



Evaluation of Regional Apparatus Bureaucratic Reform in Support of the Acceleration of Bureaucratic Reform of the East Java Provincial Government in 2024

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ARTICLE INFO

Keywords: Evaluation, Bureaucratic Reform, Regional Apparatus

Received : 1 November 2025

Revised : 25 November 2025

Accepted: 14 December 2025

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ABSTRACT

This research aims to evaluate the implementation of bureaucratic reform of the regional apparatus in supporting the acceleration of the 2024 East Java Provincial Government Bureaucratic Reform. Bureaucratic reform of the regional apparatus is seen as a strategic step to improve performance through strengthening accountability, transparency, and efficiency of governance. The research approach used is qualitative descriptive, through indicators of the level of community satisfaction, employee effectiveness and accountability, government transparency, the impact of bureaucratic reform on governance, and the sustainability of reform programs. Data was collected through document studies, community satisfaction surveys, and interviews. The results of the study show that the implementation of bureaucratic reform in most of East Java's regional apparatus has increased efficiency, transparency in budget management, and accountability of ASN performance, which is marked by an increase in the performance score of regional apparatus during 2022–2024. However, there are still constraints on human resource readiness, digital infrastructure gaps, and resistance to changes that affect the sustainability of reforms. The recommendations of this study include strengthening employee capacity through continuous training, accelerating the equitable distribution of digital infrastructure, and cross-level political commitment to ensure the sustainability of adaptive, transparent, and accountable bureaucratic reforms

INTRODUCTION

Bureaucratic Reform is one of the first steps to organize a good, effective and efficient government implementation system, so that it can serve the community quickly, appropriately, and professionally, in accordance with the principles of Good Governance. In line with this, the Government has issued Presidential Regulation Number 81 of 2010 concerning the Grand Design of National Bureaucratic Reform 2021-2025, a guideline for the implementation of the National Bureaucratic Reform program. The regulation targets the achievement of three main outcome goals, namely increasing organizational capacity and accountability, a clean and KKN-free government, and improving public services. The President of the Republic of Indonesia has given directions to accelerate the concrete impact of Bureaucratic Reform on priority issues in national development achievements. The President instructed government agencies at both the central and regional levels to work hard to overcome poverty, increase investment, encourage government digitalization and focus on the president's priority issues such as the use of domestic products and inflation suppression, which was then realized through the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2023 concerning the Sharpening of the Bureaucratic Reform Road Map 2020-2024.

Bureaucratic reform in East Java Province has shown positive achievements in recent years. In 2019, the Bureaucratic Reform Index (IRB) was recorded at 73.83, and continues to increase to 80.56 in 2023. In 2024 there will be a significant increase in value, namely 93.82 with the predicate A-. This increase reflects continuous efforts to improve governance that is more transparent, effective, and efficient in realizing the vision of a world-class government, namely a KKN-free, professional government and excellent public services. Concrete efforts are carried out, among others, optimizing the performance of the East Java Provincial RB Team by preparing a comprehensive RB Action Plan and focusing on improving government governance, not just Business as Usual. The preparation of a good Action Plan is also followed by periodic and thorough monitoring to ensure that the action plan runs well and really has a direct impact on the community, this affects the value of each indicator so that the accumulation into the RB Index of East Java Province increases significantly.

Various efforts have been made to improve the implementation of Bureaucratic Reform at the Regional Apparatus, as mandated in the East Java Governor's Regulation Number 58 of 2023 concerning Amendments to the East Java Governor's Regulation Noor 38 of 2020 concerning the Road Map for Bureaucratic Reform of the Regional Government of East Java Province 2020-2024, the East Java Provincial Bureaucratic Reform Action Plan was prepared as contained in the Decree of the Regional Secretary of East Java Province Number 100.3.3. 4/67/KPTS/013/2024 concerning the Bureaucratic Reform Action Plan of the East Java Provincial Government in 2024. The implementation of Bureaucratic Reform in accordance with the 2020-2024 RB Road Map before sharpening, the activities carried out are directed at improving various aspects of government known as eight areas of change. These eight areas include change management, policy deregulation, organizational structuring, administrative

structuring, structuring of human resources of the apparatus, strengthening accountability, strengthening supervision, and improving the quality of public services. In the 2020-2024 RB Road Map after sharpening, RB activities will not be associated with eight areas of change but will focus on the implementation of acceleration activities. Acceleration activities are activities intended to accelerate the realization of digital bureaucracy and other RB activities that have been carried out in previous years that need to be ensured their sustainability.

