

Implementation Of Bureaucracy Simple Policy In Improving The Bureaucracy Reform Index The Government Of The City Of Salatiga

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Abstract.

The targets of the Salatiga City Government Bureaucratic Reform are adjusted to the development targets of the state apparatus sub-sector, as stated in Presidential Regulation Number 18 of 2020 concerning the 2020-2024 National Medium-Term Development Plan (RPJMN), namely: a clean and accountable bureaucracy; capable bureaucracy; and excellent public service. This research uses the descriptive qualitative method. Qualitative research is research where the researcher is placed as a key instrument, the data collection technique is carried out by combining and analyzing the data and is inductive in nature. This research will use an inductive mindset, namely, the researcher goes into the field, studies a process of discovery which is a fact or event, and then records it. , analyze with a phenomenological approach then interpret and report and draw conclusions from the process. The result of his research was that the Mayor of Salatiga requested that the implementation of Bureaucratic Reform be followed up immediately. Digital signatures are expected to encourage effective and efficient bureaucratic processes. Public service problems include people's dissatisfaction with the time, cost, and method of service. The implementation of Bureaucratic Reform covers eight areas of change. In Salatiga, there are several assessment indices that have decreased in 2021. "No less important is how to use one data to synergize with each other," is the application of digital signatures to ensure the authenticity and transparency of documents. Digital signatures are expected to encourage effective and efficient bureaucratic processes, without reducing the accountability factor for document changes that occur. The mayor said the bureaucratic flow is getting better so that public services can be of higher quality.

Keywords: Bureaucratic Simplification Policy, Bureaucratic Reform Index.

I. INTRODUCTION

The community expects major changes in the design of social, national, and state life throughout the reform era, both in terms of political, social, economic, and cultural life. Changes in the structure, culture, and philosophy of the bureaucracy in dealing with society are urgently needed, considering that the current multidimensional crisis has emerged in the bureaucracy. In the journal Strategic Management of Bureaucracy in the Era of "Disruption" (2018) by Wawan Risnawan, it is written that Max Weber defines bureaucracy as a form of organization whose application is appropriate or related to the common goals to be achieved. This means that bureaucracy is used to organize work on a regular basis. On a national scale, based on the gap between the condition of the bureaucracy and the conditions desired by the community and the demands for its development, bureaucratic reform is a major change in paradigm and governance and is a big gamble for the Indonesian nation in facing current and future challenges. This is related to thousands of processes of government functions that involve millions of employees and require a large budget. Reorganizing the bureaucratic process from the highest to the lowest level, revising and drafting various regulations, modernizing various policies and management practices of the central and local governments, as well as adjusting the tasks of government agency functions to the paradigm, is not an easy job, so it requires extraordinary efforts. This is evidenced by the slow progress of the bureaucratic reform program to date. Law Number 17 of 2007 concerning the National Long-Term Development Plan 2005-2025 mandates that the utilization of the state apparatus is carried out through Bureaucratic Reform with the aim of increasing the professionalism of the state apparatus and realizing good governance. The central government and local governments must be able to support the success of development in other fields.

The importance of Bureaucratic Reform is reaffirmed in Presidential Regulation Number 18 of 2020 concerning the 2020-2024 National Medium Development Plan (RPJMN), with the placement of Bureaucratic Reform as a mainstreaming program for all Ministries/Local Government Agencies in order to realize the presidential vision of 2020-2024, namely the realization of an Advanced Indonesia that is

Sovereign, Independent, and Personality Based on Mutual Cooperation. Bureaucratic problems resulted in the government administration system not running well and had to be reorganized or renewed. Bureaucratic reform is carried out in order to realize good governance. Bureaucratic reform is a strategic step to building the state apparatus to be more efficient and effective in carrying out the general tasks of government and national development. The rapid progress of science, information, and communication technology as well as changes in the strategic environment require the government bureaucracy to be reformed and adapted to the dynamics of community demands. According to Santosa in Rewansyah (2010: 91) states that governance is said to be good (good and sound) if resources and public problems are managed effectively and efficiently and are a response to the needs of the community. From the statement, it can be seen that the explanation of good governance is to carry out streamline the bureaucracy so that it can reduce operational costs for the government and government customers. Bureaucratic reform should be a solution for the Indonesian government. However, it has not been able to solve every problem that has occurred in Indonesia. This is due to rampant corruption cases, rigid, complex, and defragmentation bureaucratic structures, excessive power culture, increasingly widespread politicization of the bureaucracy, poor quality of the apparatus, and poor service quality.

Reform policies that only rely on improving remuneration, weighting positions, and organizational structuring, as implemented in the ministry of finance and other pilot ministries, are certainly not sufficient to answer the problem of government bureaucracy in Indonesia which tends to be very chronic and contagious in almost every aspect of bureaucratic life (Dwiyanto, dalam Dahyar Daraba H, 2019). Bureaucratic reform in Indonesia is an inseparable part of efforts to improve bureaucratic performance, including government management at Central and Regional Agencies (Krisnajaya, Dewi, & Silistiyani, 2019:135) The government has stipulated the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation of the Republic of Indonesia Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map. The implementation of the bureaucracy in Indonesia is still experiencing some weaknesses. stated that the reform program did show progress and recorded some performance achievements, but the changes were relatively small and incremental. The reforms that have been successfully implemented so far have not brought significant changes to the Old Public Administration's domain model. The fundamental weakness of bureaucratic reform in Indonesia is the failure to radically overhaul HR management, create a merit-based system with highly qualified, results-oriented, and innovative employees, in more flexible working relationships, and encourage optimal use of organizational capabilities (Tuner, 2019) The reformation in Salatiga City started in October 2015 The Salatiga City Government has evaluated and amended the Mayor's Regulation No. 26 of 2015 concerning the Road Map of Salatiga City Government Bureaucratic Reform for 2015-2019.

