

# Reform of Policy Administration in the Indonesian State Administrative System at the Dumai City Environment Agency

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## INFORMATION

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## ABSTRACT

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Policy administration reform is an important part of efforts to improve the quality of government administration, especially within the framework of Indonesia's state administrative system. This study aims to analyze how policy administration reform is implemented at the Dumai City Environmental Service, as well as identify supporting and inhibiting factors. This research uses a qualitative approach with a descriptive method, through data collection techniques in the form of interviews, observations, and documentation. The results of the study show that policy administration reforms have been carried out through changes in organizational structure, improvement of technology-based service systems, and simplification of work procedures. However, its implementation has not been running optimally because there are still obstacles in the aspect of human resources, budget limitations, and low community participation in environmental management. Therefore, efforts are needed to strengthen institutions and increase the capacity of the apparatus to realize a more effective and responsive state administration system.

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## 1. INTRODUCTION

Transformation in the administration of government in Indonesia is part of the dynamics of change that is inseparable from the demands of bureaucratic reform towards the realization of good governance. In the modern era marked by increasing public demands for public services, the government is required to be able to carry out the principles of transparency, accountability, participation, as well as effectiveness and efficiency in every process of government administration. This condition encourages the need for a comprehensive overhaul of the state administrative system which has been considered to still have various weaknesses, such as convoluted procedures, slow service, and low responsiveness to the needs of the community.

Administrative reform is present as a strategic effort to make fundamental changes in the system of government administration. This reform is not only limited to structural aspects, such as organizational structure and division of authority, but also includes cultural and procedural aspects, including changes in the mindset and work culture of the state civil servants. In the context of public policy, administrative

reform is directed at simplifying service procedures, improving the professionalism of the apparatus, and strengthening the supervision and performance evaluation system. In addition, the use of information and communication technology is one of the important pillars in supporting the realization of a modern and digital-based administrative system (e-government).

In the Indonesian state administrative system, administrative reform has a very important role as an instrument to improve the quality of performance of government institutions while building public trust in the government. Public trust is one of the indicators of the success of good governance. Therefore, every government agency is required to be able to show transparent, accountable, and public service-oriented performance.

One of the sectors that is of important concern in the context of administrative reform is the environmental sector. Increasingly complex environmental problems, such as increasing waste volumes, water and air pollution, and ecosystem damage, demand policies that are not only on target, but also supported by an effective and efficient administrative system. Environmental management cannot be done partially, but requires an integrated approach between policies, institutions, and community participation.

The Dumai City Environmental Agency has a strategic role as the spearhead of the implementation of environmental policies at the regional level. This agency is not only responsible for formulating policies, but also implementing, supervising, and evaluating various programs related to environmental protection and management. The success of the implementation of these tasks is highly determined by the quality of the administrative system implemented, including in terms of coordination between work units, human resource management, and the use of technology in supporting public services.

The Dumai City Government has shown its commitment to improving the quality of environmental management through various programs and policies, such as integrated waste management, monitoring of potential pollution, and socialization and education activities to the community. In addition, efforts to digitize public services have also begun to be implemented to increase efficiency and transparency. However, in practice, there are still various obstacles that show that the implementation of policy administration reform has not been running optimally.

Some of the obstacles faced include the limited number and quality of human resources who have competence in the field of environment and public administration, budget limitations that hinder the optimal implementation of programs, and the lack of optimal coordination and synergy between related institutions. In addition, external factors such as low levels of awareness and community participation in protecting the environment are also challenges. This shows that the success of administrative reform is not only determined by internal organizational factors, but also influenced by support from the community and other stakeholders.

Taking into account these various problems, an in-depth study is needed on the implementation of policy administration reform in the Indonesian state administrative system, especially at the Dumai City Environmental Service. This research is directed to analyze how the implementation of policy administration reforms that have been carried out, examine the forms of institutional change that occur as part of the reform process, and identify various factors that are supporters and obstacles in its implementation.

