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Submission date: 16-Oct-2020 04:37PM (UTC+0700)

Submission ID: 1416978927

File name: Downsizing_bureaucracy.pdf (317.34K)

Word count: 6462

Character count: 36014

DOWNSIZING BUREAUCRACY: THE COMBINATION OF AGRICULTURAL AND FOOD SECURITY INSTITUTIONS IN BANTEN PROVINCE

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Received: 24.03.2020

Revised: 13.04.2020

Accepted: 21.05.2020

Abstract

This study is motivated by the high public demand for a bureaucracy that is able to be efficient and effective in the midst of the increasingly massive implementation of the New Public Management in Indonesia. The study aims to provide a critical note as policy input for the Provincial Government of Banten. This research method conducted with a qualitative approach by relying on data from interviews on key informants and supported by secondary data. The results of the study shows that there is a very large slice of authority, duties and functions between the Agriculture Office and the Food Security Office and have a high degree of interrelation. By using bureaucratic success criteria namely efficiency and effectiveness, the conclusion of this study is that the two related agencies must be merged so that it will be more efficient and effective in managing human resources, budgets, facilities and infrastructure, as well as ease of communication and coordination.

Keywords: organizational restructuring, bureaucratic reform, merger.

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DOI: <http://dx.doi.org/10.31838/jcr.07.09.106>

INTRODUCTION

Indonesia post-Reformation 1998 adopted the concept of New Public Management (NPM) with a major instrument on decentralization. Huda (1998) stated that *Decentralization was delegation of responsibilities and powers to authorities at the lower levels*. Meanwhile, ("Desentralisasi dan Sumber Daya Aparatur: Problematika Pelaksanaan Desentralisasi Pelestarian Cagar Budaya di Provinsi Sumatera Barat, Riau, dan Kepulauan Riau," 2012), in the perspective of public administration science, the concept of decentralization is an approach and management technique that pertains to the phenomena of the authority delegation and the responsibility of Governments to a lesser extent. Its operationalization is with regional autonomy. The history of the development of regional autonomy is in Indonesia has been very long, born in tandem with the period of proclamation of Indonesia nation with the commencement of ACT Number 1 in 1945 on the regulation on the position of National Committee of the District. ACT Number 22 in 1948 stated about determining the basic rules of self-government in the regions that have the right to organize and manage their own household. The end of regional autonomy with a centralistic approach declared on (Dewan Perwakilan Rakyat RI, 1999) on local government. This legislation becomes the door of democratization of local governance through a decentralized approach. Soeparmanto et al (2004) stated decentralization was essentially a submission of good authority concerning the uniformly resistant (arrangement) and development to autonomous regions.

By using the paradigm logic of (Kuhn & Hawkins, 1963), (Dewan Perwakilan Rakyat RI, 1999) on the regional government was the antithesis of a centralistic approach to decentralization, where it has undergone twice the revision as a new synthesis/thesis through from (UU, 2004) to (Pemerintah Republik Indonesia, 2014). The latest legislation relates to the latest legislation operationalization is government regulation (PP, 2016) about regional devices which contains the rules in establishing the organizational structure of the working device in the area to suit the size necessity of its purpose for efficiency and effectiveness.

This rule was brightly according to the points of NPM from

(Borins, 2001) i.e. the components of NPM in terms of five R's: *restructuring, or downsizing to focus on core competences, work process reengineering, radical organization reinvention, Realignment by introducing activity-based costing and responsibility budgeting and rethinking — by re-conceptualizing public sector bureaucracies as learning organizations.*

This regulation mandated the local government promptly to adjust its regional device organization (6 months). The Government's adaptive learning ability of Banten Province over new regulations must be fast and adaptive. Banten provincial government has responded with Local Regulation No. 8 in 2016 about the establishment and composition of regional devices dated November 23, 2016 with a posture OPD one de-secretariat A type of area consisting of nine bureaus, one board-type Secretariat. An inspectorate of a type A District, 22 regional services with a dominant type A, and 6 dominant bodies are also in the case of A. In the course of more than two years, there was a change in Banten RPJMD (Regional Medium Term Development Plan) in 2017, which demanded adjustments to the OPD for the achievement of Targets aim to achieve RPJMD with increasingly complex dynamics of society. From the external side there also changes a number of national policies in organizing the affairs that are the authority of the local government. It was in line with (Nakrošis & MARTINAITIS, 2011) that in line with post-NPM models, structural capacity and participation in the network has a strong impact on the organization's behavioral innovation.

