

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

Kiki Uswari¹, Netty Herawati², Nurfitri Nugrahaningsih³

¹Postgraduate Program of Public Administration, Faculty of Social and Political Sciences, Tanjungpura University

²Department of Communication Program, Tanjungpura University

³Department of Political Program, Tanjungpura University

ABSTRACT: This study aims to determine or describe the factors that influence the Implementation of the Bureaucratic Simplification Policy through Job Equivalency in the Sambas Regency Government Environment which is less successful. This study was conducted from November 2024 to April 2025. The type of research used is descriptive with a qualitative approach. To analyze the problem, the author uses the theory of Van Meter and Van Horn. The results of the study indicate that the implementation of Bureaucratic Simplification through Job Equivalency in the Sambas Regency Government Environment is still less effective, this is because the size and objectives of the policy already exist but are not fully understood by the policy implementers, Resources supported by HR are sufficient but Financial Resources are limited, Characteristics of implementing organizations that do not understand their respective main tasks and functions, The attitude of implementers towards policy implementation, Communication between organizations that is less effective resulting in a lack of understanding of policy implementers, and the socio-economic, social and political environment that is less supportive of policy implementation. So that it is suggested that the size/objective of the existing policy should be fully understood by both policy implementers and policy makers, even though financial resources are limited, they still provide assistance to affected officials, the characteristics of the implementing organization that has been well-formed are maintained so that the expected goals are achieved, support from the leadership must be utilized properly by policy implementers, good communication must be maintained and improved in order to achieve maximum results, the need for support from the social, economic, social and political environment so that affected officials feel supported by the change in their status.

KEYWORDS: Implementation, Bureaucratic Simplification, Position Equivalence

INTRODUCTION

The discourse on streamlining structural positions has been around since 2020. Streamlining positions is one of the work priorities for the next 5 (five) years of the President and Vice President of the Republic of Indonesia which is stipulated through Presidential Regulation Number 18 of 2020 concerning the National Medium-Term Development Plan for 2020-2024. Streamlining positions includes 2 things, namely simplifying the bureaucracy into 2 (two) echelon levels and transferring structural positions to functional positions. The objectives of the bureaucratic simplification policy are; first, to build enthusiasm in accelerating the political decision-making process at all lines of ministries, institutions to the regional level, because so far there have been sectoral egos. Second, to create government accountability and third, to create a more effective and efficient bureaucracy. In general, the stages of bureaucratic simplification are carried out through identifying administrative positions in work units, mapping positions and administrative officials affected by bureaucratic simplification, mapping functional positions that can be occupied by affected officials, aligning functional position allowances with administrative allowances, and finally aligning functional position classes with administrative position classes. Furthermore, in its implementation, bureaucratic simplification is carried out through 3 (three) stages, namely: (1) simplification of the organizational structure; (2) equalization of positions; and (3) adjustment of the work system "(Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021)".

The number of civil servants in Sambas Regency in 2021 was 5,959, of which 9.97% held structural positions, consisting of 22 JPT Pratama (Primary) positions, 171 administrative positions, and 401 supervisory positions. (Sambas Regency Government ASN Statistics Book, 2021). As a manifestation of bureaucratic reform, the Sambas Regency Government has de-echelonized 202 civil servants, consisting of 200 Supervisory Officials and 2 Administrator Officials, to become functional officials, as stipulated in Sambas Regent Decree Number 821.29/26/BKPSDMAD-B of 2021 concerning Equivalency Appointments from Administrative

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

Positions to Functional Positions within the Sambas Regency Government. The objectives are: 1. Accelerating regional work programs; 2. Aligning regional apparatus nomenclature with regional planning and financial guidelines; 3.

Bureaucratic simplification; 4. Alignment of regional performance targets;

The focus of the research is "Factors that influence the Implementation of the Bureaucratic Simplification Policy through Equalization of Positions in the Sambas Regency Government Environment is less effective". With the formulation of the problem is "what are the factors that influence the Implementation of the Bureaucratic Simplification Policy through Equalization of Positions in the Sambas Regency Government Environment?". so that the research objectives to be achieved are to find out or describe the Implementation of the Bureaucratic Simplification Policy through Equalization of Positions in the Sambas Regency Government Environment and to find out or describe what factors influence the Implementation of the Bureaucratic Simplification Policy through Equalization of Positions in the Sambas Regency Government Environment.

