

# **SOCIALIZATION STRATEGIES FOR A CUSTOMER DRIVEN GOVERNMENT: A CASE OF THE WEST JAVA PROVINCIAL GOVERNMENT**

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***Abstract:** Modernization has brought about significant changes in the provincial government of West Java. An IT based policy-supporting instrument has been a real proof to this statement. However, inadequate less optimal IT systems performance is still the common picture of bureaucracy in West Java Province. Correspondingly, the quantity of people requiring government services also require a bigger workforce to attend to their multiple demands, but this has not been met by the government. As a result, several problems have been encountered by the government in attempts of reinventing its practices by implementing a principle of 'customer-driven government' which has not displayed any patron-client relationship with the society within its bureaucracy. Through qualitative reviews, the study explores the problems of bureaucracy in governmental institutions in West Java Province and its impact on the community it serves, and proposes the implementation of a socialization strategy incorporating the principle of customer-driven government.*

**Key words:** Government, Society, Socialization, bureaucracy

## **1. INTRODUCTION**

The Province of West Java, with an area about 35,377.76 km<sup>2</sup>, is inhabited by about 46,497,175 people who are been distributed in 26 counties/capitols, 625 sub-counties and 5,899 villages (SIK Provinsi Jawa Barat, 2011). In terms of the region's income, population is one of the determining factors of West Java's income. Moreover, Bapennas (2014) predicts a higher income demographic set up by the 2030s, which should therefore be beneficial to the provincial government. However, the unique demographic characteristics of the province have always presented challenges to the government in the pursuit of effective and efficient public service delivery.

Kartasmita (2007) notes that the cultural and social diversity of an area may complicate immediate arrangements and may cause multiple problems depending on the region. Development problems that occur from community's social-cultural

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characteristics actually do not only happen only in developing nations but also in developed nations. There has been a big possibility that a policy may be ineffective if the government is less capable in responding and paying attention to the social-cultural conditions of the community. Davis (2012) once conducted a study on government policy regarding house possessions and noted the following:

“...policies designed to promote homeownership are ineffective and poorly motivated. They are also expensive: the present value of the cost of homeownership subsidies equals \$2.5 trillion. The body of evidence suggests we need to unwind the current set of public policies designed to promote homeownership and rethink whether homeownership is a desirable public policy goal...”

From the above statement, the success of a public program depends on the accuracy in its selection and in determining the strategy of socialization toward the customers. More to that, policy effectiveness within a country heavily depends on a community's capability in responding to that policy. As a result, the public service, especially the socialization of a policy, should be appropriately designed by paying attention to the community capability. Community capability should be seen as an objective consideration in designing a policy strategy of service that is issued, especially in relation to the effectiveness of the socialization policy. Osterfeld (1992) in a on economic growth notes, “...some markets may function best when left unregulated, while satisfactory performance in others may require regulation...” Looking at the argument, the government should create a design in which a policy can be implemented publicly and one of the ways of pursuing such a design is the creation of an effective socialization design. This matter is based on the assumption that the good and the bad of a policy does not lie on the concept or the form of the service that will be provided; instead, the good and the bad of a policy lies on how far the information, in relation to the policy, might be found and even might be comprehended by the community members.

A democratic atmosphere requires the existence of inclusiveness of both the government and the society so that the society gets an opportunity to access the service maximally. Most of the time, the occurrence of multiple problems in public service is caused by inadequate socialization on the part of government. What should be given attention in a case of inadequate socialization is not only the implementation of the policy but also the occurrence of public distrust towards the government. Hamudy (2010) proposes that without public trust most policies would suffer from serious problems.

In addition to the different characteristics and capabilities in a community, government's basic pattern also provides contribution toward the occurrence of the problems in a policy implementation. The colonial occupation that Indonesia experienced influenced many governmental settings that have for long operated using the colonial system. Kinglesy in Heady (1995) states that in the formerly occupied countries, the arrangement of departments, the bureaucratic behaviours and even the

bureaucratic appearances are reminiscent of colonial characteristics and are a continuation of the colonial administration. Colonial governments, as we understood them, had repressive characteristics that tended to be far from the realities of the society. Indonesia as well, has own had some sort of division between the ordinary people and the royal families. Governments in such cases ought to realize the problem and promote the establishment of good governance with a paradigm shift focusing on reinventing government processes that rely on the principle of customer-driven government (Osborne, 1992; Hardjosoekarto, 1997). Zhang & Yang (2009) in their study regarding the regional leadership note that:

“...local leaders’ influence in public participation of the budgeting process for instance concludes that a series of factors such as professionalism of public managers, perceptions of environmental politics, as well as their attitude towards citizens’ input may affect the local government participatory budgeting process...”

