

Implementation of Bureaucratic Simplification Policy in the Regional Government of Tangerang Regency

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ABSTRACT

Indonesian bureaucracy since the beginning of the reform era has shown little progress because there are still many arrogant bureaucrats who practice corruption, collusion, nepotism, and waste as well as many abuses of government authority and power for personal gain at all levels and systems of government. With the various dynamics that occur, several strategies are carried out by the government for bureaucratic reform by implementing a merit system policy, forming an ethics committee board and encouraging transparency in publication or open complaints against any violation of regulations to issuing bureaucratic reform regulations and institutional transformation. The bureaucratic reform policy in Indonesia is carried out through bureaucratic simplification by transferring administrative positions to functional positions and forming a new work system. This study uses a qualitative descriptive research approach, using data triangulation techniques involving the use of various data sources to examine the same phenomenon, including interview data, observations, and supporting documents. The results of this study indicate that the implementation of the bureaucratic simplification policy in the Tangerang Regency Government has provided quite significant changes and in a positive direction. The implementation of the bureaucratic simplification policy has changed the organizational structure of regional apparatus by eliminating one level of organizational structure. Overall, this study concludes that the simplification of bureaucracy in the Tangerang Regency Government has gone well in terms of administration. However, further evaluation and monitoring are still needed to ensure the efficiency and effectiveness of this policy in accordance with applicable laws and regulations, especially in the aspects of work culture for communication changes, education and training for increasing resources, disposition to the new work system and the running of the bureaucratic structure after bureaucratic simplification.

Keywords: bureaucracy reform, bureaucracy simplification, policy implementation

INTRODUCTION

Indonesian bureaucracy since the beginning of the reform era has shown little progress because there are still many arrogant bureaucrats who practice corruption, collusion, nepotism, and waste as well as many abuses of government authority and power for personal gain at all levels and systems of government (Setiawan et al., 2020). One of the main sources of bureaucratic problems is the bad behavior of state civil servants. In the 2015-2019 Bureaucratic Reform Road Map, it is stated that the bad image of bureaucracy is caused by the behavior of

government employees who are considered lazy, slow, unwilling to serve, feudal, indifferent to the progress of the outside world, making it difficult for the people they serve, and many more (Fathya, 2018).

This is shown by data collected by the Indonesian Ombudsman, based on Article 35 of Law Number 25 of 2009 concerning Public Services, which is tasked with assessing the implementation of government at the ministerial, institutional, provincial, and city levels throughout Indonesia. And the results of the assessment of 586 public service institutions, including 25 ministries, 14 institutions, 34 provincial governments, 98 city governments, and 415 district governments in 2022 showed that 272 institutions were in the green zone (52.96%), 250 institutions were in the yellow zone (42.66%), and 272 institutions were in the red zone (42.66%) (Silaban, 2023). In addition, Indonesia must face sudden and massive changes with the Covid-19 virus pandemic. The Covid-19 virus pandemic requires the government to maximize information and communication technology because the government must continue to carry out the role of public services for the community during the social distancing policy by shifting services from conventional models to digital modes based on applications and the web, as well as for internal affairs in holding meetings or other matters. All government organizations must be transformed into flexible organizations so that they can follow changes and needs. Because the government and every program contributes to the sustainability of the country (Setiawan & Jesaja, 2022). As a result, the government makes organizational efforts to make organizations more effective, efficient, open, transparent, accountable, and clean, so that they can provide optimal, fast, cheap, and certain public services. Developed countries rely heavily on effective bureaucracy to drive public services and increase their competitiveness (Fahmi, 2022; Firdaus et al., 2021; Sanatana, 2022).

With the various dynamics that occur in order to create an agile and agile organization, several strategies are carried out by the government by implementing a merit system policy, forming an ethics committee board and encouraging transparency in publication or open complaints against any violation of regulations to issuing bureaucratic reform regulations and institutional transformation, thus providing space for the public to openly control government performance (Abdullah, 2023; Ristala & Rahmandika, 2022). It is very important for bureaucratic organizations to be transparent in implementing public policies, so that people can freely obtain information and know how the process of formulating and implementing public policies is carried out (Arson et al., 2015).

The government bureaucratic reform carried out must consist of professional, competent and characterful people who prioritize the interests of the community over the interests of certain groups and bureaucrats are prohibited from committing acts that are contrary to the values of truth and virtue and uphold democracy in public services for transparent, safe, effective, fair and equal services. Awareness of the importance of instilling values, character building, and developing competencies that are relevant to these principles is a fundamental factor in creating an agile and nimble organization (Agile). (Fauziah et al., 2022; Ismail & Anshori, 2022; Sanatana, 2022).

In bureaucratic reform in Indonesia, a structural-hierarchical approach (Weberian tradition) is used to build a rational bureaucracy. This is to achieve productivity, efficiency, and effectiveness through a balanced horizontal and hierarchical division of labor, as measured by the ratio of tasks or workload to the resources available, and clear work procedures with good supervision (Alfiandri, 2012).

Indonesia is carrying out bureaucratic reform by simplifying the bureaucracy and encouraging a rapid transition to functional positions. There are several things that must be considered, namely, the organizational structure is still rigid and not designed for functional position performance, this must be changed by simplifying it. Job transformation, because the management of functional positions that are not yet professional is changed by equating administrative positions to functional positions. Management transformation, because individual

performance assessments are not yet in line with organizational performance and weak performance management will be changed by creating new work systems and mechanisms (Widiastuti, 2023). This is in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021 that bureaucratic simplification goes through three stages, namely simplifying the organizational structure, equalizing positions and adjusting the work system.

The three main objectives of the Bureaucratic Reform program show the expected results of bureaucratic reform, namely a clean, accountable, and capable government that will be able to serve the public quickly, accurately, professionally, and free from Corruption, Collusion, and Nepotism (KKN) (Road Map for Bureaucratic Reform 2020–2024). To produce an effective bureaucracy, the bureaucratic reform program must be internalized into the existing institutional structure. This will have two benefits, namely internalizing the bureaucratic reform program into the institutional structure will make it more effective and make the bureaucratic reform program more efficient (Bratakusumah, 2020).