The 2024 Bureaucratic Reform Evaluation has generally not undergone many changes and the RB evaluation process and still focuses on measuring the real impact of Bureaucratic Reform programs. This is part of the spirit of change, that Bureaucratic Reform is not just an administrative process but Bureaucratic Reform must have a real impact on the Community. This goal requires collaboration from all Regional Apparatus in implementing Bureaucratic Reform in their respective agencies to improve each of the indicators that are covered. The improvement includes periodic monitoring and evaluation of the achievement of action plans and alternative strategies. Improvements can also be made by optimizing the themes that will be implemented in the internal RB agenda. In addition, it is also necessary to review the action plan that has been set so that it is more targeted at solving the main problems of governance and more collaborative in its implementation. As an effort to accelerate better Bureaucratic Reform, monitoring and evaluation of its implementation is carried out. Therefore, an internal evaluation was carried out to find out the extent to which efforts to accelerate Bureaucratic Reform had been carried out by all Regional Apparatus, hereinafter referred to as the Evaluation of Bureaucratic Reform of the Regional Apparatus. The purpose of the Evaluation of Bureaucratic Reform of the Regional Apparatus is to obtain information about the implementation and achievement of bureaucratic reform as well as the positive impact on the results of development that has been carried out by the Regional Apparatus. The evaluation was carried out both to measure General and Thematic Bureaucratic Reform.

The material/substance of the evaluation reporting used in evaluating the components of the general bureaucratic reform index uses the CETTAR indicator as stated in the Decree of the Governor of East Java Number 100.3.3.1/247/KPTS/013/2024 concerning Indicators for Assessing Fast, Effective, Efficient, Responsive, Transparent, Accountable and Responsive Work Culture of Provincial and Regency/City Governments in East Java in 2024.

Meanwhile, the implementation of the 2024 Thematic Bureaucratic Reform for Regional Apparatus is based on mapping the role of each theme. These roles are:

- a) The Implementing Agency is a Regional Apparatus that manages programs and activities related to themes based on development planning;
- b) Enabling Agency is a Regional Apparatus that does not directly support programs and activities related to the theme but has a role in accelerating the achievement of the theme; and

- c) Supporting Agency is a Regional Apparatus that does not have direct duties and functions related to themes, but can provide support in the implementation of theme-related programs.

This evaluation is expected to encourage the Regional Apparatus to consistently realize the performance achievements of the Regional Apparatus in accordance with the mandate in the RPJMD and support the implementation of Bureaucratic Reform in East Java Province. Bureaucratic reform is a national priority agenda launched by the government to realize governance that is clean, effective, efficient, accountable, and able to provide quality public services. In the Grand Design of Bureaucratic Reform 2010–2025, the government targets the creation of a professional bureaucracy with high integrity characteristics, free from corruption, collusion, and nepotism practices, and results-oriented. This big agenda is a guideline for all levels of government, both central and regional, including the East Java Provincial Government. East Java Province as one of the regions with the largest population in Indonesia has a strategic role in encouraging the success of bureaucratic reform. The Governor of East Java emphasized the importance of accelerating bureaucratic reform in all regional apparatus so that public services are more adaptive to social, economic, and political dynamics, especially in the face of post-pandemic challenges, digital transformation, and increasingly high public demands for service quality.

Table 1. Category of Assessment of the Implementation of Regional Apparatus Bureaucratic Reform

Category	Values/Numbers	Predicate
AA	>100	Very satisfying
A	>80-100	Satisfactory/ Satisfactory with notes
BB	>70-80	Excellent
B	>60-70	Good
CC	>50-60	Enough
C	>30-50	Less
D	0-30	Very Less

The evaluation of bureaucratic reform of the regional apparatus is an important instrument in assessing the extent to which the implementation of bureaucratic reform is running according to the target. This evaluation not only serves to measure the level of success, but also as a means to identify weaknesses, obstacles, and provide recommendations for continuous improvement. Thus, evaluation has two main functions: achievement measurement and policy control. The evaluation of bureaucratic reform of the regional apparatus is carried out with measurable assessment categories as stipulated in the value classification system, ranging from the AA (Very Satisfactory) to D (Very Poor) category. This category is designed to provide an objective overview of the development of the implementation of bureaucratic reform in each regional apparatus, as well as the basis for the formulation of strategies for accelerating bureaucratic reform at the provincial level.

The success of provincial bureaucratic reform cannot be separated from the consistency of implementation in the regional apparatus. The regional apparatus is the spearhead of the implementation of public services as well as a key actor in internalizing the values of bureaucratic reform. Therefore, evaluation at the regional apparatus level will provide a real picture of the effectiveness of policy implementation, the quality of performance management, the integrity of the state civil apparatus (ASN), and the resulting public service innovations. This research is important to be carried out as an effort to provide a comprehensive overview of the Evaluation of Bureaucratic Reform of the Regional Apparatus in Supporting the Acceleration of Bureaucratic Reform of the East Java Provincial Government in 2024. The results of the evaluation are expected to be strategic considerations for provincial governments in improving policies, strengthening commitments, and accelerating bureaucratic transformation towards modern, responsive, and community-satisfied governance.

