



## SIMPLIFICATION OF ORGANIZATIONAL STRUCTURE IN THE ENVIRONMENT OF THE REGIONAL SECRETARIAT OF BENGKULU PROVINCE (Study of Bengkulu Governor Regulation Number 39 of 2022)

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## INTRODUCTION

The simplification of organizational structures is part of bureaucratic reform aimed at improving the efficiency and effectiveness of government administration. In the context of Indonesia, this policy has been regulated under the Ministerial Regulation of PAN & RB No. 25

### ABSTRACT

*This study aims to evaluate the implementation of the policy on simplifying the organizational structure within the Regional Secretariat of Bengkulu Province. Bureaucratic reform has become the government's main agenda in enhancing the effectiveness and efficiency of governance. However, in its implementation, this policy faces various challenges such as resistance to change, the readiness of human resources, and its effectiveness in improving organizational performance. This study employs a qualitative approach with a case study method through in-depth interviews and policy document analysis. The findings indicate that organizational structure simplification contributes to accelerating decision-making and increasing bureaucratic efficiency. However, the main challenges encountered include the lack of readiness among officials, changes in work patterns, and an imbalance in workload distribution. Therefore, strategic measures are needed to strengthen human resource capacity, establish clear technical guidelines, and enhance cross-unit coordination to achieve the effectiveness of this policy.*

of 2021, which encourages the transformation of structural positions into functional ones. The implementation of this policy within the Regional Secretariat of Bengkulu Province aims to optimize organizational functions to be more adaptive to change. However, in practice, various challenges arise that can affect the effectiveness of this policy. Therefore, this



study aims to analyze the impact of organizational structure simplification on the performance of local governance.

This policy is based on the premise that organizational structures that are too dense and hierarchical tend to hamper the decision-making process and reduce the efficiency and effectiveness of public services. As stated by (Abdullah, 2023), the urgency of this bureaucratic simplification policy was carried out because there were too many structural positions in the bureaucracy in Indonesia so that the bureaucracy became fat. Therefore, with the birth of this policy, it is hoped that the bureaucracy will be leaner, more agile and adaptive in facing developments in information and technology.

Bengkulu Province, as one of the autonomous regions in Indonesia, is also not immune from demands to simplify the organizational structure, especially within the Regional Secretariat of Bengkulu Province. The Regional Secretariat of Bengkulu Province, as an element of regional government staff which plays an important role in policy formulation and administrative coordination, is the main focus in implementing the organizational structure simplification policy.

## MATERIALS AND METHODS

This study employs a qualitative approach using a case study method. Data was collected through interviews with Regional Secretariat officials, analysis of

policy documents, and direct observation of the implementation of the organizational simplification policy. Data analysis was conducted using William Dunn's policy evaluation model, which includes effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy.

1. Effectiveness: Measures the extent to which a policy achieves the desired results. This criterion looks at whether the policy objectives have been achieved.
2. Efficiency: Assess the ratio between policy input and output. An efficient policy is one that is able to achieve maximum results with minimal resources.
3. Adequacy: Measures the extent to which the policy is able to solve the targeted problem.
4. Equity: Assessing the distribution of policy benefits among various groups in society.
5. Responsivitals: Measures the extent to which policies satisfy the needs, preferences, or values of specific groups.

Appropriateness: Assessing whether policy results are truly useful or valuable to society.

## RESULTS AND DISCUSSION

### 1. Effectiveness

The study results indicate that organizational structure simplification has increased the efficiency of decision-making. However, there are challenges



in adapting to new roles for functional officials. With the reduction of hierarchical positions, the decision-making process becomes faster and more direct. Coordination between units is simpler due to the reduction in structural job levels. Officials who previously held structural positions must now transition to functional positions with different work patterns. Many of them face difficulties in adjusting due to the lack of clear guidelines. This change in the work system requires additional training to ensure officials can perform their duties effectively. While organizational structure simplification enhances efficiency, better adaptation strategies are still needed to enable officials to optimally carry out their new roles. The performance accountability score stagnated from 69.30 (2022) to 69.05 (2024). Performance reporting even decreased from 10.84 to 9.86. Many functional officials are not ready to face new responsibilities due to minimal training.

