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The Relationship Of Bureaucratic Reform To Standard Operating Procedures (Study In Organizational Bureaus And Bureaucratic Reform)of the DKI Jakarta provincial government

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Abstract. Standard Operating Procedures (SOP) are guidelines used to ensure that the operational activities of an organization or company run smoothly. Standard Operating Procedures at the Bureau of Organization and Bureaucratic Reform are written standard guidelines that are administrative in nature in the context of meeting the needs of external and/or internal services. The purpose of this study is to describe the relationship of bureaucratic reform to standard operating procedure (SOP) at organizational bureaus and bureaucratic reform of The DKI Jakarta provincial government. This study uses a qualitative method approach, namely a case study that produces descriptive data that is poured into words. Data collection techniques were carried out by means of observation, interviews and literature studies. Based on the results of the analysis, it can be concluded that bureaucratic reform has a significant relationship with standard operating procedures (SOP) on the performance of public services and the performance of the people's welfare of the DKI Jakarta Provincial Government. The success rate of the bureaucratic reform process at the DKI Jakarta Provincial Government's Bureau of Organization and Bureaucratic Reform is quite good. However, this fairly good process has not been supported by the maximum results of bureaucratic reform.

Keywords: Standard Operating Procedures, Bureaucratic Reform, and Relationship

INTRODUCTION

Organization is something that is not foreign to the wider community. Almost every level of society has an organization to carry out a goal to be achieved. Organizations are basically used as a place or container where people gather, work together in a rational and systematic, planned, organized, guided and controlled manner in utilizing resources (money, materials, machines, methods and the environment), infrastructure, data, and the environment. Others that are used efficiently and effectively to achieve organizational goals. In this connection, according to Rernawan (2011: 15), the organization as a social unit of a group of people who interact with each other according to a certain pattern so that each member of the organization has their respective functions and duties, as a unit that has



certain goals and has boundaries. clear boundaries, so that they can be separated. The elements that make up an organization include administrative activities, personnel joining formal ties, vision and mission, authority, structure, relationships, formalities/written rules and energy sources.

Bureaucracy is one form of organization and is an important instrument in modern society whose presence is inevitable. Bureaucracy is often interpreted as an organization that has a chain of command in the shape of a pyramid, where more people are at the bottom level than at the top level, usually found in government or military agencies.

The existence of this bureaucracy is a logical consequence of the main task of the state (government) to organize social welfare. The implementation of the bureaucracy in each country is different, depending on the government system adopted by each country. Bureaucracy in developed countries will be different from bureaucracies in developing countries.

The state is required to be involved in producing goods and services needed by its people (public goods and services) either directly or indirectly. Even under certain circumstances it is the state that decides what is best for its people. For this reason, the state builds an administrative system that aims to serve the interests of its people. Therefore, the success or failure of a bureaucracy that is implemented in the current reform era can be measured by the provision of public services by the government to its people.

The implementation of regional autonomy provides flexibility for regional governments to develop their regional apparatus organizations. The main basis for the preparation of regional apparatus in the form of an organization is the handover of government affairs by the central government to regional governments which marks the start of the implementation of regional autonomy through decentralization based on the principle of autonomy and assistance tasks. As is known, since the reformation until now, there have been three fundamental changes in the Regional Government Law (Law Number 22 of 1999, Law Number 32 of 2004 and Law Number 23 of 2014) as a form of adaptation to the dynamics of environmental change. strategy that continues to develop in people's lives.

Aspects that are considered important to be regulated so that the implementation of decentralization has an impact on the welfare of the people in the regions, including arrangements for the substance of regional government relations, government affairs, guidance and supervision, regional structuring, regional apparatus, regional finance and development of local democracy. The character and potential of each region have different priorities from one region to another in the welfare of its people.