LITERATURE REVIEW

The Effectiveness of Regional Apparatus Bureaucratic Reform

Bureaucratic reform is a process of change that aims to create better governance. The effectiveness of bureaucratic reform is measured by how the existing system is able to provide better services, improve work efficiency, and reduce obstacles in the administrative process (Shoimuna 2024). In many cases, bureaucratic reform aims to create a more transparent and accountable system of government so that people can feel the benefits directly. The importance of bureaucratic reform lies in its ability to eliminate unnecessary processes in public services. In many government agencies, lengthy and complex procedures are often a major obstacle to service delivery. By implementing reforms, the government can cut inefficient bureaucratic lines and replace them with simpler and more effective systems. For example, the implementation of one-stop services has helped speed up various administrative processes, such as business licensing, submission of population documents, and various other services.

One of the main factors in the success of bureaucratic reform is strong leadership (Taufik 2020). Leaders who are committed to change can drive better policy implementation and ensure that reform is not just a discourse. Without strong support from leaders, reform efforts tend to face major obstacles, including resistance from employees who are accustomed to the old system. Therefore, effective socialization and training are needed to increase employees' understanding of the importance of bureaucratic reform. In addition to leadership, regular performance evaluations are also a key factor in ensuring the effectiveness of bureaucratic reforms. This evaluation can be carried out through public satisfaction surveys, employee performance monitoring, and supervision of the policies implemented. With a clear evaluation, the government can identify obstacles that arise and find appropriate solutions to overcome obstacles in the reform process (Ramadhana and Sugandi 2025). Although many efforts have been made to improve the effectiveness of bureaucratic reforms, there are still various challenges to be faced. One of them is the bureaucratic culture that has long been embedded in the government system. Many employees are

comfortable with the old system and are reluctant to adapt to the new changes. Therefore, a more persuasive approach needs to be implemented so that employees can understand that these reforms aim to improve the efficiency and quality of service, not just burden them with new rules.

The effectiveness of bureaucratic reform also depends on the technology used (Renanda and Rosidin 2025). Digitalization in government administration can help speed up various processes, reduce operational costs, and improve data accuracy. However, the application of technology in the bureaucracy must also be accompanied by increasing the capacity of employees so that they are able to adapt to the new system. In the end, effective bureaucratic reform will have a great positive impact on society. Faster, more transparent, and efficient services will increase public trust in the government. In addition, a more efficient bureaucracy will also have an impact on increasing the economic competitiveness of a country. With a more organized administrative system, the business world will find it easier to access various licenses and public services, so that the investment climate will be more conducive ([Media Indonesia](#)).

This success is inseparable from digital transformation through the implementation of the Electronic-Based Government System (SPBE) which is increasingly mature. The SPBE score of East Java Province increased significantly, from 2.83 in 2021 to 3.62 in 2023 with the predicate of *Very Good*. This achievement is supported by the development of digital services such as the Majadigi service portal, eplanning, ebudgeting, and ISO 27001:2022 certified data centers. This digitalization makes the bureaucracy in the regional apparatus more agile, accountable, and able to respond quickly to public needs. This digital transformation also supports *the East Java CETTAR program* and strengthens the values of ASN BerAKHLAK, so that the bureaucratic work culture is more professional and public service-oriented ([RO Organización Jatim](#)). The effectiveness of bureaucratic reform can also be seen from the performance of regional apparatus at the district and city levels.

This success is also accompanied by a number of challenges that affect the effectiveness of bureaucratic reform. One of them is the digital literacy gap among civil servants, especially in regional apparatus with the dominance of senior employees. This condition can hinder the optimization of SPBE and digital-based public services. In addition, there are still limitations in data integration between OPDs which has an impact on the effectiveness of supervision and accountability. For this reason, the provincial government and regional apparatus in East Java conduct periodic evaluations of bureaucratic reforms, for example through quarterly monitoring in Kediri City, to ensure that the implementation of bureaucratic reform runs according to the target ([Antara Jatim](#), [Detik Jatim](#)).

Regional Apparatus Bureaucratic Reform

Provincial Bureaucratic Reform indicators are more macro and strategic, such as the development index, poverty reduction, inflation control, investment, and improving the quality of public policies. The regional apparatus plays the role of an implementer who ensures that provincial policies can be realized through implementation at the technical level. Therefore, the success of the Provincial RB

indicator is highly dependent on the consistency of bureaucratic reform of the regional apparatus. For example, inflation control indicators cannot be achieved without effective coordination between the Trade Office, the Agriculture Office, and Bappeda. Likewise, poverty reduction requires collaboration across regional apparatus with integrated data. The literature emphasizes that the main obstacles to bureaucratic reform of regional apparatus are:

1. The old bureaucratic organizational culture and resistance to digitalization
2. Human resource limitations both in terms of technical competence and adaptive mindset
3. Regulatory overlap slows implementation
4. Uneven technological infrastructure, which is the main obstacle to the implementation of SPBE in all regional apparatus.

