ABSTRACT

Purpose: The author tries to present data holistically related to the keywords transformation and governance, this is intended so that in managing change it can answer public problems and direct changes that have sustainable benefits.

Theoretical Framework: Design/methodology/approach - By conducting a bibliometric analysis of 1,209 research articles published during 1964 - 2023 with the keyword Rural Transformation in the subject area of social sciences.

Method: Taken from Scopus indexed articles, this research provides comprehensive insights from abstraction and keyword analysis. The research flow that emerged was further evaluated using VOSviewer software.

Result: This study illustrates the transformation trend which leads to the study of local people, social relations, rural geography, this illustrates that rural transformation needs to study the grassroots aspect of individuals who are in groups within perspective of change, future changes certainly need to pay attention to aspects of capita income, land use transition and optimization.

Conclusions: The influence of the environment on the organization is determinant, where the environment contributes to the success or effectiveness of the organization by entering or supplying inputs in the form of resources and information and determining the form of products or services (services). In order to ensure that the organization is in harmony with its environment, the organization must carefully define and ensure that the input flow is maintained in the decision-making process and the implementation and distribution of the results, especially in the process of organizational change.

Keywords: transformation, rural, literature review.

Received: 11/09/2023
Accepted: 11/12/2023
DOI: https://doi.org/10.55908/sdgs.v11i12.2294
RESUMO

Propósito: O autor tenta apresentar dados holisticamente relacionados com a transformação e governança de palavras-chave, isto é pretendido para que na gestão da mudança possa responder a problemas públicos e mudanças diretas que tenham benefícios sustentáveis.

Estrutura Teórica: Design/metodologia/abordagem - Realizando uma análise bibliométrica de 1.209 artigos de pesquisa publicados durante 1964-2023 com a palavra-chave Transformação Rural na área temática das ciências sociais.

Método: Retirado de artigos indexados da Scopus, esta pesquisa fornece ideias abrangentes de abstração e análise de palavras-chave. O fluxo de pesquisa que surgiu foi posteriormente avaliado usando o software VOSviewer.

Resultado: Este estudo ilustra a tendência de transformação que leva ao estudo das pessoas locais, relações sociais, geografia rural, isso ilustra que a transformação rural precisa estudar o aspecto de base dos indivíduos que estão em grupos dentro da perspectiva de mudança, mudanças futuras certamente precisam prestar atenção aos aspectos da renda capita, transição do uso da terra e otimização.

Conclusões: A influência do ambiente na organização é determinante, onde o ambiente contribui para o sucesso ou eficácia da organização, inserindo ou fornecendo insumos na forma de recursos e informações e determinando a forma de produtos ou serviços (serviços). A fim de garantir que a organização esteja em harmonia com o seu ambiente, a organização deve definir cuidadosamente e garantir que o fluxo de entrada seja mantido no processo de tomada de decisões e na implementação e distribuição dos resultados, especialmente no processo de mudança organizacional.

Palavras-chave: transformação, rural, revisão de literatura.

1 INTRODUCTION

The word "transformation" comes from the Latin word transformer, which in an organizational context is defined to describe comprehensive organizational change initiatives, not all changes are transformations, but every transformation is a change. Characteristics of change inherent in the concept of transformation, namely first, changes in making new breakthroughs. Second, transformation means creating an overall change in form, appearance, and structure from something that did not exist before. Third, transformation is a change in mindset that is carried out based on the learning process. Fourth, transformation is a process of an ongoing fundamental change (an ongoing process) carried out within an organization to institutionalize a new pattern that differs...
sharply from the old pattern. Fifth, transformation relates to changes in paradigm shifts involving new value propositions in products or services\(^9\). Sixth, transformation is a change that is intentional and directed at a particular goal\(^{10}\).

Being the keyword transformation (planned change) it is accepted that changes to the "Process" variable will determine changes to all other factors, namely mindset, structure, people, and culture\(^{11}\). Organizational transformation as an activity to redesign the genetic composition of an organization (corporation) which is carried out simultaneously (albeit at different speeds) on four dimensions called reframing, restructuring, revitalization and renewal (renewal)\(^{12}\). Transformation is also interpreted by the organization as the concept of reshaping the code of character-forming cells to "fit" with the needs of the times, reshaping the way of thinking and leading. Re-Code means forming or rearranging the codes of a cell forming an organization so that it can carry out its functions as expected\(^{13}\).

