



EVALUATION OF THE EQUALIZATION OF ADMINISTRATIVE POSITIONS TO FUNCTIONAL POSITIONS IN THE REGIONAL CIVIL SERVICE AGENCY OF BENGKULU PROVINCE

Aprijal¹, Ardilafiza², Gushevinalti³

¹) Magister Public Administration, Faculty of Social Science And Political Science, University of Bengkulu

²) Magister Public Administration, Faculty of Social Science And Political Science, University of Bengkulu

³) Magister Public Administration, Faculty of Social Science And Political Science, University of Bengkulu

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ABSTRACT

This research aims to evaluate the policy of equalizing administrative positions to functional positions in the Regional Civil Service Agency of Bengkulu Province. This research is a qualitative descriptive research, the data collection method was carried out by means of observation and interviews and was carried out using triangulation techniques in collecting the data. From the research results, it was found that officials resulting from equalization were still oriented towards administrative tasks and did not have the competence as functional officials. Officials resulting from equalization have difficulty in pursuing credit figures as one of the obligations of functional officials. It is difficult to supervise and coordinate by echelon 3 administrator officials with implementing officials because there are no echelon 4 supervisory officials. Functional officials resulting from equalization still receive the same allowances as previous administrative positions so there is no difference in income from equalizing administrative positions to functional positions.

INTRODUCTION

The administration of government is one aspect of bureaucratic implementation. A simple bureaucracy with easy procedures will create fast, effective and efficient government administration. The implementation of government bureaucracy will be directly proportional to the implementation of public services, therefore easy implementation of bureaucracy will

create good public services. Good public services do not work due to complicated government bureaucracy, lack of facilities and infrastructure needed to facilitate services, and lack of concern from government officials for those who receive services, thus making people dissatisfied with public services (Junindra & Rahmat, 2019). Bureaucracies in government environments often experience various



bureaucratic irregularities, which cause bureaucratic pathologies such as paternalistic bureaucracy, bureaucratic swelling, budget swelling, and bureaucratic fragmentation (Dedeng Yoesoef Maolani et al., 2022).

In order to create good public services and structure the bureaucracy to make it simpler, bureaucratic reform was carried out. Bureaucratic reform is an effort to make changes to the government administration system in creating good government. Bureaucratic reform is carried out to create public services that are cheap and accessible to everyone with the aim of building a professional government bureaucracy that is flexible, honest, high performing, clean, and free from KKN (Wibowo & Kertati, 2022).

Bureaucratic reform does not only make changes to the government system, but is also a planned step to build a state apparatus that is more efficient and effective in carrying out government duties and public services. Reform as intended does not only change and create a professional bureaucratic system but also makes the state civil apparatus as a bureaucratic actor better in administering government and public services (Yusriadi, 2017).

President Joko Widodo carried out bureaucratic reform by making the program to simplify bureaucracy one of the 5 main priority programs in his second term of leadership (2019-2024). The aim of simplifying bureaucracy is to reduce lengthy bureaucratic procedures, this includes simplifying echelonization to two

levels and replacing it with functional positions that focus on competence and expertise at lower levels (Dewi Amalia Rahman et al., 2024). Functional positions are civil servant career positions that provide professional services based on certain expertise and skills.

Following up on the program implemented by President Joko Widodo, the Ministry of State Apparatus Empowerment and Bureaucratic Reform issued a regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions which aims to equalize administrative positions to functional positions in central agencies and regional positions, namely in administrator positions or echelon 3 to middle functional positions, as well as supervisory positions or echelon 4 to junior functional positions. The provincial government in accordance with these regulations and followed up through the Letter of the Minister of Home Affairs Number: 130/13989/SJ concerning Bureaucratic Simplification in Administrative Positions within the Provincial Government, there are several echelon 3 administrator positions and echelon 4 supervisory positions to functional positions which have an impact due to the simplification policy bureaucracy. In echelon 3 administrator positions, there are only certain positions that are equalized to functional positions, whereas in echelon 4 supervisory positions, almost all positions are equalized to



functional positions, except for supervisory positions under the secretary and supervisory positions which have the function of unit head, positions related to authority. / authority, legalization, ratification, document approval, regional authority and other special positions.