Discourse from President Joko Widodo at the time of the presidential inauguration of the second period (2019-2024) by making the bureaucracy to reduce the amount of the desalinization from 4 echelons to only 2 echelons, leaving only echelon I and II, where Echelon III and IV will be replaced with artificial intelligence. As (Borins, 2001) has passed, *The components of NPM in terms of five R's: restructuring, or downsizing to focus on core competences, work process reengineering, radical organization reinvention, realignment by introducing activity-based costing and Responsibility budgeting and rethinking — by re-conceptualizing public sector*

bureaucracies as learning organizations. Human resources Change (SDM) will follow organizational structure changes, (Negrea, Tarța, & Giurgiu, 2016) stated the main approaches to human resource management in public administration, focusing on their sizing and performance evaluation in relation to the volume and Quality level of activities. However, do not arrive as stated by (Keeler, 2008), presenting that the business-like approach to government results in an increase of integrity violations among public servants. As well as the dominance of political factors without evidence in the retrieval of public policy cycles as delivered by (Chouinard & Milley, 2015) that in Canada, suggests that in light of heightened political pressures, and a decline in the use of "evidence" in federal Policy circles.

The Outcome of the simplification bureaucracy made by President Joko Widodo is improvement of public service process that is faster (Hikmawan & Hidayat, 2016), this speaks effectiveness, public service is cheaper, and this speaks efficiency. It is undisputed that the bureaucracy reform in Indonesia is still a major challenge that comes precisely from internal bureaucracy. Therefore the Output of bureaucratic simplification policy will shift to the New Public Service as presented by (Denhardt, Denhardt, & Blanc, 2014). It stated that Public services should involve the participation of, by and for public so that the bureaucracy has a strategic role both economically, politically and as a policy organization. Where the values championed in public policy are the result of dialogue not given from a minimal country will be dialogical so that the service Public is a service to citizens. because the state bridged the citizens necessity so that the country should involve the public or private to carry out its functions especially for civilian civil servants (Hikmawan, 2020). It is concerned about the legal dimensions, Ethics, politics, professionalism and public interest (Hikmawan, 2020), so that the use of discretionary should be limited with a responsibility with strong leadership to support collaborative bureaucracy with the main orientation to public services (Hikmawan, 2017). With this policy, this study will observe the organizational structure necessity in the Department of Agriculture and Food Security Department of Banten Province to achieve efficiency and effectiveness of work.

METHOD

This study was conducted with phenomenological interaction between bureaucracy units in the environment of Banten Province Government in general and in the Agriculture Service and food security service in particular. As for this method of research is a qualitative method with the case study approach, (Denzin & Lincoln, 2000) stated that case study was not to be generalization. Therefore, this study will rely on key data on interview results on key informant of policy makers in the Agriculture Service and food security Service environment and equipped with secondary data as well as data analysis process using data analysis from (Creswell, 2009).

The interview guidelines are prepared with the main issue of the study of bureaucracy reform, organizational work structure in each environment, task, principal, function of each organizational structure, the challenge of bureaucracy optimization, filling of human resources, coordination between organizations, strategies for vision-mission achievement, ethics, culture and bureaucratic cultures, and the bureaucratic organizations necessity.

