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Implementation of Structure Simplification Policy at Syarif Hidayatullah State Islamic University Jakarta

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ABSTRACT

UIN Syarif Hidayatullah Jakarta has implemented policies related to simplifying organizational structures by Regulation Manteri Utilization State Apparatus and Bureaucratic Reform number 25 of 2021 concerning Simplification of Organizational Structures in Institutions. According to Charles O Jones, the success of policy implementation can be seen from 3 things, namely: (1) Organization, (2) Interpretation, and (3) Application. From the results of existing secondary data analysis, the implementation of policies related to simplifying the organizational structure has been carried out well where, in terms of organization, UIN Syarif Hidayatullah has made structural adjustments by eliminating echelon III and IV administrative positions, transferring them to functional positions. Apart from that, UIN Syarif Hidayatullah Jakarta has also implemented a working team as a result of the simplification of the structure, where the working team was formed to achieve certain activity targets. In terms of interpretation, UIN Syarif Hidayatullah Jakarta has also implemented strategic steps in implementing the structure simplification policy, namely: (1) mapping of organizational units, (2) submitting mapping results to leadership and (3) verification and validation of mapping. If the implementation of the structure simplification policy was carried out after the Regulation of the Minister of Religion was issued, there was a change in the organizational structure which was followed by the elimination of echelon III and IV administrative officials into functional positions and the formation of work teams to support the achievement of organizational performance. In its implementation, there are still obstacles where the functional position groups resulting from the equalization have not been able to carry out their functions optimally because they require time to adjust to the duties and functions of their new positions and the competency standards that should be possessed by functional officials have not been met. Increasing competency for functional officials as a result of equalization should be a common concern to improve organizational performance.

Introduction

Simplification of bureaucracy it's not an issue new in the administration public. Simplification bureaucracy is part of the governance reform sector more public area which globally refers to four fields thematic namely: reform of the role of the state, reform of functions central governance, reform of accountability and mechanisms supervision, as well as bureaucratic and management reform organization service public. (Turner, Imbaruddin, & Sutiyono, 2009).

Based on provision in Regulation Manteri Utilization State Apparatus and Bureaucratic Reform (Permen PANRB) number 17 of 2021 concerning equalization position administration to in position functional and Permen PAN RB number 25 of 2021 concerning Simplification Structure Organization in Institutions Government for Simplification Bureaucracy, stages simplification bureaucracy done through three stages, namely : (1) Simplification structure organization, (2) Equalization position and (3) Adjustment system Work (Adriansyah, Alexandri, & Halimah, 2021).

Simplification structure organization Indonesian government carried out with cut the level of administrator positions or echelon III and supervisors or echelon IV at level ministries, institutions and government areas. According to (Nurhestitunggal & Muhlisin, 2020) Simplification structure organization in a way theoretically required because characteristics too bureaucratic and already not in line with paradigm administration public latest, on the side because of decentralization. By empirical, simplification structure organization required because hinder enhancement professionality visible apparatus from symptom plutocracy and consultocracy. Through restructuring which is part of a reform to a comprehensive Indonesian bureaucracy, he hoped to task bureaucracy in making the program implemented, so the public enjoys service and results in the development. (Turner, Prasojo, & Sumarwono, 2022).

Response to policy simplification bureaucracy The Ministry of Religion 2021 has simplified bureaucracy from the start of restructuration organization, equality position administration to position functional nor adjustment system work. (Permatasari & Ariani, 2021). Simplification of bureaucracy is a priority majoring in State Islamic Religious Universities throughout Indonesia. With commitment, the so expected enhancement of quality and efficiency bureaucracy at State Islamic Universities can achieved. This matter is important where with simplification and efficiency bureaucracy is expected capable increase performance both personally and in a way institutional. This matter is in line with the frame realised system of authoritative and clean government so needs to be realized in efficient, good and quality service supported by quality source power man apparatus competent government by field and expertise. (Winarno, 2007).