The Bengkulu Provincial Government has carried out the equalization of administrative positions to functional positions simultaneously on December 31 2021, where as many as 540 employees are affected by the equalization of positions consisting of 8 echelon 3 administrator positions at the One Stop Integrated Investment Service of Bengkulu Province, as well as 532 people in positions echelon 4 supervisors to functional positions in all regional apparatus organizations of the Bengkulu Provincial Government. The implementation of Equalization of Functional Positions cannot be applied to all administrative positions in the Bengkulu Provincial Government because not all administrative positions can be equated to functional positions.

One of the regional apparatus organizations of the Bengkulu Provincial Government that is affected by the equalization of administrative positions to functional positions is the Regional Civil Service Agency of Bengkulu Province. There are several positions affected by the equalization of administrative positions to functional positions as follows:

No	Old Administrative Position	Type of Position	New Functional Positions	Information
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			Resulting from Equivalence	
1	2	3	4	5
1	Secretary of BKD	Administrator (Echelon 3)	-	Not equalized
2	Head of Civil Service Development Division	Administrator (Echelon 3)	-	Not equalized
3	Head of Procurement, Dismissal and Personnel Information Division	Administrator (Echelon 3)	-	Not equalized
4	Head of Performance Assessment and Civil Service Awards Division	Administrator (Echelon 3)	-	Not equalized
5	Head of Mutation and Promotion Division	Administrator (Echelon 3)	-	Not equalized
6	Head of General and Equipment Sub-Section	Supervisor (Echelon 4)	-	Not equalized
7	Head of Finance Sub-Section	Supervisor (Echelon 4)	-	Not equalized
8	Head of Planning Sub-Section	Supervisor (Echelon 4)	Young Expert Planner	Equalized
9	Head of Functional Position Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
10	Head of Sub-Section for Job Training and	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized



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	Certification			
11	Head of Functional Position Training and Certification Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
12	Head of Procurement and Dismissal Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
13	Head of KOPRI Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
14	Head of Personnel Information Sub-Section	Supervisor (Echelon 4)	Young Computer Technician	Equalized (vacant position due to employee being transferred)
15	Head of Employee Performance Assessment Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
16	Head of Employee Discipline Sub-Division	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
17	Head of Sub-Section for Civil Service Awards	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized
18	Head of Employee Mutation Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized (vacant position because employee gets promotion)
19	Head of Employee	Supervisor (Echelon 4)	Junior Expert Human	Equalized (vacant position)

	Promotion Sub-Section		Resources Analyst	because employee gets promotion)
20	Head of Rank Sub-Section	Supervisor (Echelon 4)	Junior Expert Human Resources Analyst	Equalized

Source: Bengkulu Province Regional Civil Service Agency 2024

At the Regional Civil Service Agency of Bengkulu Province, after the implementation of the equalization of administrative positions to functional positions, several problems arose. Officials resulting from equalization are still oriented towards administrative tasks and do not have the competence as functional officials. Officials resulting from equalization have difficulty in pursuing credit figures as one of the obligations of functional officials. It is difficult to supervise and coordinate by echelon 3 administrators with implementing officials because there are no echelon 4 supervisory officials. Functional officials resulting from equalization still receive the same allowances as previous administrative positions so there is no difference in income from equalizing administrative positions to functional positions. The equalization of administrative positions to functional positions seems to only change the name of the position and is not accompanied by an increase in the competency of functional officials as a result of the equalization.

MATERIALS AND METHODS



The research method used by the author uses a qualitative descriptive method with an inductive approach because the author wants to find information and explore in depth the evaluation of the policy of equalizing administrative positions to functional positions in the Bengkulu Province Regional Civil Service Agency. Qualitative descriptive research utilizes qualitative data obtained by conducting interviews and observations as a tool for the author's analysis using William Dunn's policy evaluation theory. William Dunn's William in Akbar Muh. Firyal et al (2018:18), policy evaluation theory, he achieves a policy that is determined from:

1. Effectiveness
2. Efficiency
3. Adequacy
4. alignment
5. Responsibility
6. Precision

RESULTS AND DISCUSSION

Implementation equalization position administration to position functional in the Agency Regional Civil Service of Bengkulu Province . Based on results interview And observations made by writer with informant related with implementation equalization position administration to position functional with use theory evaluation William Dunn's policy with results as following :

