

**BUREAUCRATIC REFORM THROUGH RIGHTSIZING ORGANIZATIONS**  
**(Study On Changes In The Nomenclature Of The Regional Planning,**  
**Research And Innovation Agency (Baperida) Of Pasuruan Regency)**

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**ABSTRACT.** *The essence of bureaucratic reform is the demand for very fundamental changes to the government bureaucratic structure which has so far been seen as having many internal problems within it. Bureaucratic reform aims to build organizations that are agile and oriented towards public services with a focus on improving bureaucratic institutions. Bureaucratic reform by all regional apparatus including the Regional Planning, Research and Development Agency (BAPPELITBANGDA) of Pasuruan Regency indicates that regional apparatus are obliged to prepare organizational institutions appropriately, both in terms of size, main tasks, and functions and also appropriate for use. One of the Pasuruan Regency government's efforts in institutional reform is to change the nomenclature of Regency Regional Apparatus from BAPPELITBANGDA to Regional Research and Innovation Agency (BAPERIDA). The type of research used by researchers is descriptive research with a qualitative approach. The data sources used are secondary data and the data analysis techniques used are interactive analysis techniques. The research results show that BAPPELITBANGDA Pasuruan Regency has combined elements of planning, research, and development by following the latest nomenclature. This change impacts the main tasks and functions of BAPPELITBANGDA which does not focus on development planning alone. Still, research and development is one of its main tasks and functions, even though research and development is not yet running optimally. With changes in size and function in the context of rightsizing, it can provide a more appropriate bureaucratic structure, so that the Rightsizing Organization structure can have the right function and size so that it can improve organizational performance.*

**Key words:** *Bureaucratic Reform; Rightsizing; Nomenclature Change.*

**REFORMASI BIROKRASI MELALUI RIGHTSIZING ORGANISASI**  
**(Studi Perubahan Nomenklatur Badan Perencanaan Daerah,**  
**Penelitian Dan Inovasi Daerah (Bapperida) Kabupaten Pasuruan)**

**ABSTRAK.** *Esensi dari reformasi birokrasi adalah tuntutan perubahan yang sangat mendasar terhadap struktur birokrasi pemerintah yang selama ini dipandang memiliki banyak masalah internal di dalamnya. Reformasi birokrasi bertujuan untuk membangun organisasi yang lincah dan berorientasi pada pelayanan publik dengan fokus pada pembenahan kelembagaan birokrasi. Reformasi birokrasi yang dilakukan oleh seluruh perangkat daerah termasuk Badan Perencanaan, Penelitian dan Pengembangan Daerah (BAPPELITBANGDA) Kabupaten Pasuruan mengindikasikan bahwa perangkat daerah berkewajiban menyiapkan kelembagaan organisasi secara tepat, baik dari sisi ukuran, tugas pokok, dan fungsi serta tepat guna. Salah satu upaya pemerintah Kabupaten Pasuruan dalam reformasi kelembagaan adalah dengan merubah nomenklatur Perangkat Daerah Kabupaten dari BAPPELITBANGDA menjadi Badan Penelitian dan Inovasi Daerah (BAPPERIDA). Jenis penelitian yang digunakan peneliti adalah penelitian deskriptif dengan pendekatan kualitatif. Sumber data yang digunakan adalah data sekunder dan teknik analisis data yang digunakan adalah teknik analisis interaktif. Hasil penelitian menunjukkan bahwa BAPPELITBANGDA Kabupaten Pasuruan telah menggabungkan unsur perencanaan, penelitian, dan pengembangan dengan mengikuti nomenklatur terbaru. Perubahan ini berdampak pada tugas pokok dan fungsi BAPPELITBANGDA yang tidak hanya berfokus pada perencanaan pembangunan saja. Meski demikian, penelitian dan pengembangan tetap menjadi salah satu tupoksinya, meskipun penelitian dan pengembangan belum berjalan optimal. Dengan adanya perubahan ukuran dan fungsi dalam rangka rightsizing dapat memberikan struktur birokrasi yang lebih tepat, sehingga struktur Organisasi Rightsizing dapat memiliki fungsi dan ukuran yang tepat sehingga dapat meningkatkan kinerja organisasi.*

**Kata Kunci:** *Reformasi Birokrasi; Perampingan Organisasi; Perubahan Nomenklatur.*

**INTRODUCTION**

The reform period in Indonesia has been going on for more than two decades, which

is a long enough time to hope that the condition of the bureaucracy, especially at the regional level, should experience changes in attitudes and behavior (G. G. Akbar et al., 2021).

