

Policy Implementation of Echelon IV Position Become Functional Officials in the Procurement of Goods and Services Section of Sekdakab Aceh Utara

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Abstract

Study This aims To know the implementation policy equalization position echelon IV to be official functional as well as obstacles encountered _ in implementation policy equalization position echelon IV to be official functional in the Section for Procurement of Goods and Services of the North Aceh District Secretariat. Type of research This use approach qualitative. Data collection techniques include observation, interviews, and documentation. Data analysis used data reduction, data presentation, and withdrawal conclusion. Research results show that the implementation of equalization of positions is very useful for the North Aceh Regional Secretariat PBJ because employees have a competence-base as an expert in the procurement of goods and services, and it has fulfilled the obligation of filling clerk formation official functional as criteria formation of work units PBJ procurement. Obstacles faced in implementation, namely this equalization aims to cut bureaucratic lines and save budgets, but improving the quality of public services has not been achieved. administration and has not been accommodated by the North Aceh Government due to the limited budget available. Expected results study This capable made as a reference For the development study next to discuss equalization position echelon IV to be position functional.

Keywords: Implementation, Equalization, Position, Echelon IV, Position functional

INTRODUCTION

Equalization Position Administration to in Position functional like the tsunami waves that hit ranks Official Structural Administrator and Supervisor. When enforced Regulation of the Minister of Empowerment State Apparatus and Bureaucratic Reform Number 28 of 2019 concerning equalization Position Administration to in Position Functional, indicating Local Government still wait and see For stepped. So that after the appearing deadline of 3 December 1, 2021, want No Want to Local Government rushed the process of equalization position. Readiness agency For carrying out simplification bureaucracy certainly very diverse, let alone For level area.

Likewise, the North Aceh Secretariat Office has do simplification bureaucracy through equalization Position Echelon IV becomes Official Functional in the Procurement of Goods and Services. However based on observation researcher found something problems, namely that this equalization of positions does not necessarily streamline the existing bureaucratic structure, meaning that the position of the organizational structure remains as before and the implementation of the organizational functions of the work unit for the procurement of goods and services is still expected to run and be carried out by functional officials who have been appointed to carry them out as so far. carried out by echelon IV officials, from the analysis it was found that the implementation of the intended tasks could no longer be carried out properly because of an equalization policy that transferred the duties of the position to a functional position that has the authority to carry out the duties of the procurement manager in the form of selecting goods/services providers.

Execution _ technical Work Unit functions Procurement of goods/services (UKPBJ) to task addition for officials who have switched become official functional and be another problem viz obligations and burdens task official functional procurement goods and services counted relatively congested Because limitations existing personnel _ so that task addition the, Of course, won't be a priority for officials _ functional beside mark number no credit _ push performance as well as earnings not enough exciting.

Based on observation beginning that has been conducted by researchers at the North Aceh Regional Secretariat is known that moment This position structural echelon IV has been written off since December 31, 2021. Happened change performance at each position after written off position structural echelon IV, especially those who become focused in study This is in the Procurement Section goods and services. Position functional management goods and services in Setdakab North Aceh district when This Work in group work (Pokja) Selection, p This become problem alone for department employee procurement and services in agencies government North Aceh District.

Problems in equalization position structural into the position functional this is very influential to performance employee , besides problems that have discussed above , another problem arises _ that is work routine organization

become slow , p This caused department employee _ procurement more goods and services in the North Aceh Regional Secretariat prioritize work mainly especially first, and attitude the cause performance other abandoned or not resolved appropriate time.

Problems further shown in the section procurement goods and services is slow services provided in the LPSE section, p the caused activity part direct LPSE services handled under head part (Head of Section), but who becomes problem head part Not yet used to carry out the task in a manner technical. Then on the part personnel working group formed moment This only become ad hoc Because adding personnel from outside the Work Unit Procurement of Goods and Services (UKPBJ), p the official functional need power work on parts other in help task selection to get carry out task addition in performance part structurally. Furthermore problem other during exists equalization position functional this on the part procurement goods and services that is tender package on parts working groups carried out by officials functional become stalled and finally handling become slow and no finished appropriate time.