From various literature, it can be concluded that bureaucratic reform of the regional apparatus is a multi-dimensional process that demands institutional improvements, human resources, governance, and the use of information technology. The evaluation indicators of the RB of the regional apparatus and the RB of the province show a close relationship between the technical performance of the regional apparatus and the achievement of the strategic development of the province. Therefore, bureaucratic reform of the regional apparatus is not only an administrative prerequisite, but the main foundation for accelerating adaptive, accountable, and sustainable regional development.

Government Accountability and Transparency

Accountability and transparency are the two main pillars in creating a clean and public-interest-oriented government (West Java, Frinaldi, and Roberia 2024). Accountability refers to the government's obligation to take responsibility for all decisions and actions they take, while transparency relates to openness in conveying information to the public (Maolani et al. 2023). Increasing accountability in government can be done by implementing a clear reporting system that is accessible to the public. Every policy taken by the government must have performance indicators that can be measured objectively. Thus, the public can assess whether a policy has run according to its purpose or still needs improvement. Transparency also plays a role in preventing abuse of authority and corrupt practices. With the disclosure of information, the opportunity to take irresponsible actions becomes smaller. The government needs to provide access to information that is easily accessible to the public, such as through official websites, public service applications, or communication forums that allow the public to provide input and supervise the running of the government. Public participation in the decision-making process is also part of government transparency (Jayanti 2023).

Challenges still exist despite efforts to improve accountability and transparency. Some government agencies may still be reluctant to open up to the public for various reasons, such as political interests or bureaucratic overly complexity. Therefore, strict regulation and effective oversight are needed to ensure that the principles of accountability and transparency are truly applied in daily governance practices. With strong accountability and transparency, public

trust in the government will increase. Open and responsible government will create a more democratic environment and ensure that the policies taken are truly beneficial to the people. Therefore, reforms in the field of accountability and transparency must continue to be carried out in order to create a better and more trusted government system by the public.

RESEARCH METHODS

The research method used is qualitative with a descriptive approach. The Goal-Oriented Evaluation Theory, developed by Ralph W. Tyler in 1942. In this theory, Evaluation does not only look at the process or activity carried out, but rather at the final results and their impact on the goals to be achieved (Novalinda, Ambiyar, and Rizal 2020). The indicators are: a) Level of Community Satisfaction, b) Effectiveness and Accountability of Employees, c) Government Transparency, d) Impact of Bureaucratic Reform on Governance, e) Sustainability of Reform Programs. The research method for the evaluation of bureaucratic reform of the regional apparatus in supporting the acceleration of bureaucratic reform of the East Java Provincial Government in 2024 uses various comprehensive data collection techniques. First, data is collected through documents available in Word and Excel formats that contain information related to policies, procedures, and results of the implementation of reforms. A public satisfaction survey was also conducted to measure the level of public satisfaction with the services provided by the regional apparatus after the reform. Finally, program evaluation is carried out by assessing whether the bureaucratic reform policy has achieved the set goals, through an analysis of the data collected and the results obtained during the implementation of the reform program. All of these methods aim to provide a clear picture of the impact and effectiveness of the reforms that have been implemented. Data analysis was carried out using the approach of Miles and Huberman (1994) (Miles, Huberman, and Saldana 2014) which includes three main steps: data reduction, data presentation, and conclusion/verification. The data that had been collected from questionnaires and document studies were reduced to select relevant information that was relevant and appropriate to the focus of the research. Quantitative data is presented in the form of tables, charts, or graphs for ease of interpretation. Qualitative data, such as questionnaire results, are arranged in a structured narrative. Then, the researcher identifies based on the analysis of the data that has been compiled. This analysis process ensures that the results of the research can provide evidence-based recommendations.

DISCUSSION

The Influence of Bureaucratic Reform on Accountability and Performance of Regional Apparatus

Bureaucratic reform has a great influence on the accountability and performance of regional apparatus. These reforms aim to improve efficiency, transparency, and accountability in public services through changes in bureaucratic structures, systems, and cultures (Kusuma et al. 2022). One of the main impacts of bureaucratic reform is the increase in the accountability of regional apparatus. With changes in work procedures and stricter supervision, government agencies are more open in reporting on budget performance and use. This minimizes the occurrence of abuse of authority and corruption. In addition, bureaucratic reform also plays an important role in improving the performance of regional apparatus. Through improvements in human resource management, such as training and competency development of apparatus, the performance of regional apparatus can be improved. The process of simplifying bureaucracy and digitalization also allows for faster and more responsive services to the needs of the community. However, although bureaucratic reform has a positive impact, challenges remain in its implementation. It takes commitment from all parties, especially regional leaders, to ensure that reforms run as intended and result in significant changes in the accountability and performance of regional apparatus.

