A new decade for social changes
Analysis of Public Service Quality Improvement Through Bureaucratic Simplification Policies

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Abstract. This study aims to examine and analyze the implementation of bureaucratic simplification and improve the quality of public services after bureaucratic simplification in Indonesia. In line with community needs development, the demand for public services is also increasing, and this is certainly a challenge for the government to accelerate and improve the quality of public services. Simplification of the bureaucracy is part of implementing bureaucratic reform to realize quality public services and effective and efficient governance so that the bureaucracy becomes dynamic, agile, and professional. This study uses a qualitative method with a literature study. Data were collected from various books, laws and regulations, articles, journals, and electronic data related to the research topic. The results of this study conclude that the simplification of the bureaucracy is still ongoing. The government continues to encourage the implementation of quality public services through the implementation of a comprehensive bureaucratic simplification policy. An increase in the quality of public services after the simplification can be proven by increasing the results of the measurement of the national public service index and the level of compliance of ministries, institutions, and local governments to public services. This can at least be an initial proof that through the spirit of simplifying the bureaucracy, improving the quality of public services can be realized.

Keywords. bureaucratic reform, bureaucratic simplification, public service

1. Introduction

Bureaucratic reform is an effort to make changes and reforms in the implementation of governance in the institutional, management, and human resource aspects of the apparatus. The direction of the Bureaucratic Reform Policy was determined at the time of the issuance of Presidential Regulation (Perpres) No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform. These regulations serve as guidelines for the implementation of bureaucratic reform in Indonesia in the 2010-2025 period.

Based on the Grand Design of National Bureaucratic Reform, the journey of bureaucratic reform in Indonesia has entered its third period. In this period, bureaucratic reform is expected to produce a world-class bureaucracy. Excellent public service is certainly not negotiable to realize the character of a world-class bureaucracy. One of the focuses of public services in this third phase of reform is improving the quality of public services to
achieve quality equity at all levels of public service providers, both at the ministry agency and local government levels (Mandasari, 2020).

The government has set five quick wins to accelerate bureaucratic reform 2020-2024, namely simplifying the bureaucracy, improving the quality of human resources, performing excellent public services, and fast, flexible governance through the implementation of the Electronic-Based Government System (SPBE). Bureaucracy simplification is part of bureaucratic reform to realize quality public services. Following the direction of President Joko Widodo at the time of the inauguration of the President and Vice President on October 20, 2019, the long bureaucracy must be trimmed and simplified into two levels and replaced with functional positions that emphasize competence and expertise.

There are several important reasons for simplifying the bureaucracy, and the first is to overcome procedural barriers in decision-making so that the decision-making process becomes faster. Second, increasing collaboration to realize performance targets. Third, encourage the use of information and communication technology in governance so that bureaucratic performance becomes more effective and efficient, accelerates decision-making for leaders, improves public services in various fields, and achieves organizational goals (Ministries/Agencies and Local Governments). The simplification of the bureaucracy into two levels (levels), which has been followed up by the Ministries/Institutions and Local Governments, is expected to overcome the bad impression and weakness of the government bureaucracy so far, namely, the fat organizational structure that can cause delays in policy and decision making.

According to Rahayu (2020), to improve the bad impression of bureaucracy, changes must be made to attitudes and behavior, including 1) attaching importance to a task approach that protects and serves the community and avoids the impression of an approach of power and authority; 2) transforming the organization into a modern, lean, effective, and efficient organization; 3) able to change work systems and procedures into services that are open, fast, precise, accurate, and still maintain high quality, cost-efficient, and timely services; 4) positioning oneself as a public service provider rather than an agent of change; and 5) able and willing to make changes from a rigid bureaucracy to an organization with a more decentralized, flexible, innovative, and responsive structure.