LITERATURE REVIEW

In this study, the researcher drew on several sources of literature to further examine the implementation of the bureaucratic simplification policy through equalization of positions within the Sambas Regency Government, including:

The research concept definition provides a structured explanation of the research concept to be conducted. The concept definition consists of several variables selected as the focus of the research. The conceptual framework in this study explains the logical outline and pattern of the research framework to ensure the research is more focused, in line with the problem formulation and research objectives. It also demonstrates the research logic in explaining the research goals and objectives. Bureaucratic simplification is a government policy aimed at creating a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency in supporting the performance of government services to the public.

From the various definitions of public policy outlined in this study, it can be concluded that public policy must serve the public interest. Therefore, it can be concluded that public policy is a series of actions determined and implemented or not implemented by the government, which have a specific purpose or are oriented towards the benefit of the entire community, in order to solve public problems or in the public interest. Policies for doing something are usually embodied in provisions or laws enacted by the government, thus having a binding and coercive nature. Policy implementation is a study of policy studies that directs the process of implementing a policy. In practice, policy implementation is a very complex process and is often politically charged. Ripley and Franklin, as quoted in Winarno (2008:76), argue that implementation is what occurs after a law is enacted that authorizes a program, policy, benefit, or some type of tangible output. Bureaucracy plays a crucial role in the formulation, implementation, and oversight of various public policies, as well as in the evaluation of their performance.

There are three focuses of study in the theory of legal effectiveness, which include: 1. Success in implementation; 2. Failure in implementation; and 3. Influencing factors. Success in policy implementation means that the policy has achieved its intended purpose. The purpose of a policy is to regulate the interests of civil servants. If the policy is complied with and implemented by civil servants, the policy is considered effective or successful in its implementation. Failure in policy implementation means that the established policy provisions do not achieve their intended purpose or are unsuccessful in their implementation. Influencing factors can be examined in terms of success and failure. Influencing factors are factors that contribute to or influence the implementation and application of the policy.

METHOD

The author used a descriptive qualitative research approach. Qualitative policy research methods almost always utilize observation, interviews, communication, and documents to understand social phenomena and facts. Using descriptive qualitative analysis, the implementation of the bureaucratic simplification policy through equalization of positions within the Sambas Regency Government is described and analyzed by understanding the problematic phenomena and gathering information about them. The research location was the Sambas Regency Government..

The informants in this study were: a. The Head of the Sambas Regency Human Resources Development Agency (BKPSDMAD), as the Policy Implementation Officer (one person); b. The Head of the Human Resources Development Division of the BKPSDMAD, as the Technical Implementer (one person); c. The Junior Expert Policy Analyst, as the Sub-Coordinator for Institutional and Job Analysis in the Organizational Section of the Sambas Regency Regional Secretariat (one person); and d. Supervisory Officials equated to Functional Positions, as Civil Servants affected by the Bureaucratic Simplification Policy (two people).

RESULT AND DISCUSSION

Bureaucratic Simplification is part of the bureaucratic restructuring process, carried out through simplifying the organizational structure, equalizing positions, and adjusting the work system. The initial basis for implementing Bureaucratic Simplification emerged when the President of the Republic of Indonesia gave a speech at the plenary session of the People's Consultative Assembly of the Republic of Indonesia on October 20, 2019, one of whose directives was the need for bureaucratic simplification in

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

Ministries/Institutions and Regional Governments, which was then followed up with the Regulation of the Minister of Administrative and Bureaucratic Reform Number 17 of 2021 concerning the Equivalence of Administrative Positions into Functional Positions, which was promulgated on May 18, 2021. Not long after that, the Regulation of the Minister of Administrative and Bureaucratic Reform Number 25 of 2021 concerning the Simplification of Organizational Structure was promulgated on May 24, 2021.

Bureaucratic Simplification through Position Equivalency within the Sambas Regency Government was implemented on December 31, 2021, in accordance with Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 concerning the Equivalency of Administrative Positions into Functional Positions. The scope of the Administrative Position Equivalency within the Sambas Regency Government includes: a. Administrator/Echelon 3 Official Positions; and b. Supervisor/Echelon 4 Official Positions. with the following provisions: a. Administrator positions are equated to Functional Positions at the middle expert level; and b. Supervisor positions are equated to Functional Positions at the junior expert level.

