization. Therefore to establish the balance of those three components, namely the Government, community, and *Pesantren* to stand equally and evenly to handle the development, should be correctly found.

The *Pesantren* and community have many desires to cooperate in the development. Collaboration is the precise strategy model to manage those issues. This strategy comprised of three models, namely:

- a. *Resource sharing* – the involved parties share any of their own or to be owned resources to increase the efficiency;
- b. *Joint ventures* – the commitment between two or more organizations to jointly handle the community need, and
- c. *Strategic alliances* - the commitment between two or more organizations to unite the powers owned to be directed to a number of strategic issues to achieve their intended purposes.

However, this collaboration may be performed if each component agrees to comprehend the type of interconnection of those three components. The obstruction encountered should be the legal assurance, meaning that any inappropriateness performance, or violation of rules shall subject to legal, criminal sanction.

In addition, it is required a special type leader who thoroughly focus in the relation to observe the future, and external events as the type of change.

Finally, it is required a futuristic local Governmental model. This is related to the given regional autonomy where it shall change the local Government to be more efficient and professional. This requires the re-engineering to the bureaucracy performed for this long.

The economic, educational, and health sector development, in regency of Bondowoso shall be success upon the understanding and non-arrogant policy making of the Government. Gaster *flowchrat* (1995: 6) involved two interactive directions divided in two things, namely developing and implementing the set up policy.

Policy level shall be resolved whether it is appropriate to the community values. It should clearly indicate that the developmental success is a concrete example that economic, educational, and health sector development are valid from community living values.

From the abovementioned matter, the Government should understand and has political goodwill in the development. In addition, the Government mastery in handling the development by holding the interconnection with the other *stakeholders*, and also by seeing other *stakeholders* as partners in one level position of non subordinate portion as a co-partner in the determination of the policy and *good will*. If no *good will* of the Government's, or upon the vision that the Government shall monopoly the policy, this will certainly make a stagnant quality without reformation or change.

### **3.2 Interconnection Model in Bondowoso Development**

According to Stoner (1982: 8), management is the process of planning, organization, direction, and supervision of members of organization businesses, and the usage of other organization resources to achieve the specified organization goal.

The aforesaid Stoner definition has at least three substantial elements, namely planning, organization, and supervision to involve the achievement of “the stated goal of organization”.

Public policy issues require special public service management. Thus management system shall also apply the specified public policy direction. Beside the above matters, Governmental organization requires the planning, organization, mobilization, implementation, and supervision. The above relevance applies performance of both effectiveness, and efficiency. These two main conceptions, namely effectiveness and efficiency may be used to measure the work performance.

This collaboration model strategy relates with the developmental policy in Regency of Bondowoso to

establish the interconnection between the pesantren, Government, and community as three components or elements (*stakeholders*) collaborated strategy factors.

See more detail on Gaster,(1995: 6), stating that this model is initialized from the decision to deliver the policy based on the community values. The planning is started from these values to objectively determine the target as well, thus it could be noticed what kind of aim and purpose of development are intended. Next step is to diagnose, decide, and also develop the conceptional purposes as have been strategically planned. Development may have purpose of performing two things: (1) to build the policy, and (2) to do the action.

Policy building is to organize the developmental standard in order to see the achievement from this point of view. Secondly, the action is to establish a quality team, to decide the problem solving technique, and further to implement the same under the target, and schedule of its implementation, and to monitor all activities.

This could be explained that the abovementioned *flowchart* may be used to build the superior quality policy.

Development should be based on two matters, namely the concept and operation. The concept shall find values, culture, habit, complaint, and desire of the community. These values shall also base on the intention of the dwellers, front line staffs, and the policy maker themselves, meaning that quality development shall involve some components.

The formula of valid community values may be used as the basic objective strategy planning in operational condition.

Quality achieved with other components and elements may be operationally presented with the establishment of qualiteit *team work* at the request of some *stakeholders*. First is to establish the conceptual team, then the future direction and purpose. This team will encompass, discuss, and settle all existing issues, and this will establish the management priority.

Strategy planning develops qualities, observes which qualities are the best and the most appropriate, and measures and also monitors its standard. The last word is to evaluate the concept, and its application. One important note on quality is that this interactive component should be based on the desire of the dwellers, influencing staffs, and the policy maker themselves. In other words, any quality formulation should involve the existing elements, or all decision making should be based on the existing components. In concrete, quality policy making shall involve the questioned components from the beginning of its formulation to its implementation, monitoring, and evaluation.

#### 4. Conclusion

The interconnection between Government/Regent and *Pesantren/Kiai* and also community as the *stakeholder* in developing Bondowoso to a Religious Community more describe the consultative formulation, and interaction. Meaning that such interaction is the actualization of *feedback* mechanism of the *Pesantren/Kiai* and community to meet their living demand. The result is the public sector development (economy, agriculture, and education) by regarding the community culture, meaning that appropriate attitude level of community value is supported with the political desire or *good will*.

Developmental interconnection model to Religious Community applied by the Government of regency of Bondowoso is that no more Governmental monopoly in handling the development, but interconnection involving three equal elements, namely the Government, community, and *Pesantren* that equally and evenly find the best solution for handling the developmental issues.

This strategy comprised of three models, namely :

- *Resource sharing* – the involved parties share any of their own or to be owned resources to increase the efficiency;
- *Joint ventures* – the commitment between two or more organizations to jointly handle the community need, and
- *Strategic alliances* - the commitment between two or more organizations to unite the powers owned to be directed to a number of strategic issues to achieve their intended purposes.

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