Problems others are also visible from personnel working group in section procurement goods and services Regional Secretariat of North Aceh, as is known that from personnel Pokja election previously only internal and current personnel become adhoc Because add personnel from outside the work unit procurement goods and services . Addition personnel from outside part procurement goods and services Setdakab North Aceh needs another power for help task selection to get carry out task addition in the task structural.

Problems in settlement tender package also experienced problem alone during served as position functional in part procurement goods and services regional secretariat of North Aceh, the tender package for working groups filled by officials functional become longer handling, This seen from before equalization amount Working Group in charge the tender package consists of only 1 (one) working group of 5 (five) UKPBJ personnel and able completed 204 tender packages. Then after happening equalization, amount working group moment This into 2 (two) and each working group consists of 5 (five) people, meaning moment These 10 people become a working group in section procurement goods and services North Aceh Secretariat, however capable tender package resolved only reached 174, so they need power help from personnel other services outside UKPBJ, p This because working groups in it there is PBJ functional and should be helped with other power to do it do work addition that is work routine the old office This held moment served as position structural.

Purpose of government in equalization position structural into the position functional For shorten time service, but that happened matter This become an obstacle in gift decisions by authorized officials, because _ previously something decision in North Aceh Regional Secretariat during This Enough analyzed at the echelon IV level, however moment This required wait for the decision from officials at echelon III level, where during This has become the character as taker nontechnical policy.

The problem above _ show there is Lots of constraints faced by employees in the department procurement goods and services during happening equalization position structural into the position functional, constraints that occur in parts procurement goods and services North Aceh Regional Secretariat showed exists performance fewer employees _ effective in operating his job during served as position functional in part procurement goods and services Regional Secretariat of North Aceh . Based on problem such , then from That writer interested do study This with title " Implementation Policy equalization Position Echelon IV Become Official Functional (Study on the Procurement of Goods and Services Section of the North Aceh District Secretariat)".

Perspective Theory

Implementation Models Policy

The implementation models policy introduced by Grindel (1980) is a political and administrative process. Various actor has a role in the process of taking the decision, where There is several decisive factors _ results, or output end among them the maker interaction decision or program material that has been or want to be achieved. the political process can be seen through the taking process involving decisions and various actor policy Where inside it loads various vulnerable interests and forces resulting from conflict, while the general process of action administrative can be examined at the level of a particular program is an administrative process.

According to Grindle (1980) in Subarsono (2009:93) successful implementation process policy until it is reached results, depending to program activities that have been designed and adequate financing, besides _ influenced by two variables big , that is content policy (the content of policy) and the environment implementation (context of implementation). Supporting Factors Implementation Implementation policy when looked at in a broad sense , is a " tool administration law Where various actors, organizations, procedures, and working techniques together For operate policy To use reach impact or desired goal " (Winarno, 2012: 102).

As for the conditions For can implement state policy perfectly according to theory implementation of Brian W. Hogwood and Lewis A. Gun cited Solichin Abdul Wahab, namely :

1. Condition externally faced by the agency or agency executor will not experience disturbance or serious obstacles.
2. Obstacles the Possible its nature physical, political, and so on. For program, implementation is available sufficient time and resources adequate.
3. fusion the necessary resources truly available
4. Policy to be implemented based on a connection
5. Connection causality was characteristic direct and only A little eye chain link .
6. Connection each other dependency small
7. Deep understanding and agreement to objective
8. Tasks detailed and placed in proper order
9. Perfect communication and coordination

Owning parties authority power can demand and get perfect obedience " (Wahab, 2011:113)

Government policies No only intended and implemented for internal government courses, however, addressed and must be implemented by all the people in their environment. Inhibiting Factor Implementation Something implementation will be effective if implemented and owned benefit positive for members society. In other words, actions or deed man as a member public must be following what the government wants or the country. So that if behavior or deed they No following the desired government or country, then something policy public not effective.

METHODS

Study this will be carried out in North Aceh Regional Secretariat. The researcher reasons do study because exists necessary problem noticed to the performance department employee procurement goods and services in North Aceh Regional Secretariat after the position structure echelon IV abolished, meaning happen addition Work to Functional Officer in the section procurement goods and services in North Aceh District Secretariat.