Related studies on simplification bureaucracy at State Islamic Religious Universities have Already been done previously (Puspita, 2022) at the State Islamic College in Kalimantan study equalization of position administration to position functional, deep the study states that adjustment of position administration to position functional own huge implications for the performance of an employee at the State Islamic College. The study still focused on equality position administration to position functional

courses, however study related to simplification structure organizations at State Islamic Religious Universities is yet done. Therefore this aim for complete previous studies as input and script academics for government agencies especially implementation simplification bureaucracy in State Islamic Religious Universities (Holz, 2022).

Implementation policy is stage crucial in the policy process public because is stage implementation after something legislation is set to produce an impact on the objective. (Valle-Cruz, Criado, Sandoval-Almazán, & Ruvalcaba-Gomez, 2020). In the article, the writer uses an implementation model policy theory. (Jones, 1984) Jones points out three important activities in the implementation of policy public, namely (1) Organization, (2) Interpretation, and (3) Application. Based on what Jones stated, the problem implementation policy public the more clear and broader, where implementation is a necessary process action systematic from organization, interpretation and application. (Yuliah, 2020).

Organization is an activity for forming bodies, and units, along with necessary methods to reach the objectives contained therein policy. Organization necessary for work can be held. In his view, organizations in government are identical to bureaucracy. In his presentation about organization, Jones quotes Weber's ideal bureaucracy as (1) activities regularly, as needed to reach objective bureaucracy governance, which is distributed as obligation official, (2) ruler, to give necessary commands for an accountable obligation that and then shared as well as limited by related rules with ways coercion and the like, and imposition sanctions, (3) methods created for order and continuity fulfilment obligation these, as well implementation appropriate rights so that only qualified people good that's all that's appropriately assigned. Implementation policies vary widely and depend on the agency or institution. But it's necessary to notice is every activity needs capable bureaucracy to communicate with those who make it rules and also with those who obey and carry out rules. The purpose of the organization is to run existing programs designed. (Gani, Utama, & Jaharuddin & Priharta, 2020).

Interpretation is business For understanding what is meant by the former policy and knowing right what and how objective end That must be realized or realized. Dimensions interpretation this almost the same as that stated by Edward III, in variable communication. (Jones, 1984) Opinion was not to happen confusion about what will be carried out by implementers policy, then those who implement decision must know what it should be they do so that the implementers can know with certain what objective what do you want? Achieved in implementation policy. Provision for implementation policy must be delivered to the right people and they must become clear, accurate and consistent with provisions, if not so will there be a misunderstanding, even ambiguity between the implementation policies and results not by what was expected. The implementers are confused and will given more opportunities they will not implement something policy by provisions, or desired rules, finally, they will have policy separately in looking at application policy. This is the view this often different from the view of superiority they Carry on according to Agustino (2008)

" Communication is an important variable that influences implementation policy public, communication is very decisive success achievement objective from implementation policy public ". Effective implementation will implemented if the maker's decision knows what will they do. Information known about the taker's decision only can obtained through good communication. In measuring success (Suseno, Handoko, Kusbandrijo, & Nasution, 2021) Stated three variables namely : (1) Transmission, distribution good communication will produce something good implementation too. Often problem in distribution communication that there is a misunderstanding (miscommunication) caused by many levels of bureaucracy is a must in the communication process, so what to expect is distorted in the middle way, (2) Clarity, communication received by the implementer policy must clear or not confusing, (3) Consistency, orders given in implementation something communication must consistent and clear for set or executed, if government provided often fickle, then can give rise to confusion for implementation in the field. From the presentation about dimensions interpretation, you can arrange indicators based on Jones' opinion, namely clarity, consistency and adequate resources source Power.

