



Implementation of Internal Bureaucratic Reform Policy

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ABSTRACT

This research aims to describe and analyze internal bureaucratic reform and identify the driving and inhibiting factors in its implementation. The research was conducted at the Center for Development and Quality Assurance of Vocational Education in Automotive and Electronics (BBPPMPV BOE) Malang, Ministry of Education and Culture. The data analysis technique used a qualitative descriptive method. The findings in the study show that implementing the Internal Bureaucratic Reform policy at BBPPMPV BOE Malang refers to George Edward III's theory, including bureaucratic structure, communication, resources, and disposition. The organizational structure and standard operating procedures (SOPs) have been well implemented to ensure services run according to the rules. The communication system is also effective through various forums and internal media, which convey information quickly. In terms of resources, quality human resources support the organization's success, although the regeneration of teachers still needs to be improved. The budget provided by the government each year is still insufficient for equipment renewal. The main inhibiting factor is the fulfillment of the Integrity Zone document towards a Clean Serving Bureaucratic Area (ZI WBBM), which is still administrative and without actual implementation, so improvements are needed in the link between policy and implementation in the field. The study's results are expected to increase the effectiveness of bureaucratic reform at BBPPMPV BOE by strengthening the implementation of SOPs, internal communication, employee training, inclusive services, and administrative order so that reform is not just document fulfillment but sustainable.

Keywords: Clean Bureaucratic Area to Serve, Internal Bureaucratic Reform, Policy Implementation.

1. INTRODUCTION

Good governance is the primary demand in the current bureaucratic reform, which rests on three main pillars: the private, public, and individual sectors. Bureaucratic reforms that are increasingly widespread involve various sectors and are guarded by people who demand changes in public services. The bureaucracy that has not been optimized is expected to be able to transform for the better. However, problems such as corruption and slow and convoluted public services remain. Corruption, triggered by internal and external factors, continues undermining the government and must be eradicated. To address this, regional autonomy policies were implemented to make public services more efficient. However, not all regions were able to show progress, although some managed to improve the quality of services and development.

The state oversees the community and must provide health services, education, welfare, and other social functions. This role has a government structure ranging from the President, Ministers to village officials. The state oversees bureaucratic units as the frontline in public services, which move based on the budgeting system established for each agency. This bureaucracy serves various community needs, such as health, education, and infrastructure. To function optimally, the bureaucracy needs supporting components, such as human resources, finance, and infrastructure, which produce outputs within the framework of government policies. A responsive and transparent bureaucracy is needed to respond to challenges and meet the needs of society effectively.

The current bureaucracy is still considered less responsive and tends to be complicated in serving the community, thus reducing public trust in the government. Therefore, the government is trying to organize the bureaucracy to be more responsive, transparent, adequate, and efficient per the principles of reinventing government. This concept emphasizes a bureaucracy that is flexible, efficient, and not trapped in long-winded procedures and nepotism. The main principles

of reinventing government include giving direction rather than control, empowering the community, and encouraging competition in public services. However, current bureaucratic reforms still focus on improving efficiency without changing the overall order. This reform effort is carried out through stages such as team formation, road map preparation, evaluation, and coordination with the House of Representatives of the Republic of Indonesia (DPR RI).

Internal Bureaucratic Reform aims to create a professional government bureaucracy that has integrity, high performance and is free from corruption and nepotism. The success of this reform is measured through the achievement of bureaucratic change targets, including the provision of incentives in the form of performance allowances. The Integrity Zone is given to agencies committed to realizing a Corruption-Free Area (WBK) and a Clean Serving Bureaucratic Area (WBBM) through corruption prevention and improving the quality of public services. The achievement of WBBM is based on eight areas of change: change management, regulatory structuring, organizational strengthening, and management system structuring. Change management emphasizes a better mindset and work culture, while organizational strengthening aims to avoid a fat bureaucracy. This reform also demands more effective Standard Operating Procedure (SOP) changes and the readiness of reliable human resources. Therefore, administrative procedures must be more efficient and straightforward.