As for the method study, This done with the use approach of qualitative character descriptive. According to Sugiyono (2016:32), " states that study qualitative is a research process scientific meaning For understand problems man in context social with create description overarching and complex presented, report view detailed from the source par information, as well done in a natural setting without exists intervention whatever from researcher ". Study qualitative characteristic descriptive aim For get a deep understanding of problems human and social with interpret subject to obtain meaning from the environment around.

Research qualitative subject study known with an informant. According to Moleong (2015: 132) informants are "people who are taken advantage of To give information about situations and conditions background behind the research ". As for the technique of taking the sample is use the technique Purposive Sampling. According to (Sugiyono, 20 16:39) Purposive sampling is a sampling technique used by researchers if researchers have certain considerations in sampling or if sampling is based on a specific purpose. So that interviewed informants followed the required information. As for informants who will do in the study are: Head Field Mutations and Information on Personnel Agency Human Resources North Aceh Regency, Head of Goods and Services Procurement Section of the North Aceh District Secretariat, Employee Group Position Functional, Employee Management Section Procurement of Goods and Services, Employees sub section Coaching and Advocacy Procurement of goods and services and employees in sub-sections Management Service Procurement kindly Electronic

RESULTS AND DISCUSSION

Implementation Policy equalization Position Echelon IV Become Official Functional in the Procurement of Goods and Services Section of the North Aceh District Secretariat

Implementation refers to action For reach goals that have been set in something decisions (Mulyadi, 2015). this action try For change decisions the become patterns operational as well as try reach changes big or small as has been decided before . Implementation is essentially also a effort understanding what should _ happen after the program is executed.

Implementation No just concerned with mechanism explanation decisions political to in procedure routine past channel bureaucracy , implementation often clash with conflict interests , as well Who obtain What from something policy (Grindle, 1980) in Nurhafni (2010). In the policy process always open possibility happen difference between what the maker expects _ policy with reality on the ground (Dunsure in Nurhafni , 2010).

Success implementation can achieved if the internal processes of the organization walk smooth , done target or objective can be measured from its small such as internal barriers irregularities , conflicts , funds and time used in a manner efficient and effective in accordance establishment and satisfaction work (Nurhafni , 2010). With thus , Implementation Policy equalization Position Echelon IV Become Official functional is Suite activity implementation decision government given center _ authority to government area in carry out activity simplification bureaucracy in the neighborhood agency government .

Analysis Implementation Policy equalization Position Echelon IV Become official functional

Policy Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 17 of 2021 has encouraged the North Aceh Regency Government to implement bureaucratic streamlining, one of which is in the work unit of the Procurement of Goods and Services Section of the Regional Secretariat of North Aceh Regency . In im implementation policy equalization position administration to position Functional in the North Aceh Regional Secretariat Procurement of Goods and Services , of course just there is Lots must challenge _ faced remember equalization done especially formerly than arrangement Structure Organization and Work Procedure (SOTK) and administrator positions which are end spear the way bureaucracy in the neighborhood agency .

Position Benefits functional

Benefit from exists equalization position structural become position functional is capable reduce costs that are not needed For give facility service and position to official echelon III and IV. Official echelon There is up to 4 levels and even 5 levels in some ministry . This has repercussions ever taking decision . At least two things happen _ _ attention government when the idea of deletion echelon This initiated ie acceleration taking decision government and replace it with position functional (Rachmawanto , 2021). Taker decision with many echelon levels make time the more long start from minister to director general , director general to director , director to kabag , kabag to sure case _ need Lots time . Beside That downsizing echelon / position because Lots task in scope ministries / agencies , or government the area it should be work can done by one person, in fact precisely done shared by many people. Even looked at become waste of state money, and performance state apparatus to be not enough effective , and simplification bureaucracy need done To use net order Apparatus Effective and efficient State Civil Service (ASN). To use give service fast and quality public

(Rachmawanto, 2021).

Equalization This intended For cut channel bureaucracy at first consists from four even five levels job title (begin from official echelon I arrived official echelon V), to be only two levels job title , that is position leader tall pratama (echelon I and II). goal or target from exists equalization position administration to in position functional snapped Regulation of the Minister of Empowerment State Apparatus and Bureaucratic Reform Number 28 of 2019 concerning Simplification Position Administration into the Position functional is “ for create more bureaucracy _ dynamic and professional as effort enhancement effectiveness and efficiency For support performance service government to public , necessary done simplification bureaucracy through equalization position administration to in position functional ”.

Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 28 of 2019 concerning equalization Position Administration Into Office functional, mentioned, Department Possible administration _ considered For No done equalization Position must notice criteria as following : a. own tasks and functions as Head Unit Work with authority and responsibility answer in use budget or user goods/services; or b. own related tasks and functions with authority/authority, legalization, ratification, approval document, or authority cantonal . Implementation equalization job title echelon IV to be position functional done with use theory Grindle (1980) in Subarsono (2009:93) which mentions baah implementation influenced by 2 variables , namely content policy and environment implementation .

Policy Content About equalization Position Echelon IV Become Position functional

Policy government about equalization position done in accordance with instructions Regulation of the Minister of Empowerment State Apparatus and Bureaucratic Reform number 17 of 2021. Equalization position administration into the position functional is efforts made _ For increase quality service public and is part of governance reform sector public . Policy the aim For create more bureaucracy _ dynamic , *agile, professional*, effective and efficient in service public . Deletion a number of echelon and diversion administrator and supervisor positions become official functional expected to cut bureaucracy and simplify business processes especially related _ with service public .

According to Mulyadi (2015) implementation something policy basically _ is something change or characteristic transformation _ multiorganization , where changes applied _ through an implementation strategy policy This hook various layer society . From understanding such , instructions Regulation of the Minister of Empowerment State Apparatus and Bureaucratic Reform number 17 of 2021 has also been do change about exists equalization position structural into the position functional .

Based on conducted interviews _ with Ilyas, S.Sos as Head Field Mutations and Information on Personnel Agency , Human Resources Kab . North Aceh stated that :

“ Instructions equalization position structural into the position functional done in various area , including in North Aceh District , one form simplifications made _ is equalization position with delete position structural echelon IV that aims For create more bureaucracy _ dynamic and professional ” (Interview , 15 May 2023)

Statement on explain that equalization position echelon IV _ done For downsizing in position to create professional bureaucracy. Deletion echelon IV done Because government consider position at echelon IV _ can carried out by 1 official administrator but precisely done more from 1 person, p this is what it becomes objective deletion , which is expected can cut costs that don't necessary and simplified bureaucracy government in effort make government more efficient and fast taking decision For increase service public .

Based on conducted interviews with Mirza Gunawan, ST., MAP as The Head of the North Aceh Secretariat's Procurement of Goods and Services Section stated that :

“ Organization or affected agencies in equalization position structural into the position functional namely the Section for Procurement of Goods and Services for the North Aceh District Secretariat in office supervisor or echelon IV , namely 2 (two) people ” (Interview , 15 May 2023)

Statement on explain that equalization position echelon IV into position functional also has an impact on the part agency procurement goods and services . According to Rohmana and Risma (2021) total position administrative requirements can minus, meanwhile knowledge , skills , and experience required in management sector public can improved with follow progress technology . It means Actually equalization position structural into the position functional no something necessary _ worried by ASN, employees capable understand what to _ they do the changes position.

Based on conducted interviews _ with Fakrizal , ST as Sub division employee Coaching and Advocacy Procurement of goods and services stated that :

“ in office supervisor or echelon IV, one of the sub sections in organization or affected agencies _ in equalization position structural into the position functional that is part procurement goods and services , including North Aceh Regional Secretariat PBJ ” (Interview , 15 May 2023)

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Statement on not enough agreed by the employee part procurement goods and services North Aceh Regional Secretariat , from conducted interviews with Fakrizal, ST as Sub division employee Coaching and Advocacy Procurement of goods and services stated that :

“ Before exists equalization position echelon IV into position functional , employee feel get instruction in operate

his job as executor tupoksi in each subsection , though a number of employees also work in pokja , however after equalization sub- section head has become colleague equal work _ in the working group so that For affairs administration offices and personnel as well as need service administration other become not enough handled , should be organization This including in exception to the equation position this , especially in section procurement procurement goods and services ”(Interview , 15 May 2023)

