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## BUREAUCRACY REFORM POLICY: A CASE STUDY OF BKKBN REPRESENTATIVE IN SOUTH KALIMANTAN PROVINCE, INDONESIA

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### Abstract

#### Abstract

The purpose of this research is to document the BKKBN Representative's efforts to implement a policy reducing bureaucratic red tape in South Kalimantan Province. The procedure of policy implementation is studied using a qualitative method. The goal of this research tool is to generate a detailed report from respondents that describes each meaning and term in great depth. There are three parts to this process: observation, interviewing, and writing up findings. Data reduction, visualization, and verification are all part of the analysis process. Research findings, backed by a directive from the BKKBN's top brass, led to the publication of Decree of South Kalimantan Province BKKBN Number 15/HK.02.02/J1/2018, which established the BKKBN's Bureaucracy Reform Team for that region. South Kalimantan's BKKBN reps must consistently engage in networking and disseminate information about the province's new ASN-wide bureaucracy reform policy. This pertains solely to the evolution of personnel policies and practices and is necessary for ASN to grasp the goals of administrative overhaul.

Policy, Bureaucratic Reform, and Transformation are Some Key Words

#### 1. Introduction

Max Weber discussed bureaucracy in his book *The Protestant Ethic and the Spirit of Capitalism*.

1947. He argues that all formal organizations would benefit from adopting a bureaucratic structure.

Organizational features common to bureaucratic models include formalized division of

work division, impersonal focus, a top-down hierarchy, strict rules, and a lengthy process

professional development and maximizing productivity. The goal of the bureaucracy is to

maximum productivity. Bureaucratic structures, as argued by Weber,

effective method for managing human effort and progress toward a goal. That is

achievable because there is a well-defined system for allocating resources within the bureaucratic organization.

authority to those workers who can direct the flow of work and decide who gets what done.

responsibilities (Denhardt, 1984).

In our country, the Republic of Indonesia, the word "bureaucracy" has a negative connotation.

problem of considerable complexity, requiring extensive investigation and a number of intermediate steps

must succeed at. The public's perception of bureaucracy is that it is burdensome, slow, and boring.

So long as the government not only didn't keep quiet but actively sought solutions,

state administration issues (Mustafa, 2013; Subarsono, 2005). The

Over the course of several years, the government repeatedly implemented policies from two quite different eras.

era. However, it did not succeed in reshaping the way government bureaucracies deliver their services. This

public distrust of government bureaucracy was bolstered.

The Indonesian bureaucracy lacks a solid footing for putting on the

high priority given to residents' needs as "customers" who want prompt attention

right on target (Haning, 2015). Political and leadership succession reforms

that have plagued Indonesia since 1998, with certain results for internal restructuring

encompassing any and all disciplines.

The reform agenda is an effort to change and establish

a radical overhaul of the governing structure, with a focus on institutional

human resource management, business process management, and organizational issues.

Attempts at bureaucratic apparatus creation are also part of the reform process.

that is both efficient and effective at what it does (mangkus) and what it serves (sangkil). carry out

The government's efforts are directed at the mangkus and sangkil of bureaucracy.

enhancements by means of service innovation, regulatory simplification, and lowered requirements.

Government officials and other bureaucrats who work in the apparatus

should frame themselves as contributors to the problem-solving team and offer a means of addressing the

problem that arose during the procedure.

The government's ideal bureaucracy, as the phrase is used, is efficient, dependable, and respectable.

effective service creation based on kemangsan. Indonesians use the word "sangkil."

uncommon word, sangkil, implies effective, with an emphasis on valuing excellent capabilities so

in order to make the most of the money and people available, we need to find the best way to put them all to use.

exist, whereas mangkus, a word in the Indonesian language, is so uncommon that it is rarely used even among

endangered; mangkus; effective; referring to the attainment of goals

perfectly timed and spotless. While Indonesia was going through its Reformation Period,

Several upgrades have been made to accommodate a larger audience.

Living democratically persists.

The responsibilities, roles, and authority structure in Indonesia are all laid out in the reform program.

government department in charge of running the government (Sjafrizal, 2016).

All government departments and bureaus are included in the reform plan's implementation. The

The Presidential Decree of Indonesia governs the execution of bureaucratic reform.

Reforms to the Grand Design for the Decade of the 2010s, No. 81/2010. As an added bonus, for the

In addition to the Presidential Decree on technical instructions, the Regulation of the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan & Peraturan Kemajuan) was released.