The purpose of this study is to describe and analyze internal bureaucratic reforms, as well as identify and analyze the factors that become drivers and obstacles in its implementation at BBPPMPV BOE (Center for Development and Quality Assurance of Vocational Education in Automotive and Electronics Malang, Ministry of Education and Culture). The results of this study contribute theoretically to broadening insights and become the basis for future scientific research and development. Practically, this research is helpful for various parties. For the author, this research adds to the repertoire of knowledge and supports scientific development. For the government, especially BBPPMPV BOE, this research provides real solutions to bureaucratic problems and improves service quality. Meanwhile, for the community, especially training participants, this research is expected to increase comfort and ensure excellent service.

2. LITERATURE REVIEW

According to Dunn, public policy theory is a series of policy choices made by the bureaucracy, where decisions taken by stakeholders aim to achieve specific results. Lasswell & Kaplan added that policy includes decisions with implementation mechanisms and procedures, which face various obstacles and opportunities. Policy analysis is important to produce recommendations by presenting data, formulating objectives, identifying obstacles, and preparing policy alternatives. The policy cycle runs through implementation through regulations or leadership instructions. Abdul Wahab (1991 in Ilyas, 2015) states that implementation is more important than the policy itself because the desired results depend on its implementation. Van Meter & Van Horn (in Agostino, 2006) emphasize that policy implementation involves officials, individuals, and private groups, which requires identifying problems, finding solutions, and determining goals effectively.

Measurement of public policy implementation needs to pay attention to the dimensions of organization, environment, and human resources to achieve optimal results. Ripley and Franklin (1986) assess implementation success based on bureaucratic compliance, smooth operations, and measurable impact. Factors influencing performance include main tasks and functions, human resources, communication, and authority arrangements. However, policy implementation often faces political and economic instability, weak organizations, low human resources, and poor information systems (Gow & Morss, in Pasolong, 2007). Edward III's implementation model emphasizes the importance of thorough analysis, flexible bureaucratic structure, effective communication, competent human resources, and firm disposition. The commitment and motivation of implementers determine the policy's success because good services will increase the effectiveness of implementation and public trust in the bureaucracy.

Bureaucratic reform aims to create an ideal bureaucracy with clear rules, efficient structures, and sound processes. The importance of bureaucracy in governing the country through an organized system. Caiden (1982) states that bureaucracy exists in everyday life, both in the private and government sectors. Weber (1948) divided bureaucracy into traditional, charismatic, and legal-rational, where the last type is considered the most ideal because it is based on law and rationality. Evers (1987) differentiates bureaucracy into weberization (rigid), parkinsonization (employee-oriented), and orwelization (organizing society). The ideal bureaucracy is complex because it is still

considered rigid and elitist. Bureaucratic reform is needed to eliminate the feudal pattern that is still dominant by emphasizing service to the community as the main essence of bureaucracy (Thoha, 2008).

Bureaucratic reform is a systemic change that affects various aspects of life, including improving the mentality of bureaucrats to be more oriented towards community service. To overcome the weaknesses of traditional bureaucracy, the concept of New Public Management (NPM) or Reinventing Government emerged, emphasizing efficiency, competitiveness, and private sector involvement in public services. NPM aims to reduce waste and improve service quality by reducing costs and opening up competition. Reinventing Government focuses on business logic rather than a rigid, convoluted bureaucracy that often favors superiors. This approach is supported by the three pillars of democracy, namely the community, the private sector, and the bureaucracy, to synergize in public services. The main characteristics are that the government acts more as a facilitator, empowers the community through the private sector, and encourages independence by creating a healthy competition space for the private sector.