The elaboration includes changes in targets and priority programs so that they are in line with the targets of bureaucratic reform and national and provincial mid-term planning. The strategic issues of Bureaucratic Reform are some of the latest things that the government immediately responds to in realizing good governance, including simplification of bureaucratic structures and institutions and digital transformation (utilization of technology to improve public services to the community). After this was added about the Bureaucratic Reformation contained in the Area of Organizational Strengthening and Arrangement, this was included in one of the 8 changes to the RB Area so that we did not need to research all of them. So on this basis, a policy of bureaucratic simplification is carried out. The relation with bureaucratic reform in the Salatiga City Government which is more effective and efficient is by simplifying the bureaucracy. Simplification in the body of the bureaucracy is one of the focuses of the 5 (five) priority programs of the Forward Indonesia Cabinet under the leadership of President Joko Widodo and Ma'aruf Amin and as a presidential mandate which is an executive order that must be implemented. "The simplification of the bureaucracy must continue to be carried out on a large scale, and investment for job creation must be prioritized. Long procedures must be cut," President Joko Widodo said in his first speech as President of the Republic of Indonesia for 2019-2024 during the plenary session of the MPR. . When observed 4 levels of structural positions with details of Echelon V positions totaling 14,989 people, Supervisory positions 327,915 people, Administrator positions 101,149 people, High Leadership Positions (JPT) 20,282 people.

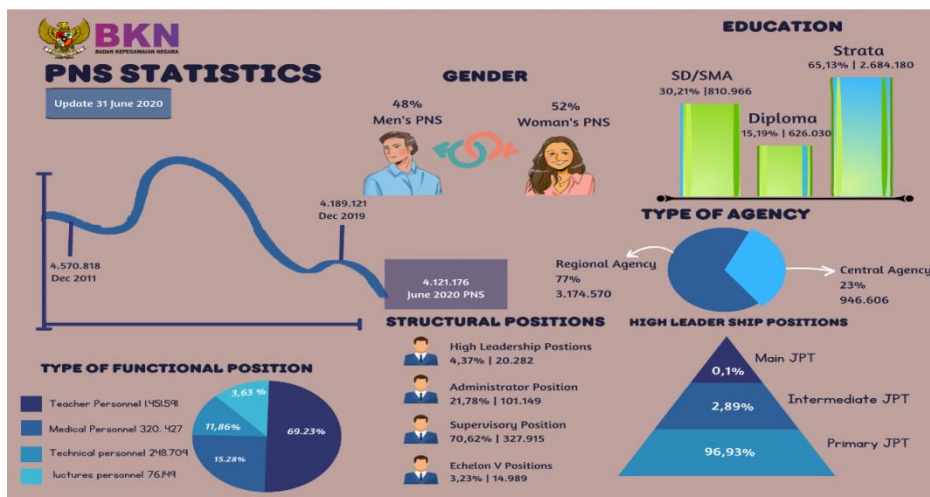


Fig 1.ASN Statistical Data

ASN statistical data shows the simplification of the bureaucracy also answers the weaknesses that arise from the bureaucratic structure of current government agencies. The bureaucratic structure that is very fat and has many layers can make the policy and decision-making process very long. Miss communication and miss coordination, the more likely it is to happen. Bureaucratic work is increasingly inflexible and expensive.

Based on the Minister of State Civil Apparatus Empowerment Regulation Number 25 of 2021 that the Simplification of the Bureaucracy is carried out in the following stages:

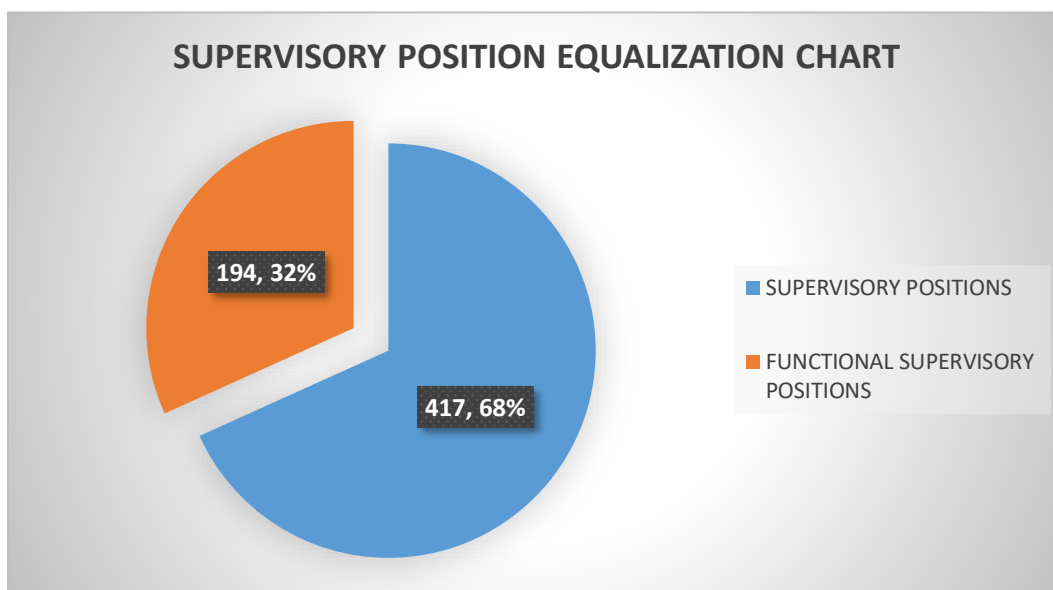
a. Simplification of Organizational Structure;