In the context of several recent studies, it can be asserted that attention should be given to regional leaderships. The reason is that local government has a strong influence to encourage their society. Managerial aspects, professionalism and governmental dynamics should be positively displayed to society to promote enthusiasm in taking part in government’s agenda. Socialization of a policy is encouraged in those aspects for efficient and effective public service delivery.

The agenda of reinventing government should be taken seriously and holistically. However, it is not enough to review the agenda from one perspective only. Development that relies on government policy as facilitation of society’s active role portrays a scenario of an object that stands on two legs. Community capability in the context of a customer-driven government should be the focus of discussion. However, the competence and the credibility of the government system should not be abandoned. The study is trying to explore problems of socialization in government as well as in society so that the researcher can be able to define the relationship and to suggest recommendations for addressing both issues.

In a review titled *The Social Norm of Tax Compliance: Evidence from Australia, Singapore, and The United States*, it has been proposed that the morale development of the taxpayers (community members) significantly correlates to the obedience where morale has been earned from the effectiveness of an educational-type communication (Bobek et al., 2007; Kaplan et al., 1997). In the context of the study, socialization of a policy is an urgent matter that should be given attention. The development of socialization that has an orientation toward the service user (community members) as a form of customer-driven government is expected to be able to encourage the awareness of service users of all government policies. Such socialization is expected to be effective because it touches the society based on a review of society’s characteristics.

Generally it can be asserted that the efforts of policy socialization that have so far been done by the government in West Java Province are apparently inadequate. The

establishment of an integrated service unit in each region has been a strategic idea. However, the instrumentation of the unit seems to be saturated and the saturation has been marked by complaints of ineffective performance. Such a problem cannot be solved by blame games of "who is blaming who," which lead to the development of negative judgment among the society. When such a situation prevails, mutual distrust between government and society also prevails.

The study, discuss three problems in the domain of policy socialization. First, problems occurred in the socialization of the taxation policy in West Java Province. Then, there was a problem of the society's attitude towards the socialization policy being implemented by the government. Next, there was the problem of an idea that could be offered as an alternative in the socializing effort regarding the customer-driven government policy. The study further discusses the above problems from two perspectives which are the government and the society perspective.

## 2. METHODOLOGY

The data in the study was attained by means of person and paper under the qualitative approach. The research was conducted in three governmental institutions namely: the Department of Regional Income (*Dinas Pendapatan Daerah* or DISPENDA), the Department of Trade and Industry (*Dinas Perindustrian dan Perdagangan* or DISPERINDAG) and the Department of Regional Staffing (*Badan Kepegawaian Daerah* or BKD) in the Province of West Java in Indonesia. Purposive sampling was employed in the data collection with the expectation that the subjects will be able to provide as much data as possible, which Nasution (1996) depicts as a snowball. The researcher served as the main instrument of the qualitative study and made use of interview guidelines, observation guidelines and documentation study guidelines in gathering the data (Moleong, 2010). With the data gathered, the researcher expects to show the uniqueness in the problems of policy socialization within each office.

## 3. DISCUSSION

Socialization of public policy is one of the public service forms and has been considered as the core of the public service because no matter how good a public service is the it would not mean anything if it is not supported by optimal socialization. Tis goes to other public services, where socialization of public policy should apply to the principles of good service. The policy of *The Minister of State Apparatus Empowerment and Bureaucracy Reformation Number 63/Kep/M.PAN/7/2003* regards to the general guidelines on the implementation of public service is a revision of the of *The Minister of State Apparatus Empowerment and Bureaucracy Reformation Number 81 Year 1995* regarding to the same guidelines. A qualified public service should be in accordance with the principles of service of fit as follows. (1) Simplicity, in which the procedures or the service setting should be implemented under the following condition: (a) easy procedures; (b) fluent service; (c) immediate service; and (d) direct service. (2) Clarity and certainty, in which there should be clarity and certainty towards: (a) procedures/settings; (b) service

