

IMPLEMENTATION OF THE ROAD MAP POLICY FOR BUREAUCRATIC REFORM AT THE INSTANTIONAL LEVEL

(Study at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province)

Reski Melyana Melamba ¹, Soesilo Zauhar ², Ainul Hayat ³

¹reskimelyanamelamba4521@gmail.com, ²soesilozfia@ub.ac.id, ³ainul_h_fia@ub.ac.id

Program Magister Ilmu Administrasi Publik, Fakultas Ilmu Administrasi
Universitas Brawijaya, Malang, Jawa Timur, Indonesia^{1,2,3}

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Abstract

Bureaucratic reform has become a very important concept in government administration. In Indonesia, bureaucratic reform has been ongoing for two decades and is systematically regulated through Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform for 2010-2024 with the aim of achieving a World Class Bureaucracy by 2025. However, in its implementation, the bureaucratic reform policy is ongoing to date. This has not yet shown an impact on improving governance and achieving development targets, especially in regional governments (Hermawan et al, 2020). According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, the number of regional governments that have implemented bureaucratic reform programs is 200 out of 500. This is because bureaucratic reform regulations are too complicated, even though there has been a system approach that has been developed, the implementation of bureaucratic reform policies has not yet been implemented. running as expected (Dwiyanto, 2015). This research focuses on the implementation of the bureaucratic reform road map policy at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. The results of the research show that the implementation of the bureaucratic reform road map policy at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has not been effective and has not been completed in several areas of change analyzed, although several areas of change have shown relatively good progress, there are still several aspects that need to be implemented. has not been effective and reached the optimal level as expected.

I. Introduction

Bureaucratic reform has become a very important concept in government administration. Experience in various countries shows that success in advancing a country is very dependent on the ability to manage bureaucratic reform optimally. Even for developed countries, bureaucratic reform is a process that never stops and always continues (Prasojo & Rudita, 2014). In Indonesia, bureaucratic reform has been ongoing for two decades and is systematically regulated through Presidential Regulation Number 81 of 2010 concerning *Grand Design for Bureaucratic Reform for 2010-2024* aimed at achieving a World Class Bureaucracy by 2025. Bureaucratic reform policy is an effort to make fundamental changes in a bureaucratic system. aims to change long-standing structures, behavior and existence or habits (Sugiyanto, 2022). However, in its implementation, the bureaucratic reform policy that has been ongoing to date has not shown an impact on improving governance and achieving development targets, especially in regional governments (Hermawan et al, 2020).

According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, the number of regional governments that have implemented bureaucratic reform programs is 200 out of 500. This is because bureaucratic reform regulations are too complicated, even though there has been a system approach that has been developed, the implementation of bureaucratic reform policies has not yet been implemented. as expected (Dwiyanto, 2015). There are factors that cause bureaucratic reform in Indonesia to not be optimal, namely resistance to the bureaucratic reform agenda, formality of bureaucratic reform, deviation from the bureaucratic reform agenda by individuals, and bureaucratic reform that is compromised (Pratama, 2017). Apart from that, the lack of awareness of the implementation of bureaucratic reform at the regional government level, the bureaucracy at the regional government level is not reformed, the organizational culture is still traditional-patrimonial causing the bureaucratic reform process to not follow the trajectory of *the Weberian state* or *neo-Weberian state* (models for building bureaucracy with instruments that are rational, efficient, responsive, accountable and affirmative in law) (Amir, 2015).

So far, strategic issues and development targets in the Regional Medium Term Development Plan have not become direct references for regional governments in preparing bureaucratic reform programs (Hermawan et al, 2020), so that bureaucratic reform carried out at the regional government level has not brought direct changes to achievement development targets (*outcomes*) . However, it focuses on efforts to fulfill administrative obligations only and is oriented towards increasing remuneration (Dwiyanto, 2015). According to Iqbal et al. (2020), not a single regional government in Indonesia has succeeded in implementing all the principles of bureaucratic reform. This failure was caused by the weakness of policy makers in providing support for regional

governments and regional governments failing to follow the principles of bureaucratic reform. Data regarding the low level of regional governments implementing bureaucratic reform and the Regional Medium Term Development Plan not yet being a direct reference for regional governments in preparing bureaucratic reform programs shows that the implementation of the bureaucratic reform road map policy is still a problem that needs to be investigated.

