



## Implementation of the State Civil Apparatus Work System Policy after Bureaucratic Simplification at the Investment and Integrated One-Stop Service Office

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### Abstract

*This study aims to analyze the implementation of the State Civil Apparatus (ASN) work system policy after bureaucratic simplification at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Purwakarta Regency. Bureaucratic simplification is part of the bureaucratic reform agenda of President Joko Widodo's second term (2019-2024) which is realized through three stages: simplifying the organizational structure, equalizing positions, and adjusting the work system. This study uses a qualitative approach with a case study method, through collecting primary data from in-depth interviews with functional officials and leaders of DPMPTSP Purwakarta Regency, as well as secondary data from policy documents and performance reports. The results of the study indicate that the implementation of the ASN work system policy after bureaucratic simplification at DPMPTSP Purwakarta Regency has been effective in improving organizational performance, as evidenced by the achievement of investment targets and an increase in the public satisfaction index. However, there are several implementation challenges in the form of competency gaps between functional officials, suboptimal standardization of work assignments based on span of control, and unclear differentiation of roles between Junior Experts and Middle Experts in practice. This study recommends strengthening functional official competency development programs, standardizing work assignment systems, and improving more objective performance assessment mechanisms.*

## Introduction

Bureaucracy in modern society is an organ that greatly determines the effectiveness of government work. This is inseparable from the position of the bureaucracy as an implementing organ of government policies related to public interests. Bureaucracy and bureaucrats are the implementers of policies that have been made by political officials to be realized (Asaju & Ayeni, 2021; Jatmikowati, 2021; Kroeger, 2022; Blom-Hansen et al., 2021; Adegbite et al., 2022). This view shows that the position of the bureaucracy is very strategic and dominant in government processes, so that there is a demand for the bureaucracy to carry out its strategic functions and roles in accordance with the purpose of the existence of the bureaucracy itself, namely as an implementer of government policies tasked with serving the needs and interests of the community (PermenPAN-RB Number 25 of 2021).

DPMPTSP Purwakarta Regency is one of the agencies that has implemented a bureaucratic simplification policy, by eliminating administrative positions and equalizing functional positions (Insani et al., 2022; Wuwung et al., 2024; Indriyani et al., 2025; Dewi & Iqbal, 2023). However, the implementation of this policy faces several challenges, such as competency gaps among ASN, imbalance in workload, and lack of effective evaluation mechanisms (Paratama et al., 2025; Arnetti & Hasan, 2023; Hutabarat & Sjaaf, 2024). Therefore, this study aims to

examine how the implementation of the ASN work system after bureaucratic simplification at the DPMPTSP of Purwakarta Regency and to identify inhibiting and supporting factors in its implementation.

Starting from the general view of the government bureaucracy which is less effective in carrying out its duties and functions, ideas have emerged from various parties about the importance of bureaucratic reform as one way to make bureaucratic tasks and functions more effective. In general, bureaucratic reform is the process of rearranging, changing, improving, and perfecting the bureaucracy to make it better (professional, clean, efficient, and productive) (Lay et al., 2023; Tao et al., 2023). Bureaucratic reform is also interpreted as an effort to make fundamental changes and renewals to the government administration system in order to realize good governance (Azizy, 2007; Salam, 2023; Yasin et al., 2021; Afrilinda et al., 2022; Afrilinda et al., 2022)

Entering the second term of President Joko Widodo's administration (2019-2024), he initiated bureaucratic reform through bureaucratic simplification. This was conveyed in his speech at the inauguration of his second term as President of the Republic of Indonesia on October 20, 2019. The speech became the initial milestone for changes in governance, especially the bureaucratic system and personnel management as outlined in Presidential Regulation Number 18 of 2020 concerning the National Medium-Term Development Plan for 2020-2024. This directive was followed up by the Minister of Empowerment of State Apparatus and Bureaucratic Reform, and translated into the form of simplifying administrative positions in every government agency. In accordance with Permenpan RB Number 25 of 2021, the objectives of the bureaucratic simplification policy are: first, to build enthusiasm in accelerating the political decision-making process at all levels of ministries, institutions to the regional level; second, to create government accountability; and third, to create a more effective and efficient bureaucracy. In other words, bureaucratic simplification aims to create a dynamic and agile bureaucracy, realize ASN professionalism, focus on functional work, accelerate work systems, and encourage effectiveness and efficiency of performance (Mubarok et al., 2024; Maulana et al., 2022; Suheri et al., 2023).