According to Wibawa put forward the term bureaucratic reform is a movement to change the form and behavior of the bureaucracy because the conditions are no longer favorable or not in accordance with the needs of the times, either because it is inefficient, not clean, not democratic or no longer in line with the public interest (Ahmad et al., 2010).

This view shows that bureaucratic reform was actually inspired by the emergence of disparities (gaps) between the conditions and needs of society or the demands of the times and the ability of the bureaucracy to capture the wishes and expectations of the people. However, it is necessary to understand that one of the essences of bureaucratic reform is the demand for fundamental changes to the government bureaucracy which has so far been seen as having adaptability to the demands and needs of society.

The national bureaucratic reform index (IRB) has increased. This can be seen from the achievements in the 2021-2022 range. the implementation of bureaucratic reform is reflected in the results of the evaluation of

reforms carried out at the provincial level, namely 88.23 percent have a Good IRB (Predicate B and above) from the previous 82 percent, in districts/cities it is 65 percent, while Ministries/Agencies are still in the process of finalizing their assessment. The National IPP (Public Service Index) score in 2022 increases to 3.87 where previously it was 3.79 (2021) (Mufidah et al., 2023).

Based on this there is an increase in bureaucratic reform. The wider community of course expects the demand for an increase in bureaucracy that has better quality (Wardana & Meiwanda, 2017). Bureaucratic reform will bring fresh air toward changes in a better direction if properly conceptualized and implemented in accordance with the field. Changes made can come from various aspects, whether from human resources, institutions, accountability, and so on. Based on bureaucratic reform in Indonesia, 8 areas of change must be carried out in each regional apparatus organization (Supriyanto et al., 2021).

**Table 1. Bureaucratic Reform Change Area**

No.	Areas	Expected results
1	Organization	Proper organization of function and right size (right sizing)
2	Governance	Systems, processes and work procedures that are clear, effective, efficient, measurable and in accordance with the principles of good governance
3	Legislation	Regulations that do not overlap and are harmonious, and encourage the achievement of government performance
4	Apparatus human resources	HR apparatus with integrity, neutral, competent, copable, professional, high performing and prosperous
5	Supervision	Increasing the administration of government that is clean and free of KKN
6	Accountability	Increased accountability and bureaucratic performance
7	Public service	Excellent service according to the needs and expectations of society and the business world
8	The mindset and work culture of the apparatus	Bureaucracy with very high integrity and performance (adjust to work culture language)

Source: (Senjaya & Karim, 2021)

Based on the table above, it can be seen that the various dimensions that support changes in bureaucratic reform include organizational management, statutory

management, public services, strengthening supervision, performance accountability, human resources for the state civil apparatus, management, and change management. One of

the dimensions of change in bureaucratic reform is organizational management. Each regional government is obliged to have an organization that is structurally and culturally able to provide the best quality. The legal basis for structuring this organization is from Law Number 23 of 2014 concerning Regional Government, Government Regulation Number 18 of 2016, and Minister of Home Affairs Regulation Number 05 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency/City Regional Apparatuses Carrying Out Supporting Functions for the Implementation of Affairs Government.

Law Number 23 of 2014 explained regional government broadly which was then derived in Government Regulation Number 18 of 2016 concerning regional apparatus. In this regulation, it is explained regarding regional apparatus from various affairs which are then lowered into Minister of Home Affairs Regulation Number 05 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency/City Regional Apparatuses Carrying out Supporting Functions for the Implementation of Government Affairs which focus more on one affair only. Based on regulation Article 2 of the Minister of Home Affairs Regulation Number 05 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency/City Regions, supporting elements for Regency/City government affairs include planning, finance, staffing, education and training, research and development and other supporting functions.

Along with the demands for changes according to existing regulations and in order to support service improvement, each regional apparatus must adapt to existing regulations. In the Regulation of the Minister of Home Affairs Number 05 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency/City Regional Apparatuses that carry out supporting functions for the implementation of government affairs, each regional apparatus in charge is obliged to prepare the nomenclature correctly. The Regional Development Planning Agency (BAPPELITBANGDA) is one of the regional

instruments that support government affairs as a supporting element for development planning.

The problem is, there are still many people who think that rightsizing is an act of minimizing the number of human resources. In fact, the practice is an action taken by a company or institution so that institutions, human resources and systems are in the right position, or known as the "right man on the right place" and places the organization with the right nomenclature (Ikawati, 2018).