The results of the Simplification of the Organizational Structure that has been carried out by the Salatiga City Government through the Letter of the Minister of Home Affairs Number 061/4498/OTDA dated July 9, 2021, regarding the Consideration of Simplifying the Organizational Structure of Regional Apparatus within the Regency/City Government of Central Java Province. Which contains the achievement of simplifying the organizational structure of the Regional Apparatus within the Salatiga City Government.

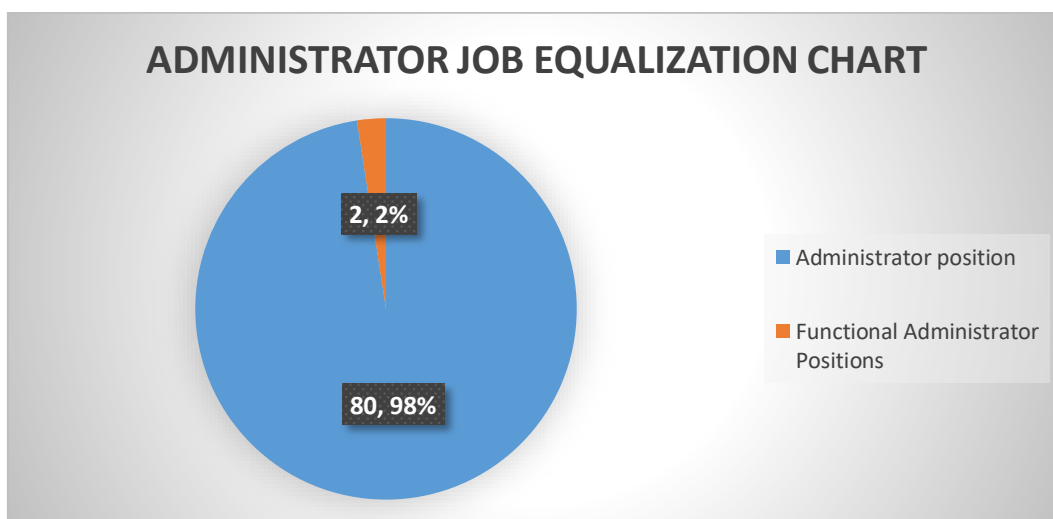
1. Administrative positions that have been approved to be simplified are 190 positions.
 2. Simplified administrative positions based on the model of KemenPAN and RB as many as 192 positions.
 3. Total Achievement of Structure Simplification is 99%.
- b. Position Equalization;

In connection with the Equalization of Positions carried out to fulfill the equalization of positions, the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions is stipulated. The Salatiga City Government has implemented the equalization of positions as stated in the Letter of the Minister of Home Affairs dated December 30, 2021 Number 800/878/OTDA concerning Approval for Equalization of Positions within the Provincial/Regency/City Regional Governments in Central Java Province which contains 194 Echelon IV Officials. who received a proposal to be inaugurated as a functional position with a young expert level based on Haril Valiadi of the Ministry of Home Affairs, with the following details:

1. 17 people can be approved with a note: Have taken the Functional Position Competency Test.
2. Three (3) people can be approved with a note: Have taken S1 education.
3. 170 People Approved Equalized.



Graph 1.Equalization of Supervisory Position



Graph 2.Administrator Equalization

c. Work System Adjustment

The adjustment of the work system is being carried out by the stipulation of Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies for Bureaucracy Simplification, while the Salatiga City Government is in the stage of Policy Formulation and Nomenclature of the PermenpanRB. Through online media, the Minister for Empowerment of State Civil Apparatus and Bureaucratic Reform said that in accordance with the president's direction, this simplification of the bureaucracy was carried out by transferring the positions of echelon III administrators, echelon IV supervisors, and echelon V implementers to positions in all agencies, both central and regional. Wara Merdeka (2021, Juni 17). Input data on the stages of bureaucratic simplification that have been carried out by the Salatiga city government, starting from a simplification of structures to equalizing positions through the inauguration of administrative positions into functional positions.

The targets of the Salatiga City Government Bureaucratic Reform are adjusted to the development targets of the state apparatus sub-sector, as stated in Presidential Regulation Number 18 of 2020 concerning the 2020-2024 National Medium-Term Development Plan (RPJMN), namely:

1. Clean and Accountable Bureaucracy;
2. Capable Bureaucracy;
3. Excellent Public Service.

The three strategic goals have different formulations from the goals of Bureaucratic Reform in the previous periods. However, the alignment of the targets referred to with the goals of the previous stage of Bureaucratic Reform does not differ substantially. The three targets of Bureaucratic Reform are believed to be the main levers of achieving the goals and various indicators. In addition, the determination of the three targets above also considers the sustainability of the previous period's Bureaucratic Reform targets by taking into account the government's strategic environment. The following is an illustration of the relationship between the goals of the previous period of Bureaucratic Reform and the goals of Bureaucratic Reform 2020-2024.