Statement on explain that Still Lots employee in department procurement goods and services North Aceh Regional Secretariat is lacking agree with exists equalization position structural into the position functional this , p the because they consider their performance _ facing in the agency Already Enough heavy , though in position functional This they Already Work in form pokja , however matter the still not enough help employee in achieve their performance targets . Need understood a number of indicator from content policy in implementation equalization echelon IV into position functional , deep theory Grindle (1980) in Subarsono (2009:93) mentions indicator in content policy are :

Interest Group Target equalization Position Echelon IV Become Position functional

Deep analysis understand interests _ group target in implementation equalization position echelon IV into position functional For see is A policy equalization the load interest group target in it , as well to what extent are the interests the affect the implementation process policy . Because basically in implementation implementation policy Certain involve various interests (Grindle (1980) in Subarsono (2009).

Based on conducted interviews _ with Ilyas, S. Sos as Head Field Mutations and Information on Personnel Agency , Human Resources Kab . North Aceh stated that :

“ Talking about interest group target about enforcement equalization position structural into the position functional the Actually No direct impact on parts agency , as is known interest exists equalization position This is proposal from government , with hope to get cut costs that don't necessary and simplified bureaucracy government in effort make government more efficient and fast taking decision For increase service public ” (Interview , May 16, 2023)

Based on statement on explain that regulation equalization position structural into the position functional This is one vision development that has proclaimed by President Joko Widodo at the time service 2019-2023, the goal to create a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency to support the performance of government services to the public.

Based on conducted interviews _ with Mirza Gunawan, ST., MAP as The Head of the North Aceh Secretariat's Procurement of Goods and Services Section stated that :

“ With exists equalization This be very meaningful for the Procurement Department goods & services Aceh Utara district where one obligation in accordance provision is own source Power manager procurement goods / services that is functional pbj , with so is the work unit This has fulfil criteria them ” (Interview , 16 May 2023).

Statement on explain that interest equalization position structural into the position functional This in a manner No direct has fulfil interest organization in fulfillment condition as a Work Unit Procurement of goods/ services in accordance Article 74 Regulations President Number 12 of 2021 concerning Procurement government goods /services that mandate obligation fulfillment source Power manager procurement goods / services with official status functional . Based on conducted interviews _ with Fahrul Azmi, ST as The employee of the Goods and Services Management subdivision stated that :

“Equalization position structural into the position functional in part procurement goods and services not enough touch interest employee in it , p This because previously performance department employee _ management goods and services in carry out his job based on directions and arrangements from Responsible Head of Sub-Division to subdivision reporting and performance _ so that No too burden timetable Work concurrent employee _ as pokja , however moment This beside task election provider too _ must carry out tasks office and be not quite enough answer each employee in accordance distribution duties by the Head of PBJ” (Interview , 16 May 2023)

Above statement _ explain that as is known during This that performance on the part procurement goods and services Setdakab North Aceh already felt start hinder settlement performance in it , affected employees in equalization position This burdened must performance _ completed by employees . employee performance during equalization position This of course Already formed in working group In a sense from Tjiptono (2016) also explains that “ performance is reflection from attitude personal or attitude group to work and work the same ”. Meaningful performance attitude individual and group to whole environment work and against Work The same with others for reach maximum results _ in accordance with interest organization , but that happened during this , the employee on the part procurement goods and services not enough effective in operate performance in a manner team.

Interest group target This analyze as far as interest implementation equalization position structural into the position functional This run , especially on the part agency procurement goods and services Regional Secretariat of North Aceh. Equalization process impressed position _ chasing deadlines causes a number of official functional appointed to a position that is not in accordance competence and background behind education.

Based on from results research that has discovered by researchers , equating position This is poke from government to get minimize costs that are not necessary , ie with method do equalization position in agency , government Actually Already do right step _ in equalization this , only just equalization This not enough touch department employee _ procurement goods and services North Aceh Secretariat , before exists equalization , employee only on duty finish reporting and performance in its sub- sections course , and moment This employee required do task office and be not quite enough answer each employee in accordance distribution assignment by ka PBJ Section of the North Aceh Regional Secretariat .