Public service is an activity carried out by the state civil apparatus as a form of service to the community (Westra, 1981). Moenir (1998) adds that public service is a series of routine activities to meet community needs. Public services include goods and services, which can be measured quantitatively, while services are subjectively assessed based on individual satisfaction. Service standards vary between regions because they are influenced by community values (Denhardt & Denhardt, 2006). Service principles include public interest, listening to aspirations, and serving without discrimination. Public service standards based on Menpan Decree No. 81 of 1993 include customer rights and obligations, conformity to community needs, and transparency. The State Administration Institute emphasizes services that are simple, clear, safe, open, efficient, and based on legal certainty to ensure public convenience.

3. RESEARCH METHOD

3.1 Research Design

This research uses a qualitative descriptive method. Sugiyono (2019) states that qualitative research adheres to the positivism system, where the research object is observed based on actual conditions without engineering. This method aims to provide an overview of the phenomenon under study. The reality of bureaucratic reform implementation based on the Minister of Administrative Reform and Bureaucratic Reform Regulation (Permenpan RB) Number 52 of 2014 concerning the Development of an Integrity Zone towards a Corruption-Free Area and a Clean Bureaucratic Area (ZI WBK WBBM) will be analyzed. In addition, the research also examines the inhibiting and driving factors of policy implementation by using the theories of implementation, bureaucracy, and public services to measure the level of customer satisfaction.

3.2 Location and Scope of Research

This research was conducted at the Center for Development and Quality Assurance of Vocational Education in Automotive and Electronics (BBPPMPV BOE) Malang, Ministry of Education and Culture. This research focuses on the implementation of Permenpan RB on ZI WBK WBBM by highlighting the process that enabled BBPPMPV BOE to achieve the title in 2017. This study does not discuss regulations before or after but is limited to public services to training participants in that period. Research respondents only included training participants within the specified timeframe.

3.3 Data Analysis Technique

This research uses qualitative data analysis methods to understand the truth of the research object. The data obtained can be in the form of words and actions that are analyzed descriptively. This technique is impersonal and must be treated as an objective source of information. The analysis process includes collecting, presenting, and analyzing documents, interviews, and related literature. Referring to the descriptive data analysis model proposed by Miles, Huberman, and Saldana (2014), the stages of analysis include data condensation, data presentation, and conclusion drawing and verification.

4. RESULTS AND DISCUSSION

4.1 Research Results

The Vocational Education Quality Assurance Development Center for Automotive and Electronics (BBPPMPV BOE) is a Technical Implementation Unit (UPT) under the Directorate General of Vocational Education, whose duties and functions are to carry out vocational education facilitation and quality assurance. This research uses George Edwards III's theory to examine policy implementation, including four main variables: bureaucratic structure, communication, resources, and disposition. These factors are key elements in identifying barriers and the success of policy implementation.

The bureaucratic structure at BBPPMPV BOE consists of leading tasks and functions and standard operating procedures (SOPs). Based on the main tasks and functions (tusi), BBPPMPV BOE is responsible for fostering and developing educators, especially in facilitating training for Vocational High School teachers. The facilities provided include dormitories, daily allowances, meals, and transportation, the financing of which comes from the budget implementation list (DIPA). This task is derived from the Performance Objectives of the Directorate of Vocational Education, Ministry of Education, Research and Culture, which also issues a payment account for training needs. Meanwhile, the SOPs at BBPPMPV BOE are categorized by type of service, such as management of state-owned goods (BMN), guest services, leadership services, and the flow of registration and implementation of training. These SOPs are evaluated and adjusted annually to ensure effectiveness and relevance to changes.

BBPPMPV BOE communicates through management coordination meetings, program coordination, and employee WhatsApp groups. The communication model is top-down in two sessions: managerial-teaching and all employees. Consistency is key in communication, ensuring all information is responded to and acted upon. In the Clean Bureaucratic Region Serving (WBBM) working area, initial communication is carried out through internal working group meetings before the innovation is presented at a large meeting. An informant said, *"Initial communication is done through internal meetings of each working group. If the team has an innovation, a large meeting is held, and all parties support the declaration of WBBM"*. The distribution of WBBM work is divided according to responsibilities, such as services handled by the administration. Another informant added, *"The role of leaders in the WBBM work team is divided according to the Head Decree, for example, the staffing section handles human resource development, while the housekeeping section is responsible for public services"*.