RESULTS AND DISCUSSIONS

The population of Banten Province bases on the Central Statistical Board (BPS) of Banten (2018) as many as 12,448,160 people with a total public servants as many as 10,292 people spread over 34 regional device organizations and plus 11,893 teachers along with Submission of mid-level education authority to the Banten Provincial Education office. Before the government regulation applied (PP, 2016) about OPD in Banten province area amounted

to 37 OPD plus four vertical institutions in the area. With the aim for the arrangement to create an efficient and effective bureaucracy, then after government regulation (PP, 2016) was applicable OPD in the environment of Banten Province currently amounted to 32 plus a liaison body and secretariat of cooperation body Jabodetabekjur development with the number of employees 9 people.

Bases on data on BPS Province of Banten 2018 and bases on (PP, 2016) on local regulation about the establishment and arrangement of Banten Provincial regional device consists of as follows:

1. Regional secretariat of Banten Province of type A with the number of employees 444 people;
2. Secretariat of Regional Representative (DPRD) of Banten Province Type A with number of employees 102 people;
3. Inspectorate of Banten region province Type A with number of employees 107 people;
4. Education and culture Office of Banten Province of type A with the number of employees 6,474 people;
5. Provincial Health Office of Banten type A with the number of employees 385 people;
6. Office of Public Works and the Arrangement Space of Banten Provincial type B with the number of employees 219 people;
7. Housing Office of Banten Province of type B with the number of employees 67 people;
8. Police Unit Institution of Banten Province type A with the number of employees 86 people;
9. Social service of Banten Province of type A with the number of employees 89 people;
10. Department of Manpower and transmigration of Banten Province of type A with the number of employees 190 people;
11. Environment Office of Banten Province type A with the number of employees 172 people;
12. The Office of Women Empowerment, Child Protection, Population and Family Planning of Banten Province type A with the number of officers 61 people;
13. Community Empowerment Service and village of Banten Province type B with the number of employees 50 people;
14. The Department of Transportation of Banten Province type A with the number of employees 121 people;
15. Informatics Communication Office, Statistics and Coddng of Banten Province type B with the number of employees 121 people;
16. Cooperative Service, Small and Medium Enterprises of Banten Province type B with the number of employees 49 people;
17. The Office of Investment and One Door Integrated Services of Banten Province type B with the number of employees 62 people;
18. The Office of the Conservation and Exercise of Banten Province type B with the number of employees 59 people;
19. Department of Libraries and Archives of Banten Province type B with the number of employees 69 people;
20. Ministry of Marine and Fisheries of Banten Province type A with the number of employees 120 people;
21. Tourism Office of Banten Province of type A with the number of employees 59 people;
22. Agriculture Service of Banten Province of type A with the number of employees 223 people;
23. The Food security Service of Banten Province type B with the number of employees 60 people;
24. Department of Energy and Mineral Resources of Banten Province of type A with the number of employees 98 people;
25. Office of Industry and Trade of Banten Province of type A with the number of employees 86 people;
26. Regional development Planning Board of Banten Province

- of type A with the number of employees 92 people;
27. Regional Revenue Body of Banten Province of type B with the number of employees 317 people;
28. Financial Management Body & Regional Assets of Banten Province Type B with the number of employee 88 people;
29. Regional Personnel Agency of Banten Province is type with the number of employees 67 people;
30. Board of Human Resources Development of Banten Province, type B with the number of employees 83 people;
31. The Liaison Agency to support the coordination of Government and Development affairs with the central government with the number of employees 25 people;
32. Regional Disaster Management Agency of Banten Province with the number of employees 53 people

There is still the national unity and political body, which is formed still based on Regional Regulation No 3 in 2012, is still valid with the number of employees 47 people. The position of the District General Hospital (RSUD) of Banten Province and Malingping RSUD as Technical Implementation Unit (UPT) under the control of the Health Office. But the General Service Agency (BLU) has the autonomy and looseness or flexibility In its budgets and personnel, as stated by (CHOI, 2016) *In line with the new public Management (NPM), a Public Service Agency (PSA) is considered as an alternative to replace the government-led public service delivery In a more efficient and Effective way. At the same time, a PSA mechanism can deliver public service with better quality. To fulfill these ends, a PSA is granted with operational flexibility and autonomy particularly in managing finance and personnel.*