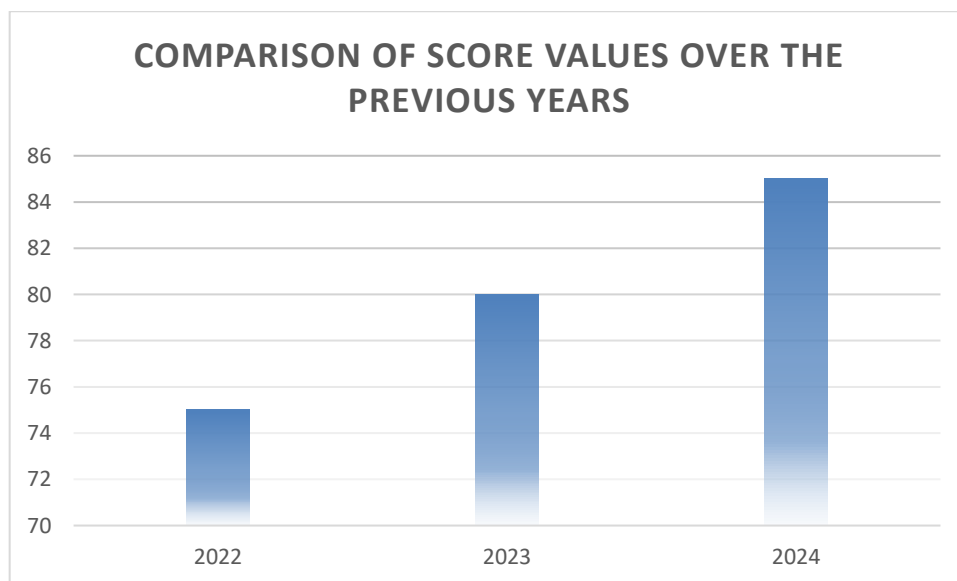


Diagram 1. Comparison of the Average Index of Regional Apparatus Bureaucratic Reform in 2022-2024

Source: Researcher 2025

Based on the existing diagram, it can be seen that in 2022, the [average](#) performance score of the regional apparatus will be 75, in 2023 it will increase to 80, and in 2024 it will reach 85. This increase in score shows that the reforms carried out have yielded positive results. Bureaucratic reform aims to improve the administrative system of government, increase transparency, and reduce

abuse of authority. One of the impacts is increased accountability, where every action taken by the regional apparatus is easier to be accountable to the community. With a more open system, the public can monitor the performance of the regional apparatus, as well as minimize the potential for corruption and abuse of power. In addition, bureaucratic reform also has an effect on improving the quality of public services. More efficient processes and the use of appropriate technology help regional apparatus in providing faster and more accurate services to the community. This makes the performance of regional devices more optimal, as reflected in the increase in performance scores every year. The importance of bureaucratic reform is so that the regional apparatus can not only carry out their duties better, but also be responsible for the results achieved. The performance improvement recorded in the score shows that efforts to improve and improve the local government system are running effectively and have a positive impact that is directly felt by the community.

The influence of bureaucratic reform on the accountability and performance of regional apparatus can be seen from several important aspects (Rahmat 2022). Bureaucratic reform aims to improve the system of government administration to be more efficient, transparent, and accountable. By improving work processes and management, bureaucratic reform can improve the performance of each regional apparatus that has an important role in public services. Based on the available data, it can be seen that several regional apparatuses show an increase in accountability and performance values, which is reflected in the predicate and score given to each agency. For example, the Communication and Information Service, which achieved an A score of 96.62, shows that the regional apparatus has been successful in implementing the principles of bureaucratic reform, including human resource management, efficient budgeting, and transparent policy implementation.

Bureaucratic reform also affects the achievement of better regional development goals. Agencies that succeed in bureaucratic reform are usually also able to achieve higher key performance indicators (KPIs), which reflect accountability and efficiency in the execution of their duties. This can be seen in high-value regional apparatus that generally has a clear reporting system, strong internal supervision, and a decision-making process based on valid data and information. In addition, this increase in accountability also has an impact on the better quality of public services. People who are satisfied with the services provided tend to trust the government more. Thus, bureaucratic reform plays an important role in building public trust, which in turn improves the overall quality of government. However, there are several challenges that must be faced, such as the mismatch between central policies and implementation in the regions, the lack of skilled human resources, and resistance to change. Therefore, in order for bureaucratic reform to run optimally, a strong commitment from all parties is needed to support better changes in governance. Thus, the influence of bureaucratic reform on the accountability and performance of regional apparatus is very significant. Through the consistent and sustainable implementation of reforms, each regional apparatus can show an improvement in performance that has a positive impact on the quality of services to the community.