requirements; (c) officer knowledge; and (d) officer responsibility. (3) Security, where the process and the results of general service should be able to provide: (a) service security; (b) service comfort; (c) officer capability; and (d) law certainty. (4) Inclusiveness, where the procedures, requirements, and the officer in-charge of the working units able to provide: (a) solution time; (b) cost certainty; (c) system accuracy; and (d) tools and facility. (5) Efficiency, where the public service should have: (a) light requirements; (b) officer discipline; (c) service cost normality; and (d) society economic capability accordance. (6) Distributed justice, in which the scope of the public service should include: (a) justice in earning income; (b) attention towards society interest; (c) supporting officers' willingness and responsiveness; and (d) equal distribution. (7) Time accuracy, where the implementation of public service should be performed with: (a) time information; (b) service timeliness; (c) time realization; and (d) service schedule certainty.

The development of science and technology has directed all of the service lines to operate by an online system. This aspect has also been done by the Provincial Government of West Java, where all the governmental intuitions have changed from conventional ways to an IT-based modern information service. Each governmental institution nowadays is in competition of developing websites as their information centre. The competition is marked by the results of the study in which each of the departments i.e. BKD, DISPENDA and DISPERINDAG have developed their own technology. It was found that each governmental institution has its own website that is integrated to the websites of the Provincial Government of West Java. These websites are: BKD-<http://bkd.jabarprov.go.id/>, DISPENDA-<http://dispenda.jabarprov.go.id/> and DISPERINDAG -[http://disperindag.jabarprov.go.id](http://disperindag.jabarprov.go.id/). The researcher found that the content in each website is complete with the information and the list of policies that were issued. These websites even have consultation facilities in the form of chat rooms that may be beneficial to the public in searching for information.

In addition to creating websites as the basic form of IT-based policy socialization development, it turned out that each institution developed the IT capability further in the form of programs. With regard to the BKD institution, the researcher found that in 2009 the BKN launched the CAT a selection medium employing a computerized approach. The implementation of the CAT system had been one of the nine targets in the acceleration of bureaucracy reformation in the domain of human resources that had been developed by the BKN institution. In the future, it is possible that an IT-based staffing transfer system would be developed as a part of the staffing administration technology.

Similar to the IT development in the DISPENDA JABAR, in the beginning of 2010, three provinces of West Java, Special Capitol Jakarta and the Province of Banten, developed an online single administration service (*samsator sistemadministrasisatuatap*). The objective of the online single administration service was to provide easy access for taxpayers in the three provinces for paying vehicle taxes by completing the following requirements: the vehicle owner's identification card, the vehicle registration number, the vehicle ownership letter and the vehicle tax note. The scope of the online

single administration service programs in the Province of West Java would be as follows: yearly approval of vehicle registration number, vehicle tax payment note, and obligatory retribution of traffic accidents. The yearly approval of vehicle registration number did not include the payment for the unpaid vehicle registration yearly fee, which is given an administrative penalty payment failure.

There was also an interesting thing from the socialization strategy performed by the DISPERINDAG under the Province of West Java. In their website, the DISPERINDAG provided an icon of a 'consultation forum'. The service is open to society members who would like to find further information or to perform related consultation activities. Based on the information that had been gathered, the 'consultation forum' functions by means of completing forms and raising questions. The questions raised are sorted and answered directly by the administrator. The service is interactive because the question and answer session is performed inclusively so multiple parties can be involved in the discussions; in the forum, these parties can share information. Furthermore, the administrator usually encourages the service users to visit the DISPERINDAG office.

The DISPERINDAG so far had also made use of the mass media in socializing their programs. It started programs of advising new entrepreneurs, the Department of Industry and Trade had performed the socialization maximally through online social media, print media (*Tribun Jabar* and *Pikiran Rakyat*), radio stations, local television station and also national television station (*Metro TV*). Findings from the active participation of society through the various media showed that the public's response to the program was quite good; from 400 registrants throughout the Province of West Java 45 micro business institutions had passed the selection test.

In addition to the IT-based socialization service, the government also applied the conventional service by establishing an Integrated Service Unit (*Unit Pelayanan Terpadu* UPT). The Integrated Service Unit serves as a single unit where the public including business owners, interact with the government on commercial issues such as submitting proposals and applications to attain business permissions and other necessary requirements rather than submitting the scattered governmental institutions.

