

## **Implementation of Equalization of Administrative Positions into Functional Positions in North Aceh Secretariat for the 2019-2022 Period**

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### **Abstract**

After the implementation of bureaucratic simplification in government agencies, the simplification of the bureaucracy had a negative impact on improving the performance of Human Resources in the North Aceh Regional Secretariat, in general employees in North Aceh Regional Secretariat in functional positions tend to be less desirable than structural positions because of the difference in the amount of compensation and benefits received, employees at the North Aceh Regional Secretariat think ASN is more tempted to occupy administrative positions compared to functional positions because of different welfare factors. Various ASN attitudes in the North Aceh Regional Secretariat towards the equalization of administrative positions into functional positions, including the lack of interest of ASN employees in simplifying the bureaucracy in North Aceh Regional Secretariat; lack of human resources in functional positions in North Aceh Secretariat; lack of financial resources for employees in functional positions in North Aceh Secretariat.

**Keywords:** Implementation, Equalization, Administrative Position, Functional Position

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### **Introduction**

The policy of equalizing administrative positions to functional positions has been running for more than two years, but until now it is still a hot topic of conversation among ASNs. The purpose of transferring positions is to move the focus of employees from administrative positions or better known as structural positions to functional positions.

The elimination is expected to reduce unnecessary costs and as an effort to simplify the government bureaucracy. At least there were two things that became the government's attention when the idea of abolishing echelon was initiated, namely accelerating government decision-making and replacing them with functional positions. This seriousness is manifested in the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 28 of 2019 which is then refined by Regulation Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions.

Naturally, there are character differences between administrative positions and functional positions. In the bureaucratic perspective of administrative positions, this is known as the dichotomy between staff and leaders. In the context of functional positions, there is no leadership and staff terminology, what is there are colleagues who carry out their duties and functions according to the expertise of their functional positions and are both directly responsible to the leadership. In practice, the world of bureaucracy still requires stages of study and gradual performance resulting in officials who experience equalization still having to carry out their roles as if they were still holding administrative positions.

In general, the simplification of the bureaucracy is carried out through identification of administrative positions in work units, mapping of administrative positions and officials affected by simplification of the bureaucracy, mapping of functional positions that can be occupied by affected officials, alignment of functional position allowances with administrative allowances, and finally alignment of functional position classes with administration class.

The bureaucratic simplification policy implemented in government organizations has a direct effect on employees, especially the State Civil Apparatus (ASN) as executors in government administration. Simplification of the bureaucracy, one of which is carried out through the transfer of structural positions to functional ones, will change the organizational structure and shift the function of Human Resources (HR) management.

It is feared that the transfer of this position will change the way of thinking of Civil Servants (PNS), who often only seek positions without carrying out their duties optimally. Equalization of administrative positions at Echelon IV into functional positions is a Presidential order that applies nationally based on Minister of Administrative and Bureaucratic Reform Regulation Number 28 of 2019 and Minister of Administrative and Bureaucratic Reform Regulation Number 17 of 2021 concerning Equalization of Administrative Positions into Functional Positions and MenPAN RB Regulation Number 25 of 2021 concerning Simplification of Organizational Structure in Government Agencies. Based on the problems above, the researcher is interested in conducting research with the title "**Implementation of Equalization of Administrative Positions into Functional Positions in North Aceh Secretariat in the 2019-2022 Period**".

### **Theoretical basis**

Theory is a very important foundation in understanding, interpreting and making sense of data, therefore to facilitate the interpretation of the data in this study, the authors use the following implementation concepts :

Implementation is an act that gives purpose to the community so that the policy can bring the desired results. Based on the opinion above, policy implementation is a stage of public policy, between the formation of policies and the consequences of policies for the people they influence. If a policy is inappropriate or unable to reduce the problem that is the target of the policy, then the policy may fail even though the policy has been implemented very well, meanwhile a policy that has been planned very well may fail if the policy is not properly implemented. properly by policy implementers.

Policy implementation when viewed in a broad sense, is a legal administration tool in which various actors, organizations, procedures and techniques work together to carry out policies to achieve the desired impact or goal. If the implementor has a good disposition, he will be able to carry out the policy as well as what the policy makers want. Even though the resources for implementing a policy are available, or policy implementers know what should be done, and have the desire to implement a policy, it is likely that the policy cannot be implemented or realized due to weaknesses in the bureaucratic structure.