The position of Jakarta as the state capital is regulated separately by Law Number 29 of 2007 concerning Provincial Government of the Special Capital Region of Jakarta as the Capital of the Unitary State of the Republic of Indonesia so that it has a different character from other regions. DKI Jakarta Province as one of the autonomous regions with special characteristics needs to conduct an in-depth study of the organization of its regional apparatus. This is part of the structuring of government institutions that leads to a rightsizing model, namely an effort to simplify the proportional and transparent government bureaucracy as needed. These efforts are expected to produce regional apparatus organizations that are not too large, but effective in carrying out their main functions in accordance with the spirit of reinventing government functions in order to support the realization of good local government.

One Stop Integrated Service Agency (BPTSP) is a Regional Apparatus Work Unit established based on Regional Regulation Number 12 of 2013 concerning the Implementation of One Stop Integrated Services. This work unit has the task of serving licensing and non-licensing with a one-stop system, now applicants no longer need to go to each related office, just come to the nearest BPTSP office. Associated with the DKI Jakarta provincial government bureaucracy, the function of the government bureaucracy as a servant, partner and community empowerment is to serve the community by simplifying or accelerating the process of applying for permits and non-licensing and not complicating the licensing process. The community is placed as a partner of the government, namely assisting in the administrative process by completing the administration in accordance with



applicable regulations so that it can facilitate the government in managing business permits from the community itself.

Empowering the community in terms of improving the community's economy to try to open their own jobs by simplifying the licensing process carried out by the government so that the community is greatly assisted in the licensing process. In other words, the government and the community can work well together so that the government bureaucracy acts as a servant, a partner of the government, and at the same time empowers the community

DKI Jakarta Provincial Government in the context of debureaucratization, such as implementing policies that were previously unknown and untested, both theoretically and empirically, but the main thing that is being targeted by debureaucratization is to foster a sense of crisis, a sense of urgency, and a sense of urgency. purpose (sense of purpose). Based on this, things that can be considered to overcome the problems faced by the DKI Jakarta provincial government as mentioned above are empowering the bureaucracy through structuring the government system and structuring priority services.

However, there are still some obstacles and challenges ahead that must be resolved, including:

1. The lack of commitment from the leadership of the agency, both at the central government level and at the regional government level in an effort to prevent and eradicate corruption;
2. The administration of government still does not reflect the administration of a clean and free government from KKN;
3. Government performance management has not been implemented optimally;
4. Institutional arrangements that are still not effective;
5. Implementation of governance that has not been fully implemented;
6. HR management that has not been running well;
7. Budget inefficiency or low work culture in implementing budget efficiency;
8. Management of public services that are less than optimal and there are still many illegal extortion practices.

Bureaucratic reform is essentially an effort to make reforms and fundamental changes to the system of government administration, especially regarding aspects of the institution (organization), management (business process), and human resources. Bureaucratic reform as a change, never stops, and will continue throughout human civilization. Bureaucratic reform as a change will be sustainable at least for 2 reasons, the first because it is a concept/way to realize a desired state in the future and the second because it is a way/effort to accommodate the current state, condition or situation. The first can be called a visionary change. The second is a reactionary change.

Standard Operating Procedures (SOPs) are guidelines used to ensure that the operational activities of an organization or company run smoothly. Standard Operating Procedures at the Bureau of Organization and Bureaucratic Reform are written standard guidelines that are administrative in nature in the context of meeting the needs of external and/or internal services. In this regard, Article 13 and Article 14 of the Regulation of the Governor of the Province of the Special Capital City Region of Jakarta Number 24 of 2012 concerning Technical Guidelines for the Preparation and

Implementation of Standard Operating Procedures, has regulated the Standard Operating Procedures of the Bureau of Organization and Bureaucratic Reform of the DKI Jakarta Provincial Government. With the enactment of Law Number 28 of 1999 concerning the Implementation of a State Free of Corruption, Collusion and Nepotism (KKN), Government Regulation Number 55 of 2012 concerning the National Strategy for Long Term Prevention and Eradication of Corruption in 2012-2025 and Medium Term in 2012-2014, Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones Towards a Corruption-Free Area and a Clean Bureaucratic Area and Serving the Environment of Government Agencies and Governor's Decree Number 2006 of 2015 concerning the Establishment of a Working Group for the Development of an Integrity Zone towards a