Application is routine application of everything decisions and regulations with do activities for its realization goals policy. According to Jones, in implementation, perhaps will happen adjustments to guidelines or rules. Adjustments that do not happen suddenly. But basically, regulation that made for applied in a way unpretentious, and not for violation. In Jones' theory, application or application is a dynamic process where are the implementers ? or officers directed by program guidelines as well as the benchmarks, or in a way specially directed by actual conditions. A policy will be successful/successful if can applied/applied, if not applied only is stack paper mere. Because of that, Jones said application is the nature of provisions still in service for reaching program targets. Through application this expected will appear response from the group target (target group). Strictly speaking, with application policy will be known if the environment accepts or rejects the implementation and results policy. Therefore, applying policy it's not an easy thing, and even can give rise to a challenge faced by implementors, meanwhile, activity application is activity provision service regular payments or other by goals and means existing policies. (Timmerman, Sambiran, & Pangemanan, 2021).

Research Methods

This study was done with the use of studies library (library research) through the study of various references and related documents with field study. Data collection via material library, regulations government and sources other related to issue research was reviewed whereas data analysis was carried out in a way qualitative descriptive. A study was conducted at the Syarif Hidayatullah State Islamic University (UIN) Jakarta in the month of February-March 2024.

Results and Discussion

In Permen PANRB Number 25 of 2021, objectives simplification structure organization is downsizing organizational units position administration at institutions

government for reduce organizational unit level. Simplification Structure Organization held to organizational units position the administration consists of above (1) administrator position or position structural echelon III; (2) position supervisor or position structural echelon IV; and (3) position executor who is position structural echelon V. Simplification structure organization held based on criteria as following : (1) organizational unit criteria position simplified administration, (2) Organizational unit criteria position maintained administration.

Organization

Success implementation policy according to (Jones, 1984) Must there be an organization or implementing agency? (Jones, 1984), said the organization is related activities with the formation or arrangement of return source power, units as well methods for making the program run (Jones, 1984). Jones organization bureaucracy is related to (1) the formation or arrangement of return source power 2) units, and 3) methods for making the program run. Thereby third aspect will discussed as follows:

Resource

Syarif Hidayatullah State Islamic University (UIN) Jakarta is one of the State Islamic Religious Colleges located under the Ministry of Religion of the Republic of Indonesia, UIN Syarif Hidayatullah Jakarta is located under the leader chancellor who supervises 4 vice- chancellors including the vice chancellor field academic, vice chancellor field administration general, vice chancellor field student affairs, and vice chancellor field cooperation and institutions. Apart from that, UIN Syarif Hidayatullah Jakarta consists of the 3 Bureaus that oversee its respective fields, namely : (1) General Administration and Personnel Bureau, (2) Planning and Finance Bureau, and (3) Academic Administration Bureau for Student Affairs and Cooperation. UIN Syarif Hidayatullah Jakarta has 12 Faculties and 1 Postgraduate. The faculties at UIN Syarif Hidayatullah Jakarta are the following : (1) Faculty Knowledge Tarbiyah and Teacher Training, (2) Faculty of Adab and Humanities, (3) Faculty Ushuluddin, (4) Faculty of Sharia and Law, (5) Faculty Da'wah and Science Communication, (6) Faculty Dirasat Islamiyah, (7) Faculty Psychology, (8) Faculty of Economics and Business, (9) Faculty of Science and Technology, (10) Faculty Health Sciences, (11) Faculty Knowledge Social and Scientific Politics, and (12) Faculties Medicine.

Apart from the Faculty, UIN Syarif Hidayatullah Jakarta has 2 institutions namely the Institute for Research and Community Service to the Community and the Quality Assurance Agency. Furthermore, there are 5 Technical Implementation Units as follows: UPT Technology Center Information and Database, Library Center UPT, Language Development Center UPT, Ma'had Al Jami'ah UPT, and Development Center UPT Business.

Source power man consists of power educators and personnel education. Educational staff is lecturer, meanwhile, power education consists of position structural, position functional, position executor and staff base.