Generated Benefits in equalization Position Echelon IV to in Position functional Regional Secretariat of North Aceh

Policy must show or explain about benefit what want _ generated if policy the implemented (Grindle in Subarsono , 2009). As has been discussed previously that benefit exists equalization position structural into the position functional This is government can cut costs that don't needed and considered performance in echelon III or echelon IV can resolved in a manner individual , incl existing performance _ in the part procurement goods and services Regional Secretariat of North Aceh.

Based on conducted interviews _ with Zainal Abidin, SE as Employee group Position Functional Management of Goods and Services stated that :

“Equalization position structural into the position functional This Already Of course beneficial for government , however not enough beneficial For department employee _ procurement goods and services Regional Secretariat of North Aceh. Moreover about allowance received _ No in accordance with performance performed _ moment this , before allowances received during tenure _ as echelon IV, employee only accept allowance Rp . 540,000 / month , in fact required allowance _ accepted Rp . 876,000/ month , even official functional results equalization This Still accept allowance position as big allowance received _ during served as position echelon IV ie Rp . 540,000/ month , that is exists equalization position functional this is so lacking beneficial For group position functional for employees part procurement goods and services Regional Secretariat of North Aceh” (Interview , 17 May 2023)

Based on above statement explain that equalization position structural into the position functional This not enough beneficial For group Work position functional in part procurement goods and services Regional Secretariat of North Aceh, p This because although performance in the position functional the more added and given agreement exists addition perks , in fact employee in department procurement goods and services Setdakab North Aceh still accept same salary _ in Century served as echelon IV ie Rp . 540,000/ month. The figure even No in accordance with Article 3 of the Regulations President Number 109 of 2016 concerning Allowances Position functional Manager Procurement of goods/services that magnitude allowance Manager Procurement of goods/services. Following magnitude allowance position functional Manager Procurement of goods/services can seen in table 4.1 below this :

Implementation refers to action For reach goals that have been set in something decisions (Mulyadi, 2015). this action try For change decisions the become patterns operational as well as try reach changes big or small as has been decided before. Implementation is essentially also a effort understanding what should _ happen after the program is executed. Implementation No just concerned with mechanism explanation decisions political to in procedure routine past channel bureaucracy, implementation often clash with conflict interests , as well Who obtain What from something policy (Grindle, 1980) in Nurhafni (2010). In the policy process always open possibility happen difference between what the maker expects _ policy with reality on the ground (Dunsure in Nurhafni , 2010).

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Analysis Implementation Policy equalization Position Echelon IV Become official functional Policy Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 17 of 2021 has encouraged the North Aceh Regency Government to implement bureaucratic streamlining, one of which is in the work unit of the Procurement of Goods and Services Section of the Regional Secretariat of North Aceh Regency. In im implementation policy equalization position administration to position Functional in the North Aceh Regional Secretariat Procurement of Goods and Services, of course just there is Lots must challenge _ faced remember equalization done especially formerly than arrangement Structure Organization and Work Procedure (SOTK) and administrator positions which are end spear the way bureaucracy in the neighborhood agency .

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Benefit from exists equalization position structural become position functional is capable reduce costs that are not needed For give facility service and position to official echelon III and IV. Official echelon There is up to 4 levels and even 5 levels in some ministry . This has repercussions ever taking decision . At least two things happen __ attention government when the idea of deletion echelon This initiated ie acceleration taking decision government and replace it with position functional (Rachmawanto , 2021).

taker decision with many echelon levels make time the more long start from minister to director general , director general to director , director to kabag , kabag to sure case _ need Lots time . Beside That downsizing echelon / position because Lots task in scope ministries / agencies , or government the area it should be work can done by one person, in fact precisely done shared by many people. Even looked at become waste of state money, and performance state apparatus to be not enough effective , and simplification bureaucracy need done To use net order Apparatus Effective and efficient State Civil Service (ASN). To use give service fast and quality public (Rachmawanto , 2021).

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Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 28 of 2019 concerning equalization Position Administration Into Office functional. mentioned, Department Possible administration _ considered For No done equalization Position must notice criteria as following : a. own tasks and functions as Head Unit Work with authority and responsibility answer in use budget or user goods / services ; or b. own related tasks and functions _ with authority / authority , legalization , ratification , approval document , or authority cantonal.