The research results are discussed using the theory of Van Meter and van Horn (1975: 65) that policy performance is influenced by several variables or factors that influence policy implementation, namely:

1. Policy standards and targets/measures and objectives.

The success of the implementation of the Bureaucratic Simplification Policy through Job Equivalency within the Sambas Regency Government can be measured by the policy's measures/objectives being realistic and relevant to the socio-cultural conditions at the policy implementation level. Achieving the objectives of a policy implementation requires affirmation of the specific standards/measures and objectives that must be achieved by the policy implementer. The policy size/objective of the Bureaucratic Simplification policy through Position Equivalency within the Sambas Regency Government is stated in the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 concerning the Equivalency of Administrative Positions into Functional Positions and the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021 concerning the Simplification of Organizational Structures which were then implemented through the Decree of the Regent of Sambas Number 821.29/26/BKPSDMAD-B of 2021 concerning the Appointment of Equivalency from Administrative Positions into Functional Positions within the Sambas Regency Government, although the implementation has been carried out in accordance with applicable regulations, but in the regions, especially Sambas Regency still faces obstacles, this is because all the regulations issued have not been reviewed in advance. Although there are minimal obstacles in the central government, they will still not be the same as conditions in the regions. Conditions in the central government cannot be the same as conditions in the regional governments in all aspects. Moreover, the regulations issued seem to be chasing targets so that in-depth reviews have not been carried out.

2. Resources.

According to Van Meter Van Horn in Agustino (2022:151), the success of the policy implementation process depends heavily on the ability to utilize available resources. In terms of human resources, the implementation of this bureaucratic simplification policy is strongly supported by expert personnel in their respective fields, starting from the Organizational Section of the Sambas Regency Regional Secretariat, which has been responsive in processing every incoming letter from the ministry and following up on them, to the Sambas Regency BKPSDMAD, as the Regional Apparatus that facilitates the appointment and inauguration of Supervisory Officials who are equated to Functional Positions. However, in terms of financial resources, obstacles were encountered during the policy implementation process, such as inadequate budgeting for socialization activities and technical guidance for affected participants, resulting in uneven distribution of socialization to all affected officials. Despite the limited resources available, both in terms of human resources and financial resources, the Sambas district government continues to carry out its duties, especially the relevant regional apparatus, which continues to make maximum efforts in providing information to affected officials in the form of socialization regarding Bureaucratic Simplification through Position Equivalency within the Sambas District Government in the form of face-to-face meetings (offline) and meetings via Zoom media (online).

3. Characteristics of the Implementing Organization

The characteristics of the implementing organization in public policy implementation are crucial for a policy. To achieve optimal results, policy implementation requires an understanding of the characteristics of the implementing position, including the bureaucratic structure, norms, and relationship patterns within the bureaucracy. The characteristics of the implementing organization are crucial for the successful implementation of the Bureaucratic Simplification Policy through Position Equivalency within the Sambas Regency Government. This is because the implementing organization has a strong organizational structure, such as a head assisted by a division head, a division head assisted by functional staff, and an implementing team within the organization.

4. Attitudes of the Implementers:

The success or failure of a policy is influenced by the attitudes of its implementers. The implementers' attitudes toward the Bureaucratic Simplification Policy through Job Equivalency within the Sambas Regency Government are highly supportive, as this policy will bring about significant changes to the Indonesian bureaucracy, aiming to accelerate decision-making as an effort to improve public services. At the very least, this will minimize the public service problems frequently encountered in the field. The

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

Organizational Section of the Sambas Regency Regional Secretariat continues to coordinate with the provincial and central governments to obtain comprehensive information on policy implementation.

5. Communication between related organizations and implementation activities.

Those responsible for achieving policy standards and objectives must therefore be communicated to implementers. Communication, in the context of conveying information to policy implementers regarding standards and objectives, must be consistent and uniform across various sources. Without clarity, consistency, and uniformity regarding policy standards and objectives, achieving them will be difficult. With such clarity, policy implementers can understand what is expected of them and what to do. In a public organization, for example, a local government, communication is often a difficult and complex process. Communication between policy implementers regarding the implementation of the Bureaucratic Simplification Policy through Equalization of Positions within the Sambas Regency Government has been very effective, with a series of activities including joint meetings with all stakeholders and other activities, including identifying supervisory positions based on job descriptions and job descriptions. with Functional Positions regarding the duties and functions of positions affected by the equalization, including coordination with the West Kalimantan Provincial Government. Although in reality, it was found in the field that information was conveyed to affected officials, many did not fully understand the implementation of the policy, and implementing officials were very limited at the beginning of the policy's implementation in conveying information about this policy, especially regarding the mechanisms within the policy itself, for example, the lack of knowledge in conveying information related to the functional positions themselves. The information conveyed was only limited to initial information about the Bureaucratic Simplification Policy through Position Equalization within the Sambas Regency Government Environment.