These efforts are made to fulfill the indicators of bureaucratic reform to move towards the Integrity Zone (ZI), Corruption-Free Area (WBK) and Clean and Serving Bureaucracy Area (WBBM) so that public services can be controlled. In addition, a good management role and commitment are needed in implementing bureaucratic reform. Because with a good commitment and clear and directed goals and targets of bureaucratic reform, the condition of the bureaucracy will be more organized and neat, so that the quality of service provided to the community will be better (Kartika & Sudarmo, 2022; Winoto & Handayani, 2022).

In previous research on bureaucratic simplification by Widiastuti (2023) using a descriptive qualitative research method, it was carried out in general with the object of research being bureaucratic simplification regulations. The study aims to analyze the bureaucratic simplification strategy through the professional bureaucracy model in Indonesia with regulations that have been made and before the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 7 of 2022, (2022) was issued and enacted. Meanwhile, the research currently being conducted focuses on the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government and after the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 7 of 2022, (2022) was issued and enacted.

In the process of implementing the bureaucratic simplification policy in the Tangerang Regency Government, there are several things that are the basis for conducting this research, including:

- a. Conformity between the implementation of the simplification of the organizational structure and work procedures of regional apparatuses with the laws and regulations;
- b. Conformity between the implementation of job equivalency with the laws and regulations;
- c. Conformity between the implementation of work system rules with the laws and regulations;
- d. Problems that occur in the process of implementing the bureaucratic simplification policy; and
- e. Clarity of employee career levels in the future because the number of administrative supervisory positions has decreased, especially implementing positions and supervisory positions affected by bureaucratic simplification.

Problem Formulation

Based on the research background that has been described above, the problem formulation is how is the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government?

Research Objectives

The purpose of this study is to find out how the implementation of the bureaucratic simplification policy is in the Tangerang Regency Regional Government.

Benefits of the Research

The benefits that are expected to be provided from this study are as follows:

- a. For the Tangerang Regency Regional Government
With this research, it is hoped that it can provide input and suggestions as evaluation material for the implementation of the bureaucratic simplification policy that has been carried out by the Tangerang Regency Regional Government.
- b. For the Community, especially residents of Tangerang Regency
Can provide information and open up the public's knowledge about the government's efforts to continue to improve the implementation of bureaucracy in providing public services with bureaucratic simplification.
- c. For Academics
To compare the theories learned during lectures with the problems faced by the Tangerang Regency Government to be solved in this study and this study can be used as a basis for comparative studies and similar references. In addition, this study can be used as a source of information for the development of research in the field of public administration, especially those related to the subject of Bureaucratic Reform.

LITERATURE REVIEW

Policy Implementation

Organizations play an important role as implementing institutions in the policy implementation process because they are the organizations that ensure that policies can achieve their goals. According to Mazmanian & Sabatier in Maulana et al. (2022), there are several factors that can influence the achievement of formal goals in the overall policy implementation process. These include how easily problems are controlled, how well the policy structures the implementation process, and factors outside the policy that influence the implementation process.

Charles O. Jones (1996) in Agustino (2016), said that there are three types of actions that must be considered when carrying out program implementation tasks or policy implementation. First, organization, which means building or rearranging resources, units, and methods so that policies can produce results or impacts. Second, interpretation, which means changing the language of policy into appropriate and acceptable plans and instructions. Third, applications that are tailored to the plan for goals or objectives.

George C. Edward III in Agustino (2016), also developed a theory of policy implementation from a top-down perspective. Edward III named his public policy implementation model Direct and Indirect Impact on Implementation. According to his theory, there are four important factors that determine the success of policy implementation, namely communication, resources, disposition, and bureaucratic structure. Edward III said that communication is the first factor that influences the success of policy implementation. The success of public policy implementation is highly dependent on communication. If decision makers have knowledge and can communicate well with implementers, implementation will run well. The second variable that influences policy implementation is resources. Resources that are fulfilled in quantity and quality are important, the resources in question are human resources, information, authority and facilities. It is hoped that optimal resources can produce maximum performance in policy implementation. Disposition, or "attitude of policy implementers", is the third factor that impacts the level of success of public policy implementation. Policy implementers must have knowledge of what to do and be able to do it, so that there is no mis implementation. Complex policies require cooperation from many people, so that bureaucratic

structure becomes the fourth factor that impacts the level of success of public policy implementation. If the bureaucracy does not support the available policies, resources will be ineffective and unmotivated, which hinders the implementation of the policy. Bureaucratic policy implementers must be able to work together to support the policies that have been decided.

According to previous research conducted by Tumanggor (2021), during the implementation of bureaucratic reform policies, it is necessary to instill an attitude that this is a momentum that must be given by the state to facilitate the development of ASN careers and competencies rather than just reducing what already exists or is obtained by ASN. According to Arson et al., (2015) Policy Implementation with regional government bureaucratic restructuring is defined as the result of restructuring implemented by regional governments with the principles of good governance to optimize public service performance.

In previous research by Setiawan et al., (2022) the success of policy implementation requires that implementers have knowledge of what to do. The goals and objectives of the policy must be explained in concrete steps so that they can be used as guidelines in their implementation.

Bureaucratic Reform

Bureaucratic reform is an effort made by the government to create quality services. Bureaucracy occurs when real conditions require changes to be made without damaging the existing system. Bureaucratic reform based on Max Weber's theory in Sholihah & Mulianingsih (2023) is "strategic efforts to reorganize the bureaucracy that is running according to the principles of span of control, division of labor, line and staff, rule and regulation, and professional staff, namely the principles of span of control, division of labor, line and staff, rules and regulations, and professional staff". Bureaucratic reform according to Dwiyanto (2011) in Taufiq et al. (2014), is something related to politics and culture. Therefore, bureaucratic reform must be comprehensive and consider its environment and how it interacts with other components. According to Caiden (1969) in Taufiq et al. (2014), structural innovation includes organizational adjustments, the addition of new structures, new decision-making methods and information technology, and new measurement methods for organizational and employee development.