Organizational transformation (TO) means a drastic change directed at organizational structure, management processes and organizational culture\(^{14}\). Organizational change is transformational, because it fundamentally changes the way an organization interacts with its environment, how to run its business, how to produce or serve. TO is carried out when the organization is experiencing a crisis and the organizational conditions are no longer suitable for the rapid and dramatic changes in the environment. If the TO is not carried out, it will result in the destruction of the organization concerned.

Coleman in his book The Living Organization: Transforming Teams into Workplace Communities, formulates TO within the limits of creating a humane work atmosphere\(^{15}\). Fundamental problems of the organization are often found which are indicated by an atmosphere of uncooperative working relations, hypercompetition, boredom, cynicism, alienation and mutual hostility, so that such an inhumane climate encourages work productivity. Organizational transformation is defined as perceptual change leads to a fundamental shift in consciousness, from industrial-era mindset to postindustrial mindset, namely: choice, commitment to a vision, responsibility and

---

9 Opazo et al
10 Page et al
11 Umanailo
12 Vat
13 McNabb
14 Schwartz
15 Coleman
accountability, representative participation, individual right and people treated as ends in themselves\textsuperscript{16}.

Organizational transformation as "reframing organizations" which includes four aspects of organizational reframing through: the structural reframe, the human resources reframe, the political reframe, and the symbolic reframe\textsuperscript{17}. At a practical level, bureaucratic transformation in the Indonesian context is a necessity. urgently, bearing in mind that diachronically, the genetics of the Indonesian bureaucracy is a legacy of authoritarian bureaucracy which is now irrelevant and must be deconstructed. The characteristics of an authoritarian bureaucracy cannot be maintained anymore, because it tends to position the bureaucracy as a servant of the state rather than a servant of society. The hegemonic bureaucracy creates what is known as the "officialdom"\textsuperscript{18}. Therefore, the bureaucracy that previously relied on politics as the commander in chief, then shifted to the economy as the commander in chief, must now be changed so that its structure and behavior are in line with the demands of democratization that prioritizes respect for human rights, a plural polity, a multiparty system, accountability and transparency\textsuperscript{19}. Bureaucracy with democratic character, based on the will of the people, so that "the people are the commanders". Substantial changes in the bureaucracy from the tools of rulers or rulers to become tools of the people or public servants can only be achieved through transformational changes.

Furthermore, bureaucratic transformation is an attempt to make fundamental changes and have an impact on changes in the system and structure of the administration of the government bureaucracy\textsuperscript{20}. So transformation is a change in the system and structure of the administration of the bureaucracy in government. Transformation (renewal) is creating innovating government organizations and systems that continuously improve their quality without pressure from outsiders. Transformation not only improves current effectiveness but also improves current effectiveness, but reform creates organizations that are able to improve future effectiveness when their environment changes. Transformation is the creation of a government sector that has an internal drive to make improvements\textsuperscript{21}.

\textsuperscript{16} Leibold
\textsuperscript{17} Bolman & Deal
\textsuperscript{18} Meny
\textsuperscript{19} Dzimbiri
\textsuperscript{20} Bovens & Zouridis
\textsuperscript{21} Tan

\textit{Miami | v.11, n. 12 | pages: 01-17 | e02294 | 2023.
JOURNAL OF LAW AND SUSTAINABLE DEVELOPMENT}
The new framework for Government Transformation at this time as well as the ideal ideals of government to be addressed in the future is Good Governance\(^{22}\), Good Governance cannot be separated from the issue of government transformation, because in the past, government was more popular, not governance. In the past, the state (government) was considered omnipotent and was also practiced on earth\(^{23}\).

Tucker and Russell suggested that the factors that determine and become the focus of change are the process, structure, people, mindset, and culture\(^{24}\), sline with this thought adding to the practice of change management, especially those developed in the "reengineering" approach which is the key to planned change. , it is accepted that changes in the "process" variable will determine changes in all other factors, namely mindset, structure, people' and culture\(^{25}\). Based on the expert explanation above it can be concluded that transformation is all planned changes determined by the process. which will determine the transformation of the other factors.