Regional Medium Term Development Plan (RPJMD) of Banten Province, which was revised in 2017-2022 with the target and achievement, measured by the vision: "Banten Yang Maju (Banten is Develop), independent, competitive, and prosperous as well as Berakhlakul Karimah" (Good Attitude bases on Islamic Belief). With the first mission of creating good governance and in the second point, the priority is the primary bureaucracy reform. This achievement process must be supported with structures and qualified human resources to ensure the goal of RPJMD is reached, and the new structure must bases on existing dynamics. As (Kreitner & Kinicki, 2007) offered stating that the need for organizational change is influenced by external forces that include demographics characteristics, technological advancements, market changes, and social and political pressures; As well as internal strengths that include human resources problems/prospects, managerial behavior/decisions. In this perspective, some of the exposure described in the above paragraphs seems to find its relevance.

The Implementation of (PP, 2016) which in its implementation consist of time limitation of 6 (six) months that was imposed on June 15, 2016. It seems to be run in a hurry so that the policy output in the area as the operationalization of Regional Regulation No. 8 in 2016, which was pommeled on 23 November 2016, and Governor Regulation No. 83 in 2016 on organizational structure and the regional device governance pommeled on 22 December 2016. Can be imagined in the tempo of 6 (six) months of the Ministry of Home Affairs should study in 514 Districts/Cities and 34 Provinces in Indonesia this will add to the variable learning ability of the regional bureaucracy (Hikmawan & Hidayat, 2016). Apparently, this is happening in Banten Province, the limitations of time and variable human resources are not maximized as well as variable changes RPJMD impact the compatibility of the bureaucracy both of the bureaucracy structure and the Solute. Finally, the provincial government of Banten "received" or resigned with "intervention" from Ministry of Home Affairs. Because of the occurrence of the OPD presence uniformity in the region, so often ignore the local potential of becoming a prime mover, e.g. agriculture sector. Because Banten Province has a tremendous potential to develop agriculture, plantation, and livestock while in (Pemerintah Republik Indonesia, 2014) on local government was not explained at all about plantation, but Banten

Province has a Wonderful potential.

There is only one mention of the word plantation, which is in the explanation of Article 289 paragraph 2 (two) A, which is not related to the explanation of the plantation as a matter or sub affairs on the Agricultural Affairs. The mention of the word plantation is more related to its position as one of the Earth tax object and the building as fully can be listened to as follows:

"The mention of Earth and building tax "in this provision shall be the tax imposed on the earth and/or the buildings owned, mastered and/or utilized in the activities used for plantation, forestry, mining, based on the provisions of the laws and regulations in the field of Earth and building tax".

Similarly, the sub-affairs of the farm that is the domain of agricultural affairs, which became the business of the provincial government only including control and countermeasures the provincial agricultural disaster consisting of as follows:

1. Issuance of agricultural license which is business activities across the District/City in 1 (one) provincial provinces
2. Issuance permits of development of animal health laboratories and veterinary health in provincial areas
3. Issuance of business license of animal drug distributor

The need for plantations and farms to become a prime mover representation into regulation in accordance with the flagship of the area is not accommodate above. Therefore, in order to achieve the efficiency and effectiveness of several regional device organizations that are deemed that on the basis of the duties and functions of the work structure is very strong slices in carrying out the mandate of (Pemerintah Republik Indonesia, 2014) on Local government is the Department of Agriculture and Food Security Department.

Then the use of horticultural terms based on the same law is not once used this term, so it is not possible to make it as the office of Food and Horticultural.