Several previous studies have conducted research on bureaucratic reform and the quality of public services, as the results of research conducted by Adnan (2013) found that bureaucratic reform in local government has not been able to realize effective and efficient services to the community. To ensure the implementation of service certainty to the community, local governments must establish clear, detailed, measurable, minimum service standards that are easily accessible to the public. The community is given space to evaluate and provide input on the quality of the services they receive.

Subsequent research conducted by Hayat (2016) stated that the aspect of performance appraisal, which is part of improving the quality of public services, greatly affects the performance of all public service apparatus, from the leadership level to the lower level. The results of research conducted by Chairudin et al. (2018) prove that high service performance does not always make service satisfactory because of the influence of the level of expectations from customers. Service providers must prioritize improving service performance in the aspects most expected by customers so that they can provide quality services.

Research findings from Arwanto (2022) show that bureaucratic reform policies in Indonesia are influenced by good governance, and international organizations have played an
important role in influencing the Indonesian government to adopt good governance. Subsequent research conducted by Ristala (2022) found that the current state of public service requires an agile organization that can collaborate across sectors by utilizing functional positions to overcome community problems and provide good, fast, and accurate public services to the community. Agile principles aim to minimize bureaucratic processes. Agile organizations encourage work teams to look for ways to improve and try new things that will benefit the organization, especially in terms of efficiency and creating a culture where employees can work without fear of hierarchical structures (Kasmad et al., 2020).

As of the end of 2021, 95 ministries/agencies have completed simplifying their organizational structures with a total simplified structure of 46,259 structures (Sulistyo, 2022). With the simplification of the bureaucracy, the work system of the State Civil Apparatus (ASN), which performs its function as a public servant, is no longer tiered or hierarchical, so public services will become faster. The achievement of bureaucratic simplification and bureaucratic reform is expected to lead to an increase in the quality of services received by the community (Kemenpan RB, 2021b). It has been almost three (3) years since implementing the policy of simplifying the bureaucracy in Ministries, Institutions, and Regional Governments, with the full hope that an agile bureaucracy and better service quality can be realized. Based on the above background, the researcher is interested in conducting further research to analyze the extent to which the bureaucratic simplification policy has been implemented and how it impacts improving the quality of public services.

2. Method
This study uses a qualitative method with a literature review. Data were collected from various books, laws and regulations, journals, articles, and electronic data related to the research topic. This research study focuses on the implementation of bureaucratic simplification in Indonesia and its impact on the quality of public services.

3. Literature Review
3.1.1. Delayering
Delayering is basically a simplification and streamlining the process of organizational structure where redundancies are eliminated, workflow and decision-making are accelerated. Performs the removal of unwanted layers of management in the organizational hierarchy. Delayering removes overstaffing by identifying layers of unproductive work and activities that do not add value. (George, S., & Meera Bai, M., 2004). When the organization changes, one or all components of the organization will also experience changes, namely structure, system, and culture.

Delayering’s goal is to reduce costs and streamline processes. Downsizing alone cannot change the way things work in an organization; the trend is towards a flatter organization where managing across units is considered more important than managing up and down hierarchically.

The implementation of Delayering involves the following stages, namely 1) creating awareness of the importance of change 2) overcoming barriers to change, enabling employees to accept the need for change and involving them in the change process 3) creating a new vision of a better and creative organization 4) a successful mission, Changes must be introduced with continuous involvement and approval from employees 5) The changed new order must become the work culture of the organization.
3.1.2. Agile Organizations

Agile is used as an adjective referring to the needs of the organization. This means that the bureaucracy must behave more flexibly, adaptively, and quickly (Alsudairy et al., 2014). Agile organizations are defined as having "capabilities in all areas of business, including organizational structures, information systems, logistics processes, and particularly mindsets," according to Professor Martin Christopher of the Cranfield School of Management.