Mapping the targets of Salatiga City Government Bureaucratic Reform 2020-2022 against 8 (eight) areas of change is presented in the following table:

Table 1. Mapping Bureaucratic Reform Goals 2020-2022

Bureaucratic Reform Goals		Bureaucratic Reform Change Area
1	Clean and accountable bureaucracy	Policy Deregulation Area
		Areas of Strengthening Accountability
		Supervision Strengthening Area
2	Capable bureaucracy	Change Management Area
		Organizational Structuring and Strengthening Area
		Management Arrangement Area
		Apparatus HR Arrangement Area
3	Excellent public service	Public Service Quality Improvement Area

The implementation of the Simplification of the Bureaucracy into two levels is also to realize government accountability because it must be admitted that indications of a corrupt bureaucratic culture using and abusing positions still often occur. The Mayor of Salatiga said that the orientation of bureaucratic services had to change. Including utilizing the development of information technology to support the provision of services to the community, which can boost government performance. Endra Hermawan (2022, January 11). The Mayor of Salatiga said the Orientation of Bureaucratic Services Must Change. The abolition of echelon IV units into certain functional areas, by optimizing employees who occupy these positions into functional positions, is also one of the fundamental policies of the Ministry of Administrative Reform and Bureaucratic Reform, therefore, when efforts to reduce rights-sizing can be carried out on the hierarchical structure into a flatter pyramid. This is necessary because changes to the formal structure have a much stronger impact on managerial style reform (Gualmini, 2008; Park, 2019). The central government and local governments, especially the Salatiga City Government, need to make fundamental reforms and changes to the governance system, especially regarding the institutional (organizational) aspects, apparatus human resources, and business processes.

Simplification of the bureaucracy is part of the process of structuring the bureaucracy to make the government administration system more effective and efficient through simplification of the organizational structure, equalization of positions, and adjustment of the work system. Nowadays, where competition is getting tougher, and changes are getting faster, every organization, including the people who work in it, must be able to adapt well to changes that occur. The State Civil Apparatus is expected to be able to quickly accept and adapt to changes so that ASN and its Organizations can become more Agile. Agile organizations have the ability to quickly adapt tactics and operate through the chain of operations to be able to respond and/or adapt to changes and challenges faced in their environment (Gligor & Holcomb, 2012, 2013). Based on the description above, describes how the implementation of the policy of simplifying the bureaucracy has not been and must be carried out in accordance with the area of organizational change within the Salatiga City Government in order to achieve a leaner organizational environment and the right function and the right size in order to increase the Bureaucratic Reform Index. So, researchers have an interest in conducting research under the title "Implementation of Bureaucratic Simplification Policies in increasing the Bureaucratic Reform Index in the Salatiga City Government".

II. THEORETICAL BASIS

Bureaucracy Simplification

The government has established a policy to simplify the bureaucratic structure in order to realize effective, efficient, and simple governance in order to optimize government performance and public services. There are 3 (three) stages of bureaucratic simplification, namely: equalizing positions, simplifying organizational structures, and adjusting work systems (Halilul Khairi, 2021: 5). The simplification of the organizational structure is carried out for administrative positions which include administrator positions, supervisory positions, and executive positions so that the organizational structure becomes 2 (two) levels of organizational units, as regulated in Permen PANRB 25/2021. Equalization of positions is carried out against administrative crimes into functional positions. The determination of equalized positions takes into account the task of function, the position of functional crime, and the classification of government affairs as stated in KepmenPANRB 998/2021. Meanwhile, the adjustment of the work system was carried out as a follow-up to the simplification of the organizational structure and equalization of positions. According to Didin S, et al (2014: 156), there are two dimensions of the government bureaucratic reform strategy, namely: First, in the framework of reforming the government bureaucracy, high priority must be given by the president/head of state in the national program of E-Government development (sometimes called E-Governance, which may be directly linked to good governance). This program would be better if it was integrated with the rationality of civil servants.

The reason is that with this E-Government program there will be the automation of work which in itself will reduce civil servants and simplify government bureaucracy. Another benefit and the full implementation of E-Government is clearly to eradicate the culture and system of KKN. Second, in the context of the government bureaucracy as a public servant, the legislature needs to issue at least a law on freedom of information. This law is a tool that is prepared to prevent corruption. As experienced by advanced industrial countries, the government bureaucracy will become transparent. The public can access information as much as possible, interact, and request information without being limited to the government bureaucracy. Structuring the bureaucracy is one of the government policies that aim one of them is to simplify the bureaucracy. This policy can have an impact on changes in the management arrangements for state civil servants in government agencies, so the President can issue a Presidential Regulation. Where, the government's task is to still be able to guarantee the careers and rights of civil servants who are affected by the bureaucratic arrangement in the administration of management (M. Muiz R, 2021: 229). This Government Regulation contains provisions regarding several changes in the provisions of PNS Management which regulates the delegation of the President's authority, JF position, JPT mutation, PNS assignment, competency development, SUP Functional Officials who are temporarily dismissed, and equivalent provisions: resultant positions and bureaucratic arrangements. The ultimate goal of the bureaucratic reform program is the creation of a government that is free from corruption, accountability, and high performance and provides quality

public services. To achieve the vision and mission as well as the objectives of the bureaucratic reform, eight areas of change (Metera, 2020), are as follows:

1. **Change Management.** Change management aims to encourage bureaucratic reform to be carried out in systematic and sustainable patterns, through planned and controlled stages. The target of this program is to create commitment from all elements of government to implement bureaucratic reform, change mindsets and work culture, and reduce the risk of resistance to implementing bureaucratic reform.