The objective of establishing the Integrated Service Unit was to simplify the implementation of permission service. The other objective is to improve the service quality and provide wider access of public service to the public. There are three different legal units in the integrated service unit namely: the Department, the Office and the Technical Implementation Unit (*Unit Pelaksana Teknis Dinas* UPTD). Theoretically, in relation to the organizational structure, the highest position is *Echelon II*, then *Echelon IV*.

The regional government in the capital Bandung established a UPTD unit in each sub-county as a channel between the department and the public. The UPTD at the sub-county serves as the activity facilitator and the information source for the micro-businesses. The program is considered strategic because it is closer to the public and enables a more intensive direct contact between the government apparatus and the public. As a result, the optimal

implementation of UPTD might assist in the effectiveness and the efficiency of policy socialization that is done by DISPERINDAG in the Province of West Java.

A promising development requires seriousness in further management and development. The failure of a policy might be influenced the occurring complexity both by the association to the internal aspects of the government and by the social-politic conditions of the public such as union involvement, political interest, business and the other organized interests (Edlund, 1999; Sears & Citrin, 1985; Svallfors, 1991; Zaller, 1992). The researcher seeks to uncover problems that are encountered in implementing the strategy of policy socialization by the government. As discussed in the background of the study, such problems can be perceived as an object with two legs: the government and the public/the service users. Therefore, the discussion is divided into two categories based on the research problem stated.

#### **4. PROBLEMS OF POLICY SOCIALIZATION IN GOVERNMENT**

As highlighted previously, socialization is an important aspect in public policy implementation. In this part of the discussion, the problems encountered from the government perspective are explored. Information regarding the problems of policy socialization in the government was attained from the public/the service users and from the related officers. Based on the review of the gathered information, it was found that the IT-based policy of socialization that was expected to give optimum service still needed several improvements especially the apparatus as well as the information service managers. People were aware of the governmental institution websites as the information provider; however, the focus of the study was the optimization of the service that had been delivered.

Furthermore, the results of the study showed that the Twitter account of INDAG had last been updated on October 23<sup>rd</sup>, 2014. More to that, the Facebook account of INDAG was last updated on December 15<sup>th</sup>, 2013 whereas Facebook is the most interesting social media, the management of the media sites, had not been done seriously. As a result, DISPERINDAG's media had not been effective in providing the necessary information.

Similar finding had also been attained from the answers of respondents on DISPENDA in the Province of West Java. They stated that the development of the IT-based policy socialization by means of a website had not embraced all of the society layers. Similar complaints had been given as well by the staffs of the Department of Regional Income. As civil servants, they should have been responsive, eagerly smiling and providing information as clearly as possible. As a result, they would earn a positive impression and the public would be comfortable as they handle their queries such as processing clients' vehicle paperwork both in the payment of vehicle tax, vehicle insurance and the yearly approval of vehicle registration numbers. Unfortunately, there had been an impression that the staffs only performed their duties as civil servants without acknowledging the problems that the public encounter during the payment of vehicle tax, vehicle insurance and approval of vehicle registration numbers.

A similar situation was also noted in the BKD institution in the Province of West Java. Based on the gathered information, information on the internet had not been optimally beneficial to the public. It was apparent that the BKD website still lacked information. The experience of BKD was similar to the previous governmental institutions. Another complaint provided by the service users was that there were many staffs who did not understand the programs being implemented by the BKD.

Government service transition after the reformation still left old habits behind. The government still had minimal empowerment on innovation such as in information technology and other modern socialization strategies. In such a transition, the use of conventional techniques was still relevant and necessary; in other words, there should have been a synergy and continuous efforts between direct socialization and the technology-based socialization.

## **5. PUBLIC ATTITUDES TOWARDS THE GOVERNMENT SOCIALIZATION POLICY**

After explaining the problems of the socialization policy, public attitudes were also observed especially in searching for information. The public was able to make use of the Internet to search for information, some people were used to finding information through the mass media and others preferred delivery from the secondary source (the closest colleague). In reality, the government's IT-based socialization strategy had not considered all societal elements. It had been identified that the society demanded that the government comes to them in the socialization strategy and this matter had been heavily associated to the characteristics and the competence level of the society in benefitting from the digital information media. Departing from these findings, the researcher would like to classify the society into two groups.

