

THE POLICY IMPLEMENTATION OF SIMPLIFICATION BUREAUCRACY FOR PERFORMANCE IMPROVEMENT IN THE MINISTRY OF ADMINISTRATIVE AND BUREAUCRATIC REFORM

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**THE POLICY IMPLEMENTATION OF
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REFORM**

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Organization
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ABSTRACT

The bureaucratic simplification policy is a direct direction from the President and that policy was the first policy which changed structure massively from structure to functional. Ministry of Administrative and Bureaucratic Reform as a pilot project for that policy implementation. This research aims to know The Policy Implementation of Simplification Bureaucracy For Performance Improvement in The Ministry of Administrative and Bureaucratic Reform and what are the problems, opportunities and challenges the policy implementation of Simplification bureaucracy for Performance Improvement and what is the ideal model for Bureaucratic Simplification and then find what are the ideal models for optimize policy implementation. This research focuses on functional officers (who were transferred from structural officers to functional) and locus in the Ministry of Administrative and Bureaucratic Reform. Research design uses qualitative with description approach. The object of this research is a number of 141 officer structure which transferred to functional (52 from echelon 3 and 89 echelon from 4). Data is obtained by using interview, observation and documentation study from 35 informants. Primary data that was obtained by interview and processed with analyzes on theory Policy Implementation by Edwards George III 1980, Theory and Simplification Bureaucracy with Guollart & Kelly with Development Organization Theory and for increasing performance using Cascio Theory 1992. All primary data especially from interview put in to coding with each informant as formulation regulator (Echelon I), implementor (echelon II) and target group (functional from echelon 3 and 4), but because of the covid situation, part of officers work from home, I do less observation but do in deep interview via zoom. The result finds that the implementation policy of simplification bureaucracy has not optimized yet in accordance with the goals and objectives or has not brought significant changes especially in increasing performance. To do implementation for this policy needs another policy (lack of policy) especially for reward and punishment, performance appraisal, work mechanism) and changed culture organization (mindset and culture set).

INTRODUCTION

Progress a country not could separated from role important bureaucracy a country. If there is problem in country development then could said that still there is problem in bureaucracy that. Bureaucracy is key for answer not facing public to service and bad bureaucracy by a government. Therefore, to ensure the implementation of development

in accordance with the demands of the community, it is necessary to carry out Bureaucratic Reform to realize good and clean governance.

The implementation of bureaucratic reform is a process of continuous change and improvement. The need for change is inevitable given the demands for change from society as well as the development of information technology, globalization and increasing the nation's competitiveness. Bureaucratic Reform is instrument important in modern society whose presence is bound to happen. Existence bureaucracy this as consequence logical from Duty main state (government) for organize well-being Public (*social welfare*).

Bureaucratic reform must impact direct to improvement in the environment bureaucracy. because It's Bureaucratic Reform Becomes a necessary needs fulfilled in skeleton ensure creation governance improvement government. Governance good governance is precondition main development national. The moregood governance government a country, the morefast wheel development national will marked rotating with increase trust Public to government caused by a government that respects tall integrity, clean and free from corruption, collusion and nepotism as well as give good service to society.

As was conveyed by the Minister of PAN RB that Simplification Bureaucracy conducted for reduce range long and convoluted bureaucracy complicated, so that moresimple and lively. So that with simplification bureaucracy could increase speed up service, efficient simple and agile which in the end increase performance government and service public. Tjahyo also said as act carry on simplification bureaucracy, updates are also carried out management performance through mechanism more work and business processes simple based functional and based System Government based Electronics (SPBE) so that more flexible and created more bureaucracy dynamic, agile, professional, effective and efficient in serve society. Mechanism work based functional indicators of performance agency Becomes base for organizing work across work units in a agency and HR work in Team Team in accordance goals and management flexible and able exchanged however permanent accountable.

As base diversion position structural to position functional has conducted inauguration by the Minister of PANRB Tjahjo Kumolo on February 11, 2020 at the Holding Room Building of the Ministry of PANRB with attended by officials Echelon I and Echelon II as well as visitor representative invitation agency including: BKN, LAN, KPK, BPKP and so on. Diversion office structural Becomes office functional by whole that is office Echelon III and IV a total of 114 officials Becomes only 3 officers left structural of course will impact to performance and service as intent and purpose did simplification bureaucracy that .