According to the 2020-2024 Bureaucratic Reform Road Map in the Regulation of the Minister of the State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020, for governance to improve, bureaucratic reform must be carried out. National development is highly dependent on good governance. The success of the national development program is greatly influenced by the quality of governance. The better the management of a country's government, the faster the country's progress.

According to previous research by Wahyuni & Siswandaru (2019), changing work culture is an important part of bureaucratic reform. The purpose of bureaucratic reform is to prevent corruption and accelerate its eradication and create good, clean, and authoritative governance (good governance), clean government, and free from corruption. Therefore, the purpose of bureaucratic reform is to realize professional governance, which is based on law, transparent, participatory, accountable, and has credibility. In addition, bureaucratic reform is also a strategic step to develop a bureaucratic culture and behavior based on ethics, service, and public accountability, as well as integrity of service to realize the goals and principles of the nation's struggle.

In addition, research by Faedlulloh et al. (2019) shows that a good bureaucracy is not bureaucratic. To produce a simple, fast, and agile bureaucracy in providing public services, bureaucratic reform is carried out with structural improvements. The long-term goal of bureaucratic reform is dynamic governance. This means that bureaucrats must change the way they think to be more visionary (think forward, think again, and think outside the box) so that they can create a productive, innovative, and competitive bureaucracy. It is very possible to

achieve a world-class government if structural reform steps and mindsets can go hand in hand and work together.

Bureaucratic Simplification

Bureaucratic simplification must be carried out because there are factors that hinder the increasing professionalism of the apparatus. Because of this, as part of a comprehensive reform of the Indonesian bureaucracy, restructuring was carried out with the hope that the bureaucracy could ensure that the benefits of the program were felt by the public, and the community could enjoy services and development results (Nurhestitunggal & Muhlisin, 2020).

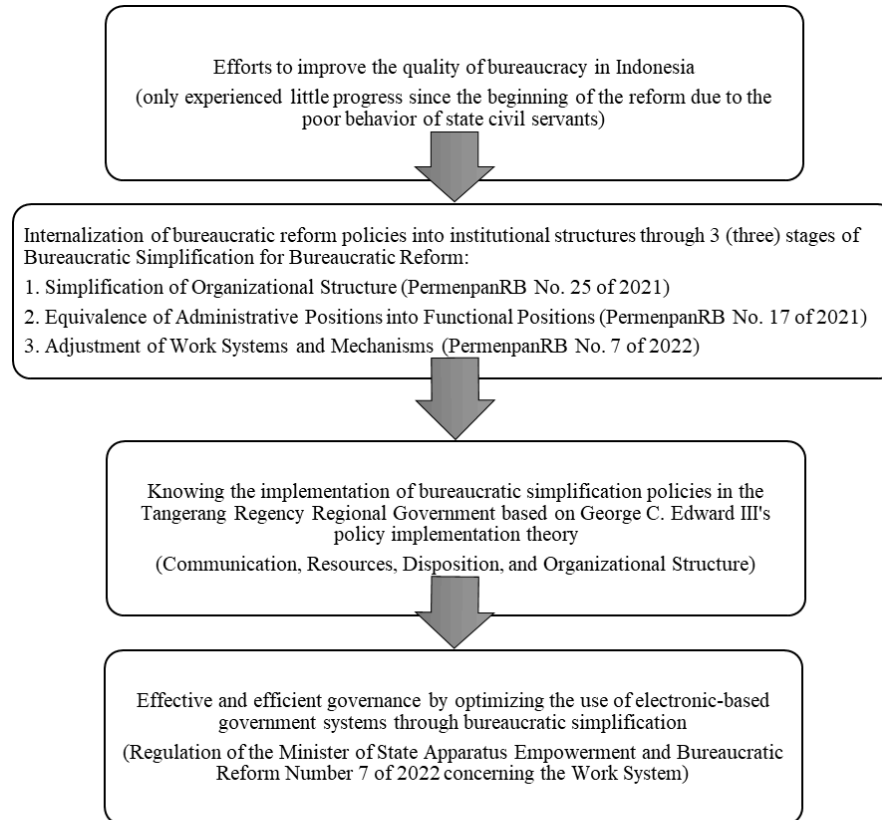
In the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 28 of 2019 (2019), bureaucratic simplification needs to be carried out to increase effectiveness and efficiency by creating a more flexible, dynamic and professional bureaucracy, to support public service performance through equalizing administrative positions into functional positions. This is reinforced by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 (2020), stating that bureaucratic simplification means streamlining the structure of government organizations to create simpler organizations to support performance more effectively and efficiently. With the simplification of the bureaucracy, it is hoped that the disposition/communication will be more flexible and direct.

More clearly in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021 (2021), the simplification of the Bureaucracy is carried out through the Simplification of the Organizational Structure, Equalization of Positions and Adjustment of the Work System. The simplification of the organizational structure is carried out by making the organization have only 2 levels of organizational units which are implemented based on criteria in accordance with statutory regulations. Furthermore, in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2021 (2021), equalization of positions is carried out as an act of simplifying the organizational structure by appointing Administrative Officials affected by the simplification of the organizational structure into Functional Positions. And followed up in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 7 of 2022 (2022) the adjustment of the work system is an improvement and development of the work mechanism and business processes of State Civil Apparatus Employees by utilizing an electronic-based government system. The purpose of adjusting the work system is to create an effective and efficient work process, ensure the achievement of organizational goals, targets and performance and optimize the use of human resources and information and communication technology.

Research by K. L. Dewi et al., (2022) found that simplifying the organizational structure is the first stage of simplifying the bureaucracy, which means that the bureaucracy will become more efficient and simpler. This simplification process is also influenced by budget adjustments. Although it looks simple, this must be considered by all parts of government without exception. In addition, the location of decision-making on the organizational structure simplification policy can determine whether or not the implementation of the policy is running well (Purnama et al., 2022).

The purpose of simplifying the bureaucracy is to accelerate the decision-making process and build an effective, professional, and agile bureaucracy in providing public services. Simplifying the organizational structure can help determine functional positions, provide certainty about the career levels of officials affected by the equalization of structural positions into functional positions, and provide clarity about the management of activities and/or sub-activities in budget implementation documents related to the Regional Planning and Development Information System (Purnama et al., 2022).