The Regional Government of Konawe Regency, Southeast Sulawesi Province, like many other regions, views bureaucratic reform as a crucial issue in efforts to improve the quality of public services. The Regional Government of Konawe Regency, Southeast Sulawesi Province, in response to the implementation of bureaucratic reform, has created a road map for bureaucratic reform for the Regional Government of Konawe Regency, stage 1 for 2015 - 2019 and stage 2 for 2021 - 2025. Bureaucratic reform for the Regional Government of Konawe Regency, Southeast Sulawesi Province has been going on for eight years . However, until now the implementation of the bureaucratic reform road map policy is still far from successful because it has not had a direct impact on achieving development targets. Apart from that, the road map for bureaucratic reform of the Regional Government of Konawe Regency, Southeast Sulawesi Province for 2020 - 2024, on the planning side, has not yet optimally accelerated good governance. This can be seen from various leverage indicators which are still at a very low level and on the The community feels that implementation has not been optimal, such as concrete performance for the community, public services, and reducing the practice of Corruption Collusion Nepotism (KKN).

Problems that occur in the implementation of the bureaucratic reform road map policy of the Regional Government of Konawe Regency, Southeast Sulawesi Province, at the upstream level, namely the understanding of the concept and implementation of bureaucratic reform which is still limited, the bureaucratic reform road map prepared is not relevant to conditions in the regional government, and the agenda bureaucratic reform has not been internalized in regional planning and budgeting, while at the downstream level, namely weak commitment by *stakeholders* who have direct authority, the correct system scenario is not running, and efforts to intervene in the national development agenda (poverty reduction, *stunting reduction* , and control inflation) has not really been implemented systematically, so the impact is not fully visible. Thus, the implementation of the bureaucratic reform road map policy is still not effective because bureaucratic reform activities in the Konawe Regency Regional Government agency, Southeast Sulawesi Province have not yet targeted efforts to resolve the agency's strategic problems and most of the bureaucratic reform activities are still in the nature of making inward changes . *looking*) , so it is more of a mere formality. Therefore, this research aims to analyze the gap between normative expectations and empirical facts from the Implementation of the Bureaucratic Reform Road Map Policy at the Institutional

Level (Study at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province).

LITERATURE REVIEW

A. Public policy

Public policy is the study of what the government does, why the government takes these policies, and what the consequences of these policies are (Parsons, 2006). According to WI Jenkins (1978), public policy is a decision that is interconnected with the goals that have been chosen and the ways to achieve them in a situation. In principle, this decision is still within the limits of the actor's authority.

According to Tangkilisan (2013:2) states that public policy is a number of government activities to solve problems in society, either directly or through various institutions that influence people's lives. *Policies* or policies are contained in official documents, even in several forms of legal regulations, such as laws, presidential regulations, presidential decrees, ministerial regulations, regional regulations, etc. "(Lubis, 2007: 5). Public policy is a decision intended to overcome certain problems to carry out certain activities or to achieve certain goals carried out by authorized agencies (Mustopadidjaja, 2003). Thus, public policy is a series of decisions and actions taken by the government to realize certain goals in society, solve problems in society and the impact reaches or is felt by all levels of society.

B. Bureaucratic Reform

business processes) and *human resources* aspects of the apparatus (Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, 2009) . However, the implementation of bureaucratic reforms often brings undesirable consequences. New reforms inspired by public management aimed at weakening powerful bureaucratic elites have ironically resulted in bureaucratic augmentation. This is because it is usually bureaucrats who design and manage the administrative reform process. Elite bureaucrats and define, operationalize, and implement specific reform measures (Kim & Han, 2015).

According to Zauhar (2019) defines administrative reform as a conscious and planned effort to change bureaucratic structures and procedures and bureaucrat behavior, in order to increase organizational effectiveness or create a healthy administration and ensure the achievement of national development goals. Bureaucratic reform is needed so that the bureaucracy as part of the government administration institution always places the public interest as commander in chief. The bureaucracy and apparatus must care about the public interest and always make the public interest the main criterion in decision making (Dwiyanto, 2011:317). Thus, bureaucratic reform is a gradual and systematic rearrangement of the main government functions in *a correct* and *perfect* manner for the smooth utilization of state apparatus whose quality is increasing, including efficient institutions with clear (transparent) management, professional human resources, high accountability. to the community, and

produce excellent public servants.