The concept of agile offers a new organizational paradigm, although initially agile was used in software development, which refers to the use of technology in the delivery of digital services. In its development, the agile concept was also applied to fix the structure, behavior, processes, and culture of the public bureaucracy (Cooke, 2012). The bureaucracy in Indonesia needs to adopt an agile paradigm to work more strategically, flexibly, and adaptively to changes that result in better public policies and services. Agility is not a goal to be achieved but a tool for public bureaucracy to work with agile principles (Kasmat et al., 2020).

Agile bureaucracies have a collaborative work culture, and the responsibility is not only imposed on the individual but on the team or shared responsibility (Cockburn, 2002). The Agile concept is considered capable of making changes to work techniques and methods. To be agile it takes an individual mindset that contains determination and purpose, and it is not enough to innovate and reduce structure. Bureaucrats must have the determination to provide excellent public services. The application of the agile paradigm is not easy because the bureaucracy is required to be able to create personal public services, not one suit for all (Rulinawaty, 2020).

3.1.2. Public Service

Basically, everyone needs service. It can even be said that service is an important part of life (Sinambela, 2008). Service is a way of meeting needs by letting others do the work (HA Moenir, 1997). With the advancement of science and technology and intense competition around the world, the idea of service is used not only in business organizations but also in government organizations broadly.

Public services are services carried out by public institutions, which are established and financed by the state for the benefit of the state through state means, and the goals are determined politically by the state (Chapman and Cowdell in Rahayu 2020).

Society always demands quality public services, even though these expectations are often contradictory to the fact that past public services tended to be convoluted, time-consuming, expensive, and tiring. Even though the state really exists for the benefit of the community, services that should be aimed at the wider community are sometimes turned into public services for the state (Inu Kencana Syafiie, 1999). That is, by looking at the current development of society, the government must be able to provide more professional services. The characteristics of professional public services (Rahayu, 2020) are as follows:

1) Effective, namely prioritizing the achievement of goals for the welfare of the community;

2) Simple, using service procedures that are easy, fast, precise, uncomplicated, easy to understand, and easy to implement by every community that needs services.

3) Costs and certainty (transparent) include service procedures, service requirements, work units, authorized officials, service fees, and transparent payment procedures and settlement periods.
4) Openness means presenting information openly to the public so it is easily known and recognized.
5) Efficiency means limiting service requirements only to those directly related to achieving goals and preventing repeat fulfillment of requirements.
6) Timeliness, the service can be completed according to a predetermined time period.
7) Responsive, which is fast in responding to problems, needs, and aspirations of the community using services.
8) Adaptive, being able to adapt to the demands, aspirations, and desires of the community.

4. Results and Discussion

Indonesia has started to simplify its bureaucracy as of the end of 2019. This is in response to a directive from the president to simplify the structure into two levels and move the positions of the structures below it to functional positions. The goal of this policy of reducing bureaucracy is to create an organization that is small in size but has a lot of functions. A hierarchical structure can make it hard for organizations to make decisions. This can lead to rigid bureaucracy and hurt the organization (Gulati, 2018). Presidential Regulation Number 68 of 2019 About the Organization of State Ministries also says that functional position groups are the most important part of the ministry's organizational structure.

Simplifying the bureaucracy is not just about changing administrative positions. Ministries, institutions, and governments work through organizational transformation, job transformation, and work system transformation. Simplification of the Bureaucracy in Ministries/Agencies and Regional Governments is carried through the following stages: 1) To reduce the level of organizational units, the organizational unit of administrative positions in Government Agencies is streamlined by simplifying the organizational structure; 2) Performing equalization of positions by appointing administrative officials to equivalent functional positions; 3) Improving and developing work mechanisms, business processes, and utilization of SPBE through adjustment of work systems.

4.1.1. Simplification of Organizational Structure

To encourage optimization of bureaucratic simplification in all government agencies, the Minister of PAN RB issued Regulation Number 25 of 2021 concerning the Simplification of Organizational Structures in Government Agencies for Bureaucracy Simplification. Simplification of the organizational structure was carried out for three units of administrative positions, namely Echelon III, Echelon IV, and Echelon V positions.