Conceptual Framework



Picture 2.1. Conceptual Framework for the Implementation of Bureaucratic Simplification

The Conceptual Framework highlights efforts to improve the quality of bureaucracy in Indonesia, especially in the context of implementing bureaucratic simplification in the Tangerang Regency Government. The following is a more detailed explanation:

1. Efforts to Improve the Quality of Bureaucracy in Indonesia:
This framework encourages improving the quality of government bureaucracy by transforming into a flexible, agile and adaptive organization, so that it can adapt to developments and the needs of the times.
2. Internalization of Bureaucratic Reform through Bureaucratic Simplification Regulations:
Bureaucratic Simplification is a real effort by the government to transform bureaucratic organizations through several stages, namely, simplifying the organizational structure, equalizing positions, and adjusting the work system.
3. Knowing the implementation of the Tangerang Regency Government's bureaucratic simplification policy based on George C. Edward III's Policy Implementation Theory:
Policy implementation is the key to the success of a policy, referring to the variables of George C. Edward III's policy implementation theory. From this theory, we will get how the implementation of the bureaucratic simplification policy in the Tangerang Regency Government is running. It will be known how the process is carried out in implementing the policy in terms of Communication, Resources, Disposition, and Organizational Structure, and what results are obtained from the implementation of these processes based on the variables. By following the variables in this theory, it is expected to be able to find out whether the simplification of bureaucracy in the Tangerang Regency Regional Government has been implemented.
4. Effective and Efficient Governance by utilizing the Electronic-Based Government System through bureaucratic simplification:

The main objective of implementing this bureaucratic simplification policy is to improve the quality of the bureaucracy in order to create effective and efficient governance, as well as technology-based. In achieving effective goals, bureaucratic simplification ensures by issuing regulations regarding the stages in implementing bureaucratic simplification. This aims to maintain the quality and standards of its implementation, prevent inequality in implementation, and increase the professionalism and integrity of government through functional positions that work based on expertise. Meanwhile, the efficient objective of implementing bureaucratic simplification is to increase bureaucratic efficiency by reducing the level of hierarchy to 2 levels in each government organization. By adjusting the new work system through the use of technology, the bureaucracy can accelerate the workflow, and enable online public services, thereby increasing transparency and effectiveness of government management.

This conceptual framework helps the relevant government design effective strategies and policies and implement information technology to improve public services and achieve the goals of bureaucratic reform.

RESEARCH METHOD

This study uses a qualitative research approach that is descriptive qualitative, where researchers capture the entire phenomenon that occurs in the field with a case study approach so that a complete and clear picture of an event is obtained. The selected events, hereinafter referred to as cases, are actual things (real-life events), which are ongoing, not something that has passed. Descriptive qualitative methods are used because they allow researchers to reconstruct and explain the policy implementation process in detail. This involves collecting data on the stages of implementation, the actors involved in each stage, the decisions taken, and the obstacles faced. By understanding the implementation process, researchers can identify factors that contribute to the success or failure of policy implementation. The final focus of this study is to find out how the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government is carried out.

The data collection techniques used by researchers are through unstructured or semi-structured interviews, observations, documents and visual materials to collect information. In this study, data collection was carried out through interviews, observations and literature studies based on guidelines that have been prepared and as a whole adjusted to the conditions or results of research in the Tangerang Regency Government. To obtain the required data, interviews were conducted with Informants in this study, namely people or actors who really know and master the problem, and are directly involved or have a direct relationship to the research problem. The Informants were 6 (six) people consisting of 1 (one) Echelon III official of the Regional Secretariat, 2 (three) functional officials, former echelon IV officials affected by bureaucratic simplification and 3 (three) implementing staff under former echelon IV officials affected by bureaucratic simplification. As for the questions that will be asked during the interview to find out various factors in the implementation of the bureaucratic simplification policy, the author limits the dimensions of the study by using the Policy Implementation Theory from George C. Edward III with four variables, namely communication, resources, disposition, and organizational structure.

The location of this research was conducted in the Organizational Section of the Tangerang Regency Regional Secretariat. The Organizational Section is part of the Tangerang Regency Regional Secretariat. This Organizational Section aims to organize the organization through institutional management and job analysis, Management of public service administration and facilitation as well as supervision and evaluation of apparatus performance and implementation of bureaucratic reform.

The data validity test in this study was carried out using the triangulation technique. The validity test with triangulation is a data collection technique that utilizes various data sources, methods, or perspectives to increase the validity and reliability of research results. In this case,

the researcher used the data triangulation method by involving the use of various data sources to study the same phenomenon, including interview data, observations, and supporting documents.

In qualitative research, the data analysis technique used will be directed to answer the problem formulation that has been formulated in the proposal. Creswell (2016) stated that qualitative data analysis is carried out in six stages. (1) Processing and providing data for analysis. Interview transcription, scanning materials, typing field data, selecting and compiling data based on information sources, (2) reading the data as a whole by considering its overall meaning, and providing marginal notes on the general ideas obtained. (3) Conducting further analysis by coding data. (4) Starting the coding process to describe the settings, people, categories, and themes to be released. At this stage, the researcher creates descriptive codes (5) that explain how the descriptions and themes will be included in the qualitative story or report. (6) Interpreting the information. At this final stage, the researcher analyzes and interprets the data to show its value.

RESEARCH RESULTS

The results of the study found that the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government has simplified the organizational structure of several regional apparatuses and changed the status of several officials with the equalization of structural positions to functional officials and created a new work system for bureaucratic simplification by issuing Regent Regulation Number 14 of 2023 concerning the ASN Work System. This can be seen from the reduction in the number of structural officials after the simplification of the bureaucracy in the organizational structure simplification matrix in table 4.1.

Organizational Structure Simplification Matrix

No	Position	Total Before Simplification	Total After Simplification	Total Simplified
1	Echelon II	39	39	0
2	Echelon III	234	234	0
3	Echelon IV	943	643	300
Total		1.177	877	300

Table 4.1. Table of number of positions before-after Bureaucratic Simplification

This explains that the implementation of job equivalency with the laws and regulations has been in accordance, although there are some whose positions have not been equalized, namely echelon IV officials at the Highways and Water Resources Service but have been replaced with those who should not be simplified but simplified, namely echelon IV officials at the Regional Disaster Management Agency.