Various phenomenon in implementation policy simplification bureaucracy that is still be a limiting factor in implementation policy the between others: Policy basis simplification bureaucracy PANRB Ministerial Regulation Number 25 of 2019 concerning Organizational Structure and Work Procedure of the PANRB Ministry and PANRB Ministerial Regulation Number 28 of 2019 concerning Equalization Position Administration to in Position Functional is very prompt and arriving policy arrive without do in- depth study . So that in implementation not yet there is complete understanding against substance policy that. Policy it's just premature accommodate or is transition from position administration to position functional Beside that still there are multiple

interpretations of substance by granting the positions of coordinator and sub coordinator to functional officials in Regulation of the Minister of PAN RB Number 28 of 2019.

Next Simplification has not had an impact on changes in work patterns and improvements performance. In simplification bureaucracy with diversion office structural to office functional not yet followed with description position functional as well as agreement performance with size SMART performance. Achievements performance office functional still not yet could be measured by objective.

Competence is not in accordance with the functional position held by the official functional that. For could work optimally of course competence (*knowledge, skill and attitude*) will greatly affect somebody in reach performance. Low competence or no Fulfill standard competence will troublesome for individual employee in reach performance. For it is very necessary enhancement competence in support performance office functional that.

Spencer and Spencer, convey that competence is as characteristics owned basis a related individuals by causal in Fulfill Required criteria in occupy something position.

With thereby for could work optimally every employee must Fulfill standard competence in the position functional that.

With thereby need modeled, Standard operational standard procedure in doing duties on the job new functional occupied by office functional that, so that switching employee to position functional no experience difficulty in doing duties on the job new functional held. With implementation of Models and SOPs, efficiency from each work unit organization will could upgraded by significant, good from side time, work process, energy work, as well as cost operational. What's more if all work units in organization agreed for disciplined and consistent in implement Model, SOP accordingly the interests and needs of each work unit.

According to Ekotama, SOP (*Standard Operating Procedure*) or translated become PSO (*Procedure Standard Operation*) is compiled system for make it easy, tidy up, and publish profession us.

System this containing order of process do profession from beginning until end . Built - in standards something organization used for ensure that all decisions and actions as well as use process facilities performed by people.

As instruction President about Simplification bureaucracy emphasized by the Minister of PANRB that the Ministry of PANRB must Becomes example from implementation policy that. By implementing policy simplification the expected will bureaucratic reform structure that will cut off eye chain echelon 3 and echelon 4 which only 2 structures left that is echelon 1 and echelon 2. Related with tree discussion in study this is problem simplification bureaucracy, researcher more focus on structure organization and to formation position functional as transition from echelon III and IV as stipulated in the policy of the Minister of PANRB Number 25 of 2019, Chapter X concerning Position Functional, in article 120 paragraph 1 states : that Group Position functional have Duty give service functional in implementation tasks and functions position Primary High Leader in accordance with field expertise and skills , Furthermore , in paragraph 2 it is stated that in implementation Duty as referred to in paragraph (1) is determined Coordinator Executor Function Service functional in accordance with room scope field tasks and functions Position Primary High Leaders respectively. Next on verse 3 is mentioned that Coordinator Executor Function service Functional as referred to in paragraph (2) has Duty coordinate and manage activity service functional in

accordance with field each task. In verse 4 it is stated that provision more carry on about distribution Duty coordinator executor function service functional determined by the Minister.

As base for simplification bureaucracy has set PANRB ³ Ministerial Regulation Number 28 of 2019 concerning Equalization Position Administration to in Position Functional. Regulation this made as base equalization Position Administration to position functional as deletion echelon III and IV. As for understanding Equalization Position is Appointment office Administration to in Position Functional through Adjustment / Inpassing on Position Equivalent functional.

On Equal Position Administration has set equalization position as in article 6, namely Administrator positions are equal with Position Functional Associate Expert level, Position Supervisor equalized with Position Functional Young Expert Level and Position implementers (echelon IV) are equalized with Position Functional First Expert Level.

Phenomenon formulation policy and implementation policy simplification the bureaucracy at the Ministry of PANRB is interesting for conducted research , however in study this researcher only will limit problems with implementation policy simplification bureaucracy as well as look for policy models simplification bureaucracy in enhancement performance in the Ministry of PAN RB and focus to implementation policy simplification bureaucracy against officials functional expert intermediate and functional expert young who is transition from office structural echelon 3 and 4, ith put forward fact fact empirical in the field related with Thing under this :

