

THE EFFECTIVENESS OF IMPLEMENTATION OF THE BUREAUCRACY REFORM IN REGIONAL GOVERNMENT

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Abstract

The governor's regulation regarding the roadmap for bureaucratic reform that has been stipulated requires the regional secretariat of West Java province to carry out bureaucratic reform, so that it will affect the areas being reformed. The purpose of this study is to assess the effectiveness of bureaucratic reform at the regional secretariat of West Java province. Using descriptive quantitative research methods. The population in this study were CIVIL SERVANT at the regional secretariat of West Java province, with a sample of 373 employees. The data collection in this study was using a questionnaire. The results of the research are assessing the effectiveness of bureaucratic reform in 8 areas, namely Change Management, Organizational Arrangement, Management Arrangement, Strengthening Accountability, Strengthening Supervision, Structuring Legislation/Policy Deregulation, HR Management System, and Public Services. This study shows that Strengthening Supervision and Structuring Legislation/Policy Deregulation is proven still on process to be effective in bureaucratic reform policies at the West Java regional secretariat, meaning that further efforts are needed to achieve the long-term goals of bureaucratic reform. The implications of the research results are in the form of advanced policies related to bureaucratic reform and evaluating the implementation of the regional secretariat of West Java province.

Keywords: Bureaucratic Reform, Civil Servants & Organizational Change.

1. Introduction

Organizational restructuring is in line with Bureaucratic Reform which is regulated in the governor's regulation number 32 of 2021 concerning to amendment to regulation of the Governor of West Java number 89 of 2019 concerning the road map of bureaucratic reform for 2019-2023. Therefore, the regional secretariat of the province of West Java has restructured the organization and continues to strive to improve the performance of public services. Starting from the stipulation of the governor's regulation, the regional secretariat of the province of West Java is required to restructure its organization. The order to simplify the West Java Regional Apparatus Organization (OPD) to accelerate the process of public services is stated in Chapter 1 attachment of the governor's regulation number 32 of 2021 concerning to amendment to regulation of the Governor of West Java number 89 of 2019 concerning the road map of bureaucratic reform for 2019-2023.

The West Java provincial government specifically at the regional secretariat has implemented policies by simplifying at the level of administrator positions or echelon III and supervisory positions or echelon IV in all bureaus in the regional secretariat and transforming simplified positions into functional positions based on their expertise, experience, and competence. According to Ministry of State Apparatus Empowerment and Bureaucratic Reform (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2020) there are 83 administrative positions (76.85%) which are equalized to functional positions out of a total of 108 administrative positions in administrator positions or echelon III and supervisory positions or echelon IV, with details as shown as Table 1.

Table 1: Recapitulation of West Java Regional Secretary Simplification of Organizational Structure

<i>Administrative Position</i>	<i>Number of Administrative Position</i>	<i>Simplified Administrative Position</i>	<i>Maintained Administrative Position</i>
<i>Administrator or Echelon III</i>	27	22 (81.49%)	5 (18.51%)
<i>Supervisor or Echelon IV</i>	81	61 (75.31%)	20 (24.69%)
<i>Total</i>	108	83 (76.85%)	25 (23.15%)

source: ministry of state apparatus empowerment and bureaucratic reform (2020)

The result of this simplification of the bureaucracy at the administrative level has led to a reduction in the structural position of the regional secretariat of West Java Province. the remaining structural positions are positions that are required to remain because there is a financial function attached to the position, but the rest has been simplified and the regional secretariat only has 2 structural levels, namely regional secretary and head of bureau or assistant regional secretary. However, to facilitate coordination and work, according to West Java Governor Regulation No. 181 of 2021 concerning the working relationship between high leadership positions, administrative positions, and functional positions in the government environment 92 coordinators have been appointed in each bureau in the regional secretariat of West Java province.

After simplifying the bureaucratic structure, the work reporting and coordination flow is still reported to the coordinator appointed as a substitute for Echelon III and Echelon IV. This condition is the same as before the simplification, the appointment of a coordinator is felt to only replace the duties of echelon 3 and echelon 4 which have been removed.