2 METHOD

The method used in this research is descriptive bibliometric analysis using publication data on the topic of Rural Transformation in the period 1964 - 2023 with the limitation of one cluster field, namely social sciences, the limitation being the number of documents of 1209 articles. Data collection was carried out by searching publications indexed by Scopus. After the data was obtained and stored in the form of a RIS file or Research Information Systems Citation File, the next step was to enter the file into Vosviewer software with the aim of visualizing network patterns or relationships between bibliometrics into three categories, including network visualization, Overlay visualization, and density visualization. Network visualization aims to visualize whether the network or relationship between research terms is strong or not. Overlay visualization aims to visualize historical traces based on the year the research was published, while density visualization aims to display density or emphasis on research groups. Bibliometric analysis is the application of statistical and mathematical methods to literature such as books, magazines, online publications and other communication media [Kamariah]. The mapping obtained by Vosviewer can later be used as a reference in conducting accurate

\(^{22}\) Pillay
\(^{23}\) Bang
\(^{24}\) Tucker
\(^{25}\) Cabrera & Barajas
content analysis based on the name of the researcher, year of publication, researcher productivity, and information architecture research trends. In this research, bibliometric analysis was carried out to analyze literacy developments related to Public Sector Transformation.

3 RESULTS AND DISCUSSION

Mapping and clustering in bibliometric analysis via Vosviewer software are complementary, which means they complement each other. This mapping can be used to get a detailed picture of the structure of a bibliometric network. Apart from that, clustering is used to show an overview or insight regarding bibliometric grouping.

a) Network Visualization

Network Visualization shows co-occurrence which explains the network or relationship of one term to another in research in the field of Rural Transformation in the period 1964 - 2023. Of the 1,209 articles indexed by Scopus, they can be grouped into 3 clusters which can be identified by the color of each node. -each keyword. Cluster 1, symbolized in red, includes terms related to the keywords function, evolution, path, differentiation, reconstruction. Cluster 2 is symbolized in green with the keywords Community, Person, State, Education, experience. Cluster 3 is symbolized in blue with the keywords household, livelihood, income, increase, migration, employment.

Figure 1. Visualization Network Co-occurrence

Source: Scopus indexed articles processed with Vosviewer

26 Waltman et al.
After identifying mapping and clustering in the field of Rural Transformation using network visualization, the next step is to map and cluster research trends based on historical traces or the year the research was published. The information obtained from the Overlay visualization results in the image below can be used as a reference for identifying and detecting the state of the art of the research carried out. From the results of bibliometric analysis via Scopus metadata imported into Vosviewer software, Overlay visualization is produced. In this visualization, the colors in the nodes represent keywords that indicate the year of publication.

In the period 2014 - 2023 there are several studies discussed below in the period 2014 - 2015, including talking about state, labor, worker, tradition etc., whereas in 2016 - 2018 it was dominated by the keyword migration person, while in 2019-2020 there were a number of words The dominant keys are livelihood, reconstruction, community, income, increase, while in 2021-2023 there will be a lot of talk about optimization, connotation, heterogeneity, rural revitalization.

Next is bibliometric analysis using density visualization. From the visualization results shown in the figure below, it can be identified that there are dense areas or those with high density at one node compared to other nodes. The level of saturation identified
in the number of keywords marked in yellow means that the area is a topic that has been widely researched and indexed by Scopus, for example the keywords community, function, evolution. Meanwhile, nodes marked in dark color indicate that these topics have not yet been widely researched. This can create opportunities to conduct research on these topics, for example the keywords social relations, rural geography, structural change.

With bibliometric analysis on density visualization which shows the presence of strain and low intensity, it shows that research on rural transformation is still relatively low, this makes research on this topic still very broad to be researched.

Figure 3. Visualization density pada co-occurrence

Source: Scopus indexed articles processed with Vosviewer

1. Transformation public Sector Concept

   a. Structure Transformation

   In achieving strategic goals, one of the indicators that determine the achievement of bureaucratic goals is the structure of the bureaucracy, one of the success factors for the village head in leading his village effectively to achieve the agreed goals and targets
(superordinate) is the structure because it is an organizational framework that shows the duties and powers and how they can be integrated\(^{27}\).