First, Policy Simplification bureaucracy is instruction President on Bureaucratic Reform Structural delivered at the time speech inauguration President period 2020 -2024 on October 20, 2019. Further Bureaucratic Reform Structural follow up with trimming structure echelon III and IV and V so that structure bureaucracy only know 2 layers ⁴ position. Ministry of PANRB as formulator Policy, follow up policy the with set Regulation of the Minister of PANRB, namely: Number 28 of 2019 concerning Equalization Position Ad⁴ nistration to in Position Functional. Next published PANRB Ministerial Regulation Number 25 of 2021 concerning Simplification Structure Organization at Agency government for Simplification Bureaucracy. Formulation policy it's very fast as base for accommodate transition office structural echelon 3 and 4 transferred Becomes functional. Policy this is Top down and very impressed conducted without in- depth study so that in implementation still experience various problem. Order policy the implemented with good in accordance with destination simplification bureaucracy, right? must conducted study or analysis related with the impact that will caused consequence from policy the good impact repair performance service, efficiency and impact to changing models and culture organization consisting of from pattern thought and culture work office functional. Policy Simplification Bureaucracy is Instruction President could said is Top down, thing this in line with opinion Tachjan who concluded that implementation policy public is an activity process administration carried out after policy established and approved.

Activity this located between formulation policy and evaluation policy. Implementation policy contain logic *top-down*, I mean lower or interpret alternative still abstract or macro Becomes alternative that is concrete or micro. According to Merilee S. Grindle the Top-Down implementation model is Identical approach with *command and control*.

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second, Formulas multi-interpretation policy, policy as stipulated in the Regulation of the Minister of PAN RB Number 28 of 2019 concerning Equalization Position Administration to in Position Functional has give rise to multiple interpretations this caused clause in article 12 paragraph 2, that implementation activities in class position Equalized functional with implementation activities in class in level the position to be occupied could given activity tasks and functions coordination and management activity in accordance with field his job.

Giving activity tasks and functions coordination and management activity cause different interpretations. Because really function coordination is function managerial should be is in echelon 2, is n't it? lowered to office functional, so that there is perception that actually term coordinator and sub -coordinator is echelon 3 and 4 are changing term just (change clothes).

Next formula function Coordination and manager activities (article 12 paragraph 2) get number real credit no is function position functional, so that cause different perception to function from position functional. Some think that function coordination is refine position removed structural and impressed this is " disguise and the term " fine from echelonization" which is position simplified echelons 3 and 4. Notice the *content of the policy* on in accordance with opinion Merilees Grindle, difficulty implement policy according to Merilees Grindle is very related with contents policy (*content of policy*). Success something policy according to Maarse could determined by content from policy, policy the must clear and not faint so that no confusing the implementers policy. Next if analyzed from side regulation legislation invitation that appearance formula function coordination and management activities in PerMenPANRB Number 25 of 2019 concerning Structure The Organization of the Work Procedure of the Ministry of PANRB and also in the Regulation of the Minister of PANRB Number 28 of 2019 is term new ones that don't known by the regulations more tall about Apparatus State Civil Code Number 5 of 2014 as well as in the Regulations The executor, namely Regulation Government about Defined civil servant management with PP No. 17 of 2020 concerning Change on Regulation Government Number 11 of 2017 concerning Civil Servant Management. From the side formulation policy seen that formulation policy it turns out or Theory payload / *content* has give rise to multiple interpretations so that cause resistance specifically for officials who comply criteria coordinator however no get function coordination and management activity. Condition this has cause implementation simplification bureaucracy experience obstacle because the content is multi-interpretation and vague so that cause confusion.

This thing in line with opinion Maarse in Sunggono, that success something policy could determined by content from policy, policy the must clear and not faint so that no confusing the implementers policy. Success implementation policies can also determined by level information obtained of the actors involved and is determined by the number of must support owned so that the policy could implemented and shared from potentials differentiation authority in structure organization.

third, Policy Simplification bureaucracy with diversion position structural to position functional no based to analysis needs and analysis burden work. Planning needs position functional no based to analysis job title and analysis burden work in accordance with needs PANRB Ministry organization , but just eye accommodate office affected

echelon 3 and echelon 4 impact simplification / trimming bureaucracy . Truly in charging position good structural nor functional must based to analysis job title and analysis needs burden work so that in planning needs formation position functional based on analysis . This thing required for count how many the number of human resources and quality needed for work burden Duty that.

Different with simplification bureaucracy that is carried out by simultaneous / massive that is not based to planning needs formation position functional. As consequences on the job functional without consider competence and discipline knowledge as well as experience in accordance with field his job. Like example someone from the background behind accounting and assignments everyday in charge of evaluation bureaucratic reform policies, accountability apparatus and supervision then diverted Becomes analyst policies, employees the no have competence (knowledge and experience) as well as skills) in To do analysis policy. The need competence in the position the as base for Fulfill standard Required competence in position functional that.