1. Effectiveness Equalization Position Administration to Position Functional

Implementation equalization position has implemented in the Government Bengkulu Province is targeting almost all over official supervisor echelon 4 and a number of echelon 3 administrator officer . At Body Staffing Bengkulu Province equalization position implemented to 20 officials supervisor echelon 4. From the data collected known that implementation equalization position No give significant impact to effectiveness service Body Regional Civil Service of Bengkulu Province . Equalization position as expected No become solution from reform bloated bureaucracy . This is known from results interview And observation Where with he did equalization position No creation acceleration service significant staffing , even with equalization position , employee difficulty in do coordination because of the disappearance official supervisor echelon 4.

2. Efficiency Equalization Position Administration to Position Functional

Efficiency seen from business And cost incurred after equalization position implemented . After done interview And Observation in the Agency Regional Civil Service of Bengkulu Province related with efficiency from equalization position found results that implementation equalization position held No lower shopping employee especially official echelon 4 things This



because of in equalization position , official functional results equalization still get allowance Which The same with position supervisor echelon 4 so that No experience change allowance position . With thus No there is change income official functional results equalization

3. Adequacy Equalization Position Administration to Position Functional

Adequacy equalization position administration can seen from results equalization position the whether in accordance with what is expected . After implementation equalization position in the Agency Staffing Bengkulu Province from results interview And observations by the author do , writer find matter as following : officials functional results equalization position No own competence as official functional pure on generally . Officials functional results equalization Still used to do old job before equalization position that is position supervisor echelon 4. Equivalence position No accompanied by coaching competence to official functional results equalization so that official functional results equalization No own competence as official functional as should be . No only That official functional results equalization Still confusion in gather number credit .

4. Alignment Equalization position administration to position functional

Alignment equalization position administration to position functional can seen from implementation policy the whether has implemented in a way evenly or no . On policy equalization position administration to handover functional in the Agency The Regional Civil Service of Bengkulu Province has implemented in a way full . This is can seen from all over official supervisor echelon 4 which is provision equalized position functional has equalized become official functional .

5. Responsiveness equalization position administration to position functional

Responsiveness equalization position can measured by level satisfaction received . Level of satisfaction equalization position administration to position functional in the Agency Regional Civil Service of Bengkulu Province based on results interview And observation can seen from everyone involved on equalization position the that : equalization position No give significant impact even cause another problem. With equalization position difficult done coordination between level position that is on administrator officer coordinates direct with staff so that difficulty in do supervision because No existence official supervisor echelon 4. With equalization position difficulty for employee For determine level his career to position structural because of position structural echelon 4 down in a



way drastic with existence equalization position . Equivalence position also not speed up service as expected because of equalization position No balanced with improvement competence official results equalization .

6. Accuracy Equalization position administration to position functional

Accuracy in evaluation seen from whether policy the of course become the right solution from problems caused . Based on the results data interview And observation from equalization position administration to position functional No is the right solution to Indonesia's bloated bureaucracy . Statement the position that is being held as solution from pathology bureaucracy No walk as should be . Equalization position cause confusion on official results equalization And administrator officer and official implementer . Equalization position only change Name position official functional that is not balanced with development And coaching competence for official results equalization . Equalization position held in a way in a hurry without thorough planning impressed only just a formality .

However, the implementation of equalizing administrative positions to functional positions has not had a significant impact on changes in public organizations in Indonesia. Equating administrative positions to functional positions with the aim of creating a better bureaucracy is not on target. After the implementation of equalization of positions, it is not balanced with the development and coaching of functional officials resulting from equalization so that functional officials resulting from equalization do not have the same competence as pure functional officials. Functional officials resulting from equalization of positions also find it difficult to carry out their duties as functional officials and carry out more managerial tasks such as the previous echelon 4 supervisory position. The equalization of positions seems to only change the name of the position which is not balanced with changes in main duties and functions.

CONCLUSION

The equalization of administrative positions to functional positions has been implemented in the Bengkulu Provincial Government, especially in the Regional Civil Service Agency of Bengkulu Province.



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