However, the preparation of documents faces obstacles because WBBM employees have other duties, making it challenging to compile documents together. *"The main obstacle in completing the documents is time because it is difficult to gather the team in full formation due to other tasks in the organization, especially the implementation of solid training,"* said the informant. In addition, clarity of communication is essential, especially when providing services to customers. SOPs in service must be applied consistently so that customers feel comfortable and can understand the flow of services. An informant argued, *"In the service, the SOP is applied, guests are received by the security guard, directed to the parking lot, given a nametag, then to the receptionist to fill out the guest book before being directed to the person they are meeting."* Previously, guests had to contact the employee they wanted to meet directly. However, now they are directed to avoid confusion. Clarity of communication and a sound service system are important factors in supporting the achievement of WBBM at BBPPMPV BOE.

BBPPMPV BOE has 220 employees, including teaching and administrative personnel. Facilities and infrastructure include four plots of land, three are used for dormitories, lectures, and administration, while one is still a plantation, and operational vehicles consist of six units. In addition to infrastructure, the success of the ZI WBK WBBM program (Zona Integritas Wilayah Bebas Korupsi dan Wilayah Birokrasi Bersih Melayani) also depends on the involvement of human resources. Therefore, since the beginning of the program, socialization has been carried out so that all employees have the same understanding and build a solid work team. *"At first, because this program was new, there was resistance or pessimism from employees. However, with strong leadership commitment, socialization continued until employees understood and supported this program,"* said an informant. HR participation is very influential in improving public services, which includes loyalty, innovation, and productivity.

Facilities and infrastructure play an important role in achieving WBK WBBM, improving services, and supporting eradicating corruption and gratification. Infrastructure improvements are carried out in stages following the needs of services in 13 provinces. Every month, improvements are made based on training participant satisfaction surveys, which show a low complaint rate, with every complaint immediately followed up. *"Before ZI WBBM, the*

lodging conditions looked shabby and uncomfortable. The place is cleaner and neatly organized, and the rooms have TVs, hot water, and air conditioning,” said an informant. In addition, the quality of human resources was also improved by sending several employees to attend service training. Development of service facilities continues to be carried out so that public services are optimized. The survey results show that the attitude aspect of BBPPMPV BOE service officers reached 84.7%, indicating that the behavior of implementers is very supportive of work ethics and ethics. However, it still needs to be improved.

Budget is an important factor in supporting program success. Funds are used for operations, including purchasing facilities such as wheelchairs for vulnerable groups and sofas for visitor comfort. The budget is facilitated by DIPA BBPPMPV BOE and approved by the Directorate General of Vocational Training. *“If the budget is available, we make annual activities to equalize the perception of ZI WBBM members. Usually, this budget is used as a fullboard to collect documents, although it is not specifically allocated for ZI WBBM, but from the employee competency development budget,”* explained an informant. ZI WBBM has no unique budget because it is a platform to assess the service process. An informant added, *“The budget for ZI WBBM is not specific, but includes human resources, sarpras, and training on services for vulnerable groups. Currently, there is supervision from the center to ensure all records are corrected to improve services for vulnerable groups”*.

Disposition is delegating authority from the center to the operational level so that services can run effectively. The central leadership cannot handle all customers directly, so this task is delegated to employees. The bureaucratic ladder was filled with echelon officials in the past, but now the system has shifted to working groups without job allowances. An informant explained, *“The Reformasi Birokrasi Instansi (RBI) cut the bureaucracy by abolishing echelons 3 and 4, but in reality it is just a 'change of clothes' because there are still responsible officers and team leaders. Some management prefer to do external services because there is no allowance, so some official activities are changed so that they can still do external services”*. Change agents are still needed to shape mindsets and work cultures. However, the role of change agents in ZI WBBM has decreased after the new leadership. *“Currently, agents of change are not too prominent because the WBBM target has been achieved. The focus now is on achieving excellent service, although we are still waiting for the central decision,”* said an informant.