Bases on (Kemenkumham, 2013) on food security. Mentioned in this ACT that food security is "the condition of food fulfillment for the country until the individual, which is reflected in the availability of adequate food, both the amount and quality, safe, diverse, nutritious, evenly, and affordable And does not contradict the religion, beliefs, and culture of society, to be able to live healthy, active, and productive sustainably. " Bases on this definition then the focus are the availability of foodstuffs for the community or sufficiency. Then the government could have flooded the market with food products despite the use of import policy from abroad So that the availability will be very sufficient will even be excessive with a price that is affordable by the public so that inflation can press. This option is an easy solution to solve food problems, but this is a question on the alignments aspect. Government policy is not only measured by efficiency, effectiveness, economical but also social justice for all Indonesian community.

(Kemenkumham, 2013) as food policy is not only talking and regulating food security, but also clarifying and strengthening food security for the realization of food sovereignty (food sovereignty) with Food resilience as well as food safety. "Food sovereignty is the right of the state and nation that independently determines the food policy that guarantees the right to food for the community and that gives the right for the community to determine the food system according to the potential of local resources ". In this policy there are values of nationalism that want to be applied, hoping for real independence without the intervention of outside parties so that the policy taken really pay attention to national interests, not the interests of the hunters Government policy Rented both domestically and from abroad.

The ability to produce foodstuffs in Indonesia is not an

automatic thing, because Indonesia is so rich in agricultural potential, plantation, forestry, with a climate that is supportive and supported by natural and human resources. It only requires that the political will be manifested into the pro-food-independence policy then the availability of food necessity will be covered. Food independence is the ability of the state and nation to produce diverse food from within the country that can guarantee the fulfillment of adequate food necessity to the individual level by utilizing the potential of natural resources, human, social, economic, and local wisdom.

According to ACT No 18 in 2004 about plantation, which is meant by plantations are all activities that work on certain crops in the land. In addition, other media to grow in the appropriate ecosystem cultivate and market the goods and services of the crops, with the assistance of science and technology, capital and management to realize the welfare of the plantation businesses and communities.

In the implementations of plantation organized based on the principle of benefits and sustainable, alignment, togetherness, openness, and fairness, while the purpose of plantation management is as follows. a) increasing community income; b) increasing state acceptance; c) increasing the acceptance of state foreign exchange; d) providing employment; e) increasing productivity, value added, and competitiveness; f) fulfill the consumption necessity and raw materials of the domestic industry; and g) optimizing sustainable management of natural resources. Where the plantation has three functions, namely: a) the economy, namely increased prosperity and welfare of the community and strengthening the economic structure of the region and national; b) Ecology, namely increased soil and water conservation, carbon absorbent, oxygen providers, and protected area buffer; and c) Socio-cultural, namely as an adhesive and Unite nation. Therefore, with regard to plantation commodities will be more appropriate if the plantation become part of the agricultural service affairs to avoid the elements of exploitation and ignore the aspect of sustainability.

The Webber bureaucracy will be effective and efficient when the ideal characteristic bureaucracy is impersonal, merit system, hierarchical clear, division of work clearly, specialization of work. In addition to that, leadership's factor will also be very determining, because the leader is the main driver of the mobility organization (Hikmawan, 2020). Clarity of the fundamental task of the affairs of the related service will be very helpful and more clearly if the clarity of the basic task of the function is followed by the clarity of who is responsible for carrying out the function. However, (Mongkol, 2011) stated that the Webber concept was criticized for its bureaucratic characteristics may turn out to be dysfunctional in public organizations. Then (Bozeman, 2002; Brown, Waterhouse, & Flynn, 2003; Caiden, 1994; Kiggundu, 1994) in (Mongkol, 2011) Thus, it has been suggested that bureaucratic public organization can be too rigid, narrowly focused and preoccupied with structure and process, with a high level of centralization, authoritarian Leadership styles, and officials suffering from low morale.