Simplification bureaucracy at the Ministry of PANRB diverts position structural a total of 141 officials echelon 3 and echelon 4 become Associate Expert 52 officials and Junior Expert 89 officials. From structural echelon 3 and 4 positions transferred Becomes position most functional Becomes analyst policy i.e. 35 analysts policy middle and 49 analysts policy young whole to 84 analysts policy whereas the rest a total of 40 people became position other functional. If you pay attention amount PNS of the Ministry of PANRB as of April 2020 is 440 employees with composition consist of 49 employees as analyst policy describe no proportional in determine analysis needs formation position that. On the contrary to position functional designer regulation legislation invitation from results simplification bureaucracy only there is 1 official functional added before simplification has there is office functional 2 employees so a total of 3 positions functional designer regulation legislation.

one reason To do simplification bureaucracy that is for speed up and improve performance service which is performance from every ASN so that researcher will To do study how implementation policy simplification bureaucracy at the Ministry of PANRB in push enhancement performance. As step act carry on policy simplification bureaucracy the so whole transferred office the quick adapt with method new work and carry out Duty with prioritize speed so that taking decision could conducted with fast as well as service to partner work as receiver services / *stakeholders* increased. Hope with simplification bureaucracy the will impact to achievement and improvement of performance within the Ministry of PANRB. However if pay attention to the average data performance after policy simplification bureaucracy precisely there is a number of components that experience drop namely the SKP Value and Achievement Value work.

Notice the above phenomenon, seen that still many found problem implementation policy simplification bureaucracy in the Ministry of PANRB, so that writer interested for To do stud¹ dissertation with title **"Implementation Policy Simplification Bureaucracy in Performance Improvement in the Ministry of Empowerment State Apparatus and Bureaucratic Reform."**

METHOD RESEARCH

Study this aim for de²scribe implementation policy simplification bureaucracy in enhancement performance within the Ministry of Empowerment State Apparatus and Bureaucratic Reform. because of that for get comprehensive results so design study this

is design study qualitative. Creswell says that "research" qualitative as something complex picture, word research, report in detail from view respondents and do study of natural situations".

Whereas type research used is study descriptive. Type study this used because nature and purpose research you want find or build hypothesis no test a hypothesis, will but attempted for get a comprehensive picture about implementation policy simplification bureaucracy in enhancement performance in the Ministry of Empowerment State Apparatus and Bureaucratic Reform.

According to Surahmad that study with method descriptive aim for solve problem in the present among them there is study with narrative, analysis and classification, so that method this normal called method analytics.

Implementation method the no limited to data collection and compilation, but also includes analysis and interpretation of the data.

Method descriptive qualitative according to Sukmadinata addressed for describe or describe phenomenon existing phenomenon, good phenomena that are natural or manipulation human.

Next according to Sukmadinata that " understanding " obtained through analysis various linkages from participant and through decomposition, meaning about situation situations and events event. Meaning participant cover feelings , beliefs , ideas , thoughts and activities from participant ."

Method descrip qualitative according to the quoted Bogdan and Taylor Moleong, defined as " Procedure " research that produces descriptive data in the form of words written / oral of people and behaviors that can observed.

Furthermore, research qualitative addressed for understand phenomenon social from corner or perspective participant with observing various symptom from information, description, event from results implementation policy simplification bureaucracy that will revealed and presented in words and expressed by deep with up-to- date data or up to date.

Election method study descriptive caused symptoms information, phenomena, descriptions, events which are situations and events social in implementation policy simplification bureaucracy in the Ministry of PANRB, so that will more appropriate when revealed in the words presented by deep and real with data and information up to date, so that more emphasize to true meaning happens when implementation policy simplification the as well as analyze and solve existing problem.

RESULTS AND DISCUSSION

The Ministry of PANRB as the formulator of the National Policy on Empowerment of State Apparatus and Bureaucratic Reform should be a barometer successful implementation of the implementation of Bureaucratic Reform nationally. Referring to President Jokowi's directives on Bureaucratic Reform, namely Structural Reform, which was followed up by the direction of the PANRB Minister Tjahjo Kumolo, who set the Ministry of PAN and RB as a *pilot project* for the implementation of Bureaucratic Simplification by transferring structural positions to functional officials, as shown in the table below:

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Table 1
Number of Echelon III and Echelon IV Structural Positions
Who Becomes a Functional Officer

NO.	JABATAN STRUKTURAL	STRUKTUR		DIALIHKAN KE FUNGSIONAL
		LAMA	BARU*	
1	Administrator (Eselon III)	53	1	Ahli Madya: 52 pejabat
2	Pengawas (Eselon IV)	91	2	Ahli Muda: 89 pejabat
Total		144 pejabat	3	141

Keterangan *):
 1. Bagian Tata Usaha dan Layanan Pengadaan
 2. Subbagian Protokol
 3. Subbagian Rumah Tangga