Resolution (RB) No. 20/2010 lays out a plan for change from 2010 to 2014. Governmental Restructuring

There have been two stages to the program's rollout in Indonesia:

enacted between 2010 and 2014 and then abandoned. At this time, Indonesia is putting a stop to

a continuation of the 2015-concluding phase of bureaucratic reform.

Second-stage reforms are mandated by the Regulation of the

Bureaucratic Reform and State Apparatus Empowerment Ministry (Kemenpan RB).

The Road Map for Bureaucratic Reform, 2015–2019, Publication No. 11/2015, contains

second-phase (2015-2019) descriptions of the Grand Design Reforms. Guidebook evolved into a

resource for government departments, agencies, and other groups engaged in bureaucratic reform

in the context of their individual groups, BKKBN included. For BKKBN organizations to

It is the responsibility of the Ministry of State Apparatus to reform the bureaucracy.

Insight and agency (Kemenpan RB). In addition, this can be used to reallocate internal resources.

incorporating efficiency and self-control.

Beginning in 2011, the first stage of reform implementation has shaped

The BKKBN's top official defines the bureaucracy reform team.

131/KEP/B5/2011. The BKKBN Bureaucracy Reform Team established the legal framework.

Plan for BKKBN changes, 2011–2014. Later, a plan for changes by 2015 has

rolled out for the next stage (2015-2019). The constitutionality of their

BKKBN Regulation No. 303/PER/B4/2015 is the governing document for this endeavor.

updates to the Chief's 2015-2019 reforms for the BKKBN

The 2017 Reforms Roadmap Regulation No. 9.

With the chief of BKKBN's approval, the regulation was toughened.

Bureaucracy Reform Team BKKBN, Decision No. 304/KEP/B4/2015, Dated December 23, 2015,

It was revised by BKKBN Chief's Order No. 87/KEP/B4/2017

with the Bureaucracy Reform Group. And on the province of South Kalimantan's level,

The Bureaucracy Reform Team was established by Decree No. 87/KEP/B4/2017 issued by the head of the BKKBN.

prior to the announcement of the South Kalimantan Province Chief Representative's Decision

Report of the South Bureaucracy Reform Team (BKKBN No. 15/HK.02:02/J1/2018)

The province of Kalimantan. According to the early 2018 Decree. Organizational make-up

includes a leader, a secretary, and the members; additionally, there are 6 (six) active staff

group (WG) made comprised of Change management for working groups, WG setup

The working method, the working groups, the instruments of the management system, the functioning

in order to improve oversight,

The BKKBN No. 61 decision of the South Kalimantan Provincial Chief Representative.

South Kalimantan Province Bureaucracy Reform Team Order No. 15/HK.02:02/J1/2018

is a ruling made by Kalsel, head of the BKKBN's representative bureaucracy reform team, on

the first stage, covering the years 2015–2019, while the Chief Executive's decision

According to the BKKBN's Stage 2 Bureaucracy Reform Team Kalsel's

to the researchers, hence there was never any effective bureaucratic reform.

reform implementation group/team tasked with actually carrying out said changes. Since a was issued,

Bureaucracy Reform Team BKKBN South Kalimantan Province Resolution No. 15/HK.02:02/J1/2018  
Based on Observations

of researchers on a working group meeting has never been done before.

Working groups were initially evaluated based on how well they carried out their assigned tasks.

mangkus (powerful) and sangkil (swift). This presumption prompts essential

concerns for assessing the best possible administrative structure change. The first step was

ASN South American Representative's ignorance of her surroundings

Province of Kalimantan. As of yet, our knowledge of reforms had not expanded beyond the provision of

benefits of compensation, or benefits in performance (tukin). In this piece,

Describes the process by which the bureaucratic reform was put into

BKKBN Provincial Representation in South Kalimantan and Their Capacity for Comprehending

those changes, or reforms.

## 2. Approaches to Research

An example of a qualitative methodology is the collection of descriptive information

information gleaned through people's own statements and actions. This

method looks at the full person, including their history (Burhan,

2001). As such, it shouldn't single out any one person or group as a separate factor here.

hypothesis, but it must be considered in the context of the totality. Given the qualitative

approach is aimed squarely at the application of the case study technique. due to the fact that



Research employing qualitative methods (also known as qualitative case studies)

comprehensiveness in covering all aspects of the research topic (Nasution, 2003).

Therefore, the researchers scoured, interpreted, and analyzed

information unmediated by any sort of representation. This allowed the scientists to

elaborate on the calculated moves made South Kalimantan's provincial representative

BKKBN in bringing about institutional change. According to the testimony of a few sources,

The heads of KS/PK, KB/KR, Kasubbid Finance & BMN, and Kasubbid were all involved in the research.

