

## The Benefits of Bureaucratic Simplification for Bontang City Government

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### ABSTRACT

The purpose of this study is to ascertain the advantages of administrative simplification for the Bontang City Government. The methodology in this study is qualitative. Interviews, observation, and documentation were used to gather the data, which was then analyzed utilizing an interactive analytical model through the steps of data reduction, data presentation, and conclusion-making. The research results show benefits bureaucratic simplification in Thus it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government look of the dimensions of the productivity, responsiveness and accountability. In dimension work productivity among others line of a bureaucratic becoming more efficient and effective. Documents completed immediately according to SOP can be completed immediately on the same day, no need to wait for tomorrow or the day after tomorrow. Bureaucratic simplification in dimension responsiveness benefits include employees become more responsive to work, so that the implementation of services becomes fast and precise. Increase innovation services and the complaints has declined and Complaints about service are decreasing. While benefits bureaucratic simplification in dimension accountability among others more can provide services, motivate employees to employees can develop themselves. Better and well-measured supervision from superiors, tiered supervision.

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### INTRODUCTION

The focus of the concept of government bureaucratic reform is in Law Number 5 of 2014, Concerning State Civil Apparatus Regarding the State Civil Apparatus as a Replacement by the Law Number 43 of 1999, Concerning Amendments to Law Number 8 of 1974 Concerning the Fundamentals of Civil Service to public service reform is to improve the quality of the bureaucratic apparatus to realize good and responsible governance. The reality of the bureaucracy in Indonesia often gets red marks from the

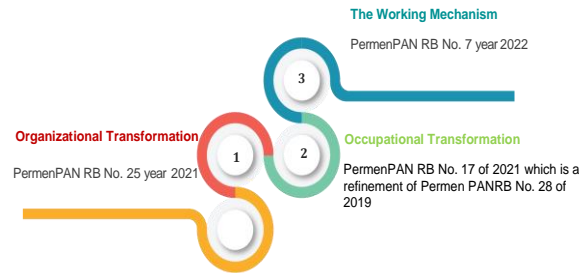
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public because the government system does not meet the needs of the community, there is a lack of professionalism in providing public services (Pierskalla et al., 2020; Allen et al., 2020; Aminah & Saksono, 2021; Riyadi et al., 2020; Setini et al., 2021; Zulyani, 2020) there is an acute corruption problem (Fatoni, 2020; Ismail et al., 2020; Latif & Roespinoedji, 2021; Saputra & Setiawan, 2021; Silitonga et al., 2015; Yulianita et al., 2020), apparatus inefficiency (Sihidi et al., 2021), and there is a problem of effectiveness (Rusliandy, 2022).

Various weaknesses in organizational performance in terms of efficiency and effectiveness, responsiveness, and equality of treatment (non-discrimination) are still far from what was expected (Gaus et al., 2017; Hajar, 2015; Maryudi et al., 2022; Turner et al., 2022; Wekke & Hajar, 2015). Referring to these things, it should be realized that public services still have many weaknesses, including not being responsive, as marked by most levels of service elements, starting at the level of service officers (front line) to the level of the person in charge of the agency. Less affordable is the existence of various service implementation units located far from the reach of the public, making it difficult for those who need these services (Putkowska-Smoter & Niedziałkowski, 2020).

In the Minister's Regulation for Administrative Reform and Bureaucratic Reform, it is stated that Organizational Transformation, which is governed by the Minister of Administrative Reform and Bureaucratic Reform Regulation (Permen PAN& RB) Number 25 of 2021 about Simplification of Organizational Structure in Government Agencies for Bureaucratic Simplification is one method of implementing the streamlining of the bureaucracy (Figure 1). Equalization of positions (Occupational Transformation) is regulated in Permen PAN& RB No. 17 of 2021, a refinement of Permen PANRB No. 28 of 2019 about Equalization of Administrative Position into Functional Position. This is regulated in Government Regulation Number 17 of 2020 as an amendment to Government Regulation of the Republic of Indonesia number 11 of 2017 Concerning the Management of Civil Servants.

The scope of Equalization of Administrative Positions in Government Agencies includes Administrator Positions, Supervisory Positions, and executive positions, which are echelon V positions. On the other hand, the work system adjustment (Work System Transformation) as stipulated in the Minister of PANRB Regulation No. 7 of 2022 concerning Work System within Government Agencies in the Framework of Bureaucratic Simplification (Figure 1). A work System is a series of procedures and work procedures that form a process of activities to carry out the duties and functions of the organization. Work System Adjustment is the improvement and development of work mechanisms and business processes of State Civil Apparatus Employees by utilizing electronic-based government systems. A Working Mechanism is a process and way of organizational work that describes the flow of task implementation of State Civil Apparatus Employees carried out in a system by prioritizing competence, expertise, and skills.