Service ethics are an important aspect of bureaucracy, especially for civil servants. Good service must be accompanied by smiles, greetings, and clarity of process and waiting time. *“In the past, security guards were less friendly, maybe because they were civil servants. Now, outsourced security guards are more professional, including female security guards to serve mothers. They are given a morning briefing so that they are ready to face problems,”* explained an informant. The leadership also instructs all employees to implement a culture of smiles, greetings, and salutations, especially for training participants. *“The leadership asks all employees to greet and serve the training participants well so that they feel a holistic service,”* added another informant. These efforts have paid off, with BBPPMPV BOE receiving appreciation for improved services. *“Services are getting better, security guards are more professional, guest procedures are clearer, and infrastructure continues to be improved with additional budget for equipment procurement,”* said an informant.

The main drivers in implementing bureaucratic reform policies at BBPPMPV BOE are HR readiness, internal support, policy certainty, and sustainable funding. BBPPMPV BOE has excellent potential to upgrade from WBK to ZI WBBM by forming an exceptional team and creating superior innovations. An informant emphasized, *“BOE deserves WBBM because it has extraordinary innovation and a solid team. Other centers have potential, but do not have the complete package, so not all have been able to achieve WBBM”*. Other supporting factors are the good communication skills of the foremost orator, as well as data management and quality presentations. This success shows that BBPPMPV BOE has substantial driving factors in achieving ZI WBBM, especially with innovation and an effective work team running the program.

However, there are several obstacles to implementing ZI WBBM, such as lack of support, financial limitations, and employee apathy. One informant emphasized, *“When WBBM succeeded, all employees supported it, but in the initial selection, there were still many who were only document-oriented without really applying the spirit of ZI WBBM.”* The gap between management and reality in the field still exists, so the principle of leading by example has not been fully realized. *“If the implementation of WBBM is only administrative without real reflection in the work environment, then the achievements are not in accordance with the spirit of bureaucratic reform,”* added an informant. The lack of knowledge transfer between employees and motivation due to the suboptimal reward system

are also obstacles. *“Some senior employees do not leave data or knowledge for their juniors, so regeneration is hampered. There must be a system that provides rewards for those who excel and punishment for those who do not perform,”* explained an informant.

4.2 Discussion of Research Results

The discussion of this research aims to answer the formulation of problems regarding implementing bureaucratic reform policies at BBPPMPV BOE Malang, which refers to George Edward III's theory and includes variables of bureaucratic structure, communication, resources, and disposition. In carrying out its primary duties and functions, BBPPMPV BOE has carried out its role in developing quality assurance for students and education personnel. The budget is sufficient without disbursement constraints, and the programs run by the ministry's targets allow leniency to operate independently. The service systems, mechanisms, and procedures are designed to avoid extortion and corruption, with clear operational standards, including definite procedures and service times. Excellent service is achieved with a straightforward system, a clear service flow, and a complaint mechanism that can increase efficiency and public trust in the government.

BBPPMPV BOE has implemented the Clean and Serving Bureaucratic Area Integrity Zone (ZI WBBM) with a clear organizational structure and well-organized workflow in carrying out tasks and dispensing work. However, after pruning echelon officials, only the Head of the Center and the Head of Administration remain the central policymakers. However, this change was not fully optimized, as the absence of allowances for coordinators meant they were often outside the office to earn additional income. As a result, some tasks in the office were neglected. In addition, the change in the status of employees who are no longer considered officials has also decreased respect for leaders, affecting work effectiveness and overall organizational performance.