Implementation equalization job title echelon IV to be position functional done with use theory Grindle (1980) in Subarsono (2009:93) which mentions baah implementation influenced by 2 variables , namely content policy and environment implementation .

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Based on conducted interviews with Ilyas, S.Sos as Head Field Mutations and Information on Personnel Agency , Human Resources Kab . North Aceh stated that .

“Instructions equalization position structural into the position functional done in various area, including in North Aceh District , one form simplifications made is equalization position with delete position structural echelon IV that aims For create more bureaucracy dynamic and professional ” (Interview , 15 May 2023)

Statement on explain that equalization position echelon IV done For downsizing in position to create professional bureaucracy. Deletion echelon IV done Because government consider position at echelon IV can carried out by 1 official administrator but precisely done more from 1 person, p this is what it becomes objective deletion , which is expected can cut costs that don't necessary and simplified bureaucracy government in effort make government more efficient and fast taking decision For increase service public .

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Statement on explain that Still Lots employee in department procurement goods and services North Aceh Regional Secretariat is lacking agree with exists equalization position structural into the position functional this, the because they consider their performance facing in the agency Already Enough heavy, though in position functional This they Already Work in form pokja , however matter the still not enough help employee in achieve their performance targets .

Need understood a number of indicator from content policy in implementation equalization echelon IV into position functional, deep theory Grindle (1980) in Subarsono (2009:93) mentions indicator in content policy are:

Interest Group Target equalization Position Echelon IV Become Position functional. Deep analysis understand interests _ group target in implementation equalization position echelon IV into position functional For see is A policy equalization the load interest group target in it, as well to what extent are the interests the affect the implementation process policy . Because basically in implementation implementation policy Certain involve various interests (Grindle (1980) in Subarsono (2009).

Based on conducted interviews _ with Ilyas, S. Sos as Head Field Mutations and Information on Personnel Agency, Human Resources Kab . North Aceh stated that:

“Talking about interest group target about enforcement equalization position structural into the position functional the Actually No direct impact on parts agency, as is known interest exists equalization position This is proposal from government, with hope to get cut costs that don't necessary and simplified bureaucracy government in effort make government more efficient and fast taking decision For increase service public” (Interview, May 16, 2023)

Based on statement on explain that regulation equalization position structural into the position functional This is one vision development that has proclaimed by President Joko Widodo at the time service 2019-2023, the goal to create a more dynamic and professional bureaucracy as an effort to increase effectiveness and efficiency to support the performance of government services to the public. Based on conducted interviews with Mirza Gunawan, ST., MAP as The Head of the North Aceh Secretariat's Procurement of Goods and Services Section stated that :

“With exists equalization This be very meaningful for the Procurement Department goods & services Aceh Utara district where one obligation in accordance provision is own source Power manager procurement goods / services that is functional pbj , with so is the work unit This has fulfil criteria them ”(Interview , 16 May 2023).

Statement on explain that interest equalization position structural into the position functional This in a manner No direct has fulfil interest organization in fulfillment condition as a Work Unit Procurement of goods/ services in accordance Article 74 Regulations President Number 12 of 2021 concerning Procurement government goods /services that mandate obligation fulfillment source Power manager procurement goods / services with official status functional. Based on conducted interviews with Fahrul Azmi, ST as The employee of the Goods and Services Management subdivision stated that :

“Equalization position structural into the position functional in part procurement goods and services not enough touch interest employee in it , p This because previously performance department employee _ management goods and services in carry out his job based on directions and arrangements from Responsible Head of Sub-Division to subdivision reporting and performance _ so that No too burden timetable Work concurrent employee _ as pokja , however moment This beside task election provider too _ must carry out tasks office and be not quite enough answer each employee in accordance distribution duties by the Head of PBJ” (Interview , 16 May 2023)

Above statement _ explain that as is known during This that performance on the part procurement goods and services Setdakab North Aceh already felt start hinder settlement performance in it , affected employees in equalization position This burdened must performance _ completed by employees . employee performance during equalization position This of course Already formed in working group In a sense from Tjiptono (2016) also explains that “ performance is reflection from attitude personal or attitude group to work and work the same ”. Meaningful performance attitude individual and group to whole environment work and against Work The same with others for reach maximum results _ in accordance with interest organization , but that happened during this , the employee on the part procurement goods and services not enough effective in operate performance in a manner team. Interest group target This analyze as far as interest implementation equalization position structural into the position functional This run , especially on the part agency procurement goods and services Regional Secretariat of North Aceh. Equalization process impressed position _ chasing deadlines causes a number of official functional appointed to a position that is not in accordance competence and background behind education.