Structure Organization

Based on Permen PANRB Number 25 of 2021 concerning Simplification Structure Organization in Institutions for Simplification Bureaucracy, the structure at UIN Syarif Hidayatullah Jakarta is experiencing change, that is the disappearance of several official echelons III and IV within the structure more detail can see in structure organization before and after simplification structure as following :

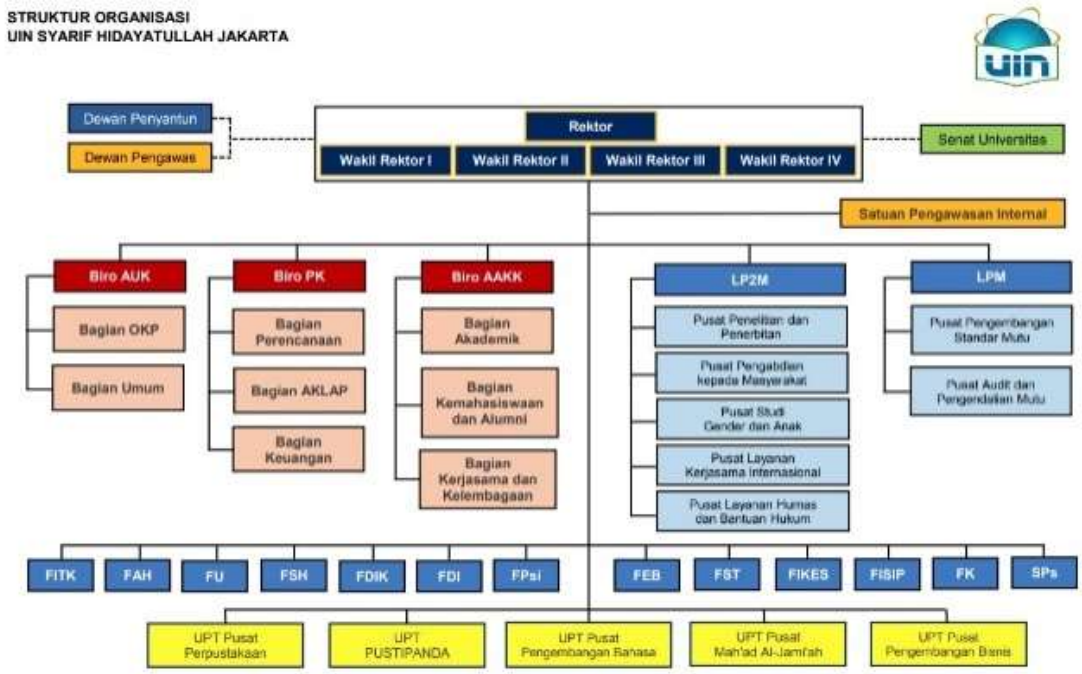

Figure 1. Structure UIN Syarif Hidayatullah Jakarta organization before Simplification Bureaucracy

Figure 1 shows the structure organization UIN Syarif Hidayatullah Jakarta Before exists simplification bureaucracy, where in structure the existing part under the Bureau headed by the head part or official structural echelon III, and the head part supervises several subsections headed by a person head subsection or official structural echelon IV, as well as in the Faculty a head part supervise consisting of subsections from subsection academic, student and alumni affairs, subsection administration general, as well subsection finance.

You can also see that the General Administration and Personnel Bureau 2 sections below it is part organization, staffing and regulations legislation and parts general, then at the Planning and Finance Bureau there are three parts including parts planning, section accounting and reporting, and section finance, for the existing part under the Academic Administration Bureau for Student Affairs and Cooperation, namely: section academic, section student and alumni affairs, and sections cooperation and institutions.

The Institute for Research and Community Service to the Community oversees five centres, as follows: centre research and Publishing, centre devotion to Community, centre gender and Child Studies, centre service cooperation international, and Central and

Support Services Law. Meanwhile, two centres under the Quality Assurance Agency are Center Development Standard Quality and Audit and Control Centre Quality.

Under the chancellor is also there unit of internal supervision that carries out supervision non-academic at UIN Syarif Hidayatullah Jakarta. The hope with the existing simplification structure this more make work units easier smallest in do make decisions strategically especially related to service public, so can increase the performance organization. Structure drawing UIN Syarif Hidayatullah Organization Jakarta post Simplification Bureaucracy shown in Figure 2 below.