Standard Operating Procedures (SOPs) at BBPPMPV BOE ensure that every operational activity runs according to established rules and procedures. Some of the main SOPs implemented include registration of training participants, reception of leadership guests, and reception of participants' guests. In determining operational procedures, BBPPMPV BOE considers the readiness of employees and the completeness of infrastructure to support the smooth running of activities. In addition, technological innovations are also continuously developed, such as the ALFA T system (Integrated Facilitation Service Application), which serves to simplify the service process, as well as SIM DIKLAT (Education and Training Management Information System), which is used in data collection of training participants. With the implementation of strict SOPs and the utilization of technology, BBPPMPV BOE continues to improve service efficiency and ensure the quality of training program management that is more structured and by established professional standards.

Communication in implementing bureaucratic reform in BBPPMPV BOE Malang has been well established, especially in efforts to achieve the Clean and Serving Bureaucratic Area Integrity Zone (ZI WBBM). One form of effective communication is the existence of a special group that facilitates employees in obtaining information openly and transparently. This group includes all employees in structural and functional positions, including coordinators, heads, heads of general departments, teachers, and cleaning staff outside the management scope. With this group, any important information, such as opening a new functional position, can be spread evenly without being missed. This consistent communication supports the involvement of all employees in the bureaucratic reform process, increases active participation, and strengthens internal coordination to achieve organizational goals.

Policy clarity is a significant factor in successfully implementing internal bureaucratic reforms. This reform started with the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) policy, which aims to create a professional and public service-oriented bureaucracy. In order to realize quality service standards, BBPPMPV BOE provides primary services, such as lodging, air conditioning facilities, food, transportation, and teaching staff for training participants. In addition, supporting services are also considered, including the provision of wheelchairs and disabled-friendly toilets. To improve service quality, BOE also provides a QR code-based complaint system that allows the public to provide feedback. The most frequently received feedback concerns teaching staff and dormitory comfort, especially mosquito problems, which become evaluation materials for future service improvements.

Human resources at BBPPMPV BOE consist of various educational backgrounds, ranging from SMK / SMA graduates to S1, S2, and S3. This diversity creates challenges in work interactions, although S2 and S3 graduates generally act as teachers, while S1 and SMK / SMA graduates are primarily placed in administration. In addition, the

age difference is also a factor that affects employee productivity. Many senior employees are approaching retirement, while younger employees still lack opportunities to develop. This lack of opportunity leads to low motivation among young employees. However, some employees, such as Mr. Anwar and Mr. Henri, are excellent and innovative, and their contributions add value to BBPPMPV BOE in improving service quality and institutional innovation.

Other resources that support the achievement of the Clean and Serving Bureaucratic Area Integrity Zone (ZI WBBM) include facilities and infrastructure, such as buildings, tables, chairs, and special facilities for guests with special needs, including priority lanes and disabled-friendly toilets. A guest room and children's playroom are also provided as part of the service standards. In addition, BBPPMPV BOE gets an annual budget for various activities, such as training vocational teachers and education personnel, including upskilling and reskilling programs. Part of the budget is also allocated for building construction and procurement of practical tools and materials. However, limited funding is often an obstacle in procuring practical tools that require regular renewal, so an additional budget is needed to support optimal training quality.

In the disposition aspect, service ethics in bureaucratic reform at BBPPMPV BOE Malang is important in creating a quality public service system. However, several obstacles affect the performance of personnel in providing services, such as limited facilities, lack of qualified human resources, and transportation constraints. Nevertheless, human resources at BBPPMPV BOE are considered excellent in supporting internal bureaucratic reform (RBI). This can be seen from their contribution to every training they participate in financially and in program implementation. Recognition from other centers that rate BBPPMPV BOE as a superior institution further strengthens the positive perception of its service quality. However, improvements should not stop only at external imaging but must be carried out thoroughly to ensure that public services meet standards of professionalism and transparency.

