



# Bureaucracy Simplification and Civil Servant Performance: An Analysis of the Implementation in West Java Province

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**Abstract.** This study aims to analyze the implementation of the bureaucratic simplification and equalisation policy in West Java Province, focusing on its impact on the distribution of positions, State Civil Apparatus performance, and policy evaluation. The research method involves analysing data from two phases of policy implementation, a survey of respondents to the policy, and an evaluation of three main dimensions: Technical Feasibility, Economic Feasibility, and Political Viability. The results show that the policy implementation has achieved significant achievements in simplifying State Civil Apparatus positions and distribution, although it is not yet fully feasible with a score of 3.64. Aspects of Technical Feasibility, Economic Feasibility, and Political Viability require improvement. This study concludes that implementing the bureaucratic simplification policy in West Java Province has brought significant changes in the structure of State Civil Apparatus positions and distribution. Despite the positive achievements, there are still challenges in the technical, economic, and political aspects. Therefore, recommendations for improvement are provided, including in-depth evaluation of organizational needs, increased economic support, and more effective adaptation to policy changes. These recommendations are expected to be the basis for optimizing the implementation of bureaucratic simplification policies in West Java Province, aiming to improve the quality of public services and State Civil Apparatus performance sustainably.

**Keywords:** Bureaucracy simplification, Civil Servants, Public Sector Governance Reform, Administrative Performance, Economic Feasibility

## 1 Introduction

The implementation of the bureaucratic simplification policy in Indonesia [1], [2] aims to streamline processes, enhance public services, and boost civil servant professionalism during the 2019-2024 period. This policy targets the creation of a more dynamic and efficient bureaucracy through the elimination of echelons and the transformation

of administrative positions. The key challenges include bureaucratic simplification [3], [4], position equalization, State Civil Apparatus (SCA) issues, performance enhancement, and public sector governance reform [4], [5]. Bureaucratic simplification, as part of public sector governance reform, focuses on reducing unnecessary barriers, enhancing transparency, and improving organizational efficiency. Position equalization aims to achieve fairness in organizational governance or personnel systems, particularly in government or public agencies. It ensures that similar positions receive equal treatment, especially in terms of pay and career development. This process involves identifying differences in roles, assessing responsibilities, and assigning equal status to positions for equitable recognition and reward [5], [6]. SCA refers to government employees at various levels, responsible for implementing policies, delivering public services, and supporting administrative activities. Despite political neutrality, SCA plays a crucial role in ensuring efficient public services and overall improved performance.

Performance improvement [7], [8], [9] is a systematic process that aims to enhance results at individual, group, and organizational levels. It begins with specific goal setting using the smart criteria. Key elements include skill development through training, education, and feedback. Performance planning and management systems establish expectations, monitor progress, and provide systematic feedback. Motivation and recognition boost morale and productivity through rewards. Optimizing work processes involves analyzing and addressing bottlenecks for goal achievement. Collective improvements contribute to overall organizational outcomes and productivity.

Public sector governance [10] reform involves a series of strategic changes aimed at improving the quality and efficiency of government functions in delivering public services. The reform focuses on enhancing transparency, accountability, and effectiveness through modifications in organizational structures, decision-making processes, and government policies. Emphasizing open access to public information and encouraging community participation in decision-making, the reform seeks to create a more responsive and reliable government. This research specifically evaluates the implementation of the bureaucracy simplification policy within the National Development of Indonesia for the 2019-2024 period in West Java Province. The study aims to assess the policy's impact on the quality of public services, its influence on the performance of SCA, and the overall realization of public sector governance reform. Key areas of analysis include changes in organizational structure, business processes, and work environments resulting from the policy implementation, with a primary focus on position equalization, SCA performance, and the effectiveness of public sector governance reform in West Java Province.

## 2 Methods

This research employs a mixed methods research (MMR) approach, combining both quantitative and qualitative methods. The MMR design is utilized to provide a comprehensive understanding of the implementation of bureaucracy simplification policy and its impact on the performance of SCA. The first phase involves quantitative statistical

analysis using the Semantic Differential based on primary data gathered from a questionnaire. The second phase applies a qualitative descriptive approach through semi-structured interviews to elucidate the statistical analysis results. Path analysis is employed to establish a model depicting the influence of policy implementation on SCA performance, and model testing is conducted to verify the positive impact of policy implementation on performance. Finally, an impact analysis of policy implementation at the West Java Provincial Investment and Integrated One-Stop Service Office and the Regional Revenue Agency is conducted to comprehend the extent of the policy's impact on the performance of affected SCA in the West Java Provincial Government.