Each member of the organization including the leader of that organization must understand the distribution of authority. Clarity of distributions is the authority of Agricultural Affairs, food security Affairs as well as industrial and trade affairs. The Bureau of Agriculture Authority is to cultivate/cultivate land, fertilizing until the harvest materials. Then the authority of food security Service is the processing of post-harvest, necessity and availability of food consumption. While the authority of the Ministry of Industry and Trade is the fulfillment of food supplies shortage. The obstacles faced in the management of food security is still the condition of incoordination with the central government, such as the proverbs "detachable head, the tail is still tied", suppose the government through the decree still determines the Highest Retail Price (HET) agricultural products still under the market price

formed from demand and supply.

Discussing about food security will always pay attention to 4 (four) factors namely as follows:

1. Food availability
2. Affordability or accessibility
3. Consumption
4. Food Safety

An overview of the food security conditions will depend heavily on the four items above. Food security is multidimensional, so the assessment of the food security situation requires comprehensive measures by involving attack-range indicators. These indicators are combined to produce the value of food security composite, which is then used as the Food Security Index (IKP). Bases on the Food Security Agency report (2018) of the Ministry of Agriculture of Indonesia Republic states Several food security index in Banten in 2018. It is including Pandeglang District of 70.42 with a rating of 261 from 416 districts across Indonesia. Then Lebak District 71.63 with a rating of 238 from 416 Districts throughout Indonesia, then Serang District of 75.58 with a rating of 152 from 416 Districts throughout Indonesia. Tangerang District is 71.10 with a rating of 250 from 416 districts throughout Indonesia, Tangerang City of 76.84 with a rating of 35 from 98 Cities across Indonesia. South Tangerang City 83.33 with a rating of 12 from 98 Cities throughout Indonesia, then Serang City is 59.16 with ratings 85 from 98 Cities around the Indonesia, Cilegon City 68.72 with a rating of 60 from 98 Cities across Indonesia.

In order to support food security, the Department of Agriculture and Food Security Service should have a land reserve to become the availability, adequacy, and safety in the fulfillment of food necessity in Banten Province. The government of Banten Province should be Has Land Banking policy and sufficient agricultural land protection policy so that the guarantee of land availability for the fulfillment of agricultural necessity, plantations, farms become available from time to time, in addition to the capabilities of PAD Banten Province is sufficient to provide Land Banking.

If this food is to be integrated into a service, these four factors must be assured to be able to ensure that the continuity of food that is in the community will lead to the control of inflation figures. It would be like NPM delivered by (Lapsley, 2009; Skålén, 2004) in (Lee, 2012), that NPM is intended to promote efficiency and effectiveness, it has been criticized for not measuring services accurately, creating a conflict of culture and values between business and public service objectives and undermining The professionalism of the personnel who provide the services. This means that the merging of bureaucratic structure in both OPD will be potentially in private and public culture conflicts, so it is not necessarily give birth to professional bureaucrats. However, it can be ensured by merging the structure will be able to budget efficiency, because it will save the budget allowances (salary, allowances, service vehicles, drivers, and operations) for the operational head of service, Secretary of service and benefits Structures underneath the consequences of the organization structure.

However, (Merton, 1940) said that structural sources of over conformity, a clear hierarchical effect on the fundamental tasks and functions of every employee in the organization will be inefficiencies and effective when merging organizational units Supported by the ability of "man", or in this respect the ability of its human resources. The ability to learn the new task of human resource will greatly vary access ability of the learning (Widiyanto, Hikmawan, & Riswanda, 2019), both in terms of time required and from the output of the study performed in the place of the new work unit. This applies not only to the staff's

human resources, but also to the leader or the elite of the organization. So when it will be combined or create to be planned with more detail, thorough, and as comprehensive as possible so that minimizing potential inefficiency and effectiveness.