In terms of simplifying the organizational structure, the Tangerang Regency Government has implemented it well in accordance with the Minister's Letter Number B / 467 / KT.01 / 2021 dated May 27, 2021, Regarding Recommendations for Simplification of the Organizational Structure of Regional Apparatus within the Provincial and Regency / City Governments. It is known that there are two conditions in adjusting the organizational structure, the first has been adjusted to the regulations, the second where the conditions should be simplified but with consideration of the very large workload and budget and the leadership policy, namely the Highways and Water Resources Service. So, from the data above, the implementation of the simplification of the organizational structure and work procedures of regional apparatus with the laws and regulations has been in accordance, only one regional apparatus is not in accordance, which can be seen in table 4.2.

Regent Regulation on Organizational Structure and Work Procedures

No	Name of Organizational Unit	Regent Reg. Before Implementation of Bureaucratic Simplification	Regent Reg. After Implementation of Bureaucratic Simplification	Description
1	Regional Secretariat	Number 103/2020	Number 4 / 2023	According to the Regulations
2	Secretariat of the Regional People's Representative Council	Number 37 / 2021	Number 5 / 2023	According to the Regulations
3	Education Office	Number 87 / 2016	Number 6 / 2023	According to the Regulations
4	Health Office	Number 88 / 2016	Number 7 / 2023	According to the Regulations
5	Social Office	Number 89 / 2016	Number 8 / 2023	According to the Regulations
6	Agriculture and Food Security Office	Number 90 / 2016	Number 9 / 2023	According to the Regulations
7	Population and Civil Registration Office	Number 91 / 2016	Number 10 / 2023	According to the Regulations
8	Population Control and Family Planning Office	Number 92 / 2016	Number 11 / 2023	According to the Regulations
9	Transportation Office	Number 93 / 2016	Number 12 / 2023	According to the Regulations
10	Communication and Informatics Office	Number 109 / 2019	Number 13 / 2023	According to the Regulations
11	Environmental and Sanitation Office	Number 96 / 2016	Number 15 / 2023	According to the Regulations
12	Industry and Trade Office	Number 97 / 2016	Number 16 / 2023	According to the Regulations
13	Library and Archives Office	Number 98 / 2016	Number 17 / 2023	According to the Regulations
14	Civil Service Police Unit	Number 99 / 2016	Number 18 / 2023	According to the Regulations
15	Public Workforce and Water Resources Office	Number 100 / 2016	Number 19 / 2023	Not in accordance with the regulations
16	Spatial Planning and Building Office	Number 101 / 2016	Number 20 / 2023	According to the Regulations
17	Housing, Settlement and Cemetery Office	Number 102 / 2016	Number 21 / 2023	According to the Regulations
18	Manpower Office	Number 103 / 2016	Number 22 / 2023	According to the Regulations
19	Women's Empowerment and Child Protection Office	Number 104 / 2016	Number 23 / 2023	According to the Regulations
20	Community Empowerment and Village Government Office	Number 105 / 2016	Number 24 / 2023	According to the Regulations
21	Fisheries Office	Number 106 / 2016	Number 25 / 2023	According to the Regulations
22	Cooperatives and Micro Enterprises Office	Number 107 / 2016	Number 26 / 2023	According to the Regulations

23	Youth, Sports, Culture and Tourism Office	Number 108 / 2016	Number 27 / 2023	According to the Regulations
24	Regional Development Planning Agency	Number 109 / 2016	Number 28 / 2023	According to the Regulations
25	Regional Financial and Asset Management Agency	Number 110 / 2016	Number 29 / 2023	According to the Regulations
26	Regional Revenue Agency	Number 111 / 2016	Number 30 / 2023	According to the Regulations
27	Personnel and Human Resource Development Agency	Number 112 / 2016	Number 31 / 2023	According to the Regulations
28	Disaster Management Agency	Number 114 / 2016	Number 32 / 2023	According to the Regulations
29	Tangerang Regency Hospital	Number 38 / 2021	Number 34 / 2023	According to the Regulations
30	Balaraja Hospital	Number 39 / 2021	Number 35 / 2023	According to the Regulations
31	Pakuhaji Hospital	Number 48 / 2021	Number 36 / 2023	According to the Regulations
32	Unitary Agency Nation and Politics	Number 29 / 2015	Number 41 / 2023	According to the Regulations
33	Inspectorate	Number 19 / 2022	Number 19 / 2022	According to the Regulations
34	Investment and One-Stop Integrated Services Office	Number 95 / 2016	Number 35 / 2024	According to the Regulations

Table 4.2. Organizational Structure and Work Procedures Regent Regulation Table before and after Bureaucratic Simplification

However, the study also highlighted several shortcomings such as the absence of significant changes felt by both functional officials, former structural officials and implementing staff below them, both in terms of procedures, work relationships, and their relationship to public services, as well as minimal training to prepare for adaptation to bureaucratic simplification during the transition period. Therefore, it is concluded that bureaucratic simplification has gone well in terms of administration, but further evaluation and monitoring are still needed to ensure the effectiveness of this policy change can run according to expectations and affect various aspects of work such as procedures, work relationships and ultimately provide better public services. The researcher will discuss the implementation of the bureaucratic simplification policy in the Tangerang Regency Government based on the Policy Implementation Theory indicators from George C. Edward III. The discussion will be described as follows:

Communication

Communication in the implementation of the bureaucratic simplification policy is understood to be related to how policy implementers convey information on the bureaucratic simplification policy from the central government to stakeholders in the Tangerang Regency Government.