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There is a trend of changing the nomenclature of BAPPELITBANGDA to BRIDA / BAPERIDA based on Presidential Regulation Number 78 of 2021 concerning the National Research and Innovation Agency. Based on this regulation, the central government is committed to encouraging the establishment or consolidation of existing

equipment organizations into BAPERIDA, where BAPERIDA must exist in each region as an extension of BRIN in carrying out and encouraging science-based research and innovation at the regional level (Saksono, 2021).

There are several urgencies for the establishment of BAPERIDA, first, the dynamics of the Indonesian government continue to develop, and increasingly realize the importance of research in producing better quality policies. Second, as stipulated in Law Number 23 of 2014 concerning Regional Government, all Regional Government affairs are carried out by operating management (agencies) and handling management (supporting organizations) (Rowa, 2021). One of these supporting affairs is research and development. Local governments are required to organize organizations that focus on research and development affairs in the form of BAPERIDA.

The Pasuruan Regency Government is one of the regional apparatus that compiles a new nomenclature that carries out the function of supporting the implementation of government affairs for the success of bureaucratic reform in the institutional sector through changes in the nomenclature of BAPPELITBANGDA to BAPERIDA. This change is a form of regional bureaucratic transformation where planning and development will prioritize research in every policy. Based on this, there are two functions in the field of research and development, namely the research and development function itself and the data collection and reporting function. The mandate of Presidential Regulation Number 78 of 2021 concerning the National Research and Innovation Agency (BRIN) to establish a research agency at the regional level aims to control regional research and development activities and direct research and development activities to be in accordance with the direction of regional development, so BRIDA has the task of preparing a master plan and road map for the advancement of science

and technology in the region as a basis for regional development planning (Fitria, 2021).

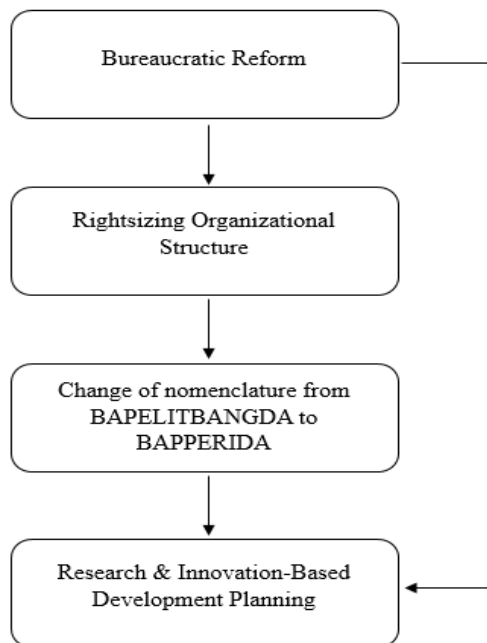
The merger of BAPPELITBANGDA into BAPERIDA is one of the government's strategies in Rightsizing Organization. (Rustandi, 2019). In line with Thoha's opinion, it explains that Rightsizing Organization is an organizational arrangement with the right number of employees to carry out organizational duties and obligations through several stages, namely: (1) Determining Strategic Policy; (2) Division of Organizational Units; and (3) Integrating HR. (Thoha, 2007). This policy change has experienced several obstacles, including the implementation of research and assessment affairs in some regions that have not been able to find strategic space in the regions. In addition to limited human resources, it is also due to limited budgets and facilities, while the results of its activities cannot be utilized directly by the regions (Wahyuni et al., 2023). Of course, this can cause the proposed BRIDA implementation to meet many bureaucratic challenges.

The existing bureaucracy requires continuous evaluation of the entire system that surrounds it (Ikawati, 2018). With the evaluation, changes can be classified and used as a reference in making changes towards an effective and efficient Regional Apparatus Organization (OPD) that allows the government to function fully and well in improving the quality of bureaucracy and services to the community. (Mubarok & Fitria, 2021). Reform in the form of organizational structuring is one of the strategic programs to improve the organization so that it is in line with the mission, goals, vision, and objectives of the organization and is responsive to the strategic environment and community dynamics (Hertati, 2015).