Source: Presentation of the Deputy for Institutional and Management of the Ministry of PAN and RB, on November 5, 2019 and the HRU Bureau of the KemPANRB, on February 11, 2020

In this study, the theoretical basis used by the researcher based on *applied theory* with use the theory of George C Edwards III 1980, in Subarsono theory 13 implementation policy / *Policy Implementation*. Research on the Implementation of Bureaucratic Simplification Policies in Ministry of PAN and Bureaucratic Reform with 4 Factor approach that is

1. Communication with Dimension Transmission, Clarity and Consistency _
2. Resource with dimensions Finance, Resources people, authority and infrastructure
3. Disposition with dimensions Attitude implementers and incentives
4. Bureaucratic Structure with dimensions of Relationships between Organizations, Standard Operating Procedures (SOP) and Fragmented.

Communication Analysis

the process of implementing the Bureaucracy simplification policy within the Ministry of PANRB, it is still not optimal, marked by various phenomena of problems that arise, in connection with this an analysis will be carried out based on *applied theory* uses the Edwards III (1980) Model Theory in Subarsono that is Implementation policy / *Policy Implementation* with 4 factors including 1 *Communication* 2. *Resources* 3. *Dispotition* 4. *Bureaucracy Structure* can be described by the approach of 1) Factor Communication with the dimensions of Transmission, Clarity and Consistency; 2) Factor Resources with Financial, Human and Authority dimensions ; 3) Factor Disposition with dimensions of clarity of orders, accuracy and certainty of follow-up; and 4) Factor Bureaucratic Structure with dimensions of Relationships between Organizations, Standard Operating Procedures and Fragmented.

The advantages of the model, the Edwards III Policy Implementation Model (emphasizing the importance of communication, that communication is the main capital in policy implementation, namely the human element in policy implementation becomes dominant, as is the case with the disposition and structure of the bureaucracy, requiring effective communication.

The Ministry of PANRB as a *policy maker* (policy maker) and at the same time as *pilot project* policy the must be a barometer of success implementation Simplification

Bureaucracy that . As Formulator The Bureaucratic Simplification Policy is committed and consistent so that the implementation of the Bureaucratic Simplification policy is immediately implemented accordingly with intent and purpose from policy simplification bureaucracy that . However as formulator policies by echelon 1 unit leaders in Thing These are the Deputies and Secretaries of the Ministry and several officials in the neighborhood Deputy Institutional and Management as a direct unit as in charge in formulation Policy Simplification Bureaucracy the in carry out the formulation process policy with very soon time and not through in - depth analysis / study because is Instruction Direct The President who is *Top down* although policy the not formally shaped Regulation President .

From the results of an interview with the Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision conducted via Zoom at the PANRB Ministry office, he said ;

The Bureaucracy Simplification Policy is the President's Directive so that the Bureaucracy becomes faster, more agile and effective. However, even though this policy is directed by the President, it cannot be said to be top-down because it has not been formally stipulated. It is said to be top-down if it has been stipulated in a formal form, for example by a Presidential Regulation . Ministry of PANRB as formulator policy To do analysis based on empirical data, especially related to problems in licensing services and uncertainty in the timing of licensing services.

In the implementation of the Bureaucratic Simplification policy, there are still many problems and it continues to undergo a process of improvement. This can be said as part of the process of listening to various inputs from below or from functional officials who are affected by the simplification. Policies are still being reformulated to address various obstacles in their implementation and these changes must be viewed more carefully in response to the national agenda.

When talking about the impact of Bureaucratic Simplification on improving performance, it should be investigated more deeply whether the performance at the *input* , process or *output stages* of performance and if asked about the impact on performance *outcomes* is still far away, it still takes 1 to 2 years.

To find out in more detail the implementation of the Bureaucratic Simplification policy on performance, it is better to deepen the focus on whether it is implemented only one deputy (Deputy for Apparatus HR) was investigated because there the trial of functional positions including the working mechanism of the *Squad Team* had been running.

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The Bureaucratic Simplification Policy stipulated by the 5 NRB Ministerial Regulation Number 28 of 2019 and which has been refined by the PANRB Ministerial Regulation Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions and the PANRB Ministerial Regulation Number 25 of 2021 concerning the Bureaucratic Simplification Policy has been implemented within the Ministry PANRB. The implementation of the Bureaucratic Simplification Policy begins with data collection for echelon 3 and 4 officials through the Circular Letter of the PANRB Minister No. 384 of 2019. Furthermore, the implementation of the Ministerial Regulation on Bureaucracy Simplification and various policy instruments to become the basis for the implementation of the Bureaucratic Simplification.