**Figure 1.** Bureaucratic Simplification Stages

*Source:* MENPANRB, 2021

To realize effective and efficient governance, simplifying the bureaucracy is one of the components of bureaucratic reform that is being implemented by implementing an Electronic-Based Government System (Aminah & Saksono, 2021; Arshad & Khurram, 2020; Defitri et al., 2020; Purbokusumo & Santoso, 2021; Rai et al., 2021; Roman & Miller, 2013). To these goals, the Bontang City Government has also introduced bureaucratic simplification to enhance the effectiveness of the Regional Government, which is backed by a more dynamic, flexible, and professional decision-making bureaucracy. Simplification of the bureaucracy is the third area, namely the structuring and strengthening of the organization in the third period of bureaucratic reform. The main goal of simplifying the bureaucracy is to increase government effectiveness and accelerate decision-making to improve public services. The goal is clear, namely a more dynamic, agile, and professional bureaucracy to increase effectiveness and efficiency in supporting the performance of government services to the public. In the current developmental conditions, the hierarchical system is no longer appropriate. Because what is needed is a speed in service. For example, in issuing just one permit, the regional head signs one permit, and the initials must be complete starting from the head of a section, head of the field, secretary to the head of the service, regional secretary, and others, like the results of research (Marthalina, 2021).

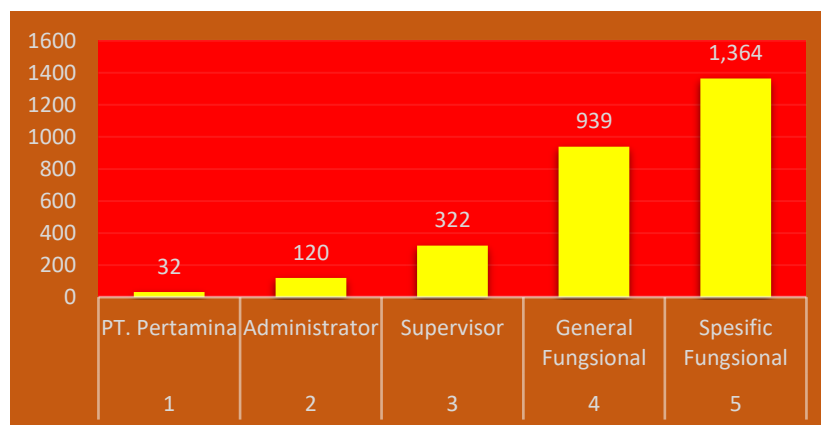
The proper strategy for implementing bureaucratic simplification is essential. As in research (Tumanggor & Wibowo, 2021), a strategy for implementing bureaucratic simplification policies is more precise and conducive so that it does not negatively impact the motivation and performance of civil servants in the central and regional government spheres. Supported by research (Ristala & Rahmandika, 2022), if implementing bureaucratic simplification is not taken seriously, it will impact organizational performance. Public services and community affairs require agile organizations to engage in cross-sector collaboration utilizing functional roles. According to (Bramantyo & Mardjoeki, 2020), bureaucratic simplification is a very positive thing to do to increase the efficiency of government bureaucracy. However, it must be planned, prepared well, and not rushed without a clear concept. Hopefully, the simplification of bureaucracy will run comprehensively and be able to change the mindset of civil servants and the work culture of government organizations.

Bureaucratic simplification is essential because the organizational structure reflects the strategy for achieving organizational goals. The size of the bureaucracy can slow down operations and affect its efficiency. Because the bigger and longer the bureaucracy, the more it will impact increasing government spending. However, has the

simplification of bureaucracy in the Thus it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government have been implemented?

Referring to research results (Marthalina, 2021), job transformation has not directly impacted career development in the PANRB Ministry organization since it took place until a year later. The obstacles and challenges of change that still need to be adjusted by the State Civil Apparatus (ASN) industry and organizations in the PAN-RB Ministry are one of the causes. In line with the research results of (Marista et al., 2022), the problem resulting from bureaucratic simplification is that the function of positions is not yet clear and that Human Resources (HR) cannot adapt because the placements do not match their scientific fields or competencies. It is aligned with observations made by the Bontang City Government, where many placements are not based on educational background.