Bureaucratic simplification is implemented through three main stages, namely: simplifying the organizational structure, equalizing positions, and adjusting the work system (Susiawati et al., 2025; Sipayung et al., 2022; Rahmi & Wijaya, 2022; Gedeona & Trilestari, 2021). In Purwakarta Regency, the implementation of the bureaucratic simplification policy has been carried out through these three stages, including at the Investment and One-Stop Integrated Service Office (DPMPTSP) which is the only one of 48 regional apparatuses in Purwakarta Regency that has equalized positions up to the level of administrator officials.

Purwakarta Regency DPMPTSP has a strategic role in matters of the investment business world, licensing, and non-licensing. In addition, based on Presidential Regulation Number 89 of 2021, Purwakarta Regency DPMPTSP has a mandate to manage the Public Service Mall (MPP) (Ariyanti et al., 2024; Museliza et al., 2023). Both mandates are in line with the president's priority programs in improving the quality of public services and facilitating investment access throughout Indonesia.

Although the implementation of the bureaucratic simplification policy at the DPMPTSP of Purwakarta Regency has shown success in achieving organizational performance targets, there are several indications of problems in its implementation, including: the uneven distribution of functional officials' competencies and the suboptimal standardization of work assignments based on span of control. Therefore, this study aims to analyze the implementation of the ASN work system policy after bureaucratic simplification at the DPMPTSP of Purwakarta Regency,

identify factors that influence the implementation of the policy, and formulate recommendations for the future.

## Methods

This study uses a qualitative approach with a case study method to analyze in depth the implementation of the ASN work system policy after bureaucratic simplification at the DPMPTSP of Purwakarta Regency. The qualitative approach was chosen because it is able to provide a comprehensive understanding of the phenomenon of policy implementation in a specific context, including the various factors that influence it. Data collection was carried out through several techniques, namely: in-depth interviews, observations, and documentation studies. In-depth interviews were conducted with key informants who were directly involved in the implementation of the ASN work system policy after bureaucratic simplification at the DPMPTSP of Purwakarta Regency, including the Head of DPMPTSP, Secretary of DPMPTSP, functional officials of the Middle Expert and Young Expert, and implementing staff. Observations were made to observe the work process and interactions between functional officials in carrying out their duties and functions after bureaucratic simplification. Documentation studies were conducted on related documents, such as Purwakarta Regent Regulation Number 54 of 2023 concerning the State Civil Apparatus Work System in Purwakarta Regency, Purwakarta Regency Regional Regulation Number 1 of 2021, the Purwakarta Regency DPMPTSP Strategic Plan document for 2018-2023, and the Government Agency Performance Accountability Report (LAKIP) DPMPTSP for 2023.

Data analysis was carried out using an interactive analysis model which includes data reduction, data presentation, and drawing conclusions. Data reduction is carried out by selecting, focusing, simplifying, abstracting, and transforming data that emerges from field notes. Data presentation is carried out in the form of narratives, tables, and graphs to facilitate understanding of the phenomena that occur. Drawing conclusions is done by identifying patterns, explanations, configurations, and cause-and-effect flows. To ensure the validity of the data, source triangulation was carried out by comparing interview data from various informants, technical triangulation by comparing interview data, observations, and documentation studies, as well as member checking by confirming the findings with key informants.