To understand how the bureaucratic reform must be developed, the researcher must understand how bureaucratic reform policies in government are considered effective by answering these questions: 1) What areas need reform? 2) How are the characteristics of an organization that is undergoing change? 3) What are the parameters that can be used to measure the success of government policies?

In this paper, researcher will discuss the implementation of bureaucratic reform policy at the regional secretariat of West Java province, has the implementation of bureaucratic reform been effective in its implementation?

2. Review of The Relevant Literature

In this paper, the researcher needs to identify some of the terminologies that will be discussed and analysed. These terms include: 1) Road Map of Bureaucracy Reform 2019-2023 2) Organization Development 3) Organization Performance.

2. 1 Road Map of Bureaucracy Reform 2019-2023

West Java Provincial Government Bureaucratic Reform Roadmap 2019-2023 is the third stage of the bureaucratic reform work plan document in a series of long-term planning for bureaucratic reform for the 2010-2025 period. Along with the enactment of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2020 concerning the Road Map of Bureaucratic Reform 2020-2024. This West Java Provincial Government Bureaucratic Reform Roadmap describes the stages or activities that must be carried out along with the targets that must be achieved by regional officials and local governments. In addition, this Road Map will also be a tool for measuring performance achievements as well as monitoring and evaluating the implementation of reforms.

The Grand Design of Indonesian Bureaucratic Reform 2010-2025 states that the vision of national bureaucratic reform in 2025 is to create a world-class government, namely a professional and high-integrity government capable of providing excellent service to the community and democratic government management to be able to face challenges. in the 21st century through good governance. This vision is realized through three stages, namely: 1) Rule Based Bureaucracy, 2) Performance Based Bureaucracy, and 3) Dynamic Governance.

In general, the bureaucratic reforms carried out by local governments during the past period were in line with the targets of the planned bureaucratic reform agenda. The focus of implementing local government bureaucratic reform will be directed at Simplifying the bureaucracy and implementing work governance towards an agile organization. Organizational/institutional arrangement is currently a strategic issue and the main target for implementing bureaucratic reform, as mandated by the President of the Republic of Indonesia, which stated that the simplification of the bureaucracy is aimed at accelerating the service process to the community. So, the focus in structuring this organization/institution is to speed up the process of simplifying the bureaucracy by identifying administrative positions that will be transferred to functional positions. In addition, to speed up the service process to the community, it is necessary to rearrange the organizational structure and work procedures that currently exist to be more effective and efficient in carrying out their duties.

The West Java Provincial Government Bureaucratic Reform is focused on 8 (eight) areas of change, namely Change Management, Structuring Legislation/Policy Deregulation, Organizational/Institutional Arrangement, Management Arrangement, HR Management System, Strengthening Accountability, Supervision, and Public Services.

2. 2 Organization Development

During the 1980s, according to (Mirvis, 1990) organizational development was more developed to the system than just a concentration on dynamic group or individual development which was more common in the 1960s & 1970s. This systematic outlook continues to grow because people are starting to focus on the vision, values and beliefs that develop in organizational development (Woodman, 1989a). So, with the development of the era, (Denison, 1990) conducted a study using the Completing Values model to define organizational culture and interpret the characteristics of the organizational culture, The research resulted in a competing values culture framework as in figure 1

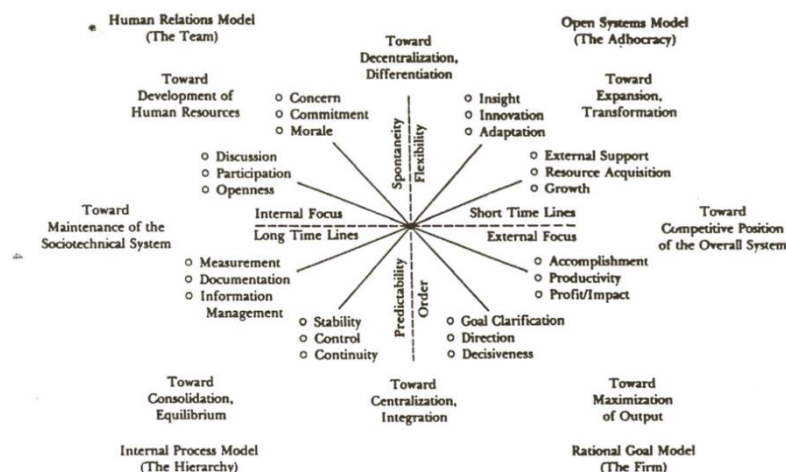


Figure 1 Competing values culture framework

Source: (Denison & Spreitzer, 1991)