Speaker and member of the firms Kespro, Kasubbid Balnak & Hanlan. Organizational Representations in

South Kalimantan Province BKKBN was the site of this study's researchers.

done similarly with a number of objects thought to stand in for the actual implementation

those changes, or reforms.

There were three phases of data collection:

1) a visit to the South Kalimantan provincial representative office BKKBN,

Two) a number of Echelon IV high-ranking officials were interviewed as potential sources.

and Echelon III, and a professor who was widely regarded as the industry's foremost expert on

problems,

(3) Records, such as employee information, legal edicts, a mutually agreeable partnership, or

researcher-object interactions and other activities, and

when you're studying.

In this study, we employ statistical methods for analyzing the collected data from

Miles and Huberman, to wit: data reduction as electioneering, centering on

court records that have been simplified, abstracted, and transformed in some way.

### 3. What We Learned and Why

The success of bureaucratic reform in achieving its stated goals in

phase one (from 2010-2014) laid the groundwork for future administrative

phase two reform (2015-2019). This justifies putting into effect the

The deepening of bureaucracy reform was the focus of the period 2015-2019.

Prior levels of BKKBN. The legal framework for carrying out Stage 2

Director of BKKBN Regulation Number 2015-2019 Bureaucratic Reform

Document No. 303/PER/B4/2015, titled "Road Map Reforms BKKBN Year 2015-2019,"

Later revised by the Roadmap Reforms Chief Regulation No. 9 of 2017,

The decision made by the Head of BKKBN strengthens BKKBN regulation.

Notice Regarding Bureaucracy Reform Team (No. 304/KEP/B4/2015) Dated December 23, 2015

BKKBN,

The principal of BKKBN decree No. 1 was founded on the secondary data retrieval industry.

Bureaucracy Reform Team Report 87/KEP/B4/2017 and the subsequent decision of the Head

BKKBN No. 15/HK.02:02/J1/2018 on Representation of the Province of South Kalimantan

BKKBN, or the South Kalimantan Bureaucracy Reform Group. Resignation Resolutions

BKKBN No. 15/HK.02:02/J1/2018 on the Chief Representative of the Province of South Kalimantan

The BKKBN South Kalimantan Province Bureaucracy Reform Team has

be used as a foundational resource for moving Representative Office Reforms forward in

The BKKBN of South Kalimantan.

The makeup of the team was mandated in earlier 2018 regulations.

The Chairman, the Secretary, and the Vice Chairman make up the Reforms Representative BKKBN South Kalimantan.

In addition to the members, there are additionally six Working Groups made up of:

- 1) The Change Management Team,
  - 2) Form a Committee to Discuss Procedures,
  - 3) The Human Resource Management System Reform Working Group,
  - 4) enhancing the group responsible for monitoring progress,
- the group's efforts to increase performance responsibility, and
- sixth) a group formed to better government services.

Combining secondary data with search engine results, we were able to

implementation of legislative reforms in light of existing research;

The BKKBN of South Kalimantan Province often take the form shown in the table below;

The government's efforts to overhaul its bureaucracy were hampered by a number of reasons in

the BKKBN Provincial Representation Office for South Kalimantan. Incorporation of

George Edwards III formulated this theory as a variable implementation theory. the

There are four factors in theory that could influence how a policy is implemented:

#### A. Communication

South Kalimantan Province BKKBN's reform implementation has

successful results achieved with the aid of communication tools (x-root banners)

Stickers, too! According to Edwards III's theory (Subarsono, 2005), "The

The policy implementer must have clear instructions in order to succeed.

The policy's intended beneficiaries must be made aware of its aims and objectives.

minimize the resulting policy implementation distortion.

In general, poor communication hinders comprehension, which in turn

the significance of successful bureaucratic reform; developing an effective bureaucracy

To successfully implement reform, top-down dedication to <sup>1</sup>the socialization of the

integrity zone (ZI) and the spread of the WBK (corruption-free region)

dedication to seeing the Reforms through to completion. The breakdown in coordination and

As a result of their socialization, ASN in South Kalimantan may develop a limited worldview.

Conditions in BKKBN province.

While ASN did invite government officials to the party,

managers, supervisors, officers, and officials, but not included

implementation. Collaboration between ZI and WBK included regular communication between

reforming the bureaucracy in practice. Officers in the South who act as representatives

The BKKBN Kalimantan Province Training Camp is an annual event.

with regards to Worker Result Targets (SKP).

All individuals' (ASN) performance was quantified using SKP.

representative of the BKKBN in the province of South Kalimantan.