The results of the interview showed that communication had been carried out well, both by the central government and internally by the Tangerang Regency Government. Because the central government periodically conducts socialization to the regional government if there are new regulations on bureaucratic simplification and holds coordination meetings to find out the progress and obstacles experienced by the Regional Government. For internally, the Tangerang Regency Regional Government has also carried out effective communication through the

organizational section to all regional apparatuses related to bureaucratic simplification regulations, by holding socialization to introduce new regulations by inviting speakers from the central government if there is an opportunity and coordination meetings as a forum for discussion and receiving input, criticism and suggestions with various reactions, differences in perception and acceptance of information which are then consulted with the leadership ranks to make an appropriate decision to facilitate the implementation of bureaucratic simplification in the Tangerang Regency Regional Government.

Furthermore, the results of interviews with structural officials affected by bureaucratic simplification in the Tangerang Regional Government and implementers showed that communication was well received with the socialization and coordination meetings, but it did take time and process to understand this bureaucratic simplification regulation which was relatively new and provided quite a big change by eliminating 1 (one) level of organizational structure. In addition, a communication forum was also provided to provide feedback regarding the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government. However, so far, communication related to daily work is still considered relatively the same as that which was running before the simplification of bureaucracy in the Tangerang Regency Government. At this time, all parties are still experiencing a transition period after the simplification of bureaucracy in the Tangerang Regency Government was implemented and must adapt to this new mechanism.

Resources

Resources are an important aspect for policy implementation in the context of its implementation, which is related to human resources, facilities (equipment and equipment), information and authority to implement policies. With adequate resources in terms of quantity and quality, the implementation of policy implementation will run well.

The results of the interview mentioned the importance of adequate resources in terms of quality and quantity. The most important resource here is human resources, namely implementing employees as catalysts for the implementation of bureaucratic simplification in the Tangerang Regency Government. If human resources are adequate quality, they will be able to implement effective policy implementation supported by sufficient budget allocation and work tools and the use of technology. With existing technology, it is very helpful in conveying policy information, because of the limitations of space and time so that with technology we can conduct socialization and coordination meetings on the internet network. On the other hand, clear and complete regulations are also important resources in the implementation of bureaucratic simplification in the Tangerang Regional Government. So, although there is no specific training related to bureaucratic simplification with the existence of clear, directed and complete regulations that are well socialized by the central government, the implementation of bureaucratic simplification in Tangerang Regional Government is running well.

Furthermore, the results of interviews with structural officials affected bureaucratic simplification and implementers, that the resources available are sufficient to implement bureaucratic simplification in the Tangerang Regional Government both in terms of human resources, work tools, and utilization of technology. In addition, socialization has also been carried out in relation to the introduction of new work mechanisms after bureaucratic simplification in the Tangerang Regency Regional Government and training regarding their new functional positions. On the other hand, for implementing staff, there is still minimal training to support the implementation of bureaucratic simplification in the Tangerang Regional Government, because training and facilities have not been evenly obtained by implementing staff.

Disposition

The disposition or attitude of policy implementers based on knowledge of what will be done and having the ability to implement it will make the implementation of policies effective so that there is no mis implementation.

The results of the interview obtained that the disposition of the leaders of the Tangerang Regional Government always supports the smooth implementation of bureaucratic simplification in the Tangerang Regency Regional Government. Proven by the existence of another decision of the leadership not to simplify one regional apparatus but decided to simplify several regional apparatuses that were not affected by the implementation of bureaucratic simplification, because to maintain the percentage of conformity of the implementation of bureaucratic simplification in the Tangerang Regional Government. In addition, the leaders of the Tangerang Regency Regional Government can be easily met to coordinate regarding the report on the implementation of bureaucratic simplification in the Tangerang Regency Regional Government, in addition the leaders are also open to input given from various parties, to produce the right decision to facilitate the implementation of bureaucratic simplification in the Tangerang Regency Regional Government. In addition, the participation of various parties is very active in seeking information related to bureaucratic simplification in the Tangerang Regional Government. However, there are also obstacles from the many perceptions that arise from various parties, including that future careers will be difficult, income will decrease because they are no longer structural officials, regional apparatus leaders feel that their structure is removed, meaning that it will affect the work process will be even harder, to the point that some consider bureaucratic simplification to be limited to canceling regulatory obligations, there are also those who consider the changes to be temporary, but not a few also that this is the beginning of bureaucratic change in Indonesia for the better. Furthermore, the results of interviews with structural officials affected by bureaucratic simplification and implementers, that their perceptions are still the same as before bureaucratic simplification, because their authority and responsibilities are still the same because their job descriptions still overlap with their new functional positions. However, there are also those who have felt the difference after the bureaucratic simplification in the Tangerang Regional Government because officials affected by the bureaucratic simplification have retired or been transferred so that they are replaced by implementing staff as team leaders with a new work mechanism. In relation to the readiness to face bureaucratic simplification in the Tangerang Regional Government, all parties are very ready because the preparation has been carried out for several years and the changes experienced have not been felt too significantly. In fact, the new work system for bureaucratic simplification has been established through the Tangerang Regent's Regulation.

Bureaucratic Structure

The bureaucratic structure also determines the success of policy implementation, with a conducive bureaucratic structure, communication and existing resources will be effective in implementing policy implementation.

The interview results emphasized the importance of a clear and conducive bureaucratic structure to achieve successful implementation, as indicated by the limitations in conducting socialization and coordination by the Organizational Section of the Regional Secretariat to regional apparatuses, where this can only be done to the secretariat of each regional apparatus in this case represented by the General and Personnel Sub-Section. And this is also an obstacle because when a decision must be made, it cannot be made immediately because there must be coordination with the leaders of each regional apparatus. However, this does not mean that the implementation of the simplification of the Tangerang Regional Government bureaucracy is not running, it just takes longer to decide. And in the event of sciolism between regional apparatuses, the Tangerang Regency Government immediately seeks a joint solution both inside and outside the coordination meeting. Therefore, with this bureaucratic simplification, the loss of 1 (one)

structural level in several regional apparatuses can make the bureaucratic structure more effective and efficient.