The Role of Digital Transformation in Supporting Bureaucratic Efficiency and Transparency

Digital transformation plays a very important role in supporting bureaucratic efficiency and transparency (Wiranti and Frinaldi 2023). By utilizing digital technology, administrative processes that used to take time can be done faster and easier. For example, applying for permits or applying for documents, which usually takes a long time, can now be done online in a matter of minutes. This certainly reduces complicated bureaucracy and accelerates public services. In addition, digital transformation also makes data and information more accessible to the public. All the data needed, such as the status of the application or information about government policies, can be viewed transparently on the digital platform. This increases government accountability because the community can directly monitor existing developments. With an integrated digital system, human errors in recording or processing data can also be minimized. A more automated and standardized process makes the bureaucracy more effective and reduces the potential for corrupt or irregular practices. Overall, digital transformation can create a more responsive, transparent, and efficient government, which in turn improves the quality of public services.

Digital transformation has brought major changes in governance, especially in improving bureaucratic efficiency and transparency (Wahyuni et al. 2025). With the application of digital technology, many regional devices are starting to move from time-consuming manual systems to more structured and automated systems. This allows the administrative process to run faster, more accurately, and more easily accessible to the public. Before digitization is implemented, various administrative processes often experience obstacles, such as the length of completion time, overlapping data, and the potential for document loss. With the existence of a digital-based system, document management becomes neater and more integrated, thereby reducing the risk of errors and speeding up public services. Digitalization also increases transparency, as people can easily monitor the progress of administration without having to come directly to government offices. Based on available data, the implementation of digitalization in various regional devices has shown positive results. Several agencies have earned high marks in Bureaucratic Reform (RB), which shows that their efforts to improve efficiency and transparency through digitalization have been successful. Regional apparatus such as the Communication and Information Service, the Development Administration Bureau, and the Marine and Fisheries Service obtained excellent RB scores, indicating their readiness to implement digital systems.

The digital transformation period has not been implemented; various administrative services take a long time to complete. For example, the processing of licensing documents can take weeks because it has to go through many manual stages. With digitalization, the time needed can be cut to days or even hours, depending on the system used. A clear example of this efficiency can be seen in digital-based licensing services implemented by several regional apparatus. If previously applying for a business license required a direct visit to a government office and through several administrative desks, now the process can be done

online. The digital system allows automatic document verification and provides direct notifications to applicants, thereby speeding up the process and reducing queues at public service offices. In addition, the use of a digital-based document management system also makes it easier for employees to find the data they need. Before digitization, searching for certain documents could take hours because they had to be done manually in a physical archive. With a digital system, a search can be done in just a matter of seconds through certain keywords in the database.

The challenge in implementing digital transformation is a considerable initial investment (Khotimah and Asfiah 2024). Procurement of software, hardware, employee training, and system integration are key components that require significant costs. However, when compared to the long-term benefits generated, these costs can be compensated with greater savings. Prior to digitalization, many regional apparatuses allocated budgets for operational needs that were quite high, such as paper procurement, document printing, employee transportation for administrative services, and physical archiving. Once a digital system is implemented, these costs can be significantly reduced as many processes switch to electronic systems. For example, in an online licensing service system, the cost for printing documents and physical delivery can be reduced by more than 50%. In addition, with a digital system, employees can work more efficiently, reducing the need for additional labor, which also means a reduction in operational budget in the long run. Another advantage is the reduction in the potential for budget abuse or corruption, as digital systems allow for more transparent and well-documented transactions. On a broader scale, these savings can be diverted to improving other services that are more important to the community. While there are considerable upfront costs in the implementation of digitalization, many regional devices have shown that the benefits are far greater compared to the costs incurred. Increased efficiency, reduced administrative errors, and better transparency make digitalization a valuable investment in improving governance.

Evaluation of the Implementation of Bureaucratic Reform Policies in the Regional Apparatus

The evaluation of the implementation of bureaucratic reform policies in the regional apparatus aims to assess the extent to which the policy is implemented and effective in improving the performance of local governments. Bureaucratic reform itself is an effort to improve the system and work processes in the government to be more efficient, transparent, and accountable. In the context of regional apparatus, this evaluation looks at how reform policies are implemented in each agency or agency in the region. This evaluation process includes an assessment of various aspects, such as changes in organizational structure, improvement of the quality of public services, and strengthening the supervision and accountability system. The evaluation also involves measuring the results achieved, whether the policy succeeds in creating better services and minimizing convoluted bureaucracy. The results of this evaluation are important to find out whether the bureaucratic reform policy has been running well or needs improvement. If problems are found, then corrective steps can be taken to

ensure that the policy can run more optimally, provide maximum benefits to the community, and support regional development.