C. Local government

According to Law Number 23 of 2014 concerning Regional Government, it is stated that regional government is the administration of government affairs by regional government and regional people's representative councils according to the principle of autonomy and assistance duties with the principle of the widest possible autonomy within the system and principles of the Unitary State of the Republic of Indonesia as intended in the 1945 Constitution of the Republic of Indonesia. In this case the regional government is the regional head as an element regional government administrators who lead the implementation of government affairs which fall under the authority of autonomous regions.

Muttalib and Khan (1982:2-18), comprehensively understand the meaning of the concept of *local governance*. It can be concluded that conceptually *local government* must be interpreted multidimensionally, including: (1) social dimensions; (2) economic dimension;

(3) geographical dimension; (4) legal dimension; (5) political dimension; and (6) administrative dimensions. Thus, regional government institutions in Indonesia can be interpreted as organs and tend to be included in *the strong mayor-council form*, or tend to be in the form of *the strong mayor-council with chief executive officer*. This can be seen from the existence of the Regional Head (governor, regent or mayor) as the equivalent of major and the Regional People's Representative Council as the embodiment of *the council*. Regarding the government functions carried out, they are multi or *general purpose local authorities* because regional government institutions carry out various government functions. Regional apparatus is an autonomous regional bureaucracy whose filling process is based on appointment *and* is closed to political parties.

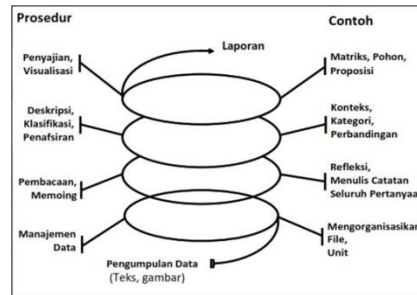
D. Local Government Bureaucracy

Regional government bureaucracy as an object of study is seen from a theoretical perspective regarding bureaucracy. According to Weber (1992), bureaucratic principles in the perspective of bureaucratic theory generally begin with *reviewing* bureaucratic principles which are identical to classical bureaucratic theory, which is one of the main theories that influences all bureaucratic organs in almost every country today. Weber's ideas regarding rational bureaucracy are embraced by almost all governments, both democratic and authoritarian. According to Muttalib and Khan (1982), issues related to *local bureaucracy* are crucial factors in efforts to improve the performance of regional government. Therefore, demands for a *local bureaucracy reform agenda* in regional government are increasing. The demands of *the local bureaucracy reform agenda*, especially issues related to public services at the local level, such as *local civil service*. This is what causes the position of local civil servants

to become very vital. In other words, *local civil servants* can be likened to *the spinal cord* for the entire organization. Thus, the regional government bureaucracy in countries that adhere to a weak democratic tradition (*weak local council*), the bureaucracy becomes more dominant and the legislative body is weak, so that competition becomes unhealthy and damages democratic values. Apart from that, the positive impact of a weak democratic tradition pattern causes bureaucratic performance to be high. However, there are negative impacts, such as dependence on the central government which is very high and has strong control over the bureaucracy.

2. Research Method

The type of research used in this research is qualitative research. The approach or grand design used in this research is a descriptive approach. The focus of the research is qualitative research which is closely related to the formulation of the problem because the research problem becomes a reference in determining the focus of the research, namely the implementation of the bureaucratic reform road map policy at the institutional level by reviewing several indicators of the unit of analysis, namely institutional structuring, management structuring, human resource/apparatus structuring , accountability, and public service. The location in the research is the Regional Secretariat which is located at Jalan Inolobu Nggadue, Unaaha District, Konawe Regency, Southeast Sulawesi Province. The sources in this research are primary data and secondary data. The selection of primary data involved key informants through purposive sampling techniques, namely the Regional Secretary, Head of Organizational Section and Personnel, Head of Institutional and Job Analysis Sub-Division, Head of Management Sub-Division, Head of Performance Development Sub-Division, and 5 Informants representing Stakeholders or Employees of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. Secondary data in this research, namely Presidential Regulation Number 81 of 2010 concerning Grand Design of Bureaucratic Reform for 2010-2024, Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 3 of 2023 concerning Amendments to Regulation of the Minister for Empowerment of State Apparatus, and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2020 concerning the Road Map for Bureaucratic Reform for 2020-2024, and the Road Map for Bureaucratic Reform for the Regional Government of Konawe Regency for 2020-2024. The data collection methods in this research are in-depth interviews, observation and documentation. In this research, the spiral model data analysis technique proposed by Creswell (2007) is used as in the following figure:



Spiral Model Data Analysis Technique
= Source: Creswell (2007)

3. Results and Discussion

Implementation of the Bureaucratic Reform Road Map Policy at the Institutional Level at the Regional Secretariat of Konawe Regency

Implementation of the bureaucratic reform road map in the context of the bureaucratic reform policy of the Regional Government of Konawe Regency, Southeast Sulawesi Province, in the following section the implementation aspects of the bureaucratic reform road map are described, namely related to conditions: (1) Institutional Arrangement; (2) Management Arrangements; (3) Arrangement of Human Resources/Apparatus; (4) Accountability; (5) Public services. Then, some data and information from the researcher's interviews with informants are also presented which are related to the focus of implementing the bureaucratic reform road map at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province.

1. Institutional Arrangement

The institutional arrangement of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province as a topic of discussion, seen from various focuses, has quite broad dimensions. Therefore, in relation to the theme of regional government bureaucratic reform policy, it is limited to 2 sub-indicators, namely simplification of organizational structure and adjustment of work systems.

a. Simplification of Organizational Structure

The implementation of simplifying the organizational structure at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has been carried out as part of efforts to increase efficiency and effectiveness in the delivery of public services. The implementation process has been carried out through various stages, starting from identifying needs to designing and implementing changes. The step in the implementation process is to carry out an in-depth evaluation of the existing organizational structure, including identifying areas where there is overlap or duplication of work, as well as evaluating the effectiveness of units in achieving strategic goals. This shows that there is awareness of the importance of the current

condition of the organization as a basis for making changes.

The implementation of the simplification of the organizational structure is also carried out in accordance with the regulations/provisions contained in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 3 of 2023 concerning Amendments to the Regulation of the Minister for Empowerment of State Apparatus for Bureaucratic Simplification. This shows the organization's commitment to improving the efficiency and effectiveness of the bureaucracy of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. Thus, bureaucratic reform within the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province in terms of structure simplification is still not complete, there is still some potential for complexity and overlap in the organizational structure of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province, especially related to mapping the division of tasks & responsibilities between sub-sections that are still unclear, as well as in the coordination function between several sections and sub-sections.

b. Work System Adjustments

The informant stated that various efforts had been made to adjust the work system at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. This shows that there is awareness and commitment to carry out bureaucratic reform to increase work efficiency and effectiveness at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. On the other hand, informants identified the adoption of an Electronic-Based Government System (SPBE) as one aspect of the new work mechanism that has not yet been completed. Obstacles faced include inadequate technological infrastructure, employee readiness to face change, and policies that do not fully support the use of digital technology.

Apart from that, there are still challenges in terms of employee readiness to face change. Even though training has been carried out regarding the use of digital technology, there are still some employees who experience difficulties in adapting to changes and making optimal use of technology in their daily work. Informants also mentioned obstacles related to policies that do not fully support the use of digital technology. Several policies are not appropriate or adequate to support the effective implementation of the Electronic-Based Government System (SPBE). Thus, the implementation of bureaucratic reform at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province in the area of work system adjustments is still not complete. Even though there has been progress in adapting work systems, there is still a gap between actual conditions and the desired targets. The level of implementation of the new work system and work flexibility for the State Civil Service is in the quite good category, but has not yet reached the expected optimal level. Likewise, the Electronic Based Government System Index (SPBE) value indicator is in the poor category. This shows that the implementation of agile digital governance in the organizational environment at the Regional

Secretariat of Konawe Regency, Southeast Sulawesi Province still requires improvement.