Public services are the responsibility of public agencies in meeting the community's needs and carrying out statutory provisions. The service products provided include services and administration, which must be managed transparently and easily accessible to the public. This transparency includes policy, planning, implementation, and supervision by the public. In terms of service requirements, the public understands that there are two main types of requirements, namely technical and administrative, which must be informed. In addition, the public also realizes that to obtain services, they must meet the requirements set according to legal provisions. Therefore, preparing requirements must be reviewed to remain relevant to the type of service provided and avoid duplication of requirements between agencies that can slow down the service process.

Implementing bureaucratic reform at BBPPMPV BOE is supported by an organized organizational structure, effective communication through various internal forums and groups, and quality human resources, especially master graduates who contribute to system development at the Central Ministry. The central government budget is also sufficient to support the improvement of facilities and equipment. In addition, policy understanding among employees is high, with good compliance and minimal violations, creating a public service-oriented bureaucratic culture. However, challenges still exist, especially in fulfilling ZI WBBM documents, which are often only administrative and do not involve actual implementation. Some activity reports seem forced without concrete evidence. Therefore, efforts are needed to improve the linkage between policy, implementation, and evaluation to make bureaucratic reform more transparent and effective.

5. CONCLUSIONS AND SUGGESTIONS

Based on research on implementing the Internal Bureaucratic Reform (RBI) policy at BBPPMPV BOE, Malang refers to George Edward III's theory, which includes bureaucratic structure, communication, resources, and disposition. BBPPMPV BOE has the main task of developing and empowering vocational education for teaching and education personnel, operating as a technical service unit under the Directorate General of Vocational Education, Ministry of Education, Technology and Culture. Standard operating procedures (SOPs) are implemented to ensure that all services run according to the rules, from summoning participants to returning them after training. An effective communication system has been implemented through management meeting forums and WhatsApp groups to disseminate information quickly and accurately. Service clarity is also applied by providing compensation in the event of delays, and detailed information about the training has been conveyed since the participant summoning stage.

In terms of resources, BBPPMPV BOE has qualified human resources, especially in organizing training and teaching materials. HR is a significant factor in supporting the organization's success. However, the regeneration of

teachers is still lacking, so the new policy encourages employees to continue their education to fill these positions. Facilities and infrastructure are adequate, including classrooms, archive rooms, libraries, and facilities for vulnerable groups. However, the budget of 200 billion per year is still insufficient for the need to update equipment that must keep up with technological developments. Disposition or service ethics is also an important aspect of bureaucratic reform. Since achieving the WBBM title in 2017, BBPPMPV BOE has implemented better service standards, including training for teachers to provide friendly and professional services to training participants.

The driving factors in bureaucratic reform at BBPPMPV BOE include an organized organizational structure, effective communication, quality human resources, and sufficient budget to support the improvement of facilities and equipment. Good policy understanding among employees also encourages a bureaucratic culture oriented towards public services. However, there are still inhibiting factors, especially in fulfilling ZI WBBM documents, which are often made suddenly and are only administrative without being balanced with actual implementation. Some activities are only carried out to fulfill reports, although there are not always concrete results in their implementation. Therefore, it is necessary to increase the link between policy, implementation, and evaluation so that bureaucratic reform can run optimally and improve the quality of public services at BBPPMPV BOE.

Based on the research results on the implementation of internal bureaucratic reform policies, several steps can be taken to improve the effectiveness of these policies. Implementing the Integrity Zone (ZI) at BBPPMPV BOE has shown positive results with the support of adequate facilities, infrastructure, and human resources. However, the organizational structure that has been adjusted to the central Organization and Work Procedures (OTK) and implemented through annual SOPs needs to be strengthened so that it is not only a document fulfillment but also sustainable and implemented by all employees. Internal communication is running well through various forums and needs to be improved to ensure the effectiveness of information delivery. Improved facilities and employee training, including services for people with disabilities, should be expanded to improve service quality. In addition, service ethics must be instilled in all lines, and administration needs to be more orderly by ensuring that document preparation is carried out from the beginning of the activity.

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