The distribution of civil servants by position in December 2021 came from the Civil Service Agency and Human Resources Development of the Bontang City Government. Thus, productivity has increased compared to before the simplification of bureaucracy in the Civil Service Agency and Human Resources Development of Bontang City Government, as shown in Figure 2. Certain functional positions dominate the largest number, namely 1,364 people from the total number of civil servants in the Bontang City Government. Thus, it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government. General functional positions occupy the second rank, with 939 people; the rest are structural positions, with 474 people. In detail, the total distribution of structural positions is JPT Pratama, with a total of 32 people, 120 administrators, and 322 supervisors. The ASN statistical data in Figure 2 shows the simplification of the bureaucracy and responding to weaknesses arising from the current bureaucratic structure.



**Figure 2.** Number of Employees by Position as of December 30, 2021  
 Source: Staffing and Human Resources Development Agency, 2021

The bureaucratic structure is so fat that it slows the process of making policies and decisions. Miscommunication and miscoordination are getting bigger. Bureaucratic work is increasingly inflexible and expensive. Simplification of the two-level bureaucracy is also necessary to realize government accountability because it must be admitted that indications of a corrupt bureaucratic culture that exploits and abuses positions often

occur. Based on research (Rusliandy, 2022), the implementation of simplification of the bureaucracy has several aspects: the organizational structure has not been fully formed to facilitate the implementation of positions; the management of positions has not been professional in several agencies; there are no functional categories, skills gaps, or optimal forms of work relations; and the evaluation of organizational performance is not following individual performance.

## **METHOD**

This article explains the benefits of simplifying bureaucracy for the Bontang City Government in increasing efforts to maximize the quality of public services. Thus, it can be concluded that productivity had increased compared to before the simplification of bureaucracy in the Bontang City Government, where this research was being conducted. This choice of venue was made with the knowledge that the Bontang City Government was one of the Work Units that implemented bureaucratic simplification. Bontang City was a city in East Kalimantan Province that was designated as a National Activity Center (PKN) to strengthen connections with growth poles in the international region and promote industrial development, according to information provided by the Center for Urban Area Development, Regional Infrastructure Development Agency in 2017 regarding the profile of Bontang City. Two large companies operated in Bontang: Badak Natural Gas Liquefaction Inc and Fertilizer East Kalimantan Inc. This potential was a magnet for investors. Therefore, it was a vital momentum to simplify the bureaucracy of Administrative and Bureaucratic Reform (KEMENPANRB).

These challenges translate into dramatic changes in how things work through digital transformation. Of course, this requires the ASN Bontang City Government to have the expertise and skills to work fast, adapt, and innovate (Bramantyo & Mardjoeki, 2020). The research methodology used qualitative methods to dig deeper by asking respondents/key informants open-ended questions. In qualitative research, it was necessary to determine the research focus. By determining the research focus correctly, the research will be directed and correct, and the information obtained will be accurate. The focus of the research aimed other than to direct research and limit the scope of the research problem formulation so that it could not be separated from the problem under study. So, the research focus was explained through the sub-focus on the benefits of bureaucratic simplification for the Bontang City Government on productivity, responsiveness, and accountability.

## **RESULTS AND DISCUSSION**

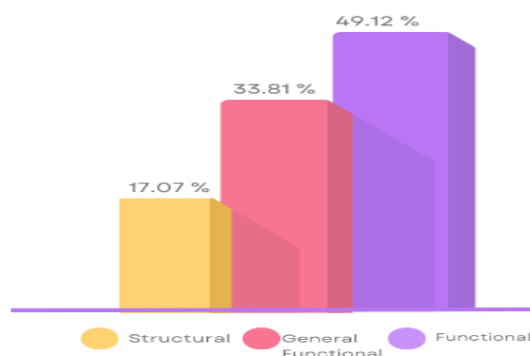
Based on data from the regional secretariat of Bontang City's Government organizational section, the Bontang City Government has completed the task of streamlining the bureaucracy by converting 4 Administrative Positions (Echelon 3 and 4) into Functional Positions following PAN RB Ministerial Regulation Number 28 of 2019 using the current Organizational Structure and Work Procedure (SOTK) and organizational management through SOTK arrangements following Regulation President Number 95 of 2020. This is marked by the proposal of 192 Administrative Positions to Functional Positions. Appointment and inauguration of 191 (one hundred and ninety-one) administrative positions (Echelon 3 and 4) to Functional Positions, carried out on December 31, 2021. There was only one vacant position, so they were not appointed.