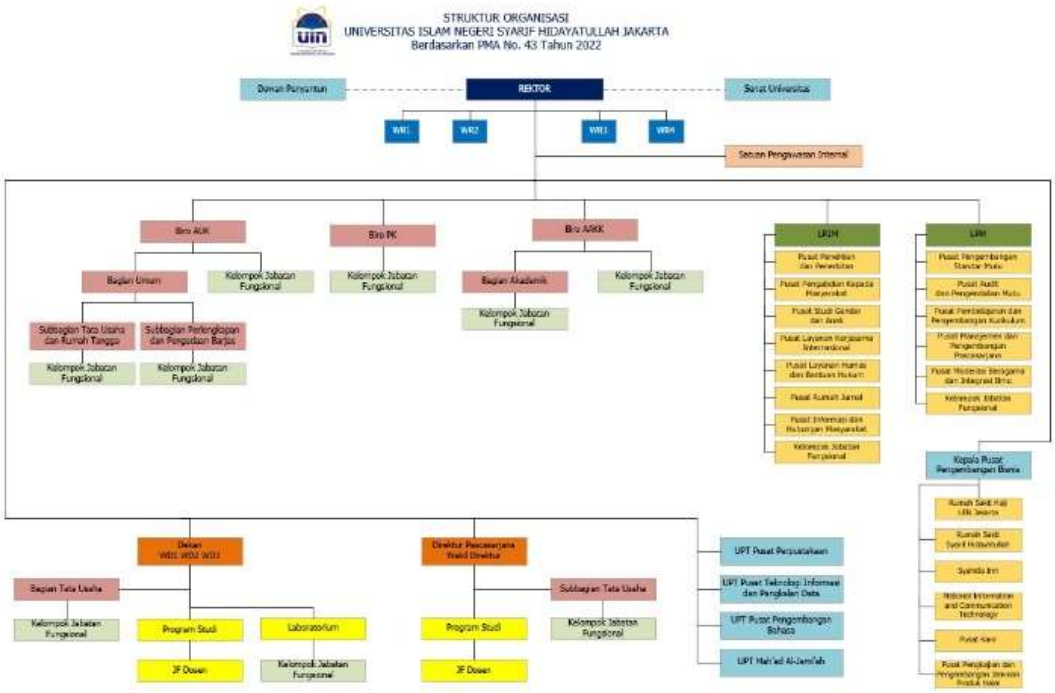

Figure 2
Structure UIN Syarif Hidayatullah Jakarta organization after Simplification Bureaucracy based on Regulation of the Minister of Religion Number 43 of 2022

Figure 2 shows the structure organization UIN Syarif Hidayatullah Jakarta after exists simplification of bureaucracy, where under the General Administration and Personnel Bureau only there is part general and group position functional, part general led by officials structural echelon III and below part general there are two subsections still maintained in administrative structure and home subsections stairs and subsections equipment and procurement goods services, second subsection this led by officials structural echelon IV, for group position functional direct is at below the line of responsibility answer head of General Administration and Personnel Bureau. Next to the Planning and Finance Bureau only there is group position functional just, group position functional direct is below the line of responsibility answer head of the Planning and Finance Bureau, meanwhile under the Academic Administration Bureau for Student Affairs and Cooperation there is part general headed by an official structural echelon III and not there is a subsection that supervises it. Additionally, for faculty only there is an

administration section only led by the head the administrative part which is the official structural echelon III, for all subsections located in the faculty already no there is structured organization. Structure organization after simplification structure this already valid in 2023 and determined by the Chancellor's Decree number: 168 of 2023 concerning Structure UIN Syarif Hidayatullah Jakarta organization.

Implementation simplification structure organization at UIN Syarif Hidayatullah Jakarta already cut part big official echelons III and IV as stated explained in a way detailed in figures 1 and 2, this is already by objective simplification structure that is downsizing organizational units position administration for reduce organizational unit level in frame realizing governance effective and efficient government. Change structure organization this too has done it socialized in consignment restructurisation organization post simplification bureaucracy at UIN Syarif Hidayatullah Jakarta, where consignment this attended by officials echelons III and IV as well representative several position functional.