In the picture above, two main dimensions can be identified. The first dimension describes stability and flexibility, and the second dimension describes conflict from the organization caused by internal or external factors and from the juxtaposition of these 2 dimensions, there are 4 types of cultural orientations formed, a group culture, a development culture, a rational culture, and a hierarchical culture. These four types of culture can be explained based on assumptions about motivation, leadership, and effectiveness.

Group culture is in the upper left quadrant has a main concern with human relations, this culture prioritizes flexibility and focuses on internal organization. The development culture on the top right of the image emphasizes flexibility and change and focuses more on the external environment. development culture orientation is more focused on acquisition, creativity, and adaptation to the external environment. rational culture in the lower right of the image focuses on productivity, performance, goal fulfilment and achievement. The goals of this type of organization are more in pursuit of well-defined objectives. and finally in the lower left corner of the image is hierarchical culture, emphasizing internal efficiency, uniformity, coordination, and evaluation. This culture is more focused on the internal organization and the pursuit of organizational stability. Organizational development has developed substantial technology to enable organizational change (Beer, 1976), the competing value model has made significant contributions to well-integrated methods and tools. This method can be applied at individual or organizational level.

Based on the interpretation (Mirvis, 1990) along with the times, organizational development theory has developed, according to figure 2 previously in the 1960s in the lower left quadrant which tends to be structure and task-oriented, so the more recent shift is more concerned with the implications of external environmental factors that are suitable for the top right corner of the quadrant in the image above (Mirvis, 1990; Woodman, 1989a; Denison, 1990)

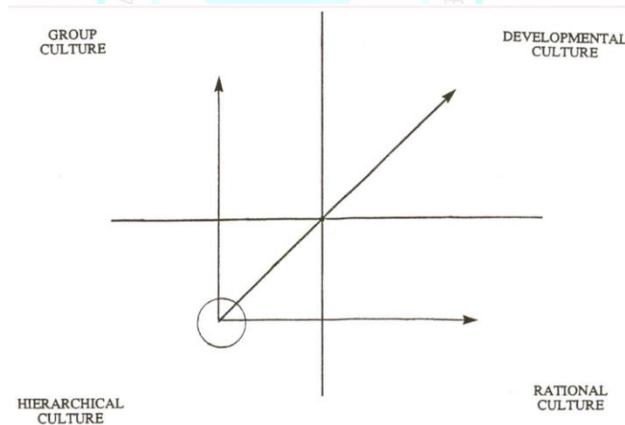


Figure 2 Evolution of Organizational Development Prespective

Source: (Denison & Spreitzer, 1991)

2. 3 Organization Performance

Organizational performance according to (Markell & Glicksman, 2016) There are 5 main keys in the next generation of compliance that can be measured, namely regulation and permit design, innovative reinforcement, transparency, electronic reporting, and advance monitoring. In the regulations, it is expected that regulated entities are more likely to comply with that established with clear expectations. innovative enforcement strategies are an approach that will enhance compliance, with assistance from advance monitoring which can have a significant impact. so that the roles in improving compliance can be followed by civil society. electronic reporting can

make reports faster, accurate and easier so that it can increase transparency which can improve the performance of an organization, and according to (Pasolong, 2013) which can be used in measuring the performance of a public bureaucracy, among others:

1. Productivity, productivity is a comparison between the results obtained has been achieved (output) with all the resources that have been used (input) to produce the output. Productivity does not only measure the level of efficiency, but also measures the effectiveness of a service.
2. Service quality, which is a level that refers to the good or bad services provided by a bureaucracy. The quality of this service tends to be important in explaining the performance of organizations that serve as public services.
3. Responsiveness, namely the ability of a bureaucracy in recognizing community needs, setting agendas, and prioritizing services, as well as developing public service programs in accordance with the needs of the community and accommodating various people's aspirations.
4. Responsibility, explaining that the implementation of public bureaucratic activities is carried out in accordance with appropriate administrative principles with bureaucratic policies, both explicit and implicit.
5. Accountability describes how much the policies and activities of the public bureaucracy are obedient and subservient to political officials appointed by the people. The assumption is that these political officials will always prioritize the public interest because they are elected by the people.