## Results and Discussion

### Implementation of Bureaucratic Simplification at DPMPTSP Purwakarta

The implementation of the bureaucratic simplification policy at the Purwakarta Regency DPMPTSP has been carried out through three main stages in accordance with national policies. The first stage is the simplification of the organizational structure which is carried out based on PermenPAN-RB Number 25 of 2021 concerning the Simplification of the Organizational Structure in Government Agencies and Permendagri Number 25 of 2021 concerning the Investment and One-Stop Integrated Service Office. At this stage, the simplification of 280 administrative positions has been carried out within the Purwakarta Regency Government. The second stage is the equalization of positions which is the transfer of administrative officials into functional positions through adjustments/inpassing to equivalent functional positions. This equalization of positions is regulated by PermenPAN-RB Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions. At the Purwakarta Regency DPMPTSP, job equivalency has been carried out through inauguration on December 31, 2021 based on the Decree of the Regent of Purwakarta Number 821.2 / Kep.742-74 BKPSDM / 2021.

The third stage is the adjustment of the work system which is the preparation of work mechanisms and business processes by utilizing an electronic-based government system. This stage is regulated through the Regulation of the Minister of PAN-RB Number 7 of 2022 concerning the Work System in Government Agencies which is supplemented by the Regulation of the Minister of PANRB Number 6 of 2022 concerning ASN work management, and followed up by the Regulation of the Regent of Purwakarta Number 54 of 2023 concerning the Work System of State Civil Apparatus in Purwakarta Regency.

DPMPTSP Purwakarta Regency is the only one of 48 regional apparatuses in Purwakarta Regency that has equalized positions to the level of administrator officials. Before the bureaucratic simplification, DPMPTSP consisted of 4 fields in the government affairs pathway, namely the Investment Development and Promotion Sector, the Licensing and Non-Licensing Sector, the Control Sector, and the Information System Data Management Sector assisted by the government affairs support pathway (Secretariat). After the bureaucratic simplification, the administrator and supervisory officials of DPMPTSP were equalized to become functional officials through adjustment or inpassing. Functional positions in DPMPTSP consist of two types, namely Investment Management and Licensing Administrators. The main duties and functions of the Investment Governance Administrator are regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 51 of 2022, while the main duties and functions of the Licensing Administrator are regulated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 22 of 2022. Administrator officials are equated to Associate Experts, while supervisory officials are equated to Junior Experts by taking into account the ranks according to PermenpanRB Number 1 of 2023 and PerBKN Number 3 of 2023.

### **Performance Achievements of Purwakarta Regency DPMPTSP After Bureaucratic Simplification**

The implementation of the bureaucratic simplification policy at the Purwakarta Regency DPMPTSP has shown positive results in achieving organizational performance targets. In the Purwakarta Regency DPMPTSP Strategic Plan document for 2018-2023, DPMPTSP has the goal of "Creating a Conducive Investment Climate" with two main targets, namely: (1) Increasing the Growth of Foreign Investment (PMA) and Domestic Investment (PMDN), and (2) Increasing the Quality of Licensing Services. The performance achievements of the Purwakarta Regency DPMPTSP in increasing the growth of PMA and PMDN investment have shown very good results. The target investment realization value in 2023 as the end of the RPJMD is 75 trillion rupiah. The data shows that investment realization has exceeded the target set each year from 2018 to 2023. This indicates that the simplification of bureaucracy at the Purwakarta Regency DPMPTSP has contributed positively to improving the investment climate in Purwakarta Regency.

In addition, the performance achievement of the Purwakarta Regency DPMPTSP in improving the quality of licensing services also shows positive results. The target for the Public Satisfaction Index (IKM) in 2023 is 82.50 points. The data shows that the realization of IKM has increased every year and exceeded the target set. This shows that the simplification of bureaucracy at the Purwakarta Regency DPMPTSP has succeeded in improving the quality of licensing services provided to the public.

Overall, the Purwakarta Regency DPMPTSP has succeeded in implementing the investment affairs work program. This is evident from the average performance achievement against the targets that have been set, with an Organizational Performance Achievement value exceeding

100%. In addition, the target achievement shows an increase every year. The new work system adapted since 2022 also contributed significantly to the results, showing the positive impact of implementing a more effective and efficient work system.