Through this research, it is hoped that a comprehensive picture can be obtained of the actual conditions of the implementation of policy administration reform at the regional level, so that it can be used as evaluation material and recommendations for the government in improving institutional performance. In addition, the results of this research are also expected to make an academic contribution to the development of public administration science, especially those related to administrative reform and good governance.

## 2. METHODS

This study uses a qualitative approach with a descriptive type of research. The location of the research is at the Dumai City Environmental Agency. Data was obtained through interviews with

employees, direct observations, and library studies. Data analysis is carried out through the stages of data reduction, data presentation, and drawing conclusions.

### 3. FINDINGS AND DISCUSSION

In the context of this study, policy administration reform at the Dumai City Environment Agency is a complex process, because it involves various aspects such as changes in organizational structure, improving the quality of human resources, applying technology, and institutional dynamics. Therefore, a theoretical approach is needed that is able to explain not only the change process, but also the factors that affect the success and obstacles in its implementation.

First, this study uses the theory of administrative reform put forward by Gerald E. Caiden. According to Caiden, administrative reform is a deliberate and planned effort to make changes to the public administration system to increase effectiveness, efficiency, and responsiveness to community needs. Reform not only includes changes in organizational structure, but also includes improving work procedures, improving the quality of human resources, and strengthening the public service system. In the context of this study, the theory is used to analyze the extent to which the Dumai City Environmental Agency has made changes in institutional aspects, service procedures, and technology utilization as part of administrative reform efforts.

Second, this research also uses the theory of public policy implementation put forward by George C. Edward III. Edward III stated that the successful implementation of a policy is influenced by four main factors, namely communication, resources, the disposition or attitude of the implementer, and the bureaucratic structure. Communication is related to the extent to which policy information can be conveyed clearly and consistently to the implementer. Resources include the availability of labor, budget, and other supporting facilities. Disposition refers to the commitment and attitude of the apparatus in implementing policies, while bureaucratic structure is related to the mechanisms and procedures that support the implementation of the policy. In this study, Edward III's theory was used to identify supporting and inhibiting factors in the implementation of policy administration reform, such as limited human resources, budget constraints, and suboptimal coordination and communication between implementers.

Third, to strengthen institutional analysis, this study also refers to the institutional theory put forward by Douglass C. North. North explained that institutions are a set of rules, both formal and informal, that form patterns of behavior in an organization or social system. Formal rules include laws and regulations, organizational structures, and work procedures, while informal rules include values, norms, and work cultures that develop within the organization. In the context of the Dumai City Environmental Agency, this theory is used to understand how organizational structure, work rules, and bureaucratic culture affect the success or failure of administrative reforms carried out.

By combining these three theories, this research is expected to be able to provide a comprehensive analysis of policy administration reform in the Indonesian state administrative system. Administrative reform theory provides a framework to see the changes that occur, policy implementation theory helps explain the implementation process and the obstacles faced, while institutional theory deepens understanding of the role of structures and rules in supporting reform. Through this integrated theoretical approach, research can produce a deeper understanding and relevant recommendations to improve the quality of government administration, especially in the Dumai City Environmental Service.

#### 3.1. Implementation of Policy Administration Reform

The implementation of policy administration reform at the Dumai City Environmental Agency is carried out through a number of strategic steps directed at improving the effectiveness, efficiency, and quality of public services. One of the steps taken is to make adjustments to the organizational structure to be more flexible and able to respond to changes in community needs and the dynamics of the

strategic environment. The structuring of the structure aims to clarify the coordination mechanism while accelerating the decision-making process.

In addition, reform is also realized through the application of digital systems in the administrative process. The use of information technology is not only intended to improve performance efficiency, but also to encourage transparency and accountability in public services. With a digital-based administration system, the service process can take place faster, more accurately, and more easily accessible to the public.

Furthermore, changes are also seen in efforts to simplify service procedures, especially in terms of licensing management and handling of public complaints. This simplification is carried out by reducing irrelevant stages and clarifying standard operating procedures (SOPs). These efforts show the agency's commitment to improving the quality of public services that are more effective, efficient, and oriented towards community satisfaction.