Therefore, to be able to see the effectiveness of the bureaucratic reform of the regional secretariat of the province of West Java by linking the points above with the existing situation.

3. Methods

To answer the research questions above the research methodology to use in this research, will use a descriptive quantitative approach, according to (Sugiyono, 2012) quantitative descriptive research, namely, research conducted to determine the value of independent variables, either one or more variables without making comparisons or comparing/connecting with other variables. The data was going to be collected for the research is in the questionnaire on how to determine the effectiveness of bureaucratic reform in the regional secretariat of West Java province will be collected from questionnaires, and related documents, is mainly textual. researcher trying to figure out is the solution to ensure and improve the effectiveness of bureaucratic reform to achieve the target in 2025 as a dynamic governance. the sample size on this research to have 259 civil servant at regional secretary of west java province sample size to fulfil the questionnaire. There are 10 statements in the bureaucratic reform understanding questionnaire and 17 questionnaire questions related to the effectiveness of bureaucratic reform, so that there are 27 total questions in the questionnaire given.

4. Data Analysis

The analysis of descriptive quantitative analysis is divided into three parts. The first analysis is carried out to demonstrate the characteristics of the identity of the respondents who have filled out the questionnaire, such as gender, age, length of work, and working unit. The Second analysis carried out to present the distribution of respondents' answers to questions that have been filled in by measuring the score questionnaire of understanding on bureaucratic reform, and the third analysis is carried out to present the distribution of respondents' answers to questions that have been filled of each area on bureaucratic reform, so that it can be understood and concluded from the descriptive quantitative analysis.

4. 1 Characteristic of the identity of the respondents

Below is research respondent characteristic by gender

Table 2: *Respondents' Gender*

<i>Gender</i>	<i>Amount</i>	<i>Percentage</i>
Male	251	67%
Female	122	33%

source: data processing

Below is research respondent characteristic by age

Table 3: *Respondents' Age*

<i>Age</i>	<i>Total</i>	<i>Percentage</i>
20-30 Years	52	14%
31-40 Years	59	16%
41-50 Years	158	42%
51-60 Years	104	28%

source: data processing

Below is research respondent characteristic by work length

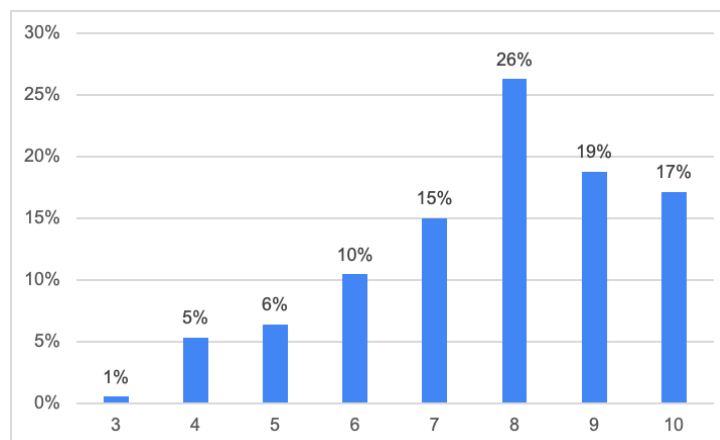
Table 4: *Respondents' Work Length*

<i>Length of work</i>	<i>Total</i>	<i>Percentage</i>
<1 Years	16	4%
1-5 Years	58	16%
6-10 Years	16	4%
11-15 Years	62	17%
16-20 Years	81	22%
>20 Years	140	38%

source: data processing

4. 2 Distribution of the respondents to the Bureaucratic Reform policy

The results of the descriptive analysis of the respondents' answers to understanding question of the Bureaucratic Reform are presented in the following graph:



Graph 1 Distribution of Answers on Understanding Bureaucratic Reform Question

source: data processing

The graph above shows that the results of the distribution of the highest answer on understanding bureaucratic reform are score 8 which is 26%, and the lowest are score 3, namely 1%. if using a score of 7 as a limit whether employees at the regional secretariat of West Java province understand bureaucratic reform, then there are 78% of employees who are above the standard and 22% are below the standard of understanding this policy.