### **Challenges in Implementing ASN Work System Policy After Bureaucratic Simplification**

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The second challenge is the suboptimal standardization of work assignments based on span of control. By regulation, work assignments are now determined by the Performance Assessment Officer, who in this case is the Head of DPMPTSP as the direct superior. However, this regulation has not been balanced with the regulation of a clear span of control and organizational workload. In terms of level, functional positions are divided into two main categories, namely Junior Expert and Middle Expert, each of which reflects a different level of expertise and experience.

Junior Experts are generally functional positions that prioritize mastery of technical basics and implementation of tasks according to the field of expertise being pursued. On the other hand, Associate Expert refers to a higher level in the functional position ladder, where employees are expected to have more experience and be able to make more complex decisions and be responsible for carrying out more strategic tasks. At this level, functional officials are also expected to be able to provide direction and share knowledge with other colleagues, both at lower and comparable levels.

However, in practice, the difference between Junior Expert and Associate Expert is often not clearly visible, especially because the system is not yet optimal in supporting the division of tasks and responsibilities and which should reflect the differences in these levels and has not been standardized in accordance with applicable regulations.

This condition causes an imbalance in the workload between functional officials, with some Junior Expert officials who are considered to adapt more quickly to enter several work teams, while other officials who are not fully ready for their new roles are forced to face a lighter or less optimal workload. This can have an impact on the subjectivity of performance appraisers. In addition, although the income and allowances received by functional officials remain the same, the roles and responsibilities assigned to them do not always correspond to the new functional position level.

## **Conclusion**

Based on the research results, it can be concluded that the implementation of the ASN work system policy after the bureaucratic simplification at the Purwakarta Regency DPMPTSP has been effective in improving organizational performance. This is proven by the achievement of investment targets and an increase in the public satisfaction index that exceeds the set targets. The simplification of the bureaucracy which includes the simplification of the organizational structure, equalization of positions, and adjustment of the work system has brought positive changes in the organizational governance of the Purwakarta Regency DPMPTSP. However, there are several challenges in the implementation of this policy, including: the uneven competence of functional officials in carrying out their duties and functions, the suboptimal standardization of work assignments based on the span of control, and the unclear differentiation of roles between Junior Experts and Middle Experts in practice. These challenges need to be overcome so that the implementation of the ASN work system policy after the bureaucratic simplification can run more optimally in the future. Based on these conclusions, several suggestions can be formulated to improve the implementation of the ASN work system policy after the bureaucratic simplification in the DPMPTSP Purwakarta, as follows:

The Purwakarta Regency Government needs to strengthen the competency development program for functional officials, especially for those who are equated from structural positions through inpassing, to ensure that they have adequate technical competence in carrying out their duties and functions as functional officials. Competency development programs can be in the form of technical education and training, technical guidance, workshops, seminars, or other forms of competency development that are relevant to the functional position held.

The Purwakarta Regency DPMPTSP through the Purwakarta Regency BKPSDM needs to develop a clearer and more measurable standardization of the work assignment system, taking into account the span of control, competence, and proportional workload for each functional official. This standardization can be in the form of compiling work assignment guidelines that contain clear criteria and indicators in determining the duties and responsibilities for each level of functional position.

It is necessary to improve the performance assessment mechanism for functional officials to be more objective and based on work results and competencies. Performance assessments should consider the characteristics and level of difficulty of the tasks carried out by each functional official, as well as their contribution to achieving organizational goals. This can be done by developing a more comprehensive and objective performance assessment instrument.

Purwakarta Regency Government needs to facilitate a communication and coordination forum between functional officials to share experiences, knowledge, and best practices in carrying

out their duties and functions. This forum can be a forum to increase synergy and collaboration between functional officials, as well as bridge the existing competency gap.

DPMPTSP Purwakarta needs to increase the use of information technology in supporting the ASN work system after the simplification of the bureaucracy. The use of information technology can help increase work efficiency and effectiveness, as well as facilitate the process of assigning, monitoring, and evaluating the performance of functional officials.

By implementing these suggestions, it is hoped that the implementation of the ASN work system policy after the bureaucratic simplification at the DPMPTSP Purwakarta can run more optimally in the future, so that it can further improve the quality of public services and encourage investment growth in Purwakarta Regency.

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