2. **Structuring the Legislation.** One of the bureaucratic reform programs is expected to increase the effectiveness in the management of laws and regulations issued by Ministries/Institutions/Local Governments. Such effectiveness can reduce overlapping regulations from all levels of government as well as effectiveness in managing the preparation and implementation of laws and regulations.

3. **Organizational Structuring and Strengthening.** Organizational restructuring and strengthening programs are aimed at overcoming the problems that most often arise from the government, especially from local governments. The main objective of this program is to increase the organizational efficiency of ministries/institutions/local governments proportionally and in accordance with the needs of the implementation of their respective duties so that the organization becomes the right function and the right size.

4. **Management Arrangement.** This program aims to improve the effectiveness and efficiency of clear, effective, efficient, and measurable systems, processes, and work procedures in each agency. Every government organization needs to develop a Machinery of Government, which clearly links the structure to the process. The targets of the management structuring program are the increased use of information technology in government administration and government management, the efficiency of government management processes, and increased government performance.

5. **Structuring the HR Management System.** One of the priority programs in bureaucratic reform is the arrangement of the Apparatus HR management system. This program is expected to create professional and competent human resources with the support of competency-based and transparent recruitment and promotion of apparatus. The program is implemented through the improvement of the recruitment system, job analysis, job evaluation, preparation of competency standards, individual assessment, and performance appraisal system.

6. **Strengthening Accountability.** This program aims to increase the capacity and performance accountability of government agencies with the final target to be achieved is increasing government performance and accountability. Activities carried out to achieve these targets include strengthening the accountability of government agencies' performance, developing a performance management system, and compiling key performance indicators (KPI), which begins with a comprehensive, sustainable, and transparent planning process.

7. **Strengthening Supervision.** With this program, it is possible to create a clean government administration that is free from the practice of KKN in all government agencies. The target of this program is to increase compliance with state financial management and reduce the level of abuse of authority from each ministry/institution/local government. Priority activities include reinforcing the role of SPIP, by developing an early warning system in case of deviations in procedures or authorities that have the potential to lead to criminal acts of corruption.

8. **Improving the Quality of Public Services.** Public Service is one of the indicators in the reform of the government bureaucracy. The program to improve the quality of public services aims to improve the quality of public services from each government agency in accordance with the needs and expectations of the community. Activities that can support the program are by setting Service Standards, Application of Minimum Service Standards (SPM), and increasing community participation in improving the quality of public services through the implementation of Community Satisfaction Surveys.

Bureaucratic Reform

In Indonesia, bureaucratic reform is part of comprehensive reform in the economic, political, legal, as well as religious, and socio-cultural fields. These reforms are aimed at realizing a democratic government and accelerating the realization of people's welfare (Ridwan, 2018). In addition to bureaucratic reform, public administration reform in Indonesia is also aimed at achieving good governance. Through increasing the professionalism of the state apparatus, both at the center and in the regions, in order to be able to support the success of national development. As a reference to achieve the goal of implementing bureaucratic reform in Indonesia, namely building a professional and high-integrity government bureaucracy, a Grand Design document for Bureaucratic Reform 2010-2025 has been established with the vision of "Realizing World Class Government". Operationalization of the grand design of bureaucratic reform is outlined in the road map of bureaucratic reform whose milestones are in line with the direction of national development in the 2005-2025 RPJPN (Nurhestitunggal & Muhlisin, 2020). The vision of bureaucratic reform is the realization of a professional state apparatus and good governance. The benchmarks of good governance according to UNDP are efficient public services, a reliable judiciary, and government officials who are accountable to the public (Rewansyah, 2010:139).

As a form of national commitment to bureaucratic reform, the government has set bureaucratic reform and governance as a top priority in Presidential Decree No. 5 of 2010 concerning the 2010–2014 National Medium-Term Development Plan. The meaning of bureaucratic reform is A big change in the paradigm and governance of Indonesia, a big gamble for the Indonesian people in facing the challenges of the 21st century, namely the era of the industrial revolution 4.0 (Sawir, 2019). The implementation of bureaucratic reform in Indonesia is still experiencing some weaknesses. A study by (Turner et al., 2022) stated that the reform program did show progress and recorded some performance achievements, but the changes were relatively small and incremental. The reforms that have been successfully implemented so far have not brought significant changes to the dominant model of Old Public Administration. The fundamental weakness of bureaucratic reform in Indonesia, according to Turner, et al. (2019), is the failure to radically overhaul HR management, to create a merit-based system with highly qualified, results-oriented, and innovative employees, in more flexible working relationships, and encouraging optimal use of organizational capabilities. Efforts to realize such HR management, according to Komarudin (2012), have actually been the subject of study and discussion since 2003-2004, through institutional arrangements that are based on the principle of saving structure but rich in functions, with more units/professional office holders/ functional rather than structural positions (Habsul Nurhadi, 2017). However, until the end of the second period of the bureaucratic reform roadmap, the institution has not yet been achieved.