### **3.2. Institutional Change**

Seen from an institutional perspective, reform is reflected in the organizational structure and the clearer division of tasks between fields and work units. Each section has functions and responsibilities that are systematically arranged, so that the potential for overlap of authority can be minimized. The clarity of this division of roles is expected to be able to encourage the improvement of overall organizational performance.

In addition, increasing coordination between work units is also being sought. Internal coordination is an important element in supporting the smooth implementation of tasks, especially in handling complex environmental problems and involving various fields.

However, in its implementation, obstacles are still found, especially in terms of cross-sector coordination with other agencies related to environmental management. The lack of optimal policy synchronization and the existence of differences in interests between institutions are challenges in themselves. This condition shows that the institutional reforms that have been carried out are still not fully running optimally and require strengthening, especially in the aspect of collaboration between agencies.

### **3.3. Implementation of Environmental Policy**

The implementation of environmental policies at the Dumai City Environmental Agency is realized through various programs and activities that are operational. The program includes waste management, supervision of environmental pollution, as well as socialization and education activities to the community regarding the importance of preserving the environment.

Waste management activities are directed at improving the waste collection, transportation, and processing systems so that they run more effectively and efficiently. Meanwhile, supervision of pollution is carried out through monitoring industrial activities and community activities that have the potential to have a negative impact on the environment.

In addition, socialization to the community is also an important component in the implementation of policies. This activity aims to increase awareness while encouraging community participation in maintaining cleanliness and environmental sustainability.

However, despite the various programs that have been implemented, the level of policy effectiveness is still greatly influenced by the low level of community involvement. Lack of public awareness and concern is one of the main factors that hinder the achievement of environmental policy goals optimally.

### **3.4. Supporting Factors**

The success of the implementation of policy administration reform is influenced by a number of supporting factors that play an important role. First, the existence of clear regulations is a strong legal

basis in the implementation of policies. The regulation serves as a guideline as well as a direction for agencies in carrying out their duties and responsibilities.

Second, support from local governments is no less important factor in encouraging the success of reform. The commitment of local governments in improving the quality of public services is a motivation for agencies to continue to improve and improve performance.

Third, the use of technology in public services also has a significant impact. The use of information technology is able to improve work efficiency, strengthen transparency, and facilitate access to services for the public.

### 3.5. Inhibiting Factors

On the other hand, the implementation of reforms also faces various obstacles that affect its success rate. One of the main obstacles is the limitation of human resources, both in terms of quantity and quality. This condition has an impact on the implementation of tasks and services to the community is not optimal.

In addition, budget limitations are an inhibiting factor in supporting the implementation of various programs and activities. The lack of fund allocation has caused a number of programs to not be carried out optimally according to planning.

Another factor that is quite influential is the low level of public awareness of the importance of protecting the environment. The lack of community involvement has resulted in programs that have not yielded optimal results.

In addition, coordination between institutions that has not gone well is also an obstacle in policy implementation. Weak synergy between agencies causes inefficiencies and slows down the implementation of various programs that have been planned.

## 4. CONCLUSION

The reform of policy administration at the Dumai City Environment Agency has basically shown progress towards a better direction, especially in the aspect of structuring the organizational structure and improving the public service system. These changes can be seen from the efforts of more adaptive institutional adjustment and the implementation of an increasingly modern administrative system through the use of technology. This reflects the agency's commitment to improving the quality of organizational performance and providing more effective, efficient, and transparent services to the community.

However, the implementation of the reform is still not fully running optimally. Various obstacles are still encountered, both from internal factors such as limited human resources and budget, as well as external factors such as low community participation and suboptimal coordination between institutions. This condition shows that the policy administration reform process still needs to be refined so that the expected goals can be achieved optimally.

Therefore, there is a need for sustainable and directed efforts to strengthen institutional capacity, improve the quality of human resources, and optimize the existing administrative system. In addition, strengthening cross-sector coordination and increasing public awareness are also important factors in supporting the success of policy administration reform. With these steps, it is hoped that the effectiveness of the implementation of state administration can continue to be improved and be able to have a positive impact on development and community welfare.

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