Based on information from the Bontang City Personnel Development and Human Resources Agency (BKPSDM), there were 2,777 civil servants (PNS) as of the end of December 2021 (Table 2). In detail, the composition of civil servant positions consists of 17.07% (474) structural officials, 49.12% (1,364) functional officials, and 33.81% (939) general functional (Figure 3). After the appointment and inauguration of 191 (one hundred and ninety-one) administration positions (Echelon 3 and 4) to Functional Positions, the composition shifted to 10.19% (283) structural officials, 56.00% (1,555) functional officers and 33.81% (939) was general functional.

**Table 1.** Employee Recapitulation Before and After Job Simplification

Position	Employee Recapitulation	
	Before	After
Structural	474	283
Functional	1.364	1.555
General Functional	939	939
<b>Total</b>	<b>2.777</b>	<b>2.777</b>

Source: BKPSDM of Bontang City Government, 2022



**Figure 3.** Number of Employees by Position as of December 30, 2021

Source: BKPSDM of Bontang City Government, 2022

Civil Servants working in the Bontang City Government have been adequate in supporting the policy of simplification of the bureaucracy in which officials are then transferred to functional staff according to their expertise. From the data on employee resources at the Bontang City Government 2021, there will be 497 employees, less than the previous year, namely 510 employees, due to changes in mutations and apparatus entering retirement age.

The Bontang City Government's bureaucracy was simplified by fundamentally adjusting the work system, transforming how the government works. Work systems previously tiered or hierarchical have become simple ones by prioritizing teamwork and focusing on results. By simplifying the bureaucracy, functional officials can be assigned in

a changeable and flexible manner with accountable performance management. ASN does not work in certain boxes but focuses on achieving organizational goals. With this working mechanism, employees must work more optimally according to their expertise to improve organizational performance.

The results of this study are also supported by data on the results of the evaluation of the Government Agency Performance Accountability System (SAKIP) obtained from the Regional Inspectorate of Bontang City in 2021 as follows Table 2:

**Table 2.** Recapitulation of 2020-2021 SAKIP Evaluation Results at the Bontang City Government

NUMBER	REGIONAL WORKING UNIT	2020		2021	
		ACHIEVEMENTS	CATEGORY	ACHIEVEMENTS	CATEGORY
1.	Regional Inspectorate	81,26	A	93,18	AA
2.	Personnel Department and Human Resource Development	77,72	BB	82,49	A
3.	Regional Revenue Agency	70,14	BB	76,96	BB
4.	Regional Financial and Asset Management Department	68,53	B	70,45	BB
5.	Department of Youth, Sports and Tourism	70,76	BB	71,89	BB
6.	One Stop Investment and Services Office	72,95	BB	78,84	BB
7.	Regional Library and Archive Office	72,03	BB	80,55	A
8.	Department of Housing, Residential Areas and Land Affairs	74,17	BB	80,06	A
9.	Department of Population and Civil Registration	75,01	BB	73,61	BB
10.	Department of Labor	73,45	BB	74,97	BB
11.	Taman Husada Regional Public Hospital	70,79	BB	79,45	BB
12.	Regional Representative Assembly Secretariat	67,09	B	80,33	A
13.	Regional Secretariat	78,83	BB	85,25	A

Source: Regional Inspectorate of Bontang City Government, Bontang City Organization Section, 2022

Based on the table above, most regional apparatuses experienced increased performance evaluation results. Organizational Performance Assessment uses the Government Agency Performance Accountability System (SAKIP), where the scope of the AKIP evaluation includes an assessment of the quality of aligned performance planning to be achieved to realize sustainable results. Furthermore, the evaluation of tiered and sustainable performance measurements has become necessary in adjusting strategies to achieve performance. Then, evaluate the performance report, which describes the quality

of performance achievement, both success/improvement, which has a major impact on adjusting strategies/policies in achieving the next performance. Finally, the internal performance accountability evaluation gives a real impression (impact) in improving the implementation of SAKIP for the effectiveness and efficiency of performance.