Corruption-Free Area and Clean and Serving Bureaucracy Areas, it is necessary to conduct research on the relationship of bureaucratic reform to standard operating procedures (study at the organizational bureau and bureaucratic reform) as a form of the DKI Jakarta Provincial Government's efforts to achieve the planned goals.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Bureaucracy

According to Prajudi Atmosudirdjo (1982) in Pasolong (2007:67) suggests that bureaucracy has three meanings, namely (1) bureaucracy as a certain type of organization, (2) bureaucracy as a system and (3) bureaucracy as the soul of work. Meanwhile, John T. Rouke (1978) in Azhari (2011:59), revealed that bureaucracy is a structured system of administration and implementation of daily tasks, in a clear hierarchical system, carried out by written rules, and carried out by certain sections that are separate from other sections. , by people who are selected based on their abilities and expertise in their fields. Furthermore, Setiyono (2012:15), revealed that the bureaucracy can

understood simply as a state apparatus, practically, this understanding still often causes controversy. In the broadest conception, the bureaucracy is often referred to as a government agency/sector, or in the English conception it is called the public sector, or also public service or public administration. This conception includes institutions or people whose income comes directly from state or people's money which is usually listed in the APBN (State Revenue and Expenditure Budget) or APBD (Regional Revenue and Expenditure Budget).

Furthermore, Kristiadi (1999) in Pasolong (2011:67), said that the bureaucracy is an organizational structure in the government sector, which has a very broad scope of tasks and requires large organizations with large human resources. Bureaucracy which is intended for the administration of the state, the administration of government, including the implementation of public services and development, is often interpreted by the community in different connotations. Bureaucracy seems to give the impression that there is a long and convoluted process when the community is going to settle an issue with government officials.

Bureaucracy is a work system that applies within an organization (both public and private) that regulates internally and externally. Organizing inward means dealing with matters concerning the relationship or interaction between humans in the organization as well as between humans and other organizational resources. Meanwhile, managing outside means dealing with interactions between organizations and other parties, both with other institutions and with individuals. Bureaucracy is actually intended as a means for the government in power to carry out public services in accordance with the aspirations of the people.

Bureaucratic Reform

According to Ali (2012:174), bureaucratic reform is carried out when there are serious problems that must be solved in a more comprehensive way

thorough. The meaning of reform here, should not be understood partially as long as it was carried out in reforming the government bureaucracy. In other words, bureaucratic reform as an inseparable part of the realization of a better state administration, one of which is the reform movement carried out to overcome the problem of corruption that plagues the bureaucracy in the public administration system. Meanwhile, according to Utomo (2012:206), in carrying out bureaucratic reform in Indonesia, it is necessary to have planned change, and the main thing must be focused on 3 (three) things: first, commitment and support from the leadership or superiors (Governor, Sekda, Assekda, in short). echelon I, II); second, that subordinates (Echelon III, Staff and below) feel the need for the reform. third, that the leaders should be the main actors as reformers, before they themselves are the part that must be reformed.

According to the Ministry of State Apparatus Empowerment and Bureaucratic Reform (www.menpan.go.id, accessed October 14, 2022), bureaucratic reform is an effort to make



reforms and fundamental changes to the government administration system, especially regarding aspects of implementing excellent service.

Understanding Standard Operating Procedures

According to Atmoko (2011:2), Standard Operating Procedures are guidelines or references for carrying out work tasks in accordance with the functions and performance appraisal tools of government agencies based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and work systems in the work unit that concerned. Meanwhile, according to Tambunan (2013:84), the guidelines for the preparation of Standard Operating Procedures define procedures as guidelines that contain operational procedures that exist within an organization that are used to ensure that all decisions and actions, as well as the use of process facilities carried out by people in organizations that are members of the organization run effectively and efficiently, consistently, standards and systematically.