Determination structure organization after simplification bureaucracy at UIN Syarif Hidayatullah Jakarta already by Jones theory states that need arrangement return structure organization in a way detailed until to units that can reach objective implementation policy, basically for reach government goals must do collection resources and provision resource. Order organizations effectively need capable structure and culture adapt, so can give fast responses to changing environments.

Exists change structure organization result in several changes including each Bureau can lift a chairman teamwork for an achievement target activity certain, chairman teamwork is appointed with use method assignment that is appointment official functional and implementing for carry out task below the head of the organizational unit in period time certain by competence, expertise, and or skills. As for duties and functions, chairman teamwork is as follows:

1. Arrange details of implementation activity;
2. Share perananggo by competence, expertise, and or skills ;
3. Give bait come back periodically to members;
4. Report results performance member team to the Bureau chief. The lifting method is a chairman teamwork by Jones's theory that cites Weber's ideal bureaucracy, namely that method made For the selection of suitably well-qualified people because the person who runs it bureaucracy must be capable of communicating and carrying out programs that have been designed.

Interpretation

At UIN Syarif Hidayatullah Jakarta, stages in implementation simplification structure are as follows : (1) UIN Syarif Hidayatullah Jakarta implements mapping and analysis of organizational units position administration will simplify and or maintained, (2) University leadership conveys document results mapping and analysis of organizational units position administration will simplify and or retained whichever was the proposal the will verified and validated by the Minister of Religion based on analysis from level highest in organizational units, characteristics tasks, functions, basics

formation organization, and criteria simplification structure organization, and (3) Minister based results verification and validation give agreement to proposal simplification structure organization. If the proposal is approved by the Minister, then UIN Syarif Hidayatullah Jakarta must apply the policy that is in the environment of UIN Syarif Hidayatullah Jakarta.

This is to Jones' theory which states that the interpretation of meaningful executor policy must be capable run the program accordingly with instruction technical and guidance executor as direction for reaching the expected goal.

Application

Presence Regulation of the Minister of Religion (PMA) of the Republic of Indonesia Number 43 of 2022 concerning change third on the Minister of Religion regulation number 6 of 2014 concerning organization and work procedures of the Syarif Hidayatullah State Islamic University Jakarta as consequence exists Permen PANRB number 25 of 2021 concerning Simplification Structure Organization in Institutions for Simplification Bureaucracy, PMA RI number 43 of 2022 resulted exists change structure organization at UIN Syarif Hidayatullah Jakarta, with exists change structure this aim for realize proportional, effective and efficient organization to use increase performance implementation task administration and service education tall.

Table 1
Difference between Before and after Change Structure

Unit Work	Before Change Structure	After Change Structure
Faculty General Section	General Affair consists of: 1. Subdivision administration general ; 2. Subdivision planning, accounting and finance; 3. Subdivision academics, student affairs and alumni.	The third subsection was deleted.
General Administration and Personnel Bureau (AUK)	The AUK Bureau consists of from : 1. General Affair; 2. Organizational, personnel and statutory regulations; 3. Group position functional.	The AUK Bureau consists of from : 1. General Affair; 2. Group position functional
General Affair	General Affair consists of; 1. Administration subdivision; 2. Subdivision House stairs and; 3. Subdivision documentation and publications	General Affair consists of: 1. Subdivision of business and housing ladder; 2. Subdivision equipment and procurement goods/services.
Planning and Finance Bureau (PK)	The PK Bureau consists of from : 1. Planning section; 2. Financial department ;	The PK Bureau consists of from Group position functional.