The simplification of the organizational structure was carried out in the form of simplified criteria and maintained criteria. The simplified criteria include administrative positions that carry out duties and functions covering 1) analysis and preparation of materials and or policies, 2) coordination, monitoring, and evaluation of policies; 3) having certain technical tasks in government; 4) carrying out tasks according to the field of functional positions, and 5) technical services functional. While the criteria for the organizational unit of administrative positions to be maintained are 1) the attributive authority of authorization; 2) having regional-based authority; 3) work unit as an independent technical implementer; 4) work unit for procurement of goods and services.
The simplification of the organizational structure is carried out by means of mapping and analysis mechanisms, submitting proposals, and making decisions. Changes in the organizational structure within the Central Agency as a result of the Simplification shall be determined by the respective Ministers or Institutional Leaders. Changes in the organizational structure within the Provincial, Regency, and City Regional Agencies are determined by each Regional Head. By Article 20 of Ministerial Regulation PAN RB 25 of 2021, simplifying the organizational structure in Government Agencies is expected to be completed no later than June 30, 2021. By the end of 2021, as many as 95 ministries/agencies and 32 of 34 Provinces have completed simplifying the organizational structure (Sulistyo, 2022). By simplifying the organizational structure into two levels, the decision-making process will be faster, so the service process is also expected to be faster and of higher quality.

4.1.2. Position Equalization.

In November 2019, the Ministry of PAN RB issued Circulars Numbers 384, 390, and 391 of 2019 concerning Strategic and Concrete Steps to Simplify Bureaucracy addressed to the Minister, Governor, Regent, and Mayor. Concrete steps to simplify the bureaucracy are carried out by transferring structural echelon III (administrator positions), structural echelon IV (supervisory positions), and structural echelon V in Ministries, Institutions, and Regional Governments. Structural officials affected by the simplification of the bureaucracy are transferred to functional officials by taking into account the class of office and the income of the officials concerned.

To accelerate the transition from structural to functional positions, Ministries, Institutions, and Regional Governments (Provincial, Regency, and City) must carry out the following steps:

1) Identify Echelon III, IV, and V officials who will be simplified and transferred according to the position map in the environment;
2) The work unit affected by the transition shall map the positions and structural officials of echelon III, IV, and V and identify the suitability of the position with the functional position to be occupied;
3) Work units affected by cuts to map functional positions that can and are needed to accommodate job shifts;
4) Harmonizing budget requirements for positions affected by simplification;
5) Each agency conducts socialization related to the simplification of the bureaucracy to employees in their environment so that they can adapt to an agile, dynamic, and professional organizational structure to improve performance and public services;
6) Submit the results of identification and mapping to the Ministry of PAN RB no later than the fourth week of December 2019;
7) The process of shifting structural positions to functional positions is carried out in accordance with the results of the maximum mapping week IV or the end of June 2020;
8) Carry out strategic steps to transfer positions in a professional manner, free from corruption, without conflicts of interest, based on the principle of prudence, good governance and referring to the laws and regulations;
9) Further arrangements regarding the procedure for transferring positions will be regulated by a Regulation of the Minister of PAN RB.

In December 2019, the Minister of PAN RB signed the Minister of PAN RB Regulation Number 28 of 2019 concerning the Equalization of Administrative Positions into
Functional Positions. This regulation states the urgency of equalizing positions to create a more professional and dynamic bureaucracy to increase effectiveness and efficiency and encourage government performance in public services. The implementation of equalization of positions in this regulation stipulates that the Position of Administrator (Structural Echelon III) is adjusted to the Functional Position of Associate Expert. The Supervisory Position (Structural Echelon IV) became the Young Expert Functional Position, and the Implementing Echelon V became the First Expert Functional Position. Regulation of the Minister of PAN RB Number 28 of 2019 mandates that the Provisions for Equal Positions are valid until June 30, 2020.