According to Widiyanti (2014:2), SOPs are guidelines for the desired work results and work processes that must be carried out. SOPs are made and documented in writing which contain detailed and systematic work procedures (process flow). Meanwhile, according to Budiharjo (2014:7), basically SOP (Standard Operating Procedure) is a regulatory software, which regulates the stages of a work process or certain work procedures. Because the work procedure in question is fixed, routine, and does not change, the work procedure is standardized into a written document called Standard Operating Procedure or abbreviated as SOP. According to Insani (2010:1), Standard Operating Procedures are documents that contain a series of standardized written instructions regarding various processes of administering office administration which contain how to do the work, implementation time, place of implementation and actors who play a role in activities.

Public Service

According to Soetopo (1999) in Napitupulu (2007:164) service is an effort to help prepare (take care of) what other people need. Meanwhile, according to Moenir (2010:27) Public Service is a public service which means activities carried out by a person or group of people on the basis of material factors through certain systems, procedures and methods in an effort to meet the needs of others in accordance with their rights.

According to Ainur (2008:3) defines public service as a service or provision to the community in the form of the use of public facilities, both services and non-services, carried out by public organizations in this case is a government. In government, the party that provides services is the government apparatus and all its institutional completeness.

Based on the above understanding, it can be concluded that public service is a series of activities carried out by public organizations that aim to meet the needs of the community in the form of goods or services without being oriented in accordance with established standards and regulations.

Public Service Quality

According to David L. Goetsch and Stanley B. Davis (1994) in Ibrahim (2009:22) service quality is a dynamic condition associated with products, services, people, processes and the environment that meet or even exceed expectations. Meanwhile, according to Sinambela (2006: 6-8), service quality is closely related to systematic and comprehensive services known as the concept of excellent service. The quality of public services is the quality/quality of bureaucratic services to the community who are able to meet the desires or needs of customers/society (meeting the needs of customers). Based on several definitions of the quality of public services above, it can be concluded that the quality of public services is the totality of the characteristics of services provided by service providers (employees) to service recipients (public) in an organization by prioritizing satisfaction for the service recipients. One of the tools that can be used to spur the creation of transparency and accountability in public services is the use of Standard Operating Procedures (SOP). With the existence of Standard Operating Procedures, the government is more transparent regarding service procedures, administrative requirements, details of costs and completion times so that it does not cause the service process to be complicated and indicate corrupt practices as a guideline regarding the tasks and authorities that will be delegated to certain



officers who will handle one task. certain service processes. All officers involved in the service process have clear job descriptions and responsibilities.

METHODS

This study uses a qualitative method approach, namely a case study that produces descriptive data that is poured into words. Data collection techniques were carried out by means of observation, interviews and literature studies.

RESULT AND DISCUSSION

The Head of Bureau for Organization and Bureaucratic Reform of the Regional Secretariat of DKI Jakarta Province has issued a Decree of the Head of Bureau No. 3151 of 2015 concerning Standard Operating Procedures for Bureaucratic Organization and Bureaucratic Reform of the Regional Secretariat of the Province of the Special Capital Region of Jakarta. The issuance of the Decree of the Head of the Bureau shows that there is concern in the administration of an effective and efficient government, including strengthening supervision.

The implementation of SOPs within the Bureau of Organization and Bureaucratic Reform of the DKI Jakarta Provincial Government has become a tool for monitoring the apparatus in carrying out their daily tasks. In the SK the Head of the Bureau regulates the performance and steps of each SKPD which is expected to make improvements to the bureaucratic and administrative system of the bureau which has not yet reached its maximum.

The symbols used in government administration SOPs are only 5 of the 29 symbols in the flowcharts:

SOP symbol/flowchart

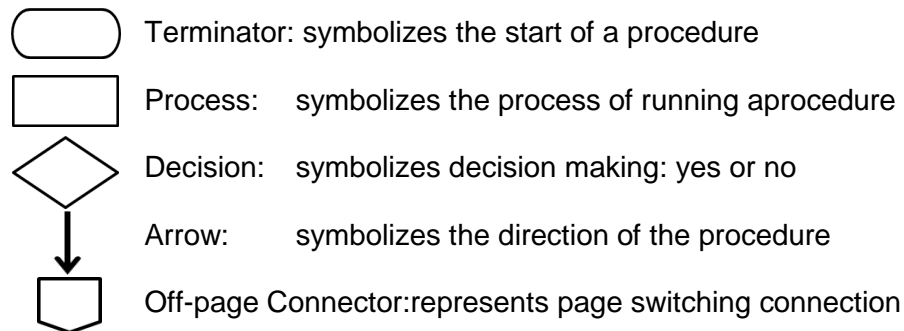


Figure 1. SOP/flowchart symbols

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOPs, 2022

Terminator (Capsule Symbol)



Figure 2. Terminator (Capsule Symbol)

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP

The following is a description of the terminator (capsule symbol).