Pugh & Hickson added that the organizational structure defines how tasks will be divided, who reports, to whom, coordination mechanisms formal and interaction patterns to be followed\(^{28}\). The structure has components of complexity, formulation and centralization. In the process of fundamental transformation, it has an impact on changes in systems and structures\(^{29}\).

The bureaucratic structure has the following characteristics: First, specialization is a regular activity that requires organizational goals to be distributed in a fixed manner with office tasks. Strict segregation of duties makes it possible to employ specialized experts in each position that causes everyone to be responsible for the effective performance of their duties\(^ {30}\). Second, A hierarchical organization is an office organization that follows the principle of hierarchy so that each lower unit is in higher organizational control and supervision. Each employee in the administrative hierarchy is responsible to his superiors\(^ {31}\).

Third, the system of rules is a standardized system designed to ensure uniformity in carrying out each task, regardless of the number of personnel carrying out and coordinating different tasks\(^ {32}\). Fourth, Impersonality is ideally employees work with high morale without hatred for their work or being too ambitious. Standard government operations are carried out without the intervention (interference) of personal interests. The exclusion of personal considerations is for justice and efficiency. Impersonal detachment leads to equal treatment of all people thereby encouraging democracy in the administrative system\(^ {33}\).

Fifth, The career standards of employees or members in bureaucratic organizations are based on technical qualifications and expertise so as to encourage loyalty to the organization and group spirit among members of the organization\(^ {34}\). Sixth, Efficient is the expectation of a purely bureaucratic organizational administration

\(^{27}\) Clark & Wheelwright  
\(^{28}\) Pugh & Hickson  
\(^{29}\) Romanelli & Tushman  
\(^{30}\) Simons  
\(^{31}\) Blau  
\(^{32}\) Vanagas  
\(^{33}\) Behn  
\(^{34}\) Bowen
believed to be able to achieve the highest level of efficiency. Bureaucracy solves organizational problems by maximizing efficiency\textsuperscript{35}.

There are four basic components that act as a framework for the definition of organizational structure, namely: First, the organizational structure provides an overview of the division of tasks and responsibilities to individuals and parts of an organization.\textsuperscript{36} Second, the organizational structure provides an overview of the reporting relationships that are officially defined in an organization. Included in this formal reporting relationship are many hierarchical levels and large spans of control from all leaders at all levels in the organization\textsuperscript{37}. Third, the organizational structure determines the grouping of individuals into parts of the organization, and the grouping of organizational parts into a whole organization\textsuperscript{38}. Fourth, the organizational structure also establishes a system of relationships within the organization that allows the achievement of communication, coordination and integration of all organizational activities both vertically and horizontally.\textsuperscript{39}

2. Transformation of People

In the development of modern management, human capital is the most important factor in an organization. Current management theory is gradually recognizing that hidden assets (intellectual capital) are increasingly playing an important role in the survival of organizations/companies\textsuperscript{40}. Intellectual capital consists of human components. Structural and customer. Meanwhile, among all these components, human resources (people) are the most important intangible assets, especially in terms of the innovation of an innovation. These innovations are ultimately intended to provide goods or services that customers need, or provide solutions to problems they face.

Humans are the real agents in business\textsuperscript{41}. All tangible physical products and other assets, including intangible ones, are the result of human actions. The survival of these products and assets ultimately depends on people. Thus human capital is the main component of the intellectual capital of an organization. People excellence is about competence and commitment. In the digital era, where change takes place rapidly, knowledge, skills and experience can shrink very quickly.

\begin{thebibliography}{99}
\bibitem{Olsen} Olsen
\bibitem{Fidler} Fidler
\bibitem{Liu & Moskvina} Liu & Moskvina
\bibitem{Mintzberf} Mintzberf
\bibitem{Ramezan} Ramezan
\bibitem{Stewart} Stewart
\bibitem{Chung & Luo} Chung & Luo
\end{thebibliography}
While the staff is a determining factor to assist the village head in carrying out his duties by forming a capable management team (village apparatus). Furthermore, people are key inputs in the organization to process processes into products (goods/services) that have competitiveness to meet the needs of the community. Staff or implementers are a vital factor in policy implementation, because any type of policy definitely requires the support of adequate staff (people) or implementers.