2. Management Arrangements

The management of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province as a topic of discussion, seen from various focuses, has quite broad dimensions. Therefore, in relation to the policy context of regional government bureaucratic reform, it is limited to 2 sub-indicators, namely simplification of work mechanisms and structuring of work procedures.

a. Simplification of Working Mechanisms

The Regional Secretariat of Konawe Regency, Southeast Sulawesi Province in implementing simplification of work mechanisms as part of efforts to increase efficiency and effectiveness as well as positive impacts after simplifying work mechanisms. This is because there is still room for further improvement, especially in terms of optimizing the use of information technology in work mechanisms, so organizations still need to develop and update the information technology systems used so that they can better support work processes by optimizing the use of information technology. can speed up workflows, improve internal communications, and increase data accessibility.

The Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has not implemented a work system as proven by documents that have been determined by the agency leadership. then adjustments to business processes and organizational Standard Operating Procedures have also not been documented in documents that have been determined referring to work systems to simplify bureaucracy, then documents for designing work systems within the agency have also not been documented and updated. Thus, bureaucratic reform in the area of simplifying work mechanisms at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has been implemented, but is still not complete. Although there has been progress, there is still room for further improvement. The business process map has not been completely prepared taking into account tasks and functions because there are still internal challenges in simplification, namely to improve coordination between work units and ensure that work procedures are well documented. In addition, optimizing the use of information technology needs to be a focus in efforts to increase the efficiency and effectiveness of organizational work mechanisms.

b. Structuring Work Procedures

The arrangement of work procedures at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province is still in the development process and has not yet been reviewed. Several efforts have been made to standardize, especially in routine and structured processes. However, there is still room for improvement/review or renewal, especially in identifying complex procedures and

improving less efficient workflows.

One of the main obstacles is the lack of employee involvement and awareness regarding the Standard Operating Procedures that have been created because many employees do not fully understand the existing Standard Operating Procedures or do not even know they exist. This causes the procedures that should be carried out to not be carried out properly. The lack of employee involvement and awareness indicates a need to improve understanding and communication regarding existing Standard Operating Procedures. Thus, the implementation of bureaucratic reform in the area of structuring work procedures at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province is still ineffective and incomplete because there are weaknesses in structuring work procedures both in the preparation, documentation, distribution and effective communication of Standard Operating Procedures to employees. Some Standard Operating Procedures are incomplete, poorly documented, and rarely used. The physical arrangement and organization of Standard Operating Procedure documents is not yet optimal. The implementation of Standard Operating Procedures has not been accompanied by periodic evaluation activities to assess the suitability and accuracy of Standard Operating Procedures with current conditions.

3. Arrangement of Human Resources/Apparatus

The arrangement of Human Resources/Regional Secretariat Apparatus, Konawe Regency, Southeast Sulawesi Province as a topic of discussion, seen from various focuses, has quite broad dimensions. Therefore, in relation to the policy context of regional government bureaucratic reform, it is limited to 2 sub-indicators, namely ASN performance management and implementation of ASN core values.

a. ASN Performance Management

The implementation of bureaucratic reform in managing ASN performance in the Regional Secretariat Apparatus of Konawe Regency, Southeast Sulawesi Province is considered to have made progress. Several steps have been taken, including performance planning, implementation, monitoring and coaching performance, evaluating performance assessments, and following up on performance evaluation results. Even though there has been progress, there are still challenges faced in implementing bureaucratic reform related to managing ASN performance in the Regional Secretariat Apparatus of Konawe Regency, Southeast Sulawesi Province.

Implementation of employee performance management at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province still faces a number of challenges. First, in performance planning, there are still difficulties in determining specific, measurable, affordable, relevant and timely performance indicators for each ASN position at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. This lack of clarity in determining performance indicators can prevent

employees from understanding what is expected of them and affect overall performance achievement. Second, in implementing performance management, the periodic reporting system which should be a means of facilitating monitoring and evaluation of ASN performance has not been implemented effectively. Third, there are obstacles in reporting performance achievements by employees. Many ASNs do not comply with the obligation to regularly report their performance achievements based on predetermined indicators. Fourth, the lack of an adequate performance management information system is also an obstacle in managing employee performance at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. Lastly, ASN performance assessments, both qualitative and quantitative, are still carried out manually. This manual reporting can cause errors and inaccuracies in data processing, as well as lengthen the time and effort required for the assessment process. Thus, the conditions for implementing bureaucratic reform in managing ASN performance at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province are still not complete and face several challenges. The lack of clear and measurable performance indicators as well as the lack of an effective monitoring, supervision and reporting system, as well as an adequate performance management information system are the main factors that need to be considered in efforts to improve the implementation of bureaucratic reform in the area of ASN performance management.

b. Implementation of ASN Core Values

Implementation of bureaucratic reform that focuses on implementing the ASN Core Values of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province is able to strengthen a good work culture, improve the quality of public services, and achieve expected government standards. This will certainly provide great benefits for the community/public and strengthen good governance at the local level.