## 2. Efficiency

Organizational structure simplification aims to improve bureaucratic efficiency by reducing hierarchical positions and speeding up decision-making processes. With a leaner structure, coordination between work units is expected to be more effective and responsive to change. However, in its implementation, there is an imbalance in task distribution and responsibilities,

leading to some units experiencing excessive workload while others lack clear assignments. Additionally, the absence of adequate technical guidelines hampers the effectiveness of the new work system. Therefore, although organizational simplification enhances bureaucratic efficiency, challenges in adaptation and human resource allocation still require special attention. Unbalanced workload distribution. Certain work units are overloaded with tasks, while others have minimal workload. Coordination between work units has also not been developed systemically.

## 3. Adequacy

The simplification of organizational structures aims to create a more efficient and responsive bureaucracy. However, its implementation still shows gaps between policy objectives and actual outcomes. Some aspects that are still lacking include the unbalanced allocation of human resources, the readiness of officials to take on new roles, and the lack of supporting instruments such as technical guidelines and an appropriate performance evaluation system. Therefore, to ensure organizational simplification meets its intended goals, improvements in policy implementation mechanisms and monitoring are necessary. ASNs experience many difficulties in adapting. The ASN professionalism index value is only 19.07 out of 40. The



Legal Bureau even only reaches 8.48, which indicates a crisis in institutional capacity.

#### 4. Equity

The implementation of organizational structure simplification policies has not been fully equitable across all work units. Some units have experienced a significant increase in workload, while others lack clarity in tasks and roles. This imbalance is due to insufficient in-depth analysis of each unit's needs and capacities before the policy was implemented. Additionally, suboptimal coordination between units has worsened the task distribution imbalance. Therefore, evaluations and policy adjustments are needed to ensure that organizational structure simplification provides equal benefits to all parts of the organization. The benefits of simplification are not felt equally. Some bureaus are very well prepared, such as the Organization Bureau (22.79), while other bureaus are far behind. This shows the inequality of competence between units.

#### 5. Responsiveness

Organizational structure simplification requires the bureaucracy to be more responsive in adapting to environmental changes and public needs. However, its implementation has faced obstacles in adapting to a more flexible work system. Some work units still struggle to respond quickly to policy changes due to a lack of effective socialization and coordination.

Additionally, infrastructure limitations and inadequate oversight mechanisms hinder organizational responsiveness. Thus, strategies to enhance staff capacity, digitalize work processes, and improve monitoring systems are necessary to ensure organizational simplification operates responsively and effectively. Employees complain about unclear assignments. Decision making becomes slower because the functional structure is not accompanied by clear technical SOPs.

#### 6. Accuracy

Organizational structure simplification should be carried out with consideration of policy alignment with organizational needs and field conditions. In its implementation, there are still inconsistencies between policy objectives and actual situations, such as a lack of human resource preparedness and an unclear new work system. Some units struggle to adjust their tasks and responsibilities due to the absence of clear technical guidelines. Therefore, to ensure that organizational simplification is truly on target, a more comprehensive evaluation of policy effectiveness, better adaptation mechanisms, and sufficient resource support are needed. In theory, the policy is in accordance with the concept of good governance. However, implementation has not taken into account local readiness, causing a mismatch between central policy and regional needs.





## CONCLUSION

The simplification of organizational structures within the Regional Secretariat of Bengkulu Province has the potential to improve bureaucratic efficiency. However, research findings indicate that the implementation of this policy still faces various challenges, such as human resource readiness, uneven task distribution, and inadequate technical guidelines. Therefore, a more comprehensive strategy is required to address these issues.

## RECOMMEDATIONS

The main recommendations of this study include:

1. **Enhancing Human Resource Capacity:** Training and mentoring for functional officials to improve understanding and skills in carrying out their duties.
2. **Development of Technical Guidelines:** Establishing clear Standard Operating Procedures (SOPs) to reduce confusion in policy implementation.
3. **Improving Coordination and Task Distribution:** Refining coordination mechanisms between organizational units to ensure a more balanced task distribution aligned with employee competencies.
4. **Ongoing Evaluation and Monitoring:** Strengthening evaluation mechanisms to adjust policies according to regional needs and dynamics periodically.

5. **Strengthening Infrastructure and Technology:** Utilizing digital systems to support more efficient and flexible work processes.

By implementing these recommendations, it is hoped that the organizational structure simplification policy can be more effective and provide optimal benefits for the Regional Secretariat of Bengkulu Province and the broader community.



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