Furthermore, the results of interviews with structural officials affected by the bureaucratic simplification and the implementing staff below them, that the bureaucratic simplification of the Tangerang Regency Government has produced concrete results by changing the organizational structure by eliminating 1 (one) structural level in several regional apparatuses. However, the change was not felt too significantly by functional officials affected by the bureaucratic simplification, former structural officials because for now it is only limited to changes in structure and status as functional officials, while procedures, work relationships, responsibilities and authorities remain the same. This encourages the need for evaluation and monitoring so that the implementation of bureaucratic simplification can be carried out comprehensively from the simplification of the organizational structure, the implementation of the work system to changes in work culture supported by education and training for readiness to adapt in facing change.

DISCUSSION

The results of the study highlight several important recommendations so that the resulting changes are more significant than the implementation of the bureaucratic simplification policy in the Tangerang Regional Government.

Changes in new work culture for communication changes

Changes in new work culture for communication changes are the focus in this study because they are an important factor in this transition period to support the implementation of bureaucratic simplification, not just limited to administrative changes. Several studies have observed how important changes in the new work culture are to support bureaucratic simplification.

Research by Suardi et al., (2019) focuses on the Influence of Bureaucratic Reform and Work Culture on Employee Performance. The study explains that bureaucratic reform and work culture have a positive and significant influence on employee performance. Therefore, it is not enough to implement bureaucratic reform through bureaucratic simplification but rather improvements in the work culture that support it will affect increased performance. However, it does not stop there, the study also states that work culture will become a reality through a long process, because changing old values into new values will take time to become habits and will continue to make improvements and improvements.

Research by (Malik et al., 2023) which describes Bureaucratic Reform 4.0 based on the principles of Agile Governance, states that bureaucratic reform can be carried out agilely and have improvements in eight areas of change if carried out with changes in aspects of technology utilization and the implementation of a dynamic work culture. Therefore, the bureaucracy needs to change to become agile and operate and provide value. Conversely, the bureaucracy needs to change to become agile to be able to make changes (reform) in the way they work and serve.

Thus, the results of the study show that changes in a new work culture are very important in supporting the implementation of bureaucratic simplification. This strengthens the urgency and relevance in this transition period in implementing a new work culture so that changes become significant, not just administrative changes in the implementation of bureaucratic simplification.

Education and training to improve resources

Education and training to improve resources for changes resulting from the implementation of bureaucratic simplification are also important because with education and training, agencies prepare their employees to adapt to changes that are and will occur. According to (Meilan et al., 2024), competency development can be implemented through the provision of

general and specific technical education and training, to improve the quality of service. Several studies have observed how important education and training are for adapting to change and improving performance.

The study by Syaifuddin et al., (2024) looked at the performance and desires of the apparatus after the implementation of the bureaucratic simplification policy. They found that training and courses are very important because they can help people learn about the field of work and the duties and functions of the newly chosen functional position. Training can also instill the belief that the implementation of the bureaucratic simplification policy is a momentum that must be taken by the State to encourage career development and ASN competence rather than just reducing what already exists or is obtained. Bureaucratic simplification includes aspects of structure and culture as well as work innovation. However, Hartoyo's (2022) research, which emphasizes that many variables influence service performance, found that training had a positive and significant impact on service performance compared to the implementation of bureaucratic reform, which did not have a positive and significant impact on service performance. This study is in line with the research of Fauzi et al., (2022) which found that training programs and service performance had a positive and significant impact on each other.

Research conducted by Wardhani & Suharta, (2019) in the study of change management in the implementation of bureaucratic reform that Human Resource Development in an organization is the most important thing, especially when the organization is a formal organization, in accordance with the demands of bureaucratic reform is the improvement of recruitment, training and development and the creation of new roles and expectations in the future.

This study emphasizes the importance of education and training running together with the implementation of bureaucratic simplification so that all employees at various levels can adapt to changes due to the implementation of bureaucratic simplification. This is in line with previous research above which shows that education and training are important in helping to support the process of implementing bureaucratic simplification and cannot be separated which can indirectly improve employee performance.

Disposition in implementing a new work system for changes in work mechanisms

To support the new work system so that the work mechanism changes, the Tangerang Regency Government has made Regent Regulation Number 14 of 2023 concerning the ASN Work System so that the implementation of work system rules and laws and regulations are in accordance. However, this is not optimal because the leadership disposition is still minimal so that the current working mechanism has not changed and remains hierarchical from before the implementation of bureaucratic simplification. According to (Ahwazi & Cholifihani, 2016) that leadership in an organization can help facilitate an ongoing activity so that authority occurs, and leadership is influenced by the professionalism of the leader with leadership style behavior that will support employee performance to achieve organizational goals. The new work system should be collaborative and dynamic. For this reason, knowledge and ability of the new work system are very important in the implementation of bureaucratic simplification. Several studies have observed how important the new work system is for changing work patterns in accordance with the implementation of bureaucratic simplification.

Research by (Darmawan, 2023) which focuses on the formation of work groups when carrying out work, explains that the application of a collaborative and dynamic work system such as in bureaucratic simplification has been adopted by the procurement of goods/services of the Government but in a smaller scope of work, namely in the process of selecting providers of goods/services. The transformation of the work system emphasizes collaborative and dynamic teamwork and is results-oriented supported by digital governance.

Research by Mahtiasari et al., (2019) which examines the analysis of the capacity of bureaucratic simplification policies, states that the key factor in simplifying organizational structures and equalizing structural positions into functional positions is the transformation of the work system. However, the work system which is the key to the bureaucratic simplification policy has not been implemented in accordance with the objectives of the policy. The bureaucratic order still plays the same role as when serving as a structural official. According to Syaifuddin et al., (2024), all components of the regional government, especially ASN, can be changed to improve the work system of the functional-based work system. Administrator officials who have been appointed to functional positions, in contrast to High-Level Officials and Administrator Officials who carry out administrative duties, must be aware that their administrative duties will be returned to them after they are appointed to functional positions. The work system has not changed, although currently almost the same.

This study focuses on the implementation of the issuance and enactment of the Regent's Regulation on the work system for bureaucratic simplification, but its implementation has not been optimal. Although it is possible that there are regional devices that have implemented it optimally.