In addition to institutional problems, both at the center and at the regional level, there are other related problems, namely organizational culture, professionalism of human resources in the apparatus, management, and ethics in public services (Bappenas, 2013). The literature on public sector reform in Indonesia is diverse and multidisciplinary. Many studies on public sector reform in Indonesia are viewed from various perspectives, for example, to combat corruption (Kasim, 2013) increase accountability by adopting accrual-based accounting (Prabowo, 2018), cultural theory perspective (Pratama, 2017), maintaining sustainable economic growth (McLeod, 2005), decentralization (Nurprojo, 2014), and many others. However, there is no specific analysis regarding the simplification of the bureaucratic structure. This study aims to fill a gap, in the literature on public sector reform in Indonesia, from this perspective, which will specifically answer the question, both theoretically and empirically, about why the structure of the Indonesian bureaucracy needs to be simplified.

III. RESEARCH METHODS

Types of research

This research uses the descriptive qualitative method. Qualitative research is research in which the researcher is placed as the key instrument, data collection techniques are carried out by combining and inductive data analysis (Sugiono, 2010:9).

The characteristics of qualitative research according to Sugiyono (2012:9-10) are as follows:

1. Conducted under natural conditions, (as opposed to an experiment), directly to the data source and the researcher is the key instrument;
2. Qualitative research is more descriptive. The data collected is in the form of words or pictures, so that they do not put pressure on numbers;
3. Qualitative research emphasizes process rather than product or outcome;
4. Qualitative research conducts inductive data analysis;
5. Qualitative researchers emphasize meaning (the data behind the observed).

Qualitative research is research, at first, the research design cannot be planned in detail, complete and definite, which makes further guidance in research. Therefore, there is no clear step, which can be followed from beginning to end. Even the problems to be studied still cannot be formulated clearly and unequivocally. What is seen is only a general description and is temporary, what is roughly researched. It is also still flexible and very likely to change (Andi Prastowo, 2011:41). The descriptive method is fact-finding with proper interpretation. This descriptive research studies problems in society, as well as procedures that apply in society and certain situations including the relationship between activities, attitudes, views, and ongoing processes and the effects of phenomena. In accordance with the problems that are the focus of this research, namely a descriptive description of the implementation of job analysis and workload analysis in the Salatiga City Government, this study uses a qualitative approach by describing the data that the researchers obtained as a result of a study. By using this method, the researcher will get the data in its entirety and can be described clearly so that the results of this study are truly in accordance with the existing field conditions.

Analysis Techniques

The author uses the Full-Time Equivalent method, which is one of the time-based workload analysis methods by measuring the length of time the work is completed, and then the time is converted into the FTE index. Meanwhile, according to Adawiyah (2013), Full-Time Equivalent (FTE) is a method in which the time used to complete various jobs is compared to the available effective working time. FTE aims to convert workload hours to the number of people needed to complete a particular job.

In this study, the researcher uses an inductive mindset, namely the researcher goes into the field, studies a process of discovery which is a fact or event and then records it, analyzes it with a phenomenological approach, and then interprets and reports, and draws conclusions from the process.

IV. ANALYSIS AND DISCUSSION

Implementation of the Salatiga City Government Bureaucratic Simplification Policy

Supervision of Bureaucratic Reform through assistance, assistance, and assessment of the implementation of Bureaucratic Reform in the regions including the establishment of a gratuity control unit, integrity zone, and Whistle Blower System. This is in accordance with Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. In efforts to realize a clean and free government from corruption practices, local governments are obliged to describe and implement strategies for preventing and eradicating corruption in the medium and long term in accordance with Presidential Regulation Number 55 of 2012 concerning the National Strategy for Long-Term Prevention and Eradication of Corruption in 2012–2025. Therefore, the formulation of activities in the 2017 RKPD takes into account, among other things, the following:

1. Supervision of regional development planning and budgeting documents and their amendments by reviewing the RPJMD, RKPD, RENJA-PD, and RKA PD documents so that consistency and harmony between documents and the application of regional planning and budgeting principles can be guaranteed. This is in accordance with the Circular Letter of the Minister of Home Affairs Number 700/025/A.4/IJ concerning Guidelines for Reviewing Development Planning Documents and Regional Annual Budgets.
2. Supervision of regional finances and assets through financial audits, review of financial reports every semester as well as monitoring and evaluation of budget absorption. so that gradually and consistently create accountability and good financial management. This is in accordance with Presidential Regulation No. 2 of 2015 concerning the 2015-2019 RPJMN, which targets Local Governments who receive WTP opinions

in 2019 as many as 80% for the provincial government, 60% for the district government and 65% for the city government.

3. Supervision of procurement/services through monitoring and evaluating the conformity of the implementation of the contract with the plans that have been set, so that the implementation of the procurement of goods/services can be accelerated and there is no accumulation of spending in the fourth quarter.

4. Increasing the APIP capacity gradually so that it can act as the vanguard in efforts to prevent corruption within the Regional Government and be at level 3 (three) in 2019.

5. Supervision of Bureaucratic Reform through assistance, assistance, and assessment of the implementation of Bureaucratic Reform in the regions, including the establishment of a gratuity control unit, integrity zone, and Whistle Blower System. This is in accordance with Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025.