1. The first symbol (open-close).
2. It symbolizes the start of the activity (trigger/start) and the end of the activity (closing/finish).

3. The writing of the accompanying arrow must be in accordance with the rules, namely: to start (as a trigger) the arrow is downwards first and for closing the arrow must be from above the capsule symbol.
4. The principle used is starting activity (capsule symbol must be from the left end according to the sequence (sequence), not in the middle or at the right end.

Process (Square Symbol)



Figure 3. Process (Square Symbol)

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP

The following is a description of the process (box symbol).

1. Second symbol.
2. Symbolizes execution activities (processes).
3. The writing of the accompanying arrows must be in accordance with the rules.
4. The principle used is one activity of one actor and one symbol, except for activities which are essentially activities carried out by more than one actor at the same time, such as meetings and discussions.

Decision (Rhombus Symbol)

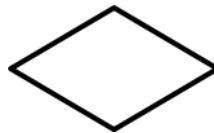


Figure 4. Decision (Rhombus Symbol)

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP

The following is a description of the decision (rhombussymbol).

1. Third symbol.
2. Symbolizes decision-making activities (there are alternatives: yes/no, complete/no, appropriate/no and so on).
3. The writing of the accompanying arrow must be in accordance with the rules (more flexible than the box symbol).
4. The principle used is one activity, one actor and one symbol, unless a decision is made in a joint forum (meeting), it is symbolized by a box (process).

Arrow Symbol



Figure 5. Arrow Symbol

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP

The following is a description of the arrow symbol.

1. Fourth symbol.
2. Symbolizes the direction of the activity process from one symbol to the next.
3. Writing arrow symbols according to the rules that apply to the symbols connected.

4. Principles used:
 - The direction of the arrow always falls from the top to the top of the center of the symbol, except for the direction of the reverse arrow which depends on the conditions at hand (can be from bottom to top and from the right or left side).
 - a. The arrows must not cross.

Off-page connector (pentagon symbol)



Figure 6 . Off-page connector (pentagon symbol)

Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP

The following is a description of the off-page connector (pentagon symbol).

1. Fifth symbol.
2. Symbolizes flowcharts linking to the next page.
3. The writing of symbols is preceded by an arrow from the previous symbol on the broken page and continued with an arrow to the symbol on the next page and vice versa for the opposite arrow of the previous form.
4. If there is only one arrow connected to a pentagon symbol, then there is no need to write a number. However, when connecting more than one arrow, it must be assigned a number.

The Relationship of Bureaucratic Reform to Standard Operating Procedures

The Bureau of Organization and Bureaucratic Reform has 6 types of Standard Operational Procedure (SOP) in accordance with the Decree of the Head of the Bureau of Organization and Bureaucratic Reform in the DKI Jakarta Provincial Government as shown in table below:

Table 1. Types of SOPs in the Scope of the Bureau of Reform Organization and Bureaucracy of DKI Jakarta Provincial Government

No.	Types of SOPs	Legal
1	Organization of Bureaucratic Reform Socialization.	Governor Regulation Number 152 of 2015
2	Preparation of the Bureaucratic Reform Road Map.	Governor Regulation Number 152 of 2015
3	SKPD/UKPD Integrity Zone Development.	Governor Regulation Number 152 of 2015
4	Issuance of a Letter of Recommendation for the Use of Space (leaders disposition).	Governor Regulation Number 152 of 2015
5	Outgoing Mail Administration.	Governor Regulation Number 152 of 2015
6	Incoming Mail Administration.	Governor Regulation Number 152 of 2015



This Standard Operating Procedure (SOP) has not been implemented properly, due to budget constraints to carry out an effective SOP socialization. According to the results of the study, the DKI Jakarta Provincial Government Bureau of Organization and Bureaucratic Reform already has SOPs, but not all Regional Apparatus Work Units (SKPD) have implemented them properly, so they still need ongoing socialization. The importance of Standard Operating Procedures (SOP) as a direction in employee services so that it requires attention to reduce orders/instructions from the leadership that have been carried out to move staff. The problems faced are limitations for socialization and lack of commitment from the leadership in its application.