In addition to evaluating the success of implementing bureaucratic simplification in the Bontang City Government, it is also supported by an increase in the evaluation and self-assessment assistance for implementing bureaucratic reform in 2022. This evaluation obtained information about the implementation and achievements of bureaucratic reform in the Bontang City Government Environment. In detail, the results of the evaluation of bureaucratic reform from 2020 to 2021 in the Bontang City Government are as follows in Table 3:

**Table 3.** Recapitulation of 2020-2021 Bureaucratic Reform at the Bontang City Government

NUMBER	REGIONAL WORKING UNIT	2020		2021	
		ACHIEVEMENTS	CATEGORY	ACHIEVEMENTS	CATEGORY
1.	Regional Inspectorate	30.25	A	32,79	AA
2.	Personnel Department and Human Resource Development	24.36	B	32,40	A
3.	Regional Revenue Agency	5.77	D	22,41	B
4.	Regional Financial and Asset Managemnet Department	32.36	A	34,21	AA
5.	Department of Youth, Sports and Tourism	16.85	CC	26,83	BB
6.	One Stop Investment and Services Office	31.17	A	30,13	A
7.	Regional Library and Archive Office	18.35	CC	33,29	AA
8.	Department of Housing, Residential Areas and Land Affairs	7.65	D	29,42	A
9.	Department of Population and Civil Registration	13.02	C	31,78	A
10.	Department of Labor	12.85	C	23,22	B
11.	Taman Husada Regional Public Hospital	2.27	D	30,22	A
12.	Regional Representative Assembly Secretariat	18.80	CC	31,28	A
13.	Regional Secretariat	28.18	BB	29,94	A

Source: Regional Inspectorate of Bontang City, Bontang City Organization Section, 2022

It is evident from the outcomes of the 2021 Government Agency Performance Accountability Evaluation and Bureaucratic Reform that the average value of the



Government Agency Performance Accountability System (SAKIP) and the implementation of Bureaucratic Reform (RB) for regional apparatuses in the Bontang City Government have largely increased. This increase shows the commitment and enthusiasm of employees, so it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government, along with the benefits felt from bureaucratic reform efforts. SAKIP implementation and Bureaucratic Reform (RB) are part of the transformation of work

In terms of accountability, in 2022, the Bontang City Government won the Unqualified Opinion Award (WTP) from the Audit Board of East Kalimantan Provincial (BPK) when submitting the Audit Results Report on the Regional Government Financial Statements (LKPD) for the 2021 fiscal year. WTP in terms of financial management achieved by Bontang is WTP eighth since 2015. This WTP Opinion predicate is proof of the accountability of the Bontang City government to the community for the use of state money or the responsibility of regional heads which have an impact on people's welfare

The benefits of bureaucratic simplification for the Bontang City Government, with the support of data and information described in the previous explanation, can be measured by three indicators: productivity, responsiveness, and accountability.

Productivity is generally understood as the ratio between the input and output. According to Dwiyanto (2017), productivity is not only the degree of effectiveness but also the efficiency of a service. Thus, productivity can be used to measure the performance of the organizations. Performance measurement with size productivity is important because it is an essential indicator that measures the extent to which corruption in the public service system by certainty about the cost of services to the public. The City of Bontang's bureaucracy has been simplified, which has enhanced productivity at work and made it possible to complete all tasks assigned to you on time. Most respondents indicated that bureaucratic simplification was able to assess and manage work priorities successfully and had the technical ability to finish tasks on schedule when asked about signs of effectiveness. Different research by Rahmanda, V., & Nasution (2022) showed that simplifying bureaucracy did not affect the efficiency of operational and superior very good in his staff.

In terms of performance, the productivity of the Bontang City Government can be seen from the targets and realization of organizational performance within a certain period. Service to the community is faster, making it easier for the community to obtain services according to their needs. Besides being fast, getting services accepted by the people of Bontang City is also easy. Thus, productivity has increased compared to before the simplification of bureaucracy in the Bontang city government.

According to Dwiyanto (2017), responsiveness is an organization's ability to understand the people's needs, draw up plans and priorities for health services, and develop innovative services according to needs and community demands. Organizations that have a low average responsiveness have poor performance. The ability of public organizations to carry out their goals and objectives, particularly to satisfy the demands of the community, may be shown in terms of responsiveness from the simplicity of the bureaucracy in the Bontang City Government that affects service priority indications where they can operate more attentively to service recipients and react to work accurately and quickly. Likewise, with service innovation indicators, you can be more

enthusiastic about making innovations with work transformation, even though most of the work processes are still carried out manually but can use Information Technology (IT) media in providing services (Haug, 2018).

This aligns with Situmorang's (2019) problems with the community, and the provision of public services to the community can be done quickly and correctly. The benefits in terms of simplification bureaucracy responsiveness in conformity with expectation. Although there are still complaints about services after the simplification of the bureaucracy in the Bontang City Government, there are not many, and the regional apparatus responds quickly. Services are carried out during normal working hours, outside, and on holidays. Of course, this positively impacts the community as service recipients (Garofalo, 2019).