Even though the work culture contained in the Core Values has been socialized to all ministries/institutions including the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province, it has not been properly internalized by the Regional Secretariat organization of Konawe Regency, Southeast Sulawesi Province. There are several factors that cause this, including a lack of in-depth understanding of the meaning of these values by ASNs. Even though ASNs may already know the Core Values of Morals formally, they

have not fully understood and internalized these values into their work principles. This is due to the lack of an adequate training agenda and lack of effective communication in exploring the meaning, relevance and application of Core Values to the context of their work (employees) at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. Thus, the implementation of ASN core values at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province

is still not running effectively & has not been completed, the Regional Secretariat of Konawe Regency has not been optimal in making more intensive efforts to increase employee awareness and understanding of ASN's core values regarding Moral Values. and communicating the consequences of violating these values. Training and education regarding work ethics and integrity have also not been provided massively to employees. Apart from that, an effective monitoring system and complaint mechanism has not yet been built to ensure that the implementation of ASN's core values of Moral Values is adhered to consistently and provide strict sanctions for violations, feedback and reward mechanisms that encourage employees to be actively involved in implementing the core. value has not yet been designed and implemented.

4. Accountability

Accountability as a topic of discussion, seen from various focuses, has quite broad dimensions. Therefore, in relation to the policy context of regional government bureaucratic reform, it is limited to 2 sub-indicators, namely the implementation of the Government Agency Accountability System (SAKIP) and performance reporting.

a. Implementation of the Government Agency Performance Accountability System (SAKIP)

In the context of implementing bureaucratic reform in the SAKIP implementation area, the achievement of financial accountability which received the title of Fair Without Exception over the last 2 years shows progress in bureaucratic reform efforts. This indicates that Regional Government agencies including the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province have been quite successful in improving quality and accountability in financial management and implementing practices that are in accordance with accounting standards and good governance.

Concrete steps taken by the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province to strengthen their accountability. One of the steps highlighted is the integration of planning, budgeting and performance reporting systems, which are in line with the financial accountability system. In this context, the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province ensures that every step in the budget and performance management cycle is connected and mutually supportive. Preparation of documents supporting the government agency accountability system has been carried out by the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. This shows that there is awareness and recognition of the importance of preparing these documents in increasing accountability at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province. Then the existing publication policy at the Regional Secretariat of

Konawe Regency, Southeast Sulawesi Province is inadequate in terms of transparency and openness. Accountability documents that should be available to the public are not easily accessible or provided online. This creates obstacles for the public to obtain relevant information and limits public participation in monitoring and providing feedback regarding the implementation of bureaucratic reform in the area of accountability. Thus, limited public access to accountability information/documents at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has certainly limited public participation in monitoring and providing feedback regarding the implementation of bureaucratic reform in the SAKIP implementation area. Lack of adequate space to publish documents

accountability and lack of efforts to build clear links between publication policies and the official information delivery channels of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province, shows a lack of changes in systems and work practices that support transparency and accountability.

b. Performance Reporting

There is a commitment from the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province to carry out bureaucratic reform in performance reporting. In the context of implementing bureaucratic reform, timely, transparent and accountable performance reporting is an important basis for achieving broader reform goals. However, a number of challenges also exist in implementing bureaucratic reform in the performance reporting area at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province.