The Standard Operating Procedure (SOP) for the Bureau of Organization and Bureaucratic Reform contains 8 (eight) important components as a reference for employee reform, namely:

1. Organizational Structuring and Strengthening Program
2. Management Arrangement
3. Structuring the Legislation
4. Apparatus Human Resources
5. Strengthening Supervision
6. Strengthening Accountability
7. Public Service
8. Mindset and Work Culture

Standard Operating Procedures (SOPs) are one of the important aspects that need to be made in order to create a state that has effective and economical criteria in the entire process of governance. In general perception, reform aims to improve the quality of public services. Operationally, to run employees effectively, efficiently and economically is to improve the government administration process, so that they are more responsible according to the criteria and obligations of each work unit.

The results of the study indicate that the implementation of Service Standards (SP) carried out by the Bureau of Organization and Bureaucratic Reform through the accumulation of Community Satisfaction Index (IKM) survey data in 2021, shows that the SP has not been implemented effectively in accordance with the applicable SOPs. These services still have shortcomings that must be improved and improved to improve the quality of bureaucratic services. The important thing that must be implemented is the improvement of service elements that have low value to be improved. This empirical fact shows that the service bureaucracy, which is characterized by complaints by the public as service users, is about the slowness of service.

Openness in good service standards is to make it easier for service users to be accessed anywhere and anytime. The results showed that the service standards owned by the Bureau of Organization and Bureaucratic Reform were not included in the bulletin boards or brochures that made it easier for the public to read the service requirements. Service information should be realistic to meet the needs of service information to the community, not a document that just exists, to meet formal requirements in bureaucratic management, but is a clear basis in service management that is binding on all members of the organization. This is because direct socialization to staff is still minimal and is not made in the service flow chart displayed on the bulletin board.

The time required for a service process is adjusted to the Standard Operating Procedure (SOP), so as not to slow down the community as service users. The results of the study show that public dissatisfaction is still visible with the delay in signing documents, which is caused by the busyness of the leadership in attending meetings, both at the DKI Jakarta Provincial Government level, as well as internal organizational meetings. The length of time required in the service process is adjusted to the applicable SOP, which is 1 day or more (adjusted to the completeness of the requirements met by the community). If the requirements are completely available and the leadership is in place, the permit documents can be issued quickly.



Table 2. Before and After Bureaucratic Reform

No.	Before Bureaucratic Reform	After Bureaucratic Reform
1	Several SKPDs within the DKI Jakarta Provincial Government do not yet have SOPs.	Almost all SKPDs already have SOPs.
2	The apparatus only works based on the main tasks and functions (tupoksi), but it is still not clear, there are more orders from the leadership.	The apparatus works based on the SOP, but it has not run optimally and still requires socialization.
3	The orders and dispositions of the leadership become the basis for staff in carrying out their duties.	SOPs become the basis for leaders and staff in carrying out their duties.

Source: Research data, 2022

The results showed that changes related to service standards before bureaucratic reform, almost all SKPD did not have SOPs. In other words, the apparatus works only based on the basic tasks and functions (tupoksi) which are not very clear, and there are more orders from the leadership. After the bureaucratic reform period, almost all SKPDs have SOPs, although they have not run optimally and still require ongoing socialization with adequate budget support.