Referring to the classification of society characteristics as shown in the table above, socialization efforts should pay attention to the social conditions of the society. The unequal socialization was not solely caused by the government's inadequate performance; instead, the unequal socialization was caused by the society's lack of capability in benefitting from the facilities that had been provided by the government. Edlund (1999) once made a review on the tax reformation and the progressive tax in Sweden and he found an interesting fact regarding the influence of social strata. He found that people from the social class had tendency to accept the tax reformation while people from the lower social class had less tendency to accept the tax reformation and these people were reluctant to accept the socialization efforts performed by the government.

Such a situation confirmed that the government should pay attention to the society characteristics in performing a socialization policy. The tendency would always occur in every government. It would be an error if people would like to change the situation. People should believe that the multiculturalism in the society is the capital of social balance. However, people should also propose an in-depth critique to the government



**Table 1**  
**The Characteristics of Conventional Society and Modern Society**

<i>No</i>	<i>Conventional Society</i>	<i>Modern Society</i>
1	The settlement location is far from the government center.	The settlement location is close to the government center.
2	The settlement location is far from the banking center.	The settlement location is close to the banking center.
3	Most of the people are not familiar with the internet.	Most of the people are familiar with the Internet.
4	The quantity of benefitting from Internet technology is still limited.	The quantity of benefitting from Internet technology is expanded.
5	Most of the people work as farmers or traders.	Most of the people work as employees or staffs in companies.
6	Most of the people have low mobility.	Most of the people have high mobility.
7	Most of the people are reactive.	Most of the people are proactive.
8	Most of the people have poor accessibility.	Most of the people have good accessibility.
9	Most of the people have low supporting facilities.	Most of the people have high supporting facilities.
10	Most of the people have low educational background.	Most of the people have high educational background.

*Source:* PKBI Study (2014)

when the government with its authority enforces a policy in an inappropriate way. It would be impossible for a government to propose a decrease in a social class, which is known as the death of class (Edlund, 1999; Pakulsky& Waters, 1996). The government with its authority which enforced such solution would encounter the consequence of having a gap in the social system.

The tendency of having differences had been a culture among the society. The society attitudes that had been expected by the government seemed to not having been exposed by the society. As a result, a condition occurred in which the society participation was low. Certainly, the IT-based service should be accompanied by awareness of the society. The awareness specifically should be directed to those in the business domain; these people would not be able to compete in the business domain if they did not master the information media.

## **6. THE CUSTOMER-DRIVEN GOVERNMENT SOCIALIZATION POLICY**

Osborne (1992) stated, "The bureaucracy should be transformed from the old systems to new systems that are both 'user-friendly' and 'transparent.'" In his opinion, the bureaucracy transformation in the new system is a very important matter. The establishment of a new bureaucracy should be friendlier to the public/the service users. Furthermore, he explained, "customers should not be faced with a confusing maze of fragmented programs, conflicting eligibility requirements, and multiple forms to fill out; and they should be able to sort through their options without having to sort through the complex bureaucracy behind them." In his opinion, he explained about the things that should be improved in the governmental service. Referring to his

opinion, socialization activities should avoid confusing procedures. The reason was that with the rigid bureaucracy the society had a tendency to be reluctant in dealing with their obligations independently or, in the worst case, there would be a practice of information sale. Most of the times, the weakness that the society had in searching for information had been used by the irresponsible party for earning some profit.

Returning to the opinion of Edmund (1999), the identified social class had two strata and these should be the core of attention. Society is not government's puppet; instead, in the context of customer-driven government society with its characteristics should be the government's core of attention in terms of occupation, habits and the like. In addition, the structures related to the implementation of a policy should be reviewed holistically and there should be system connections that might support the implementation of a related policy. As explained in the background of the study, socialization should be maximized so it can change public perception towards the government's policy.

Ajzen (1991) stated, "behavioural intentions have been shown to be highly correlated with actual behaviour." In accordance with his definition that communication is the process of modifying the behaviour of other individuals (BAPENNAS, 2011; Effendy, 1997).

Views explained regarding attitude change through communication are the fundamental reason the researcher's proposal of a customer-driven government-based socialization model. The intended society capability might be seen from society characteristics divided into two parts namely the conventional and the modern ones. As a result, each strategy can be developed by paying attention to the two society characters.