Moreover, according to Dwiyanto (2017), accountability shows how major policies and activities that govern the public are subject to officials whom the people politically elect. The people choose by themselves and by themselves will always represent the interests of the people. A public organization's activities have high accountability if the activities it carries out are correct and based on the values and norms that develop in society.

On the accountability dimension, the benefits of simplification of the bureaucracy can be seen in the indicators that can be accounted for and always supervised, the majority of respondents agree that the suitability of service requirements with the type of service, the reasonableness of service fees and the suitability of service products, performance can be further monitored by simplification of the bureaucracy, supervision from leaders to improve work ethic employee (Pratama et al., 2019). This is in line with that research by Nizamuddin (2021), organization structure, compensation, and cultural organization directly influence employee performance with the support of clear and measurable service standards. Services are not focused on just one person; currently, many can provide access to services to make it easier and more transparent. Good supervision from superiors tiered inherent supervision can run well (Roy, 2013).

The simplification of bureaucracy in terms of accountability has been running as expected. This can be seen through the results of the assessment of bureaucratic reform in 2022; after the simplification of the bureaucracy, most regional apparatuses have increased in value. Likewise, based on the report on the results of the evaluation of the Government Agency Performance Accountability System (SAKIP) in 2021, most regional apparatuses will experience an increase. In 2022, it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government won the Unqualified Opinion (WTP) award from the Audit Board of East Kalimantan Provincial (BPK), the eighth WTP.

The implementation of bureaucratic simplification in the Bontang City Government based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (Permenpan-RB) number 25 of 2021 concerning simplification of the organizational structure in government agencies for simplification of the bureaucracy is part of the bureaucratic structuring process to make the government administration system more effective and efficiently through simplification of the organizational structure, equalization of positions, and adjustments

to the work system. In addition, the simplification of the bureaucracy, according to MENPANRB (2022), is a fundamental adjustment of the work system so that government business processes can be simplified to become more professional, dynamic, and agile. The goals and objectives of simplification of the bureaucracy are to increase government effectiveness and speed up decision-making to improve services to the public and a more dynamic, agile, and professional bureaucracy; this is stated in the Circular Letter of the Minister of State Empowerment and Bureaucratic Reform Circular Letter of the Minister of Administrative Reform And Bureaucratic Reform Number 382 of 2019 dated November 13, 2019, concerning strategic and concrete steps to simplify the bureaucracy.

The Bontang City Government's bureaucracy was simplified by streamlining the organization, streamlining positions, and fundamentally adjusting the work system, which transformed the way government works. Work systems previously tiered or hierarchical have become simple ones by prioritizing teamwork and focusing on results. By simplifying the bureaucracy, functional officials can be assigned in a changeable and flexible manner with accountable performance management (Dunleavy, 2013). ASN does not work in certain boxes but focuses on achieving organizational goals. With this working mechanism, employees must work more optimally according to their expertise to improve organizational performance. A relationship between bureaucratic simplification and organizational performance in the Bontang City Government impacts a more dynamic, agile, and professional bureaucracy to increase effectiveness and efficiency in supporting the performance of Bontang City government services to the public.

## **CONCLUSION**

The simplification of bureaucracy in the Bontang City Government looks at productivity, responsiveness, and accountability. In dimension work productivity, among others, is becoming more efficient and effective. Documents completed immediately according to SOP can be completed immediately on the same day; there is no need to wait for tomorrow or the day after tomorrow. Bureaucratic simplification in dimension responsiveness benefits includes employees becoming more responsive to work so that the implementation of services becomes fast and precise. Increase innovation services and the complaints have declined and Complaints about service are decreasing. While bureaucratic simplification in dimension accountability, among others, can provide services, motivating employees can help them develop themselves. Better and well-measured supervision from superiors, tiered supervision. Implementing the simplification of bureaucracy is beneficial for performance organization in the Bontang City Government. Thus, it can be concluded that productivity has increased compared to before the simplification of bureaucracy in the Bontang City Government. Organizational performance is better, so the implementation of community service is better.

Although this research has succeeded in revealing that the Bontang City Government has made serious efforts to simplify the bureaucratic structure, this research has limitations in the aspect of research methods that only emphasize the use of qualitative data, so the results of this study cannot describe the extent of the influence of bureaucratic simplification on accountability, productivity, and bureaucratic responsiveness measurably. Therefore, future research needs to use a mixed methods

approach, namely qualitative and quantitative.

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