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According to the PANRB Ministerial Regulation Number 25 of 2021, the definition of Bureaucracy Simplification is part of the bureaucratic restructuring process 4 make the government administration system more effective and efficient through simplifying organizational structures, equalizing positions, and adjusting work systems. Meanwhile, Simplification of Organizational Structure is the streamlining of organizational units of Administrative Positions in Government Agencies to reduce the level of organizational units. Equalization of Administrative Positions into Functional Positions, hereinafter referred to as Equalization of Positions, is the appointment of Administrative Officers to Functional Positions through adjustment/ *inpassing* to equivalent Functional Positions.

Based on the Regulation of the Minister of PANRB Number 25 of 2021, it can be described that the simplification of the organizational structure is different from the organizational arrangement in general. Simplification in this case it is more to simplify the position (administration) to functional positions.

In relation to implementation policy simplification bureaucracy factor communication is crucial success policy the in accordance with intent and purpose formulation policy that . For that HR factors that will communicate as implementer of targets/ targets policy the namely officials functional, must have competence in understand policy that and able communicate in accordance with intent and purpose policy that 15 But for knowing to what extent success in implementation policy that's what's described in accordance with the aim of simplifying the bureaucracy that is simple , agile and adaptive and an effective organization must have a clear and measurable measure or indicator of success . This thing as conveyed by the Head of the Management Bureau Performance and Cooperation (MK Ks) as Implementor stating:

The Bureaucratic Simplification Policy must be supported by other policies so that the implementation of this policy can run optimally and it does take time. The Bureaucracy Simplification policy should have been a reconstruction/improvement of performance but what happened was no different from the previous condition. In conditions with SKP (Employee Performance Targets) as it is today, which does not describe performance, it will repeat the same thing when the Bureaucratic Simplification policy has not been implemented. Furthermore, the Promotion Policy has not been followed by the Performance Agreement Policy / SKP with Performance Indicators that are results-oriented / organizational performance, as well as the provision of performance allowances is also not based on individual performance which is a *cascading* of the performance of the Ministry of PANRB

The same thing was conveyed by an Intermediate Policy analyst at the Bureau of Performance Management and Finance and cooperation which conveys the following:

Every policy setting must be carried out with an in-depth analysis or study or an evaluation needs to be carried out so that the weaknesses are known. When implemented, including the *squad* team work model plan that will be determined, is it appropriate? before the policy is established, an analysis or evaluation of the implementation of existing regulations must be carried out, including the determination of measurable performance indicators. With the indicators set, we

can find out whether the implementation of the policy is successful or not, including the Bureaucratic Simplification Policy at the PANRB Ministry.

The next thing is in line with the statement about understanding the target group on policy simplification bureaucracy in order to implemented with good in accordance with intent and purpose policy simplification bureaucracy the need understanding no only at the implementor level but also at the target group in Thing this office functional which is transition from structural . The need understanding from the target group will intent and purpose policy as well as clarity substance from policy so that the target group knowing what to do prepared and done as well as held for success policy the by effective and efficient . However from results Interview to informant planner youth in the Bureau of Performance Management and Finance and cooperation convey :

The purpose of the Bureaucratic Simplification Policy is to speed up services through improving performance, but in destination success , does not specify what is the measure of its success. There are no indicators of successful implementation of Bureaucratic Simplification. If you say fast and agile what size? because in the assignment there is also no specified time limit. So the implementation of the bureaucracy simplification policy can be successful if all supporting policy tools must be prepared. Including indicators of bureaucratic simplification aimed at being effective and efficient, what are the measures?

Based on the information from the informants above, according to the factors communication with dimensions transmission / *transmission* and dimensions clarity / *clarity yet describe clarity from indicator the so - called success agile , simple , effective and efficient with not yet existence* performance measurement system (*building the measurement system*), so that factor communication with dimensions clarity will policy simplification not yet could understood and implemented because no there is indicator success policy simplification bureaucracy that .

Dimension Transmission

How about in theory implementation Edwards III policy on dimensions transmission want the policy public be delivered no hanaya to policy implementers but also delivered to group target policies and other interested parties good by direct nor no straight away .

Implementation of bureaucratic simplification policies in the Ministry of PANRB when viewed from the perspective of dimensions transmission on factor communication still not yet whole walk with good Thing this caused policy the arranged and set in very fast and impressive time rush hurry, so in general both implementers, especially target groups not yet whole get clear information intent and purpose policy simplification bureaucracy in the Ministry of PANRB. Furthermore, deep communication media form socialization too very conducted the rest are the target group or target policy the still many are confused daan not yet understand by whole. However there is some who get explanation from the implementor at the meeting in the work unit echelon 2 and there office functional as target / target group initiative look for information / intent and purpose from policy the through self-taught search in various media, good by direct to those who have competence in Deputy Institutional as well as in the Deputy of Human Resources who gave birth to policy Simplification Bureaucracy that.