Bureaucratic reform to Standard Operating Procedures (SOP) has not met the criteria for suitability to answer service needs effectively and efficiently. This aspect is emphasized on service standards, openness of service standards and the time required in the service process. This criterion cannot be met because it has not been tested by the public through seminars or other forums involving stakeholders to improve the SOP which is a product of the DKI Jakarta Provincial Government Bureau of Organization and Bureaucratic Reform. The Standard Operating Procedure (SOP) which is the direction and guide for public services has not yet involved elements of the community and entrepreneurs. Bureaucratic Reform carried out by the Bureau of Organization and Bureaucratic Reform of the DKI Jakarta Provincial Government still places itself as a sectoral ego, including in the implementation of SOPs. This strengthens the view of Caiden (1991) in Smith (2007:156), that bureaucratic reform in the dimensions of systems and work procedures includes standard operating procedures, changing methods, processes, techniques, routes, functions, roles, contacts, controls, transparent.

This study proves that the theory cannot occur automatically, because it still requires improvements to standard operating procedures that need to involve stakeholders as a basis or reference in implementing public services. The data and facts of this study indicate that aspects that must be considered in improving standard operating procedures in public services include certainty of service schedules, service procedures, speed of service officers, discipline of service officers and service requirements that must be improved and improved to improve service quality. Various weaknesses in the implementation of the public service sector that have not been in accordance with the demands and expectations of the community, public complaints about the low performance of services provided by the Bureau of Organization and Bureaucratic Reform, both services in the field of administration to licensing services. Therefore, clear and pro-public SOPs will provide convenience in public services.

Strengths and Weaknesses of Bureaucratic Reform on Standard Operating Procedures

With the bureaucratic reform that has a significant impact on the Standard Operating Procedure (SOP), it can minimize undisciplined actions against employees of the DKI Jakarta Provincial Government Bureau of Organization and Bureaucratic Reform. In addition, there are still shortcomings that cause bureaucratic reform not to fully cover SOPs. The following are the advantages and disadvantages of bureaucratic reform to SOPs.

Advantages of bureaucratic reform over standard operating procedures (SOPs):

1. Discipline employees

2. Minimize violations by employees of the work done
3. Creating time efficiency in the flow of communication and delegation of authority to other parts of the bureau
4. Creating formal collaboration within government agencies
5. Able to reduce the risk of negative conflict
6. Able to accommodate positive conflict
7. Improve employee performance

Disadvantages of bureaucratic reform on standard operating procedures (SOPs):

1. The SOP socialization has not been implemented to all employees.
2. The time required for a service process is still relatively slow
3. There is no openness in service standards
4. Service Standards (SP) have not been implemented effectively in accordance with applicable SOPs
5. Creating conflict for employees who don't like rules
6. When newly implemented, it will potentially create conflict for employees who do not like change
7. Takes time to apply and requires effective education and supervision.

Case Examples of Application of Standard Operating Procedures for Organizational Bureaus and Bureaucratic Reform

The examples of cases of implementing standard operating procedures (SOPs) used at the Bureau of Organization and Bureaucratic Reform of the Regional Secretariat of DKI Jakarta Province are as follows:

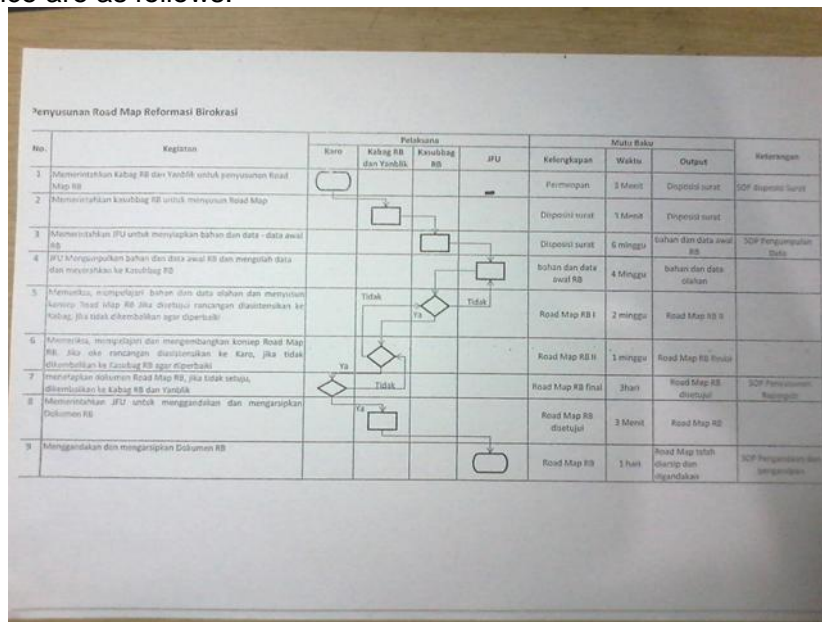


Figure 7. SOP for Preparation of Bureaucratic Reform Road Map
 Source: KEMENPAN-RB in 2011 regarding the application of symbols in government administration SOP, 2022

The Head of the Bureau ordered the Head of Bureaucratic Reform and Public Services to compile a Road Map of Bureaucratic Reform which was marked with a capsule (terminator) as the initial trigger for activities. The Head of the Bureaucratic Reform and Public Service Division instructs the Head of the Bureaucratic Reform Sub-Section to compile a Road Map marked with a square shape (process) as a sign of the progress of the work. Then, the Head of the Bureaucratic Reform and Public Service Sub-Section ordered the General Functional Position (JFU) to prepare initial materials and data to be processed within 6 weeks. The General Functional Position (JFU) collects materials, initial data, processes Bureaucratic Reform data and submits it to the Head of the Bureaucratic Reform



Sub-Section which is processed within 4 weeks. The Head of the Bureaucratic Reform Sub-Section examines, studies the processed data and prepares the concept of the Bureaucratic Reform Road Map (if approved, the design will be assisted to the Head of the Division, if not, then it is returned for correction) for 2 weeks. Furthermore, the Head of Bureaucratic Reform and Public Service Section will examine, study and develop the concept of the Bureaucratic Reform Road Map (if approved, the draft will be assisted to the Bureau Head, otherwise, it will be returned to the Head of the Bureaucratic Reform Sub-Section for improvement) for 1 week. After being assisted, the Bureau Head will determine the Bureaucratic Reform Road Map document (if not approved, it will be returned to the Head of Bureaucratic Reform and Public Service Section) within 3 days. The Head of Bureaucratic Reform and Public Service Section ordered JFU to duplicate and archive Bureaucratic Reform documents within 3 minutes. The final step is to duplicate and archive the Bureaucratic Reform document which is processed within 1 day.

The case example above shows the existence of a long line of coordination mechanism and takes many weeks, especially when it is handled by the ranks of the Head of Bureau, Head of Section and Head of Sub Division. However, it must be passed until the completion of a task and the implementation of activities carried out according to schedule. If an activity is not completed on time or does not follow the applicable SOP, it will be subject to administrative sanctions in the form of warnings up to withholding TKD (Regional Performance Allowance).

CONCLUSIONS

Based on the results of the analysis and discussion as described previously, it can be concluded that bureaucratic reform has a significant relationship to standard operating procedures (SOPs) on public service performance and public welfare performance of the DKI Jakarta Provincial Government. The success rate of the bureaucratic reform process at the DKI Jakarta Provincial Government's Bureau of Organization and Bureaucratic Reform is quite good. However, this fairly good process has not been supported by the maximum results of bureaucratic reform, such as there is still a long line of coordination mechanisms and takes many weeks.

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The suggestions that can be given in connection with the results of this analysis are as follows:

1. In the implementation of performance, it is better not only to focus on the input and output elements, but also to take into account the elements of outcomes as a measure of performance implementation. Outcomes elements in the implementation of local government performance that must be considered are community satisfaction and the quality of public services.
2. The evaluation of bureaucratic reform should place more emphasis on the obstacles that often occur in the Bureau of Organization and Bureaucratic Reform such as the length of time for the mutation process and the estimated completion time of employee measurements, the system, processes and work procedures have not been running effectively and efficiently, the bureaucratic process is not short, the lack of commitment and support from the leadership towards the accountability of employee performance, the limited number of Human Resources (HR), and the lack of socialization from top level leaders to subordinates.

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