Based on the views of the experts above, it can be concluded that people are an important factor that is the key and is an agent in transformation, so that organizations can implement and have competitiveness and produce quality products.

3. Mindset Transformation

At the level of bureaucratic transformation, apparatus competence which describes motives, temperament, self-concept, attitudes and values, mastery of problems or individual behavioral skills that can be measured from goals and motives is a basic mindset that encourages directing and determining one’s behavior as a need to make changes in the right direction. Meanwhile Hooghienstra in defining competence as a basic trait (mindset) of a person which itself is related to the implementation of a job by itself.

The mindset can be seen through three things, namely: the temperament and interest of a worker (employee/apparatus), Clarity and acceptance of the explanation of the role of a worker [Barke & Prechelt], The level of motivation and work performance of a person or organization member to achieve organizational goals, astery and problem solving and willingness to work together, Delegating tasks effectively to each stakeholder, Execution in accordance with the level of expertise required to meet the standards set desired by the organization.

There are several stages in seeing the first mindset, unconscious incompetent (unconscious, unable), namely when members of the organization can only watch what is happening and enjoy or use the work of others, which is important to take advantage.
Second, conscious incompetence (aware, unable), namely members of the organization begin to be interested in doing something but feel unable. Because the desire to be able to do something is quite large, members of the organization begin to try to do it through the third process, conscious competent (aware, capable), namely the stage where one member of the organization feels capable of doing a job similar to what other people are capable of doing. With the results that have been achieved, members of the organization are encouraged to be able to do it with better results with maximum efforts, accompanied by perseverance to succeed and achieve.

Fourth, unconscious competent (unconscious, capable), namely if members of the organization continue to work with full sincerity, through long enough experience until the work done with good results has become a habit and it is as if a member of the organization does not realize that the work of a member of the organization produce something that is considered good, even admired by others. It is at this stage that the skills of a member of the organization are recognized as professional by others.

Organizational transformation from a human perspective, one of the aspects is reframing which is related to the perspective (corporate mind) and renewal related to the human side of transformation, namely by investing in humans with new skills (new skills) and finding new knowledge and disseminating that knowledge to members of the organization, namely shifting current conceptions of the organization towards what is achievable.

Formulation of a change manual as a key performance area by understanding the focus of substance change in mindset, seeing people/organizational members have pro-change thinking, the courage to change and make changes in togetherness. Thus the process of change becomes a generator to move the mindset to achieve strategic goals of bureaucratic transformation, because it is strongly influenced by the mindset of a person/organizational member who is appropriately capable, competent in their respective positions, and contributes optimally. According to Beere in his book Change Your Mindset – Change Your Life Practical guide to thinking on purpose, says that basically there are two types of human thought patterns, namely fixed mindsets and evolving mindsets.
4. Cultural Transformation

Bureaucratic organizational culture is an aspect that also determines the transformation of the bureaucracy. Ignorance of organizational culture makes many organizations fail and failure to make organizational change can be disastrous or catastrophic for a temporarily changing organization.

Conceptually, understanding organizational culture refers to the opinion of A pattern of shared basic assumptions that the group learned as it solved is problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be tough to new members as the correct way to perceive, think and feel in relation to those problems.

4 CONCLUSION

The influence of the environment on the organization is determinant, where the environment contributes to the success or effectiveness of the organization by entering or supplying inputs in the form of resources and information and determining the form of products or services (services). In order to ensure that the organization is in harmony with its environment, the organization must carefully define and ensure that the input flow is maintained in the decision-making process and the implementation and distribution of the results, especially in the process of organizational change.

Therefore, bureaucratic transformation does not take place in a vacuum, but is influenced by the organizational environment, both internally and externally. A truly comprehensive and holistic transformation of the bureaucracy is a change that must take into account the environment and internal conditions of the public bureaucracy that are conducive to efficient, responsive and accountable public services.

---

55 Cameron dan Quinn
56 Young
REFERENCES