6. Social, economic, and political environment.

The social, economic, and political environment significantly influences an organization's willingness and ability to support its structures, the vitality and expertise of administrative bodies, and the level of political support they command. Environmental conditions can cause policy implementers to change their policy choices. The social, economic, and political environment is seen as having a direct influence on the behavior of officials affected by bureaucratic simplification within the Sambas Regency Government. The social, economic, and political environment significantly impacts affected officials, as they need time to adjust to their daily work rhythms, shifting from structural to functional positions.

CONCLUSIONS

Based on the research results, the author can conclude the following:

1. The policy's dimensions/objectives are one of the factors influencing the implementation of bureaucratic simplification through equalization of positions within the Sambas Regency Government. Because the implementation of bureaucratic simplification is not solely the responsibility of the Sambas Regency BKPSDMAD, as the regional agency implementing the policy, but also involves other regional agencies in its implementation, clear dimensions/objectives are needed to serve as guidelines for both policy implementers and affected officials in other regional agencies. A good understanding by policy implementers will have a positive impact on the implementation of bureaucratic simplification in the Sambas Regency Government and will maximize the achievement of objectives.
2. Resources are one of the factors influencing the implementation of bureaucratic simplification through equalization of positions within the Sambas Regency Government. Human and financial resources significantly influence the policy of bureaucratic simplification through equalization of positions within the Sambas Regency Government. The human resources employed by policy implementers are already adequate, as evidenced by the policy's successful implementation, which can achieve the specified timeframe.
3. The characteristics of the implementing organization are one of the factors that influence the Implementation of the Bureaucratic Simplification Policy through Position Equivalence in the Sambas Regency Government Environment. Policy implementers play an important role in determining the direction and results achieved. The Sambas Regency BKPSDMAD in collaboration with the Organizational Section of the Sambas Regency Regional Secretariat is a regional apparatus that implements the bureaucratic simplification policy through position equalization in the Sambas Regency Government Environment, has resources and structures ranging from agency heads and section heads to staff who support each other, good relationships and good teamwork, from top to bottom and bottom to top so that with such conditions it creates a good and comfortable work pattern with high work enthusiasm in completing tasks including the implementation of the bureaucratic simplification policy through position equalization in the Sambas Regency Government Environment.
4. The attitude of the implementers is one of the factors influencing the implementation of the Bureaucratic Simplification Policy through Position Equivalency within the Sambas Regency Government. This is significantly influenced by the Sambas Regent's strong support for the implementation of the Bureaucratic Simplification Policy through Position Equivalency within the Sambas Regency Government. This in turn impacts the policy implementers during the implementation process, ensuring the policy runs smoothly and on time according to the specified timeframe.

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

5. Communication between related organizations and implementation activities is one of the supporting factors influencing the implementation of the Bureaucratic Simplification Policy through Position Equivalency within the Sambas Regency Government. This is because the policy implementation involves more than one implementing organization but involves all Regional Apparatus organizations. In the Implementation of the Bureaucratic Simplification Policy through Position Equalization in the Sambas Regency Government Environment, there is a division of duties and functions in its implementation, especially between the Sambas Regency BKPSDMAD and the Organizational Section of the Sambas Regency Regional Secretariat so that it requires intense communication regarding the implementation of this policy. Good communication will produce good and targeted goals, as well as for regional apparatus whose supervisory officials are affected by the position equalization, the information conveyed by the policy implementers will be conveyed well and clearly.
6. The social, economic, social and political environment is one of the factors that greatly influences the Implementation of the Bureaucratic Simplification Policy through Position Equalization in the Sambas Regency Government Environment. The social, economic, social and political environment greatly influences the success of the policy because the affected officials are still carried away by their old work system, namely serving as structural officials, slow adjustments due to a lack of understanding of the new positions held, the main tasks and functions as functional officials have not been fully implemented due to the lack of socialization by the policy implementers and welfare that is not immediately adjusted makes the main factor for the affected supervisory officials to decline in performance.