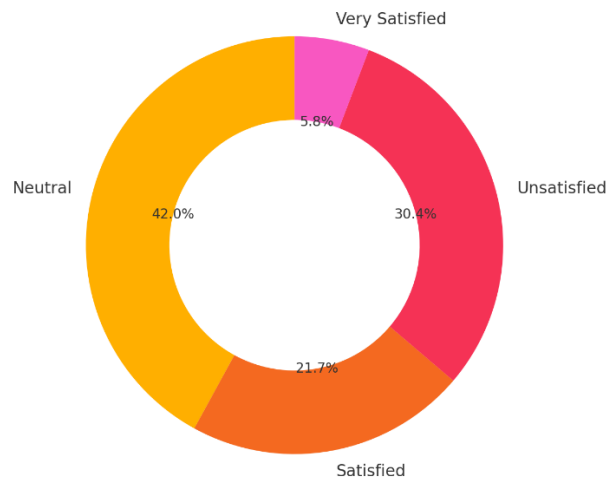


Diagram 2. Distribution of Community Satisfaction Scores
Source : Researcher 2025

The results of the diagram provide a clear picture of the extent to which bureaucratic reform policies implemented in various regional apparatus have been accepted by the community. Most respondents, namely 42% of the total respondents, gave a neutral assessment of the implementation of the policy. This shows that many people feel ordinary or do not have a clear opinion regarding the bureaucratic reform policies implemented. They may notice some changes, but don't feel too affected, either positively or negatively. This can be due to a lack of effective communication between local governments and the community, or a lack of public understanding of the policy. Meanwhile, around 30.4% of respondents were dissatisfied with the policies implemented. This dissatisfaction can come from various factors, such as lack of clarity or transparency in the reform process, a slow bureaucracy, or a feeling that the policy does not have a significant impact on their well-being. This dissatisfaction needs serious attention, because it can lead to distrust of the government and weakening the relationship between the community and local government agencies. Only 21.7% of respondents were satisfied with the bureaucratic reform policies implemented. This shows that although there are some people who feel this policy is beneficial, the number is still relatively small when compared to the number who feel neutral or dissatisfied. This satisfaction may come from the improvement of public services or the convenience of administrative management that was previously more complicated. However, this achievement is still uneven across all levels of society, and many still feel that bureaucratic reform has not been fully successful. Finally, only 5.8% of respondents were very satisfied with the implementation of this policy. This percentage shows that although there is a small percentage who feel very satisfied, the high level of satisfaction with bureaucratic reform is still very limited. This indicates that the bureaucratic reform policy has not fully met the expectations of the public at large.

The results of the research are related to each indicator in the evaluation of bureaucratic reform in the East Java Provincial Government, with an emphasis on achieving the goals that have been set, in accordance with the theory of Goal-Oriented Evaluation by Ralph W. Tyler.

Community Satisfaction Level

This indicator measures the extent to which people are satisfied with changes in public services after bureaucratic reforms are implemented. Public satisfaction includes various aspects such as ease of access to services, speed of service, and transparency in the management of public administration (Mamminanga, Yusuf, and Marzuki 2025). If the goal of bureaucratic reform is to create a better public service system, this indicator becomes very important to measure whether the changes are having a positive impact. From the results of the survey conducted, most respondents gave a neutral assessment of the bureaucratic reform policy, with only about 21.7% feeling satisfied and 5.8% very satisfied. The vast majority (42%) felt there was no significant change or not clear enough about the impact of these reforms. This shows that despite some positive changes, many people still feel that the reforms have not completely improved the quality of services they receive. The challenges faced are insufficiently effective communication between the government and the community and a lack of understanding of the benefits of reform on the ground.

Employee Effectiveness and Accountability

Employee effectiveness measures how efficient employees are in carrying out their duties in accordance with the set standards (Aryati, Purnamasari, and Aditya 2024). Employee accountability refers to their responsibility for actions and decisions taken in the context of public service. Bureaucratic reform aims to increase effectiveness and make employees more responsible for their performance and work results. From the evaluation, the implementation of change agents in several agencies is already underway but needs to be improved in order to encourage the achievement of the goals of Bureaucratic Reform as a whole. There are several other agencies that still face challenges related to resistance to change, lack of training, and inability to adapt to new technologies. This shows that despite progress in some areas, overall employee accountability and effectiveness have not been fully achieved. The goal of increasing employee effectiveness and accountability needs to be strengthened through more comprehensive training and technology adaptation.