4. 3 Descriptive Quantitative Analysis on Each Area of Bureaucratic Reform

The results of the descriptive analysis of the respondents' answers to each area of the Bureaucratic Reform are presented in the table 5 below.



Table 5: Results of the Descriptive Quantitative Analysis of Each Area Bureaucratic Reform

Change Area (Variable)	Indicator	Item	Answer Score										Mean Item	Mean Area (Variable)
			1 (strongly disagree)		2 (disagree)		3 (not sure)		4 (agree)		5 (strongly agree)			
			Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Change Management	Strengthening the value of civil servant Integrity	1.a	5	1%	20	5%	50	13%	160	43%	138	37%	4,1	4,1
	Evaluation of work culture to serve	1.b	13	3%	14	4%	39	10%	175	47%	132	35%	4,1	
Organizational Arrangement	Positions that have been identified	2.a	12	3%	30	8%	79	21%	155	42%	97	26%	3,8	4,1
	The number of structures that have been simplified	2.b	3	1%	8	2%	19	5%	151	40%	192	51%	4,4	
Management Arrangement	Customized business processes	3.a	30	8%	59	16%	87	23%	129	35%	68	18%	3,4	3,6
	Adapted standard operating procedures	3.b	7	2%	23	6%	82	22%	161	43%	100	27%	3,9	
Strengthening Accountability	Individual planning improvements	4.a	5	1%	11	3%	57	15%	190	51%	110	29%	4,0	4,1
	Organizational planning improvement	4.b	4	1%	13	3%	59	16%	186	50%	111	30%	4,0	
	Use of performance planning applications (TRK) in evaluating performance	4.c	7	2%	9	2%	41	11%	185	50%	131	35%	4,1	
Strengthening Supervision	Supervision regulations have been adjusted	5.a	9	2%	21	6%	94	25%	171	46%	78	21%	3,8	3,0
	Perceptions of Corruption, collusion and nepotism practices in work units	5.b	133	36%	80	21%	94	25%	45	12%	21	6%	2,3	
Structuring Legislation/Policy Deregulation	civil servant understanding of laws or regulations	6.a	32	9%	44	12%	143	38%	110	29%	44	12%	3,2	3,1
		6.b	39	10%	66	18%	140	38%	99	27%	29	8%	3,0	
HR Management System	Implementing the merit system	7.a	13	3%	21	6%	94	25%	165	44%	80	21%	3,7	3,8
	civil servant exposure to available training	7.b	7	2%	29	8%	79	21%	174	47%	84	23%	3,8	
Public Services	Understanding of civil servant in the implementation of public services	8.a	6	2%	7	2%	60	16%	193	52%	107	29%	4,0	4,1
	Information systems that exist in the work unit	8.b	3	1%	6	2%	41	11%	174	47%	149	40%	4,2	

source: data processing

Change Management and Organization Arrangement according to (Goullart & Kelly, 1995) is part of an organizational transformation on rearranging all organizational resources and directing them to achieve a high level of competitive performance in a dynamic and competitive environment. Therefore, this area of bureaucratic reform of change management to measure the effectiveness of bureaucratic reform within the perception of civil servant at the Regional Secretariat of West Java Province. Respondents' assessment of the effectiveness of bureaucratic reform in area change management can be seen in the table above. Based on Table 5, there are 2 indicators in the change management area, namely Strengthening the civil servant Integrity value and Evaluation of a service work culture, the variable/area has a mean value of 4.1 and is included in the "High" category. This figure shows the level of effectiveness of bureaucratic reform in the area of change management tends to be high. Based on Table 5, there are 2 indicators in the organizational arrangement area, namely the positions that have been identified and the number of simplified structures. The variable/area has a mean value of 4.1 and is included in the "High" category. This figure shows the level of effectiveness of bureaucratic reform in the area of organizational arrangement tends to be high.