To understand intent and purpose policy Simplification Bureaucracy as well as change from office structural to functional officer with various rule about evaluation performance with number credit that doesn't known on the job structural not yet conducted fully by the implementer to group goals /targets as be delivered by a young policy analyst, at the Deputy for Policy Formulating at the Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision as a Target group, who stated:

Policy simplification Bureaucracy impressed formulated arrive arrive without existence study yayang deep. Until moment this no there is significant change with Policy Simplification Bureaucracy this, because the working model still like the old one, appraisal performance is also not changes, and what is being done is still same like when in office structural echelon 4. It is felt that functional positions still do not meet the competency standards (*Lack of competence*) as policy analysts. So there has been no preparation or briefing as a policy analyst, suddenly turning into a functional policy analyst. So far, he has never been trained to be a good policy analyst. How to learn self-taught, not getting education and training. Empower yourself because there are no educational facilities from the agency.

to the Deputy of Public Service as the target group which stated:

Policies are known not from the Institute but rather from their own curiosity about the functional position of the policy analyst . Communication is not that intense, there is general socialization, directly to analysts and credit numbers but and even then it was done after the policy of simplifying the bureaucracy was implemented for several months. After 3 months of inauguration of functional officials, they were invited from LAN as a policy analyst advisory agency, but delivered in general and even then only 1 time.

Because the understanding is not complete, so Jafung is looking for information on his own, especially about compliance and how to obtain Credit Scores. Efforts were made by looking for some friends who were more understanding, especially from HR who could explain. Because the technical guidance budget is not available in our unit so it is carried out through Technical Guidance itself wrapped in other activities but the content is a discussion of factoring and invites from LAN and from the SDMU Bureau. The material discussed is more about how the credit score assessment method is, the discussion is not about the substance, how to make *policy papers, policy briefs* or preparation of academic manuscripts, etc.¹

Similarly, the opinion of a young policy analyst at the Deputy for Policy Formulating at the Deputy RB Kunwas, who stated :

Specific training on policy analysts is not carried out by the PANRB Ministry office, we are looking for ourselves and very much appreciate that there is a series of webinars conducted by LAN as an approach analyst coaching agency which consists of compiling organizational models (*correction the organization models*), improving physical infrastructure (*the configuring the physical infrastructure*), rearranging the work architecture (*redesign the work architecture*). The implementation of the bureaucratic

¹Interview Results The 29th Informant on February 11 , 2022

simplification policy at the Ministry of PANRB when viewed with a *restructuring approach* or a change in structure, has undergone a structural change which originally had 4 structures starting from echelon 1 to echelon 4 by simplifying the bureaucracy into only 2 structures, namely echelon 1 and echelon 2, so that with 2 (two) the structure becomes simpler and more effective and services can be faster because the assignment can be directly to employees / functional officials who have expertise.

Dimension Clarity / clarity

As Edwards III theory on factor communication there are also dimensions clarity / clarity which requires that the policy be transmitted to implementers , target groups and parties other interested parties by clear so that between they knowing what be _ goal , goal as well as substance from policy public the so that each will knowing what to do prepared as well as held for succeed policy the by effective and efficient .

This was conveyed by the Young Planner, to the Sedep at the Deputy for Aparatus HR as the Target group, who conveyed the following:

In fact, the Bureaucratic Simplification policy which abolished echelons 3 and 4 made managerial duties are entirely in Echelon 2 which was previously divided into echelon 3 and 4. Changes in the structure level to only 2 layers in accordance with the President's mandate and the PANRB Ministerial Regulation on Bureaucracy Simplification as stipulated in PerMenPANRB Number 25 of 2021 and P ermenPANRB Number 17 of 2021 to become basics and guidelines to officials functional. But what happened even though policy the already set but in implementation still not optimal due to the policy on functional positions is very rigid with inappropriate credit scores with item item activity so that troublesome for office functional that .

So every office transferred functional the must increase competence so that implementation policy Simplification Bureaucracy could done in accordance with intent and purpose policy that has an impact to performance individuals and organizations.