## RESEARCH FRAMEWORK

The conceptual framework of this research explains the relationship between bureaucratic reform through organizational simplification (rightsizing) and changes in nomenclature with the performance and

effectiveness of Bapperida in research and innovation-based regional development planning in Pasuruan Regency. Bureaucratic reform, which includes rightsizing and changes in nomenclature, is expected to increase operational efficiency and effectiveness of the Bapperida program, where operational efficiency includes optimal use of resources and program effectiveness includes achieving predetermined goals. It is hoped that this increase in organizational performance will then support the use of research and implementation of innovation in regional development planning. This conceptual framework model shows that bureaucratic reform through organizational rightsizing and changes in nomenclature have an impact on organizational performance, which in turn influences research and innovation-based regional development planning. Thus, this research provides insight for local governments about the importance of bureaucratic reform and how structural changes can encourage better performance as well as more innovative and research-based development planning, which is expected to help in developing more effective policy strategies to achieve regional development goals. sustainable and innovative.



Source: processed by Researchers (2024)

**Figure 1. Framework Research**

**METHOD**

Descriptive research According to (Sugiyono, 2016) states that descriptive method is a method used to describe or analyze a research result but not used to make broader conclusions. So that it can be said that descriptive research is research that contains a description of a symptom or current problem or actual problem.

The focus of research according to (Moleong et al., 2019) is everything that becomes the center of attention of researchers, in this case, requires data, making it easier for researchers to find and sort out the data needed for a study. The use of research focus is basically to make it easier for researchers to carry out observations and data processing so that it does not spread. Based on the problems that have been formulated, the research focus that has been determined in this study is 1) determining strategic policies and regulations; 2) division of organizational units (units and duties); and 3) integrating human resources.

The research location is the place where the researcher conducts research and collects data according to the chosen title. To the title chosen, the location of this research is BAPPELITBANGDA Pasuruan Regency. Data sources are anything that can provide information about the needs of researchers in conducting research in the field to achieve maximum results. According to Loefland in Moleong (2007: 157) explaining the main data sources in qualitative research are words, and actions and the rest is additional data such as documents and others. The data collected must be relevant to the problems to be studied, in this case, the data source used is secondary data. Secondary data is data obtained indirectly and can provide additional information in this study. Secondary data sources used by researchers in this study are laws and regulations, mass media, archives, and literacy that are related to the topic of discussion. Secondary data in this study are:

1. Government Agencies Performance Report (LKJiP) Pasuruan Regency

Regional Development Planning Agency 2022;

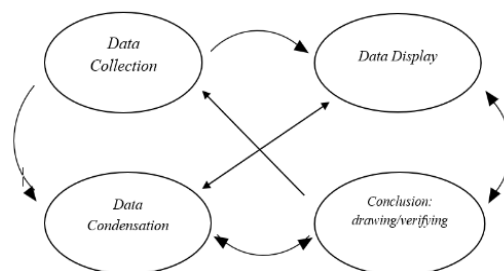
2. Law Number 23 of 2014 concerning Regional Government;
3. Government Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform;
4. Ministerial Regulation Number 18 of 2016 concerning Regional Apparatuses;
5. Regulation of the Minister of Home Affairs Number 5 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency/City Regional Apparatuses Carrying out Supporting Functions for the Implementation of Government Affairs;
6. Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 37 of 2013 concerning Guidelines for Preparation of Local Government Bureaucratic Reform Roadmaps; and
7. Perpres Nomor 78 Tahun 2021 tentang Badan Riset dan Inovasi Nasional (BRIN).

In the research process, of course, requires systematic and relevant data collection techniques. Data collection techniques must be done in good ways, this is because the quality of the data obtained will determine the discussion of the research. The data collection technique used is document study. Document study is a method of collecting qualitative data by viewing and analyzing documents that are relevant to the research (Iswanto et al., 2021). The documents used in research are laws and regulations, journals, and others related to research.

The qualitative data analysis stage is to describe and process the raw data into data that can be interpreted and understood systematically so that the results of the data obtained are expected to be in accordance with the research objectives (Iswanto, 2021). This stage can be done during data collection and after data collection is complete. If it turns out that the results of data collection are not appropriate, then data collection can be repeated until the required results can be found. In the

analysis process, something is done from general to specific to make it easier for researchers to describe and process the data obtained.

In accordance with the research used, namely qualitative research with a descriptive approach, (Miles et al., 2014) suggest that there are three forms of analysis, namely: data condensation, data presentation, drawing conclusions and verification. An interactive model image proposed by MB Miles, AM Huberman and J. Saldana:



**Figure 2. Components of data analysis: Interactive Model**

The data analysis technique MB Miles, AM Huberman and J. Saldana was chosen because it provides an appropriate systematic for researchers in analyzing the data obtained. The stages of data analysis are as follows:

#### 1. Data Condensation

Data condensation is a summarizing activity, where the researcher chooses the main things and focuses on the important things. In this research, data condensation will be carried out after the researcher studies documents about BAPPELITBANGDA/BAPERIDA Pasuruan Regency. Data condensation was carried out according to the indicators that the researcher had previously determined.