Bureaucratic reform emphasizes the importance of transparency in performance reporting. Reports must provide clear, detailed and easy-to-understand information for stakeholders. Apart from that, openness in presenting data and information is also important to increase public trust in organizational performance. However, during observations made on the Performance Accountability Report document of the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province, it was found that the level of transparency in reporting was still weak because they often experienced difficulties in collecting data from work units spread across various parts. This shows that there are obstacles in coordinating and collecting information needed for performance reporting. There are obstacles in communicating performance reporting at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province which can affect the effectiveness of implementing bureaucratic reforms related to performance reporting. Thus, obstacles such as the lack of a system that can produce accurate and up-to-date data, lack of clarity regarding performance indicators, limited human resources who are experienced in managing and compiling performance reports accurately and comprehensively, coordination between work units in collecting the necessary data and information for weak

performance reporting, lack of detailed and easy to understand information regarding performance achievements and budget use, as well as low transparency & accessibility of performance reports shows that the implementation of bureaucratic reform in terms of performance reporting at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has not yet reached the level of effectiveness expected.

5. Public Services

Public services as a topic of discussion, viewed from various focuses, have quite broad dimensions. Therefore, in relation to the context of regional government bureaucratic reform policy, it is limited to 2 sub-indicators, namely compliance with public service standards and implementation of excellent service.

a. Compliance with Public Service Standards

The Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has prepared and established public service standards for each work unit. This standard includes service requirements, service times, procedures, complaint services etc. However, even though standards have been set, the level of compliance with public service standards is still low. One of the challenges faced is the lack of understanding and awareness of employees regarding the importance of compliance with public service standards. Some employees do not fully understand and apply these standards in their daily work. Budget and infrastructure limitations are obstacles in meeting established public service standards. Lack of resources can affect the effectiveness of implementing bureaucratic reform and efforts to improve the quality of public services. In addition, there is a lack of effective monitoring and supervision of the implementation of standards. Monitoring process

not being well structured can make employees have less incentive to follow standards consistently.

Thus, the implementation of service standards at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province in the field of Coordination Services and Development Policy Implementation and Consultation related to the General Government Sector still shows signs of not being effective. Delays in coordination, minimal monitoring of development projects, slow responses in consultations, as well as deficiencies in documentation and reporting, are concrete examples that illustrate the lack of effectiveness in implementing service standards in these two fields.

b. Implementation of Excellent Service

The implementation of bureaucratic reform in the area of implementing excellent service at the Regional Secretariat of Konawe Regency, Southeast Sulawesi

Province certainly aims to change the bureaucratic paradigm that focuses on processes into a bureaucracy that is oriented towards results and community satisfaction. Therefore, it is hoped that there will be a significant increase in the quality and effectiveness of public services provided by the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province.

Several things that are obstacles in the implementation of bureaucratic reform at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province in achieving the effectiveness of implementing excellent service are digital transformation that has not been optimal, simplification of structures and work mechanisms that have not been completed, as well as integration of bureaucratic reform that has not been fully internalized in planning and regional budgeting. Apart from that, the incomplete simplification of structures and work mechanisms also affects the effectiveness of implementing bureaucratic reform in excellent service. The process of in-depth analysis of existing work processes and efforts to improve and simplify the bureaucratic structure still need to be carried out to make services more efficient and responsive to community needs. Thus, the implementation of bureaucratic reform in the area of excellent service implementation at the Regional Secretariat of Konawe Regency is still ineffective and incomplete, especially regarding elements or aspects of service which include requirements, systems/mechanisms/procedures, completion time, competency and behavior of apparatus, information services and handling complaints, as well as relating to facilities and infrastructure. .

4. Conclusion

Based on the results of research and discussions that have been presented, the implementation of the bureaucratic reform road map policy at the institutional level at the Regional Secretariat of Konawe Regency, Southeast Sulawesi Province has not been effective and has not been completed in several areas of change analyzed, although several areas of change have shown relative progress. quite good, but there are still several aspects that have not been effective and reached the optimal level as expected. In the institutional structuring dimension, the simplification of the organizational structure has gone quite well, as has the adjustment of work systems. However, in the management management dimension, obstacles are still found in simplifying work mechanisms and structuring work procedures that are not yet effective. Furthermore, in the dimensions of human resource/apparatus management, ASN performance management and implementation of ASN core values are still not optimal. Meanwhile, in the accountability dimension, the implementation of the Government Agency Performance Accountability System (SAKIP) is relatively good but not yet at the optimal level, as well as performance reporting which has not yet reached the optimal level. In the public service dimension, the aspect of compliance with public service standards is still not effective, and public service efforts are still at the stage of meeting minimum standards, and has not been directed at excellent service, even though the results of surveys of community satisfaction based on service have increased in value.

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