According to the millennial generation of young and first analysts, functional positions are very challenging, so analysts are free to provide input. do not be too rigid and time-consuming. Need to make policy support for policy simplification this comprehensive in implementation and easy understood by clear implement redesigned the performance reporting model by clear that this PB policy can implemented with good

Dimension Consistency

According to Edwards III theory on factor Communication one dimensions consistency / consistency is needed so that the policy is taken no intersection confused so that confusing executor policies, target groups and parties interested parties. In other words, anyone the leader policies that have been set to stay held by consistent so the target group the could full heart and sure that policy the permanent held although occur change leader. If established policy only moment because influence leader in formulate policy there is worries policy the no will held if occur change leader. So consistency is needed so that policy could implemented optimally. Doubt will policies that do not consistent continue cause policy no held optimally. Like submitted by informants planner youth at the Bureau of Performance Management and Cooperation who delivered as following:

Policy this often change also and there is worries to front if leader change so policy will change so that policy simplification bureaucracy this no carry on held so will plus confused. Moment this currently there is a tsunami of office functional (borrowed) the term Prof. Eko) so that required policy continued . If policy this no continue so our don't

know if policy simplification this succeed or no. because that required full package policies like omnibus law and sustainable policies.

CONCLUSION

Based on description results research and discussion, then researcher convey conclusion that is Implementation policy simplification bureaucracy in the Ministry of PANRB yet walk good and optimally suitable destination policy Simplification Bureaucracy, thing this influenced by several factor support and inhibitor reviewed from a number of perspective as following:

Perspective communication, supported by the implementor who communicates to office functional as the target group and the presence initiative from the target group for by self-taught look for information and understanding from various source as well as strive implement policy simplification bureaucracy by gradually. Next there is the wishes of the officials functional for look for information from various source about information and understanding policy simplification Bureaucracy.

Temporary that, at least activity socialization and absence education and training against the target group by the SDMO Bureau and absence or emptiness regulation supporter as well as enforcement sanctions and giving appreciation to office functional implementing virtue Simplification Bureaucracy not yet applied, p this is factor blocker implementation policy.

Perspective source resources, supported by availability, budget and facilities adequate infrastructure support although human resource development that has not been optimal. Temporary that, culture organization formed During this still character wait disposition and still being in a comfort zone that forms pattern thinking /mindset and culture work / culture set apparatus Becomes factor blocker implementation policy.

Perspective disposition, supported by the presence of policy gift incentive with no reduce well-being employee even in office functional intermediate existence addition limit age pension from 58 years old to be 60 years old. In office functional analyst policy middle and young as well as on some position there are other functional increase incentives and benefits position functional compared to when position structural. Temporary that factor punishment & reward schemes that have not been applied related with performance not yet to awards received in the form of allowance performance. Giving allowance performance still same to performing employee or no perform as well as existence discrimination incentives on the job functional young Becomes factor blocker implementation policy.

Perspective structure bureaucracy, supported by the existence of mechanisms and means for implementation disposition through utilization innovation Sufficient SMART technology understood and already internalized. Meanwhile, the absence of SOPs and assessment models performance as well as work models Becomes factor blocker implementation policy.

Implementation policy Simplification Associated bureaucracy with enhancement performance at the Ministry of PANRB yet walk good and not show repair performance Thing this can be seen from :

Factor resource with dimensions resource human, change policy from office structural Becomes office functional no followed with change culture work and pattern thought. Besides that no followed with development competence through education and training in accordance with position function held. To office functional not yet there is

system evaluation performance office functional, except regulations set by the agency builder.

During this a number of office structural only wait disposition and very passive and not To do analysis to various policy. This thing occur because no built competitive competence then no there is correlation Among performance and reward for performance. In Perspective resource man no occur enhancement sufficient competence and performance significant because of the existing human resources still same with HR who have competence below standard competence position carried out functional. Trend office the structure that becomes office functional take advantage of a very rewarding transition period tolerance to office Intermediate functional with reason still in the process of adaptation and new lost position structural. Activity education as effort HR empowerment through training or effort other not yet intensive done.

Factor Structure Bureaucracy with SOP dimensions or mechanism work no experience change and follow position functional as well as not yet there is regulation supporter by comprehensive that can speed up happening mechanism work in implementation policy simplification bureaucracy.

Simplification model related bureaucracy with enhancement performance found researcher namely the Teamwork Model that AGILE (Agile Squad Team) AGILE is acronym from aspect Adaptive, Group Working, Initiative, Learning, and Effectiveness. The model seen in accordance with conditions and dynamics as well as character office deep functional doing Duty must lively, work as a team, have Initiative, keep going continuously study gone stop and Effective and efficient in doing performance in accordance destination simplification bureaucracy. While the Implementation Model Policy in Performance improvement developing implementation model Edwards III policy with add in factor structure bureaucracy that is Dimensions of the Work Model and on factors Disposition add dimensions culture organization (pattern) thought and culture work).

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