### 3 Results and discussion

In Phase I [11], successfully equalized 343 structural officials and in Phase II successfully equalized 865 structural officials, so that there were 345 Supervisory Positions that were simplified with the number of SCAs equalized to Junior Expert Functional Positions as many as 343 people. Meanwhile, in Phase II, 1,360 Positions were simplified with the number of SCA equalized as many as 865 people, consisting of 27 Administrator Officials to the Functional Position of Associate Expert and 838 Supervisory Officials to the Functional Position of Junior Expert. There is a difference between the number of simplified Supervisory Positions and the number of equalized Junior Functional Officials, namely two positions in Phase I and 487 Positions in Phase II [11]. This difference is due to the position being vacant / no official. With the equalization, the composition of positions in the West Java Provincial Government is dominated by Functional Positions (72.5%). The equalization of positions is distributed into 72 types of Functional Positions [3], with the largest proportion being Archivists (386 people) followed by Policy Analysts (260 people) and Planners (62 people). Implementation of the bureaucratic simplification policy in West Java is rated in the inappropriate category with a score of 3.64 [11]. This score is obtained from the average of respondents' answers to three measurement dimensions. Dimension of Technical Feasibility, The average score in this dimension is 3.63 (unfit category which means that the implementation of the bureaucratic simplification policy is not in accordance with the needs of the organization. In addition, the average respondent also believes that the implementation of the bureaucratic simplification policy has not effectively used resources (budget [12], [13], human resources [14], [15], [16], and relationships / work processes [17], [18], [19]). The dimension of Economic Feasibility, this dimension with an average score of 3.41 [11] (category not yet feasible) which means that the implementation of the bureaucratic simplification policy does not yet have adequate support. Respondents also explained that the bureaucratic simplification policy has not had a positive impact on achieving organizational performance targets. The Political Sustainability dimension, the average score in this dimension is 3.81 [11], meaning that the implementation of the bureaucratic simplification policy is in the inappropriate category. However, there is one indicator that shows a positive value, where the simplification of the bureaucracy in the agency where they work has adjusted to the newly established laws and regulations. Meanwhile, the other two indicators, namely support for the implementation of

bureaucratic simplification policies implemented in the workplace and the adaptability of other regional apparatus to the new work procedures resulting from the implementation of bureaucratic simplification policies in the respondents' workplace, still show negative values with scores of 3.60 and 3.69 respectively. Bureaucratic simplification and equalization of positions in West Java Province are part of efforts to improve the efficiency and quality of public services, as well as achieve equality in organizational governance and the civil service system. Phase I and II of the bureaucratic simplification policy implementation included the equalization of 343 and 865 structural officials, simplifying 345 supervisory positions in Phase I, and 1,360 positions in Phase II. Although there were vacant positions that caused a difference between the number of Supervisory Positions that were simplified and the number of Junior Functional Officials that were equalized, the implementation of this policy succeeded in dominating the composition of positions with Functional Positions reaching 72.5% [11]. The SCA in West Java Province, as policy makers and public service implementers, experienced significant changes because of the policy implementation. The equalization of positions affects the distribution of SCA into 72 types of Functional Positions, with the largest proportion in Archivists, Policy Analysts, and Planners. Despite significant achievements in policy implementation, the evaluation found that simplifying the bureaucracy in West Java Province is not yet feasible, with a score of 3.64 [11]. The Technical Feasibility dimension shows that the policy has not met the needs of the organization, and the use of resources has not been effective. Economic Feasibility shows a lack of adequate support, and the policy has not had a positive impact on achieving organizational performance [20], [21] targets. Political Viability, although showing adjustments to new laws and regulations, still has aspects that need to be improved. The implementation of the bureaucratic simplification policy [3], [5] in West Java Province has a significant impact on the organizational structure and composition of SCA positions. However, improved performance and policy sustainability require improvements in technical, economic, and political aspects to achieve more optimal results. Public sector governance reforms also need to be continuously reviewed and improved to support these changes.

## 4 Conclusion

The implementation of the bureaucratic simplification and equalization policy in West Java Province has achieved significant achievements in two phases. By equalizing 343 structural officials in Phase I and 865 structural officials in Phase II, this policy succeeded in simplifying 345 Supervisory Positions in Phase I and 1,360 Positions in Phase II. Although there were vacant positions that caused a difference between the number of Supervisory Positions that were simplified and the number of Junior Functional Officials that were equalized, the implementation of this policy dominated the composition of positions with Functional Positions reaching 72.5%. SCA in West Java Province experienced significant changes in the distribution of positions, especially to Functional Positions, with the largest distribution to Archivists, Policy Analysts, and Planners. De-

spite these positive achievements, the evaluation states that the implementation of bureaucratic simplification in West Java Province is still not feasible, with a score of 3.64. Aspects of technical feasibility, economic feasibility, and political viability require improvement. Therefore, in-depth evaluation and improvements in resource use, economic support, and adaptation to policy changes are needed to ensure the long-term success and optimization of bureaucratic simplification policy outcomes in West Java Province.

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