Next, in 2020, the government will issue Government Regulation Number 17 of 2020 concerning Amendments to PP Number 11 of 2017 concerning Management of Civil Servants. In article 350A of PP Number 17 of 2020, it is stated that in the event that a bureaucratic arrangement is needed, adjustments to functional positions can be made, equalizing positions. This provision is the basis for the structural equalization of positions.

Aba Subagja, Deputy for Career Management and Human Resources Talent of the Ministry of PAN RB in the Evaluation of the Implementation of Equalization of Positions in 2021, explained that the process of equalizing positions is still continuing. With the difference in the equalization mechanism, where the position equalization process can be carried out if the agency has completed the simplification of the organizational structure (SOTK), the PANRB Ministry has revised the PAN RB Ministerial Regulation No. 28/2019 (Kemenpan RB, 2021a). The Ministry of PAN RB then issued Menpan RB Regulation Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions, and this regulation simultaneously revoked Regulation Number 28 of 2019.

Table 1 Comparison of the Number of Employees by Type of Position 2019 and 2021

<table>
<thead>
<tr>
<th>Type of Position</th>
<th>2019</th>
<th></th>
<th>2021</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Percentage</td>
<td>Total</td>
<td>Percentage</td>
</tr>
<tr>
<td>Structural Positions</td>
<td>466,717</td>
<td>11.1%</td>
<td>359,253</td>
<td>9%</td>
</tr>
<tr>
<td>Certain Functional Positions (JFT)</td>
<td>2,111,346</td>
<td>50.4%</td>
<td>2,083,250</td>
<td>52%</td>
</tr>
<tr>
<td>Implementing Positions</td>
<td>1,611,058</td>
<td>38.5%</td>
<td>1,550,263</td>
<td>39%</td>
</tr>
<tr>
<td>Total</td>
<td>4,189,121</td>
<td>100%</td>
<td>3,992,766</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Statistical Data-ASN, State Civil Service Agency, 2019 and 2022

Based on statistical data from the State Civil Service Agency in December 2019, the number of functional positions was 2,111,346 (50.4%), Implementing Positions (JFU) were 1,611,058 (38.5%), and structural positions were at 466,717 (11.1%). Statistical data from the State Civil Service Agency in 2022 shows an increase in the percentage of certain functional positions from 50.4% to 52% and a decrease in the percentage of structural positions from 11.1% to 9%. The increase in the percentage of functional positions was due to the transfer of Echelon III, Echelon IV, and Echelon V structural positions in Central and Regional Government Agencies into functional positions. BKN data on June 30, 2022, shows that the number of active civil servants in Indonesia is 3,992,766. When compared to 2019 with 4,189,121 civil servants, there was a decrease in the number of civil servants of 196,355 or
4.6%. The decrease was due to the number of employees who retire each year, which is not proportional to the number of ASN recruits. (State Civil Service Agency, 2022).

4.1.3. Adjustment of the Work System

The third stage of Bureaucratic Simplification is the adjustment of the work system needed to regulate the working mechanism between High Leadership Officials, Administrative Officials, and Functional Officials in Government Agencies. The adjustment of the work system has been regulated by the Regulation of the Minister of PAN RB Number 7 of 2022. Article 6 of the Regulation of the Minister of PAN RB Number 7 of 2022 states that the objectives of the adjustment of the Work System are as follows: 1) ensuring that the work process becomes effective and efficient; 2) Assurance of the achievement of the organization's strategy, goals, and performance; 3) optimize the use of human resources, and 4) Optimizing the use of information and communication technology systems.

Performance improvement through bureaucratic simplification is carried out by transforming the work system that was originally hierarchical and silos, which has an impact on the slow decision-making process toward a dynamic and collaborative work system. The transformation of the work system emphasizes work teams that focus on achieving results and is supported by digital governance. Governance support aims to accelerate decision-making that leads to the achievement of joint performance.