6. Acceleration of Completion of Follow-Up on Supervision Results (TLHP) of BPK and Government Internal Supervisory Apparatus, so that weaknesses in the government's internal control system and state/regional losses can be resolved immediately.

a. Human Resource Development

In order to improve the quality of apparatus resources, the formulation of activities in the 2017 RKPD takes into account, among other things, the following:

- 1) Implementation of competency-based education and training for the apparatus that carries out each field and sub-sector of government affairs that are under the authority of the Provincial Government and Regency/Municipal Governments;
- 2) Implementation of competency testing and certification for regional government officials to ensure mastery of work competencies in the fields, sub-sectors, and sub-sub-sectors of government affairs;
- 3) Establishment of the provincial branch of the provincial government professional certification agency (LSP-Pemda) as a non-structural unit that will carry out competency tests and competency certification in the regions;

b. Utilization of Research and Development Results

In order to strengthen and utilize research and development results, the Minister of Home Affairs Regulation Number 20 of 2011 concerning Guidelines for Research and Development in the Ministry of Home Affairs and Regional Government has been stipulated, and the Joint Regulation of the State Minister of Research and Technology and the Minister of Home Affairs Number 03 of 2012 and Number 36 of 2012 concerning Strengthening Regional Innovation Systems.

c. Empowerment of Communication and Informatics

In order to increase the empowerment of communication and informatics, by taking into account the increasing number of agencies that utilize e-Gov services that are consolidated, integrated, safe, and of good quality for the benefit of implementing information and communication technology (ICT)-based government.

d. Investment Management

In the context of improving the implementation of investment, with licensing and non-licensing services in an integrated one-stop manner.

e. Youth Empowerment and Sports

In order to improve youth empowerment and sports, take into account, among other things, the following:

- 1) Improving the breeding and development of outstanding sports talent;
- 2) Increase cooperation and partnership between the government and the business world and the community.
- 3) Strengthening scout institutions in an effort to improve character scouting.

f. Fishery resource management

In the context of managing fishery resources, taking into account, among other things, the following:

- 1) Improvement of fishery and aquaculture management to encourage optimization of fishery products;
- 2) Human resource development and fishery community empowerment

g. Improving food security services

In order to improve the quality of food security services, taking into account, among other things, the following:

- 1) Diversification of food consumption based on local resources;
- 2) Provision and development of agricultural infrastructure and facilities;
- 3) Management of irrigation water for agriculture
- 4) Provision and development of agricultural infrastructure and facilities
- 5) Increase in livestock seed production
- 6) Assessment and acceleration of dissemination of agricultural technology innovation
- 7) Increased production of animal feed.

h. Environmental and Spatial Management

In order to improve the quality of environmental management, taking into account, among other things, the following:

- 1) Fulfilling the need for Green Open Space (RTH), preventing the granting of land use permits that are not in accordance with the designation set out in the RTRW, optimizing the utilization of cultivated areas and securing protected areas, as well as outreach activities/counseling on the use of spatial structures and law enforcement against violations of spatial use
- 2) Implementation of Strategic Environmental Studies (KLHS);
- 3) Increasing community participation in the management and development of irrigation systems, integrated irrigation management, and irrigation network management;

i. Improving the Implementation of General Government

In an effort to improve the quality of general government administration, by paying attention to the District Integrated Administration Service (PATEN).

j. Government Infrastructure Development

Government infrastructure development must be carried out in an orderly, effective, efficient, economical, not excessive, and environmentally friendly manner. Therefore, administrative requirements, technical requirements, classification, area standards, number of floors standards, preparation of needs plans, and funding plans are to be guided by laws and regulations.

Increasing the Bureaucratic Reform Index in the Salatiga City Government

The implementation of Bureaucratic Reform covers eight areas of change. Namely Change Management, Policy Deregulation, Organizational Arrangement, Management Arrangement, Apparatus HR Arrangement, Strengthening Accountability, Strengthening Supervision, and Increasing the Quality of Public Services. In Salatiga, there are several assessment indexes that have decreased in 2021. One of them is the SPBE Index which fell to 2.34. The Regional Innovation Index fell to 46.28. The value of Public Service Compliance dropped to 66.06 to become the yellow zone. After previously at 92.27 or in the green zone. "The ASN professionalism index is still very low, namely at 52.04 and the Monitoring Center for Prevention Korsupgah's achievement which fell to 74.94 percent," said Salatiga Mayor Yuliyanto when giving a briefing to the Head of Regional Apparatus in the Salatiga City Government. The coordinators of each area can prepare remedial action plans to increase the achievements of the implementation of Bureaucratic Reform in the Salatiga City Government. In addition, all Heads of Regional apparatuses become innovators in their respective agencies and can carry out imitation studies with each other. "No less important is how to use one data to be able to synergize with each other for the realization of the acceleration of the development of standardized public services, effective, efficient, and accountable governance," he added. One of the ways to realize good governance is through the implementation of SPBE. Aims to increase public satisfaction and

increase public information disclosure and the application of information technology. This includes ensuring the confidentiality, integrity, availability, authenticity, and denial of resources, one of which is through the application of digital signatures.

The Mayor of Salatiga welcomes the application of electronic signatures that can ensure document security and can avoid document falsification and hoaxes. So that the bureaucracy will run more quickly, precisely, and accountably. "The flow of the bureaucracy is getting better so that public services can be of higher quality. The application of digital signatures is expected to encourage effective and efficient bureaucratic processes, without reducing the accountability factor for document changes that occur.