Government Transparency

Transparency in government refers to the disclosure of information that can be accessed by the public related to decision-making, budget use, and policy implementation (Arkarizki, Irawati, and Sukarno 2023). In the context of bureaucratic reform, transparency aims to reduce potential abuses of power, increase accountability, and create more open government. Digitalization implemented in several agencies, such as e-budgeting and e-government, has succeeded in increasing transparency by making it easier for the public to access budget information and government policies. Evaluations show that many agencies have successfully implemented better transparency. However, in some areas, there are still challenges in terms of equitable distribution of information, especially in areas that have limited digital infrastructure. Nonetheless,

transparency has increased significantly thanks to the application of technology, although the distribution and public understanding of such information still needs to be improved.

The Impact of Bureaucratic Reform on Governance

This indicator measures whether bureaucratic reforms have had a positive impact on governance, such as increased efficiency in administrative processes, reduction of convoluted bureaucracy, and increased capacity for faster, data-driven decision-making. Bureaucratic reform in East Java has had a positive impact, especially in terms of accelerating public services. Digitalization has reduced the time required to take care of certain permits or documents, as well as improved data integration between government agencies. Several agencies, such as the Regional Financial and Asset Management Agency and the Department of Industry and Trade, recorded high scores due to advances in bureaucratic simplification and the use of digital systems. However, the biggest challenge lies in areas that are still experiencing difficulties in adapting technology or have inadequate infrastructure. Therefore, the goal of reform to speed up and simplify governance can be said to have been achieved, although it is uneven across regions.

Sustainability of the Reform Program

The sustainability of reform programs measures the extent to which bureaucratic reform policies can be maintained and expanded, and whether changes that have been made can continue to evolve in the future. This includes the support for human resources, infrastructure, and policy reforms needed for reforms to run smoothly. The evaluation shows that several agencies have successfully implemented reform programs in a sustainable manner by continuing to train employees and improve infrastructure. For example, the Regional Civil Service Agency recorded a fairly good score despite some challenges. However, in some areas, the lack of skilled human resources and limited digital infrastructure are obstacles to expanding the sustainability of reforms. In this regard, the sustainability of reforms needs to be supported by consistent policies and ongoing training to ensure that all employees and regional apparatus are ready to adapt to change. The aim of reforms to ensure this sustainability must involve improving the technical capabilities and managerial capacity of local governments.

Bureaucratic reform in the East Java Provincial Government has shown significant results in accelerating the improvement of the government administration system. An evaluation of the implementation of this reform shows improvements in various aspects, such as the efficiency of public services and the transparency of budget management. One important advancement is the implementation of service digitization that allows people to access services online, thereby reducing the time and costs previously required for administrative processes. Even so, the evaluation also showed several challenges, such as the lack of readiness of human resources in adapting new technologies and resistance to changes in the old bureaucratic culture. The results show that although most regional apparatuses have achieved high performance scores,

there are still some areas that need improvement, especially in terms of training and simplification of procedures that are not yet optimal. The sustainability of reforms is also an important concern, because although reforms have started well, challenges related to infrastructure and political support must be faced to ensure their impact continues. Overall, these reforms have had a positive impact, but further efforts are needed to overcome the existing obstacles so that the goal of creating a more efficient, transparent, and accountable government can be maximally achieved.

CONCLUSION

The evaluation of bureaucratic reform in the East Java Provincial Government shows a significant impact in improving the efficiency and quality of public services. Through the implementation of digitization of services, people can now access various administrative services online, which reduces time and costs. Government transparency and accountability are also increasing, with the implementation of e-budgeting and e-procurement systems that reduce the potential for budget abuse. Despite significant progress, the main challenge remains the readiness of human resources who are not yet fully able to adapt to new technologies. Some regional apparatus is still experiencing obstacles in terms of infrastructure and employee training. In addition, although most agencies achieve good performance, further improvements are needed in terms of simplifying procedures and improving a more responsive work culture. The sustainability of reform programs is also a concern, as the success of reform must be supported by sustainable policies and employee capacity building to support deeper change. Overall, despite the progress, further efforts are needed to ensure the positive impact of bureaucratic reform can be felt equally across the regional apparatus.

In order to accelerate the success of bureaucratic reform in East Java, several important steps need to be taken. First, strengthening the capacity of human resources through continuous training that includes technical skills and soft skills, especially in the management of digital technology. This will help employees to be better prepared to face the challenges of change and improve their performance. Second, the improvement of technological infrastructure must be carried out evenly across regional devices, including ensuring good internet connectivity and adequate devices. Third, a persuasive approach to changing bureaucratic culture that is more adaptive and responsive to the demands of society must continue to be strengthened. Fourth, to ensure the sustainability of reform, there needs to be political commitment and support from all parties, both from the central government, provinces, and the community. Finally, it is important to accelerate the implementation of digital systems, as well as conduct periodic evaluations to ensure that reforms run in accordance with the goals that have been set and provide long-term benefits to society.

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