![Figure 1. Organizational Transformation to Achieve Joint Performance](Source: Attachment to PermenPAN RB No. 7 of 2022)

Implementation of the adjustment of the work system is carried out by adjusting work mechanisms and business processes. The work system is supported by an electronic-based government system (SPBE) to achieve a sustainable transformation. The adjustment of the work system is expected to create a results-oriented, flexible organization, prioritizing competence, professionalism, and transparency. Every employee is expected to have the ability to adapt to the new work system and to be competent in responding to problems both internal and external to the organization.

To optimize the work system's implementation, a collaboration between and within organizational units is needed to achieve quality and accountable output. In order to fulfill the
need for collaboration, functional officials and implementing officials can be assigned individually flexibly, changeable, and movable. Functional and implementing officials do not work in certain boxes only. They can be assigned both within organizational units and across organizational units, as illustrated below:

**Figure 2. Agile and flexible working mechanism**

![Diagram of Agile and Flexible Working Mechanism]

Source: Attachment of Ministerial Regulation of PAN RB No .7 of 2022

Through a more agile and flexible working mechanism, it is hoped that it can produce fast and effective decisions or policies, which of course have a huge impact on improving the quality of public services. With the enactment of Regulation of the Minister of PAN RB Number 7 of 2022, the provisions regarding the coordinating role of Administrative Officials who experience Equal Position in accordance with Article 28 of the Regulation of the Minister of PAN RB Number 17 of 2021 are revoked and declared invalid. With the current work system, the organizational work unit consists of two levels of structure and a work team that contains groups of functional positions and executive positions. The implementation of tasks carried out in the form of a work team can be led by a team leader appointed by a functional or implementing official.

**4.1.4. Achievement and Implementation of Public Services in Indonesia Post Simplification of the Bureaucracy**

With the process of simplifying the bureaucracy, namely simplifying organizational structures, equalizing positions, and adjusting work systems, Government Agencies are expected to become more agile in order to be able to carry out better public services and be able to overcome cross-sectoral community problems. The achievement of bureaucratic simplification and reform, of course, leads to the quality of services received by the community.

Law Number 25 of 2009 concerning Public Services states that in order to guarantee satisfaction and fulfill the needs of the community, the implementation of public services must provide excellent service for their users. The increasing quality of public services can be proven by improving public perceptions of the implementation of public services and the achievement of the National Public Service Index (IPP) as an evaluation of public services.
The measurement of the public service index is carried out using 6 aspects, namely Fulfillment of Service Policies (service standards, service announcements, and community satisfaction surveys), increasing HR Professionalism, improving infrastructure quality, using Public Service Information Systems (SIPP), managing consultations and complaints, and implementing innovation in the field of public services.

The positive trend of the public service index can be illustrated in the following table of the Development of the National Public Service Index:

![Figure 3. Development of the National Public Service Index](image)

Source: Ministry of PAN RB (2022)

Based on the table of the development of the National Public Service Index above, it is known that the National Public Service Index has experienced especially in the last two years (2020-2021). This is of course, inseparable from the government's incessant efforts to encourage the implementation of bureaucratic reform and bureaucratic simplification. In 2019 the National Public Service Index was 3.63. In 2020, the National IPP rose to 3.84, and in 2021 it was 3.79. Compared to 2020, there is a slight decrease in the National IPP from 3.84 and in 2021 to 3.79. This condition is caused by the massive addition of evaluation loci. In 2021, additional evaluation loci will be carried out in 28 ministry agencies, one provincial government, and 293 district and city-level institutions (Kemenpan RB, 2022).

In addition to the results of the National IPP achievements, the survey of compliance of Ministries, Institutions, and Local Governments towards the implementation of the Public Service Law can also be an indicator of measuring the quality of public services. Based on a survey conducted by the Ombudsman shows that the level of compliance of Ministries and Institutions in 2021 will experience a very significant increase.