"There are several assessment indices that have decreased in 2021, including the SPBE Index which fell to 2.34. The Regional Innovation Index has dropped to 46.28," said the Mayor. In addition, the value of Public Service Compliance, which fell to 66.06, became the yellow zone after previously being at 92.27 or in the green zone. The ASN professionalism index is still very low at 52.04 and the Monitoring Center for Prevention Korsupgah's Achievement fell to 74.94 percent. Based on the results of the evaluation of the implementation of the Bureaucratic Reform, the Mayor of Salatiga asked for an immediate follow-up. "First, ask the coordinators from each area to be able to draw up a corrective action plan to increase the achievements of the implementation of Bureaucratic Reform in the Salatiga City Government.

The Ombudsman Team of the Republic of Indonesia Representative of Central Java delivered material on the Preparation of Service Standards in accordance with the Minister of Administrative and Bureaucratic Reform Regulation Number 15 of 2014 concerning Guidelines for Service Standards and Emergency Materials for Fulfillment of SPP, in the Kaloka room of the Salatiga City Secretariat Building, Monday, June 24, 2019. Service Standards are a concern for service providers and service users, and are the object of supervision by the Ombudsman of the Republic of Indonesia. For this reason, the Central Java Ombudsman encouraged the strengthening of Service Standards through outreach which was attended by the Secretary of Regional Apparatus, Deputy Director of UPT Hospital Services, Heads of Subdivisions in the Secretariat Scope, Secretary of Villages, Head of UPT Puskesmas and Head of UPT Community Lung Health Center (BKPM). It is hoped that service providers' leaders will make continuous improvements, changes, and innovations in public service standards. Service Standards are an important instrument in improving the quality of public services within the Salatiga City Government. "Through the function of ASN as a Public Service, as a Policy Implementer, as a unifying nation, it is felt that it is still lacking, so that through Permenpan RB Number 15 of 2014 concerning Service Standard Guidelines, we continue to make improvements and innovations in the development of service standard preparation even though we have obtained the green zone of Public Service Standards. from the Indonesian Ombudsman," said the Salatiga City Government Secretariat, Fakrurroji.

Public service problems include: public dissatisfaction with the time, cost, and method of service, service discrimination, bureaucratic chains, bribes, and extortion, accepted and considered reasonable; not oriented to the community as service users; has not developed a service culture; have not applied the principle of public service. These things also require bureaucratic reform that adopts a private sector management pattern that is more customer-focused. Demands for changes in the structure and working mechanism of the government bureaucracy in responding to changes in society and required benchmarks for reference in providing quality services as a commitment/promise from service providers to the community so that it is a guarantee for the community to get good service. The direction of changes that have been made by the Salatiga City Government in public services, is to improve the monitoring and evaluation system of the performance of public services. Second, improve the quality of public services according to the needs and expectations of the community. And Third, to increase the professionalism of the state civil apparatus.

Salatiga City Regional Regulation Number 5 of 2011 concerning the Implementation of Public Services has regulated and required the organizers to prepare and establish service standards and standard operating procedures and notify the public, prepare, stipulate, and publish service announcements in accordance with Law Number 25 of 2009 concerning Public Services. in conjunction with Law Number 23 of 2014 concerning Regional Government in conjunction with Permenpan RB Number 15 of 2014 concerning Guidelines for Service Standards, becomes a benchmark used as a guideline for service delivery as well as a

reference for assessing service quality as an obligation and promise of the organizer to the community in the context of quality services, fast, easy, affordable, and scalable. Through these laws and regulations, it is hoped that there will be improvements in public service governance. Building a culture of innovation in the form of rules, work culture, and attitudes of Public Service Providers.

In line with the above, Assistant Ombudsman Falah Hidayatullah also conveyed an explanation of the Guidelines for Preparation of Public Service Standards based on the Minister of Administrative and Bureaucratic Reform Number 15 of 2014 concerning Service Standards "the value of the service announcement occupies a strategic position because it weighs 25% in the assessment of public service compliance," he explained. In response to this, Moch. Agus Ardyansyah, Head of the Indonesian Ombudsman's Prevention Assistant for Central Java, emphasized the anticipation related to the Emergency Fulfillment of Public Service Standards. "Why is it an emergency, by looking at the current problems and conditions that are quite worrying and it is necessary to prevent maladministration regarding the behavior of State Administrators and Governments who do not serve but ask to be served, so that the community/people become objects, become victims, of the servants of the State Administrators/government administrators? in public services as a result of the absence of clear benchmarks regarding service delivery based on service standards.

V. CONCLUSION

Increasing the capacity of APIP gradually so that it can become the vanguard in efforts to prevent corruption within the Regional Government and is at level 3 (three) including human resource development, utilization of research and development results, empowerment of communication and informatics, implementation of investment, empowerment of youth and sports, management of fishery resources, improvement of food security services, management of the environment and spatial planning, improvement of food security services, management of the environment and spatial planning, improvement of general governance and development of government infrastructure.

The implementation of Bureaucratic Reform covers eight areas of change. In Salatiga, there are several assessment indices that have decreased in 2021. "No less important is how to use one data to synergize with each other," is the application of digital signatures to ensure the authenticity and transparency of documents. Digital signatures are expected to encourage effective and efficient bureaucratic processes, without reducing the accountability factor for document changes that occur. The mayor said the bureaucratic flow is getting better so that public services can be of higher quality. The Mayor of Salatiga requested that the implementation of Bureaucratic Reform be followed up immediately. Service Standards are an important instrument in improving the quality of public services. Public service problems include people's dissatisfaction with the time, cost, and method of service.

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