Unit Work	Before Change Structure	After Change Structure
	3. Accounting and reporting section finance, and; 4. Group position functional	
Bureau of Academic Administration, Student Affairs and Cooperation (AAKK)	The AAKK Bureau consists of from : 1. Academic section; 2. Student and alumni affairs section; 3. Collaboration and institutional section; 4. Group position functional	The AAKK Bureau consists of from : 1. Academic section ; 2. Group position functional.
Research and Community Service Institute to the Community (LP2M) and Quality Assurance Institution (LPM)	Composed from : 1. Chairman; 2. Secretary; 3. Center; 4. Administration subdivision	Composed from : 1. Chairman; 2. Secretary; 3. Center; 4. Group position functional

Table 1. shows the difference between before and after change structures that occur in the unit work at UIN Syarif Hidayatullah Jakarta, unit affected work from change structure including the administration section located in the previous faculty consists of (1) Subdivision administration general, (2) Subdivision planning, accounting and finance, (3) Subsection academics, student affairs and alumni, with there is a third PMA Number 43 of 2022 subsection the deleted. The previous General Administration and Personnel Bureau consisted of (1) General Section, (2) Organization, Personnel and Legislation Section, and (3) Group Position Functional, with change structure only remaining part general and group position functional. Besides that previously part general consists of 3 subsections, namely : (1) Administrative Subdivision, (2) Subdivision house stairs and (3) Subdivisions documentation and publications changed becomes : (1) Administration and housing subdivision stairs, (2) Subdivision equipment and procurement goods/services. The previous Planning and Finance Bureau consisted of (1) the Planning section, (2) the Finance section, (3) the Accounting and reporting section finance, and (4) the Group position functional changed only on the group position functional. In the previous academic administration, the Student Affairs and Cooperation Bureau consisted of (1) an academic section, (2) a section on student and alumni affairs, (3) a section on cooperation and institutions, (4) a group position functional changed become consists from (1) academic section, (2) group position functional. The Research and Community Service Institute to the Community (LP2M) and the previous Quality Assurance Institution (LPM) consist of (1) Chairman, (2) Secretary, (3) Center, and (4) Administration Subdivision changed become consists above : (1) Chairman, (2) Secretary, (3) Center, and (4) Group position functional.

In its application at UIN Syarif Hidayatullah Jakarta, the functional position groups are: results equalization administration admin position office functional not yet operate

duties and functions by position functionally, several official functionals still operate duties and functions as position previous administration held. This has consequences pruning bureaucracy is not walk with good. Circumstances here are a response that arises from an application policy, as it has been explained by Jones viz that through the application will appear a response from group target (target group), whether the environment accepts or rejects implementation and results policy. Therefore, applying policy it's not an easy thing, and even gives rise to a challenge faced by implementers.

Conclusion

UIN Syarif Hidayatullah Jakarta which is one of the college tall religious Islamic countries below the ministry of religion has done simplification structure organization by Permen PANRB Number 25 of 2021 concerning Simplification Structure Organization in Institutions for Simplification Bureaucracy. With exists Permen PANRB Number 25 of 2021, PMA Republic of Indonesia Number 43 of 2022 was born regarding Change Third on Minister of Religion Regulation Number 6 of 2014 concerning Organization and Work Procedures of Syarif Hidayatullah State Islamic University Jakarta, PMA is what requires this simplification structure at UIN Syarif Hidayatullah Jakarta. Implementation simplification structure done with downsizing organizational units position administration where several office echelons III and IV already deleted from structure organization, simplification the structure of UIN Syarif Hidayatullah Jakarta has determined by the Chancellor's Decree Number: 168 of 2023 concerning Structure UIN Syarif Hidayatullah Jakarta organization. Although the decision has already been authorized by the chancellor, however, its implementation is not yet maximum because still exists group position running functional duties and functions as position administration in an office previously, this results in pruning bureaucracy no maximum and inhibits the objective of simplification bureaucracy that speeds up the retrieval process decision, push agility organization, as well push utilization technology information and communication in maintenance government with System Government Based Electronics (SPBE). Some suggestions for maximizing simplification structures at UIN Syarif Hidayatullah Jakarta include maximizing role position functional with coaching and training based on type position functional.

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