A total of 70.83% of Ministries are in the green zone with high compliance predicate, 29.17% of Ministries are in the yellow zone or moderate compliance level, and no Ministry is included in the red zone or low compliance level. At the institutional level, 80% are in the green zone, and the remaining 20% are in the yellow zone.

At the provincial government level, 38.24% are in the green zone, 55.88% are in the yellow zone, and 5.88% are in the red zone. At the City Government level, 34.69% are in the green zone, 62.24% are in the yellow zone, and only 3.06% have a low level of compliance or the red zone. The measurement results in the district are 24.76% in the green zone, 54.33% in the yellow zone, and 20.91% in the red zone. The total number of districts that have been successfully surveyed in 2021 is 514 consisting of 498 cities and 416 districts. This number is very much increased when compared to the City District survey in 2019, which was as many
as 251 City Districts. In 2020, the Ombudsman only conducted a survey in one city and two districts, namely the city of Bandung, with high compliance predicates, and the Karawang and Sukabumi districts with moderate compliance levels. The delay in the assessment in 2020 was due to the Covid-19 pandemic. This Index Assessment activity and compliance level check are also government efforts to perfect and improve the quality of National Bureaucratic Reform.

### Table 2 Percentage of Compliance with the Implementation of the Public Service Law

<table>
<thead>
<tr>
<th>Institution</th>
<th>Green Zone (High Compliance)</th>
<th>Yellow Zone (Medium Compliance)</th>
<th>Red Zone (Low Compliance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministries</td>
<td>55.56</td>
<td>50.00</td>
<td>70.83</td>
</tr>
<tr>
<td>Institutions</td>
<td>25.00</td>
<td>0.00</td>
<td>80.00</td>
</tr>
<tr>
<td>Provincial Government</td>
<td>62.50</td>
<td>33.33</td>
<td>38.24</td>
</tr>
<tr>
<td>District/City Government</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>District Government</td>
<td>31.66</td>
<td>33.02</td>
<td>24.76</td>
</tr>
<tr>
<td>City Government</td>
<td>36.73</td>
<td>33.03</td>
<td>34.69</td>
</tr>
</tbody>
</table>

Executive Summary of Compliance Assessment Results, OMBUDSMAN RI From 2015 onwards, compliance assessment is differentiated between District and City Governments. In 2020 there is no Compliance Assessment against Public Service Standards from the Ombudsman.

Source: Central Statistics Agency, 2022

The government continues to encourage the implementation of quality public services through public service policies. The central and local governments must have the same orientation in carrying out public services, namely providing the best service to the entire community. Therefore, efforts to simplify the bureaucracy must be carried out in a complete and sustainable manner in order to create an effective, efficient bureaucracy so that it can produce quality government performance and public services.

5. **Conclusion**

The bureaucratic simplification process is carried out in three stages, namely simplifying the organizational structure, equalizing positions, and changes in the work system
is a continuous effort made by the government to improve the effectiveness, efficiency, and quality of public services in Indonesia. With the process of simplifying the bureaucracy, it is hoped that Government Agencies will become more agile so that they can carry out public services quickly, precisely, and accurately. An increase in the quality of public services is evidenced by a better public perception of the implementation of public services, and the results of the achievement of the public service index become an evaluation of the implementation of public services. Currently, the simplification of the bureaucracy is still ongoing, and the Government continues to push for policies that can support the implementation of improving the quality of public services. The results of the measurement of the National IPP in the last two years and the results of the survey on the compliance of Ministries, Institutions, and Local Governments towards the implementation of the Public Service Law show an increase, and this can at least be initial evidence that through the implementation of bureaucratic simplification, the quality of public services is starting to move towards a better direction. Better.

References


[18] Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions. State Gazette of the Republic of Indonesia of 2021 Number 525

[19] Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021 concerning the Simplification of Organizational Structure in Government Agencies for Bureaucracy Simplification. State Gazette of the Republic of Indonesia of 2021 Number 546