REFERENCES

Journal :

- 1) Erwin Sunaryo1 and , Abu Tholib,dkk. "Optimalisasi Kinerja Pegawai Hasil Penyetaraan Jabatan Fungsional Non Dosen Di Lingkungan Universitas Jenderal Soedirman Purwokerto." *Universitas Jenderal Soedirman* (Oktober 2021): 548–553.
- 2) Fitrianingrum, Lia, Dina Lusyana, and Jl Cisit No. "Pengembangan Karier Jabatan Fungsional Dari Hasil Penyetaraan Jabatan Administrasi: Analisis Implementasi Dan Tantangan" 14 (2020): 12.
- 3) Gumay, Muhammad Fariz, and Tedi Sudrajat. "Kebijakan Penyederhanaan Birokrasi Yang Berimplikasi Penataan Jabatan Menurut Undang-Undang Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara" (n.d.): 12.
- 4) Idris Patarai, Muhammad. "Desentralisasi Kebijakan dalam Otonomi Daerah." *Jurnal Sosial Teknologi* 1, no. 11 (November 15, 2021): 1406–1417.
- 5) Lalamafu, Polikarpus. *Kebijakan Pemerintah Daerah Dalam Mengalihkan Jabatan Fungsional Ke Jabatan Struktural*.
- 6) Preprint. Thesis Commons, June 28, 2021. Accessed August 14, 2022. <https://osf.io/sb3w5>.

Books :

- 1) Leo Agustino, Ph.D. 2017. *Dasar-dasar Kebijakan Publik*. Bandung : ALFABETA, cv.
- 2) Prof. Dr. Sugiyono. 2012. *Memahami Penelitian Kualitatif*. Bandung : ALFABETA, cv.
- 3) Prof. Dr. H. Endang Soetari, A.D., M.Si. *Kebijakan Publik*. Bandung : PUSTAKA SETIA, cv.
- 4) Badan Kepegawaian Negara. Buku Statistik PNS. Jakarta: Deputi Bidang Sistem Informasi Kepegawaian Badan Kepegawaian Negara
- 5) Creswell, John W. 2016. *Research Design : Pendekatan Metode Kualitatif, Kuantitatif dan Campuran*. Edisi Keempat (Cetakan Kesatu). Yogyakarta : Pustaka pelajar
- 6) Arikunto, Suharsimi. (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta : PT Rineka Cipta.
- 7) Widodo. 2013. *Analisis kebijakan public: konsep dan aplikasi analisis proses kebijakan public*. Malang : Bayu media.
- 8) Grindle, Merilee S. 1980. *Politics and Policy Implementation in The Third World*. Princnton University Press. New Jersey.
- 9) George Edward III, 1980, Teori Implementasi Kebijakan.
- 10) Carl Van Horn dan Donal Van Meter. 1975. *Model-model dalam Kebijakan Implementasi*. Yogyakarta.

Local Government Documents:

- 1) Undang-Undang Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara.
- 2) Peraturan Presiden Nomor 18 Tahun 2020 tentang Rencana Pembangunan Jangka Menengah Nasional Tahun 2020-2024.
- 3) Peraturan Menteri (Permen) PANRB Nomor 28 Tahun 2019 tentang Penyetaraan Jabatan Administrasi Ke Dalam Jabatan Fungsional.
- 4) Peraturan Menteri (Permen) PANRB Nomor 17 Tahun 2021 tentang Penyetaraan Jabatan Administrasi ke dalam Jabatan Fungsional.
- 5) Peraturan Menteri (Permen) PANRB Nomor 25 Tahun 2021 tentang Penyederhanaan Struktur Organisasi.
- 6) Peraturan Menteri (Permen) PANRB Nomor 7 Tahun 2022 Tentang Sistem Kerja Pada Instansi Pemerintah.
- 7) Surat Edaran Menteri PAN RB Nomor 382 s.d. 393 Tahun 2019 tentang Langkah Strategis dan Konkret Penyederhanaan Birokrasi.

Bureaucracy Simplification Through Position Equalization in the Sambas Regency Government

- 8) Keputusan Menteri PAN dan RB Nomor 998 Tahun 2021 tentang Standar Penyetaraan Jabatan dan Jenis Jabatan dalam Penyetaraan Jabatan Administrasi ke Dalam Jabatan Fungsional bagi Instansi Daerah.
- 9) Keputusan Bupati Sambas Nomor 821.29/ 26 /BKPSDMAD-B Tahun 2021 tentang Pengangkatan Penyetaraan dari Jabatan Administrasi ke Dalam Jabatan Fungsional di Lingkungan Pemerintah Kabupaten Sambas.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.