The management arrangement has 2 indicators, namely business processes that have been adjusted and standard operating procedures that have been adjusted, in bureaucratic reform this regulates how work patterns and communication relationships between employees become shorter through changes in business processes and standard operating procedures, according to (Leavitt, 1951) who found that groups communicate with every other member of the working in a wheel network took less time. the variable/area of management arrangement has a mean value of 3.6 and is included in the "High" category. This figure shows the level of effectiveness of bureaucratic reform in the area of management arrangement tends to be high.

Strengthening accountability have 3 indicators, namely improvement of individual planning, improvement of organizational planning and the use of performance planning applications (TRK) in evaluating performance, this area encourages regional officials to be able to account for the performance of the budget sources used, according to (Pasolong, 2013) Accountability describes how much the policies and activities of the public bureaucracy are obedient and subservient to political officials appointed by the people. the variable/area of Strengthening accountability has a mean value of 4.1 and is included in the "High" category. This figure shows the level of effectiveness of bureaucratic reform in the area of strengthening accountability tends to be high.

Strengthening supervision has 2 indicators, namely supervisory regulations have been adjusted and perceptions of corrupt, collusion and nepotism practices in work units, this area encourages the strengthening of the supervisory system to realize work unit governance that is free from corruption, collusion and nepotism, according to (Warner & Hebdon, 2001) that the leader becomes an important influence in restructuring the organization, the main thing in this area is to carry out supervision. the variable/area of strengthening supervision has a mean value of 3.0 and is included in the "average" category. This figure shows the level of effectiveness of bureaucratic reform in the area of strengthening supervision strengthening tends to be average. this can be seen directly in item 5.b, that respondents are still unsure whether this policy will strengthen supervision of the practice of corruption, collusion, and nepotism.

Structuring Legislation/Policy Deregulation has indicators of civil servant understanding of laws or regulations, this area sees overlapping regulatory changes in legislation that hinder bureaucratic reform, according to (Markell & Glicksman, 2016) the next generation of compliance that can be measured, namely regulation and permit design that will enhance compliance and can have a significant impact on the community. the variable/area of Structuring Legislation/Policy Deregulation has a mean value of 3.1 and is included in the "average" category. This figure shows the level of effectiveness of bureaucratic reform in the area

of Structuring Legislation/Policy Deregulation tends to be average. this can be seen directly in items 6.a and 6.b, that respondents are still unsure of the understanding of laws or regulations related to bureaucratic reform.

The HR Management System has 2 indicators, namely, the implementation of a merit system that is implemented and civil servant exposure to available training, this area looks at the arrangement of the human resource management system at the West Java Regional Secretariat in improving the professional quality of civil servant, According to (Beer, 1976), organizational development has developed substantial technology to enable organizational change, that HR must be carried out to support bureaucratic reform. the variable/area of HR Management System has a mean value of 3.8 and is included in the "high" category. This figure shows the level of effectiveness of bureaucratic reform in the area of HR Management System tends to be high. This can be seen directly in items 7.a and 8.b, that respondents feel the impact of changes in the HR management system due to bureaucratic reform.

Public services have 2 indicators, namely, understanding of civil servant in the implementation of public services and existing information systems in work units, this area looks at strengthening public service management systems in service providers for the West Java Regional Secretariat, According to (Pasolong, 2013), The quality of services to the public tends to be important in explaining the performance of organizations that serve as public services and the public can feel the direct impact of bureaucratic reform policies. the variable/area of public services has a mean value of 4.1 and is included in the "high" category. This figure shows the level of Strengthening public service management systems in service providers tends to be high. this can be seen directly in items 8.a and 8.b, that respondents feel the impact of changes in the public services area due to bureaucratic reform.

From the results of the data processing above, it can be concluded that: First, Area Change Management, Organization Arrangement, management arrangement, strengthening accountability, HR Management System, and public services took place effectively at the regional secretary of West Java province. This is evidenced by the mean in the area between 3.6-4.1. It can be interpreted that the bureaucratic reform in this area has been running effectively and is in line with the roadmap for bureaucratic reform.