## **7. THE STRATEGY OF POLICY SOCIALIZATION IN BKD INSTITUTION IN WEST JAVA PROVINCE**

Based on the above figure, the researcher would like to explain that the socialization process regarding the BKD programs should be conducted by making use of multiple media both the online one through the Internet or the print one through newspapers, banners and letters. The classification of the media into two kinds had been considered to be able to increase the effectiveness of program socialization that had been done and that would have been done by the BKD institution. The online socialization system was done so that the socialization process would effectively in the sense of not being limited to time and space. The system was specifically intended for users who are technology-literate and who have intense routines. On the other hand, socialization by the print media should be preserved so that society members who are unable to use online media might still access the existing information. Paying attention to existing strengths and weaknesses, especially the field situation and condition, it would be better if the socialization process made use of the two media.

The DISPENDA in West Java, especially in the three regions sites of the research, had pursued the effectiveness of the tax payment service and one of the efforts was to

provide a tax payment outlet and a circular tax system. The e-banking tax system had been developed from the results of a review conducted by a team of researchers by viewing the society's situation, condition and development. First, most of the city society (the modern society) had intense activities and as a result they had limited time to pay the tax. Second, most of the city society (the modern society) benefit from technology by performing their daily activities.

In addition, the team of researchers offered public service (e-banking single administration unit) since the main aspect that should be revised in order to improve the effectiveness of the tax service was an information system of the tax service. Based on the results of the study, most of the society especially in the urban areas had not understood most of the programs. One example of such a situation was the tax outlet system. Many people had not understood that one of the requirements for paying tax throughout the Province of West Java in the outlet was to submit the original ID card which belongs to the vehicle owner. The reason was lack of sensitization on the part of the Department of Regional Income in relation to the programs and the procedures that had been done. Therefore, the researchers would like to design a tax service socialization program based on society characteristics namely the conventional society and the modern society. A similar system may also be implemented to the policies of the BKD institution in the Province of West Java. The socialization strategy would be implemented under a similar classification but the instruments that would be used might be different based on the domain of the department. Therefore, the design of the socialization model would be as follows:

#### **8. THE SOCIALIZATION POLICY STRATEGY IN THE DEPARTMENT OF REGIONAL INCOME IN WEST JAVA PROVINCE**

The researcher might design a socialization policy strategy by paying attention to the society typology (conventional and modern) in using and manipulating information. In addition, other aspects that should be given attention are the social-economic condition and the routines of the intended society. The socialization policy that can be pursued by the Department of Industry and Trade is actually similar to the previous socialization model; however, the differences are in the content of information and the availability of a facility that would be developed by each governmental institution. It should be comprehended that the objective of a DISPERINDAG institution is to generate new entrepreneurs who are able to compete in the regional, national and global market. Attending to the century would be the main capital for the entrepreneurs in achieving their success. So, the strategy of conventional socialization that would be conducted eventually should be able to provide an education that would change the service users' attitudes and perceptions from the conventional ones into the modern ones. The change might be pursued by means of optimizing the Integrated Service Unit role in providing the coaching programs for the domestic entrepreneurs. The most important part of the optimization would be the Technical Guidance regarding the benefitting IT facility

that was available. In addition, the conventional society should be facilitated more by means of computer use and direct service provided by the apparatus of Integrated Service Unit in the form of front-service office. The front-office service would serve as an information channel and a guidance service.

Such a socialization strategy had met the respondents' expectations based on the results of the study. The respondents stated that micro-business entrepreneurs would only need the IT Technical Guidance in each region, therefore the socialization conducted by the DISPERINDAG institution could be optimized.

## 9. CONCLUSION

The socialization policy implemented by the Provincial Government of West Java had not been optimal. The socialization policy has not met expectations. Less optimum socialization is caused by problems that occur both in the government and in society. Problems in government tend to be less optimal engagement of human resources as a socialization instrument. On the other hand, problems in society tend to be around the active role of society in accessing information that has not been established. In order to overcome these problems, there should be efforts of reinventing government by developing customer-driven government. A customer-driven government regards the socialization program as the avant-garde of government. The socialization program strategy is an education medium for establishing society trust and participation towards government policy. Socialization will be optimal if it is based on service user (the society) capability; therefore, government of Indonesia should consider society characteristics (the conventional society and the modern society). Socialization can be established basing on the peculiarity of societal characteristics in a new paradigm called customer-driven government.

## NOTES

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