#### 2. Data Display

In qualitative research, data presentation can be done in brief descriptions, in the form of charts, relationships between categories, flowcharts, and the like in the presentation

of data that is commonly used. researchers use the narrative presentation of data.

3. Conclusion: Drawing/Verifying

In this study, the conclusions answer the formulation of the problem that was formulated from the start, namely related to bureaucratic reform through Organizational *Rightsizing* at the Regional Development Planning Agency (BAPPELITBANGDA) of Pasuruan Regency.

**RESULTS AND DISCUSSION**

**Establishment of Strategic Policies and Regulations**

The establishment of strategic policies and regulations for the establishment of a Regional Innovation Research Agency (BRIDA) in Pasuruan Regency is a crucial step to advance innovation at the local level. BRIDA is one of the mandates from Law 11/2019 on the National Science and Technology System and Presidential Regulation 78/2021 based on current conditions and the need for rapid response to handling problems in the regions.

First of all, it is important to understand the justification and objectives behind the

establishment of BRIDA. This includes identifying compelling reasons, such as enhancing innovation, regional economic competitiveness, and support to existing research and innovation-related Agencies. The scope and focus of the BRIDA should also be outlined in the policy, with a determination of the research areas to be focused on, such as agriculture, industry, technology, or other strategic sectors. These areas can be contained in research centers or research clusters (Sofanudin et al., 2021).

In addition, policy setting needs to take into account the funding and resources required to support BRIDA, whether from the local government budget or other resources. Cooperation with third parties, such as universities, industries, and research institutions, should be supported and clearly regulated in the policy.

In suppressing the problem of limited resources, collaboration can be carried out as carried out by BRIDA East Java Province which collaborates with several universities in solving research-based public problems. Collaboration is carried out by dividing issue/problem areas based on related OPDs and inviting universities to handle this problem.

**Table 2. BRIDA's Higher Education Partners in East Java Province**

Sectoral problems/issues	Related OPD's	Higher Education Partner
Health	Health Office and Regional Hospital	Airlangga University
Agriculture and Livestock	Department of Agriculture and Food Security, Department of Animal Husbandry	Brawijaya University
Environment	Environment Agency	ITS
Social	Social Service, Manpower Office	Wijaya Kusuma University, UPN, Unesa, IAIN Sunan Ampel (UINSA)

Source: (Habib, 2023)

The importance of collaboration between regional think tanks and universities will make resources fused and increase effectiveness. Research collaboration has a significant effect on improving research performance and addressing problems in society (Qomaruddin, 2021).

**Institutional Arrangement**

Institutional structuring of the Regional Innovation Research Agency (BRIDA) in Pasuruan Regency is a key step to ensure efficient operations and achievement of BRIDA's objectives. BRIDA is a vertical organization of regional apparatus, hence this

indicates that BRIDA is part of the regional or district government structure, particularly in Pasuruan District. As a vertical institution, BRIDA is under the control of the local government and has a direct link to local development policies and programs. As part of the regional government, BRIDA has the responsibility to support innovation, research and development within the region.

In its capacity as a vertical organization, BRIDA is likely to have goals and missions that align with local development priorities and needs. This allows BRIDA to collaborate with various stakeholders within the district, including government agencies, universities, industries, and communities, to achieve the development goals set by the local government.

BRIDA's institutional arrangement as part of the local government structure will be in line with its duties to support regional innovation and research development. It also indicates that BRIDA will work within the framework of local government rules and regulations and have close links with district authorities.

Based on Presidential Regulation Number 78 of 2021 article 66 paragraph 2 stipulates that the establishment of BRIDA institutionally can stand alone, merge with other OPDs or become one of the work units in one OPD which will synergize in supporting local government policy making. The shape and size of the organization adjusts to the potential and capabilities of each region.

The Pasuruan Regency Government established a regional research and innovation institution by changing the nomenclature of the Regional Development Planning, Research and Development Agency (BAPPELITBANGDA) to the Regional Planning, Research and Innovation Agency (BAPERIDA). This change will be a transformation of the regional bureaucracy in carrying out research-based planning (E. Akbar, 2023).