## Research methodology

This research uses descriptive qualitative research. According to Sugiyono (2016: 32), "states that qualitative research is a process of scientific research that is intended to understand human problems in a social context by creating an overall picture and presented complexes, reporting detailed views from sources of information, and carried out in settings naturally without any intervention from the researcher.

This research was conducted at the Secretariat of North Aceh Regency. The reason researchers conducted this research was because there were problems that needed to be considered regarding employee performance after equalizing structural positions into functional positions in government organizations, equalizing structural positions into functional positions was certain to change the organizational structure and shift the function of Human Resources (HR) management in Regional Secretariat of North Aceh.

In this study using two data sources, namely primary data sources and secondary data sources. Data collection techniques were carried out by observation, *interviews*, and documentation. As for data analysis techniques through three stages of data collection, *first* data reduction; *Second*, data presentation; *third*, drawing conclusions or verification.

### Research result

Based on the implementation of the equalization of administrative positions into Functional positions in the North Aceh Regional Secretariat, of course there are many challenges that must be faced considering that equalization is done first rather than structuring the Organizational Structure and Work Procedure (SOTK) and administrator positions which are the spearhead of the bureaucracy in the environment. agency. This equalization of positions or simplification of the bureaucracy aims to create a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency in order to support the performance of government services to the public.

This was explained at an online staffing consultation event with the theme of functional equalization held by the State Personnel Agency (BKN). The simplification of the regional government bureaucracy needs to be carried out carefully by taking into account several important factors that determine the success of the bureaucratic simplification policy, including: Equalization of administrative positions for administrators or supervisory officials whose positions are removed/transferred to functional officials is carried out in accordance with standards and guidelines set by the Minister of Empowerment State Apparatus and Bureaucratic Reform in PAN RB Ministerial Regulation Number 17 of 2021 and PAN RB Ministerial Regulation Number 25 of 2021 ...

The benefit of equalizing structural positions to functional positions is being able to reduce unnecessary costs for providing service facilities and positions to echelon III and IV officials. This equalization is intended to cut the bureaucratic flow, which initially consisted of four or even five levels of positions (starting from echelon I officials to echelon V officials), to only two levels of positions, namely senior high leadership positions (echelon I and II). Equalization of positions is the appointment of administrative officials into functional positions through adjustments to equivalent functional positions. The positions proposed in the equalization of positions are the positions affected (deleted) in the simplification.

The results of this study indicate that, the equalization of administrative positions into functional positions in the North Aceh Regional Secretariat has also been carried out well in accordance with the structure in simplification of the bureaucracy, but from the results of the analysis it was found that there were problems related to sub-sections that should not have been affected by simplification of the bureaucracy, but equalization was still carried out position, meaning that there is a discrepancy with the contents of the letter of the Minister of Administrative Reform and Bureaucratic Reform Number B/152/M.KT.02/2022 dated 17 May 2022 regarding the follow-up to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies to simplify the bureaucracy that the PBJ section in the North Aceh Regional Secretariat should not simplify the bureaucracy.

Then there is a discrepancy in the number of functional position workers in the North Aceh Regional Secretariat, now that the simplification of the bureaucracy has been carried out, there are fewer employees in functional positions, even though in functional positions employees have worked in the form of working groups (Pokja), it does not make performance within the organization easy to complete , this is because in a functional position there is no one who serves as a leader, so that so far employees work as if there is no work frame of reference.

The discrepancy is also seen in the mapping of functional positions in the North Aceh Regional Secretariat, it turns out that functional position employees in the North Aceh Regional Secretariat have employees who do not have special expertise in functional positions, resulting in the performance of employees within the organization not being optimal.

The existence of a salary discrepancy for functional position employees has also become a problem in the agency environment, functional position employees have so far been receiving salaries in accordance with the North Aceh Regent's regulatory policies and not in accordance with Presidential Regulation Number 22 of 2022.

## Conclusion

Based on the results of research discussing "Implementation of Equalization of Administrative Positions into Functional Positions in North Aceh Secretariat in the 2019-2022 Period, the conclusions that can be drawn in this study are:

1. The implementation of the equalization of administrative positions into functional positions in the North Aceh Regional Secretariat in the 2019-2022 period has actually been well implemented, but in the findings of this study, the current implementation of the simplification of the bureaucracy is considered too hasty, causing employees not to be ready for changes. performance that previously served as an administrative employee to a functional position, this simplification of the bureaucracy should need to be carried out in stages first starting from the central government, and if the simplification of the bureaucracy is able to have a positive impact on the agency environment, such as being able to reduce government spending, then then simplification of the bureaucracy can be implemented in all agencies in Indonesia, including within the work environment of the North Aceh Regional Secretariat. Then after the issuance of the regulation for equalizing administrative positions to functional positions, the Government also issued regulations regarding how much allowances will be received by employees of functional positions, but it turns out that the amount of allowances stipulated in Presidential Regulation Number 22 of 2022 has not been able to be implemented in every region, including Setdakab North Aceh, because the budgetary capabilities possessed by the regions are clearly different, so that the Regional Secretariat has not been able to provide *rewards to date* . in the form of an allowance to employees of functional positions in accordance with Presidential Regulations.
2. Various attitudes of ASN in the North Aceh Regional Secretariat towards the equalization of administrative positions into functional positions, including the lack of interest in ASN employees towards simplification of bureaucracy in the North Aceh regional secretariat; Lack of Human Resources in Functional Positions in North Aceh Regional Secretariat; Lack of Financial Resources for Employees for Functional Positions in North Aceh Secretariat. So far, there are still many employees in functional positions who are not interested in their current duties, as a result of this simplification of the bureaucracy, the classification of employees is no longer in accordance with performance requirements. The lack of human resources owned by the North Aceh Regional Secretariat is a problem for employees, the performance provided by employees in functional positions has not achieved organizational goals. Then the lack of financial resources also causes employees to be less enthusiastic about carrying out their duties and responsibilities within the organization, because until now the benefits received by employees have not been in accordance with Presidential Regulations.
3. Based on the various problems found in the results of this study, it can be concluded that the implementation of the equalization of administrative positions into functional positions has not been running effectively until now, this is because when the policy of equalizing administrative positions into functional positions was not in accordance with the availability of relevant human resources in environment of the North Aceh Regional Secretariat, then the absence of budget support according to the needs of functional positions is also a separate problem which is still being discussed by employees of functional positions in the North Aceh Regional Secretariat, because while serving as a functional position, the benefits provided are not in accordance with Presidential decree.

## Suggestions

1. It is hoped that the North Aceh district government will give consideration to the number of functional positions held by the North Aceh regional secretariat at this time, because so far the North Aceh district government has faced public problems that are very complicated to resolve, if the number of human resources in functional positions is still inadequate and out of sync with work to be completed, so that there will be many obstacles or performance constraints in the organization .
2. It is hoped that the North Aceh District Government for problems with benefits received by employees of functional positions, especially in the Secretariat of North Aceh to request an additional budget for ASN functional positions and update the existing regulations and mechanisms for paying benefits, employees of functional positions have the right to receive benefits in accordance with Presidential Regulation Number 22 of 2022 currently in effect, this is because the workload faced by employees in functional positions is higher than before when they served as administrative positions.
3. It is hoped that future researchers will analyze further related to the problem of simplification of the bureaucracy that applies in the current government agency environment, because each region is certain to have different problems regarding the application of this equalization of positions.
4. It is hoped that from the results of this study the government needs to carry out reforms related to HR support by increasing the capabilities of ASN and the support of allowances that are in accordance with the workload in functional positions within agencies, by giving birth to HR support and appropriate allowances in functional positions, the government's goal in simplifying the bureaucracy will be achieved maximally.

Based on the descriptions and discussions that have been carried out, the implementation of equalization of administrative positions into functional positions in North Aceh Secretariat, of course there are many challenges that must be faced considering that equalization is done first rather than structuring the organizational structure and work procedures (sotk) and administrator positions which are the spearhead of the running of the bureaucracy in the agency

environment. This equalization of positions or simplification of the bureaucracy aims to create a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency in order to support the performance of government services to the public.

Obstacles in the current implementation of the simplification of the bureaucracy are considered to be too hasty, causing employees not to be ready for a change in performance from previously serving as an administrative employee to a functional position, Lack of Interest in ASN Employees in Simplifying Bureaucracy in North Aceh Secretariat; Lack of Human Resources in Functional Positions in North Aceh Regional Secretariat; Lack of Financial Resources for Employees for Functional Positions in North Aceh Secretariat. , and there is no budget support according to the needs of functional positions .

Efforts made in implementing the equalization of administrative positions into functional positions are wise in equalizing administrative positions into functional positions so that there is a suitability of relevant human resources within the North Aceh Secretariat environment, then there must be budgetary support according to the needs of functional positions which is also a separate problem which is still became a topic of discussion for functional position employees in the North Aceh Regional Secretariat, because during their tenure as functional positions, the benefits provided were not in accordance with Presidential Regulations.

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