The monitoring and evaluation process includes the measurement of SKP members' individual performance.

assessment of how well the reform was put into action. Evaluation of penetapan (individual performance) typically involves a focus on self-evaluation. The exam has

undertaken on all staff members; individual performance goals have been

utilized as the basis for awarding incentives based on performance. However, it is not yet

successfully implemented in terms of skill level across all provincial authorities in South Kalimantan

BKKBN setting; only officials slated to fill specific jobs were present.

considered as part of the evaluation.

Representatives from South Kalimantan Province, BKKBN, ASNs are not included.

As part of the group's socializing meeting, the mapping's progress from ZI to WBK/WBBM may have

influence on the insufficient awareness, familiarity, and understanding of

significance of changes. The government's application here is pristine and cost-free.

from bribery, as well as mangkus and sangkil.

## B. Resources

Material, human, and intangible assets are all examples of resources that belong to the civil state.

Competence or knowledge (skills), as well as South Kalimantan Province BKKBN,

plus money and other financial means. The availability of resources is crucial for any project.

George E. III's revealed policies for managing mangkus (Subarsono, 2005).

Staff, knowledge (specialized education), and facilities are the assets at your disposal.

making use of, pertinent data, guidelines, and compliance-related buffers, the

authority that guarantees the program can be led like a guided activity (in the sense of

reference), and the auxiliary infrastructure necessary to implement said program

resources (materials, time, energy, manpower, buildings, roads, etc.),

<sup>1</sup> resources/personnel.

Increase the size of the executive team if they are few in number.

wisdom and understanding to implement a plan of action. A few examples are:

training, seminars on technical matters, and other field-related activities and responsibilities. Other

the power to decide how the program of study is implemented are additional resources

what is being done, who has the power to oversee it, and where the back-up is located

essential to the implementation of policy.

Each workplace should be equipped with high-quality tools and amenities. The

A leader is required to manage resources in order to help attain the

annual agreement on performance levels. The Representative Office's Present Capabilities

BKKBN of South Kalimantan Province consists of roughly 78 people at the moment. As



There are 26 people who have completed high school, 3 with a diploma, and 35 with a bachelor's degree.

ten students (freshmen) and eight students (seniors).

Inadequate ASN, or ASN that is poorly distributed across a field, will

decrease overall performance as well as field-specific performance in implementing

their responsibilities and roles. For instance, KS/PK in the Field at BKKBN's Representational Office

One in South Kalimantan Province's 9 residents had a formal education in the field of ASN.

graduate; the secretarial sector employs only 24 employees with an ASN of only 7

High school graduates; 1 bachelor's, 3 associate's, 13 associate's, and 2 associate's degrees.

### C. Disposition/Attitude/Character

The implementer's disposition includes their nature and qualities such

dedication, candor, and a democratic spirit. An attitude or disposition is a personality

determinants of kemangkusan policy success. Implementer consensus is required.

with certain provisions of the policy's text, they will naturally put those provisions into

completely, but if it turns out to be bad in their eyes, then the

(Subarsono, 2005) The implementation procedure will face several challenges.

At least three distinct responses can be made by implementers in response to a policy:

- promoting education,

Support in deciding how to react to an offer of <sup>1</sup> acceptance or rejection

- the degree of reaction.

The executor may be aware of the program's intended results, but in practice

abandon necessary action steps due to disapproval of these pursuits,

therefore, impact the spending plan utilization, it's improbable that it will deviate and dodge

putting the plan into action. Then, the dedication of government officials

The dedication of senior government officials (Echelon IV) is moderately important (Echelon II).

The ASN's unwavering determination to see the implementation of

The office's top brass are the first to embrace change within the bureaucracy.

There were three recorded leadership transitions between 2010 and 2014.

Provincial BKKBN Delegate for South Kalimantan. Central level had at the time

issued BKKBN Chief Regulation No. <sup>1</sup>131/KEP/B5/2011 on Reforming the Bureaucracy

Group BKKBN.

In the second phase (2015-2019), three shifts have been documented till the end of 2018.

of South Kalimantan's BKKBN Representation Chief. On Changes

Regulations for the second stage of implementation at the national level have been published.

Road Map Reforms BKKBN Year 20152019, BKKBN No. 303 / PER / B4 / 2015

<sup>1</sup>which

then

updated

with

Chief

Regulation

No.

9

of

2017

on

Reforms

Roadmap.

The regulation was tightened up thanks to a decision made by BKKBN's number two.