Existing condition of human resources in Banten Provincial Government environment posture Demographics of the team showed an ideal opportunity even can be said Banten government is getting "demographic bonus officers". On this condition, it is a necessity to be carried out the charging personnel in positions at all levels of echelon in the provincial government of Banten. This will get the output and outcome of bureaucracy that is faster and precise in order to achieve vision mission objectives in RPJMD of Banten Province. In terms of merger of the Agriculture service with the food security Service for example, charging personnel in an empty position on Echelon III and IV based on the merit system will be able to accelerate the pace of movement of the organization without being combined between the two agencies. But this must be supported in the optimization of roles and functions of the Bureau of Economic secretariat of the District, but this will be contrary to the plan to reduce the echelon by President, so it is not possible to fill the III and IV Echelons.

Then the Bureau of Economics should be able to think and act more progressively in translating the vision mission objectives in RPJMD so that the Bureau can "one step Ahead" by supported by the principal characterize of the servant leaderships. In line with Delivered by (Greenleaf, 2019) in (Farling, Stone, & Winston, 1999) stated that "if one is a servant, either leader or follower, one is always searching, listening, and expecting that a better wheel for these times is in the making. Then the leader is the one who serves with the principles of: Listening, Empathy, Healing, Awareness, Pursuing, Conceptualization, Foresight, Stewardship, Commitment to the Growth of People, and Building Community, then the Bureau of Economics will produce tools The Applicative and Solutia. Because of the policy as an achievement instrument will be very support when supported theoretically or empirically for example in the policy of plan drafting Regional Owned Enterprises (BUMD), as well as evaluation and optimization of animal Health center institution As well as food and horticultural protection halls.

In article 12 of (Pemerintah Republik Indonesia, 2014) paragraph 2 (two) item C only mentions that is the compulsory government affairs is food. So to achieve the vision of the Banten Province mission where the development priorities in the stage II acceleration includes as follows:

1. Poverty alleviation, unemployment and increased social welfare;
2. Increasing competitiveness of human resources;
3. Increasing economic competitiveness;
4. Improving the quality of infrastructure services and regional facilities;
5. Management of spatial, natural resources and the environment;
6. Implementation of good and clean governance; and
7. Developing and optimization of function and role of growth center and strategic area

Restructuring of this organization can be carried out OPD integration option as an internalization from upstream to downstream of the service function of Agriculture Department that is from the processing of land until the harvest added function of food security service with Post-harvest management. This internalization is expected to facilitate the monitoring and evaluation of OPD performance by the governor. Then it will be more aligned with the development prioritize in RPJMD will focus more on how to produce a variety of food from the country that can guarantee the fulfillment of food necessity enough to the level Individuals by utilizing the potential of natural resources, human, social, economic, and local wisdom. Because this will empower the community and not only focus on the availability of foodstuffs

only, where the fulfillment of such availability is done by the policy of food imports that are not based on the interests of local potentials.

In an interview with the policy elite in both OPD found the idea of forming a Regional Owned Enterprises with the inclusion of capital from the provincial government of Banten. In the field of food demand fulfillment as well as BUMD in DKI Jakarta PD Dharma Jaya As a meat distributor, PT Food Station Tjipinang Jaya as a distributor of rice and PD Pasar Jaya as a maintainer of JakGrosir and 153 traditional markets in Jakarta. According to (den Heyer, 2011), this model of formation was also the application of New Public Management concept with institutional framework theory or can also be done with principal-agent theory, namely the fulfillment of all necessity of the community base on employment contracts. This form of privatization in accordance with the opinions from (Kapucu, 2009) said that *Administrative reform projects aim to strengthen the capacity of the state yet reduce its scope through privatization and use of market mechanisms. They seek to improve the efficiency and quality of public services and accomplish better public management.*

CONCLUSIONS

Bases on juridical, theoretical and empirical understanding, taking into consideration achievement of the objectives of government bureaucracy to be efficient and effective, researchers suggest to incorporate the food security Service and the Department of Agriculture into Agriculture Institution and food security. However, researchers also suggest to quantitatively studying the cascading contributions of each regional device organization in Banten provincial government environment against the achievement of measured targets of the revised RPJMD of Banten Province 2017-2022

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