Second, strengthening supervision and Structuring Legislation/Policy Deregulation is not yet certain whether it is effective at the regional secretary of West Java province. This is evidenced by the mean area in these two areas 3.0-3. It can be interpreted that bureaucratic reform in the areas of Strengthening supervision and Structuring Legislation/Policy Deregulation needs to be analyzed why in these two areas it cannot be said to be effective.

The results of this research are in line with research conducted by (Mirvis, 1990) along with the times, organizational development theory has developed, previously in the 1960s in the lower left quadrant which tends to be structured and task-oriented, so the more recent shift is more concerned with the implications of external environmental factors that are suitable for the top right corner of the quadrant that tends toward expansion and transformation.

4. 4 Construct validity and reliability test

Validity is a test with the degree to which the instrument is used to measure something that should be measured (Sumanto, 2014) An instrument cannot be valid for any purpose or group, an instrument is only valid for a particular purpose and group. Table 6 below presents the results of the validity test using SPSS application.

Table 6: Results of validity test

Change Area (Variable)	Indicator	Item	R table	R count	Information
Change Management	Strengthening the value of civil servant Integrity	1.a	0,113	0,911	Valid
	Evaluation of work culture to serve	1.b	0,113	0,919	Valid
Organizational Arrangement	Positions that have been identified	2.a	0,113	0,873	Valid
	The number of structures that have been simplified	2.b	0,113	0,752	Valid
Management Arrangement	Customized business processes	3.a	0,113	0,868	Valid
	Adapted standard operating procedures	3.b	0,113	0,781	Valid
Strengthening Accountability	Individual planning improvements	4.a	0,113	0,907	Valid
	Organizational planning improvement	4.b	0,113	0,908	Valid
	Use of performance planning applications (TRK) in evaluating performance	4.c	0,113	0,823	Valid
Strengthening Supervision	Supervision regulations have been adjusted	5.a	0,113	0,496	Valid
	Perceptions of Corruption, collusion and nepotism practices in work units	5.b	0,113	0,757	Valid
Structuring Legislation/Policy Deregulation	civil servant understanding of laws or regulations	6.a	0,113	0,885	Valid
		6.b	0,113	0,885	Valid
HR Management System	Implementing the merit system	7.a	0,113	0,831	Valid
	ASN exposure to available training	7.b	0,113	0,818	Valid
Public Services	Understanding of ASN in the implementation of public services	8.a	0,113	0,89	Valid
	Information systems that exist in the work unit	8.b	0,113	0,875	Valid

source: data processing

From this processing, the results obtained that each question has a value of rcount > rtable; thus that each question can be interpreted as meeting the requirements to be said to be valid.

Table 7 below presents the results of the reliability test using SPSS application. The minimum value for Cronbach's Alpha that must be met is 0.700 to indicate that the internal consistency for each construct is good (Sekaran & Bougie, 2016).

Table 7: Results of reliability test

Change Area (Variable)	Cronbach Alpha	Conclusion
Change Management	0,805	Reliable
Organizational Arrangement	0,72	Reliable
Management Arrangement	0,777	Reliable
Strengthening Accountability	0,852	Reliable
Strengthening Supervision	0,703	Reliable
Structuring Legislation/Policy Deregulation	0,723	Reliable
HR Management System	0,723	Reliable
Public Services	0,715	Reliable

source: data processing

From this processing, the results obtained that each question has a Cronbach's Alpha value > 0.70. Thus, each statement can be interpreted as meeting the requirements reliably.

5. Conclusion

Based on the research that has been done by the author, it can be concluded several points regarding this research. These are:

With the implementation of bureaucratic reform policy, the implementation of bureaucratic reform been effective in 6 areas these area Change Management, Organizational Arrangement, Management Arrangement, Strengthening Accountability, HR Management System, and Public Services, and still need improvement in 2 area these are Strengthening Supervision and Structuring Legislation/Policy Deregulation.

Suggestion can be given to the regional secretariat of West Java province to achieve the goals of bureaucratic reform, after the implementation of bureaucratic reform consist of 3 activities, there are Strengthening employee knowledge and access to complaints/whistle-blower, rearrange the overlapping laws and regulations by issuing the Omnibus law and conduct a periodic evaluation to determine the effectiveness of bureaucracy reforms. And this policy needs special reinforcement to the leaders of existing work units.

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