Bureaucracy Reform Team BKKBN, Decision No. 304/KEP/B4/2015, Dated December 23, 2015,

It was revised by BKKBN Chief's Order No. 87/KEP/B4/2017

with the Bureaucracy Reform Group. Reforms in South Africa: Year Two of Implementation

The BKKBN provincial office in Kalimantan issued the Decree of the

BKKBN No. 15/HK.02.02/J1/2018 on Representative Appointment by the Governor of South Kalimantan Province

BKKBN, or the South Kalimantan Bureaucracy Reform Group.

There has been a leadership transition in South Kalimantan, and BKKBN officials

came to be the primary catalyst. Therefore, if there is no legal basis at the provincial level, then

there will be problems in the form of ineffectiveness.

#### D. Bureaucratic structure

One important aspect of the structure of any organization is the standard operating

procedures (SOP). They are characteristics, norms, and patterns of relationships that

occur repeatedly, executive bodies that have a potential or real relationship with what they have in carrying out the policy. In this bureaucratic structure, variables include the

supervision, monitoring, and attention superiors to subordinates.

According to investigators, the institutional arrangement is a relationship among

units that govern how these can cooperate or compete. Generally, the definition of

institutions includes the concept of social behavior patterns entrenched, ongoing or

recurring.

The structure of the organization is done by BKKBN, among others; by

evaluating the organization, which conducts to a comprehensive manner following the

stages in the context of organizational structuring. To reach the desired direction, the

concept of organizational structuring BKKBN adopts a customer-based orientation.

Modern organization relies on efficiency and effectiveness (kemangkusan) so that each box structure will focus on the function of production, marketing, sales, and after-sales to mobilize stakeholders and partners.

Each of the functions (production, marketing, sales and post-sales) are expected to support each other in implementing strategies to achieve the goals through mobilization. The division of functions and authority of organizational units will facilitate human resources in BKKBN in carrying out its duties and responsibilities.

They will also be easier down the performance targets as well as in measurement. These descriptions will be easier to formulate or develop into the desired organizational model.

Based on data retrieval and information that researchers gathered, the efforts to strengthen the structure of bureaucracy do BKKBN include evaluations that have been conducted to analyze the possibility of duplication of functions. The evaluations have been conducted to analyze the organizational units of different purpose but are placed in the same group. Based on the evaluation, there are different work unit objectives which are placed in one group, for example at law and public relations bureau.

BKKBN has evaluated the organization in order to analyze the possibility of overlapping functions with other agencies. Bureaucratic structure changes, results of evaluations have been followed up by proposing changes Bureaucratic Structure, evidenced by Letter of the Minister of PAN and RB to the head of BKKBN number: B/3610/M.PANRB/09/2014 dated September 29, 2014, concerning the Draft Amendment BKKBN Head of Organization and Work Procedures BKKBN; and Enactment of Regulations Head of BKKBN number: 273/PER/B4/2014 on Amendments to the Perka BKKBN number 72/PER/B5/2011 on Organization and Work procedures BKKBN; Proposed Changes To Menpan Letter No. 1724/OT.402/B4/2015 on Petition Facilitation Institutional Restructuring BKKBN.

In September of 2018 was still not issued a new Decree of the Head of BKKBN about bureaucratic structure (organization) BKKBN. Its elaboration begins with the attachment of the action plan, it can be concluded that the possibility of changes in the organizational structure, work procedures, and standard operating procedures in the BKKBN is still in the drafting process.

1 Government institutions are considered that are not running mangkus (effective) and sangkil (efficient). Therefore, changes in the institutional system will promote efficiency, effectiveness, and will accelerate the process of service and decision making in the bureaucracy reform. Changes to the institutional system are expected to encourage the creation of a culture/behavior that is more conducive to realizing an effective and efficient bureaucracy.

#### 4. Conclusion

At provincial level, the Head of BKKBN released the decision No. 87/KEP/B4/2017 on Bureaucracy Reform Team followed up with the release of Decision of the Chief Representative, South Kalimantan Province BKKBN No. 15/HK.02:02/J1/2018 on Bureaucracy Reform Team BKKBN South Kalimantan province.

However, since the issuance of the decision, has not been done the meeting of the working group. However, the working group team effectively worked only one year in



carrying out its duties. Therefore, the implementation of the second phase of bureaucratic reform will end in 2019. So how could the working group team perform their duties mangkus (effective) and sangkil (efficient) if the establishment was held one year before the end of the second phase of bureaucratic reform, and since the formation there has never been a coordination meeting? Frequent change of the head of South Kalimantan Province BKKBN representatives became the main trigger. This resulted in a lack of mangkus and sangkil in reform policy implementation. Lack of ASN, especially, uneven distribution of ASN will reduce overall performance and the performance of the relevant fields in carrying out their duties and functions.

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