Evaluation and monitoring of the implementation of the bureaucratic structure

To conduct evaluation and monitoring of the implementation of the bureaucratic structure, it is supported by several previous studies. (Malik et al., 2023) focuses on the function of evaluation as an improvement in work patterns can improve organizational performance. Bureaucratic reform that is carried out systematically, adaptively, and measurably can be assessed in evaluation and monitoring. Another study by Dewi et al., (2024) stated that evaluation must be carried out regularly and tracked to measure the performance of the work team. Because the organization also provides services to the community, evaluations must also be carried out on external organizations.

In addition, other studies also support the importance of evaluating the implementation of bureaucratic simplification, research by Syarifuddin et al., (2021) convinces that a comprehensive evaluation must be carried out on the implementation of job equivalence. Consider things like the suitability of the apparatus to their field of duty, how job equalization affects regional apparatus, and constraints and obstacles in implementing policies. And the success of governance reform can be seen from the acceleration and transparency of services provided using information technology-based services. This can be supported by the fulfillment of information technology-based resources and clear standard operating procedures and ongoing socialization both directly and indirectly Rustanto et al., 2023)

Their research results show that evaluation and monitoring of the implementation of the bureaucratic structure can help improve the implementation that is not yet in accordance to increase efficiency and effectiveness of performance. In addition, monitoring and evaluation of the implementation of the bureaucratic structure can provide clarity on the career ladder of employees in the future because the number of administrative supervisory positions has decreased, especially implementing positions and supervisory positions affected by bureaucratic simplification. Bureaucratic structure Current research focuses more on a comprehensive evaluation of the implementation process of bureaucratic simplification, while previous research focused more on aspects of organizational performance and measurement of work teams. This study focuses on an in-depth evaluation of the implementation of bureaucratic simplification as part of an effort to increase compliance with the bureaucratic simplification policy. Thus, although previous studies have made important contributions, this study provides special attention to the evaluation of the overall implementation process of bureaucratic simplification so that it can resolve the problems that occur in the process of implementing the bureaucratic simplification policy.

CONCLUSION

The conclusion obtained from this study is that the implementation of the bureaucratic simplification policy in the Tangerang Regency Regional Government has provided quite significant changes and in a positive direction. With the implementation of the bureaucratic simplification policy, the organizational structure of several regional apparatuses has changed by eliminating one level of organizational structure with a total of 300 simplified structural positions. And a new work mechanism has been prepared by issuing Tangerang Regent Regulation Number 14 of 2023 concerning the ASN Work System. In addition, communication related to the implementation of the bureaucratic simplification policy has been going well, both from the central government to the regional government and within the Tangerang Regency Regional Government. Socialization, coordination meetings, and acceptance of consultations for feedback have been carried out. The existing resources are sufficient to implement this policy, both in terms of human resources, work tools, and utilization of technology. The leaders also showed support for this policy, although there were several obstacles and differences in perception from various parties.

To ensure that the implementation of bureaucratic simplification can run more optimally, there are several recommendations that need to be considered. First, the implementation of this policy requires a change in a new work culture that supports, not only limited to administrative changes. Research also shows that a new work culture can improve employee performance. Second, proper education and training can help employees adapt to changes due to bureaucratic simplification more optimally, improve performance, and build a positive mindset about this policy. Third, Regent Regulation Number 14 of 2023 concerning the ASN Work System has been issued but has not been implemented optimally. Disposition of a new collaborative and dynamic work system to change work patterns. And finally, evaluation and monitoring of the bureaucratic structure are important to improve processes that are not yet appropriate and to increase the efficiency and effectiveness of performance after bureaucratic simplification. Overall, this study concludes that bureaucratic simplification in the Tangerang Regency Government has gone well in terms of administration. However, further evaluation and monitoring are still needed to ensure the effectiveness of this policy as expected, especially in terms of procedures, work relationships, and public services. More significant changes require changes in a new work culture, comprehensive education and training, and optimal implementation of the new work system. Communication related to daily work is still relatively the same as before the bureaucratic simplification. The changes have also not been fully felt by functional officials who are equal to former structural officials, because they are still carrying out their duties with procedures, work relationships, and responsibilities that are no different from their previous structural terms of office. Training for implementing staff is still minimal and not evenly distributed.

Research Limitations

The limitations of this study are limited to the implementation of the bureaucratic simplification policy without considering the influence of the effectiveness and efficiency of the implementation of this policy. There is a slight discrepancy in the implementation of the policy in this study because at the time of implementation, the regulations used as the basis for the implementation were issued in stages and not comprehensively so that there was a discrepancy, even though it was only a little. In addition, the study did not examine in depth the views of various related parties, such as the community as recipients of public services, regulators, and other affected regional apparatuses, which could provide more comprehensive insights.

Suggestions

This study suggests focusing more on four important aspects for further research, namely: Changes in new work culture for changes in communication, education and training for increasing resources, Disposition in implementing new work systems, and evaluation and monitoring of the bureaucratic structure to ensure that policies are implemented in accordance with laws and regulations.

Implications

The implications of this study are that agency leaders need to pay attention to the importance of an adaptive, collaborative and dynamic work culture, especially after the implementation of bureaucratic simplification. Steps such as Changes in new work culture for communication changes, education and training for increasing resources, Disposition in implementing new work systems, and evaluation and monitoring of the bureaucratic structure to ensure that policies are implemented in accordance with laws and regulations.

Currently, Tangerang Regency plans to allocate education and training to improve human resources for employees, for the initial stage, education and training will be provided to functional officials of former echelon IV who are affected by the simplification of bureaucracy so that they can better adapt to the new work culture and work system. Furthermore, Tangerang Regency will make communication more effective by utilizing information technology in carrying out work, starting from coordinating through the network. Currently, Tangerang Regency has 41 applications for public services and 27 applications for internal government administration services in planning, compiling and monitoring daily work by both employees and leaders, and currently, especially in the Organization Section, they are building a web-based application system for compiling positions starting from job requirements, formation needs, to job classes for determining employee income. In addition, Tangerang Regency has monitored and evaluated the implementation of the bureaucratic structure as directed by the Ministry of Empowerment of Apparatus and Bureaucratic Reform through the web application evinbalaks.spbe.go.id to ensure that the simplification of bureaucracy is implemented not only administratively but also effectively and efficiently.

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