BRIDA's Organizational Structure consists of the Head of the Agency, then the Secretariat Section led by a Secretary has the task of implementing planning, financial

management, administration, equipment, housekeeping, staffing, and data management and information systems.

BRIDA has two fields, namely the first is the Development and Utilization of Research Development and utilization field led by a head of the Research Development and Utilization field has the task of carrying out research, development, assessment, and application of research results through coordination, facilitation, implementation, guidance, control, services, monitoring, and evaluation and reporting in the fields of Government Administration, Regulatory Assessment, social population, economy and development which are the authority of the region.

Furthermore, the Innovation and Technology Development and Utilization Division is led by a head of the field who has the task of carrying out the development and utilization of inventions, innovations and appropriate technology as well as intellectual property management through including coordination, facilitation, implementation, guidance, control, monitoring, and evaluation and reporting which fall under regional authority.

BRIDA's focus is on "leveraging" and "organizing" existing innovation stakeholders in the region (Sulaeman, 2021). BRIDA can be a liaison agent for solving problems faced in the regions to BRIN, so that science-based solutions can be found needed to solve problems

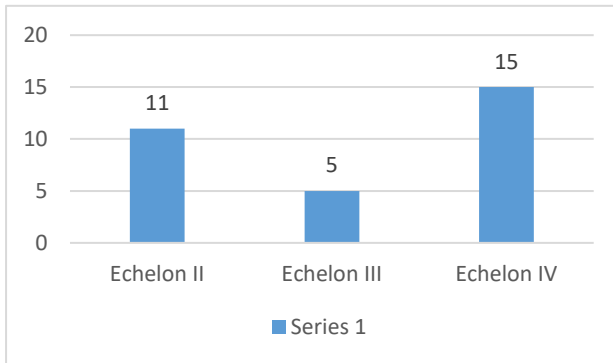
### **Integrating HR (Apparatus HR Management)**

Human Resource Management (HRM) in the Regional Innovation Research Agency (BRIDA) in Pasuruan Regency plays a crucial role in supporting the achievement of BRIDA's goals and success. First, a careful recruitment and selection process is essential. BRIDA needs to ensure that its team consists of individuals who have the qualifications, capabilities and interest in relevant areas of research and innovation. The quality of human resources determines the existence of this regional think



tank in order to develop innovation and research in the region. HR planning must be done to support organizational performance (Gunawan, 2020).

The staffing structure based on the 2022 Government Instructional Performance Report (LKJIP) of BAPERIDA Pasuruan Regency can be grouped according to rank, education level, and echelon.



Source: (Pasuruan Regency Government, 2022)

**Graphic 1. Number of ASNs in BAPERIDA Pasuruan Regency**

Bureaucratic reform is not only seen in the structural aspect but also apparatus resources. Bureaucratic reform must include reforming and changing apparatus resources. The quantity aspect is a prerequisite so that all positions in the organizational structure can be filled. Furthermore, the quality aspect is a requirement so that the position can be filled by employees who have competence in their job qualifications. Based on the data above, apparatus resources also influence changes in bureaucratic reform. Apparatus resources must have good competence in supporting changes in bureaucratic reform.

Quality human resources, of course, is a benchmark that can be used as a benchmark or comparison to find out quality resources. With this limitation or benchmark, it can be used as a basis for determining the personal quality of human resources.

Employee development is an important focus in BRIDA's HR management. Continuous training and development programs are required to hone employees' technical and managerial skills. This will help the BRIDA

team to stay ahead of the latest developments in research and innovation. Employee empowerment is where giving greater responsibility and autonomy in work can encourage creativity and innovation among the team. It also motivates employees to make maximum contributions.

Finally, BRIDA's HR management should include performance evaluation, employee welfare aspects, effective leadership, good internal communication, conflict handling, building an organizational culture that supports innovation, and continuous monitoring and improvement.

**CONCLUSION**

Organizational rightsizing is a strategy to adjust the size and structure of an organization to make it more efficient and effective in accordance with the demands and needs of the times. The Pasuruan Regency Government and highlighted the changes in nomenclature and will be carried out after passing the process of approving the Draft Regional Regulation into a Regional Regulation. There are many challenges that must be overcome, especially the obstacles of human resources and the form of institutional structures that require more research related to the work units in it so that the purpose of the formation of BAPERIDA can be achieved in maximizing regional potential by integrating various collaborative research efforts.

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