Based on from results research that has discovered by researchers , equating position This is poke from government to get minimize costs that are not necessary , ie with method do equalization position in agency , government Actually Already do right step _ in equalization this , only just equalization This not enough touch department employee _ procurement goods and services North Aceh Secretariat , before exists equalization , employee only on duty finish reporting and performance in its sub- sections course , and moment This employee required do task office and be not quite enough answer each employee in accordance distribution assignment by ka PBJ Section of the North Aceh Regional Secretariat. Generated Benefits in equalization Position Echelon IV to in Position functional Regional Secretariat of North Aceh.

Policy must show or explain about benefit what want _ generated if policy the implemented (Grindle in Subarsono , 2009). As has been discussed previously that benefit exists equalization position structural into the position functional This is government can cut costs that don't needed and considered performance in echelon III or echelon IV can resolved in a manner individual , incl existing performance _ in the part procurement goods and services Regional Secretariat of North Aceh.

Based on conducted interviews _ with Zainal Abidin, SE as Employee group Position Functional Management of Goods and Services stated that :

“Equalization position structural into the position functional This Already Of course beneficial for government , however not enough beneficial For department employee _ procurement goods and services Regional Secretariat of North Aceh. Moreover about allowance received _ No in accordance with performance performed _ moment this , before allowances received during tenure _ as echelon IV, employee only accept allowance Rp . 540,000 / month , in fact required allowance accepted Rp . 876,000/ month , even official functional results equalization This Still accept allowance position as big allowance received _ during served as position echelon IV ie Rp . 540,000/ month , that is exists equalization position functional this is so lacking beneficial For group position functional for employees part procurement goods and services Regional Secretariat of North Aceh” (Interview , 17 May 2023)

Based on above statement _ explain that equalization position structural into the position functional This not enough beneficial For group Work position functional in part procurement goods and services Regional Secretariat of North Aceh, p This because although performance in the position functional the more added and given agreement exists addition perks , in fact employee in department procurement goods and services Setdakab North Aceh still accept same salary _ in Century served as echelon IV ie Rp . 540,000/ month. The figure even No in accordance with Article 3 of the Regulations President Number 109 of 2016 concerning Allowances Position functional Manager Procurement of goods/services that magnitude allowance Manager Procurement of goods/services. Following magnitude allowance position functional Manager Procurement of goods/services can seen in table 4.1 below this :

Table 4.1
Allowances Position functional

	Position functional	Allowances
o	Manager Middle Procurement of Goods/Services	Rp. 1,150,000
:	Manager Young Procurement of Goods/Services	Rp. 876,000
:	Manager Procurement of goods/services First	Rp. 493,000

Source : Regulations President Number 109 of 2016

Based on the table above explained that employee part manager procurement goods and services young Setdakab North Aceh should be accepted Rp . 876,000/ month and the allowances received employee until moment This only Rp . 540,000/ month .

Employee Certain expect exists their *rewards* _ accept from results their performance _ give , one of them that is exists increase allowance Because they has Work exceed from the performance it should be done in parts each of them , because during served as position functional this , them Work in a manner team and join help performance others are blocked in the organization , however in fact although employee Already Work outside capacity, allowance received _ Still just Not yet in accordance with Regulation President Number 109 of 2016 concerning Allowances Position functional Goods/Services Manager . It means they not enough feel the benefits served as position functional, because although they served as position functional , employee No feel exists

addition allowance every the month. Based on conducted interviews _ with Ummi Kalsum, S.Sos as subdivision employee _ Management Procurement of goods and services stated that :

“Existence Official Functional PBJ Through equalization position This become beneficial for the Section for Procurement of Goods and Services for the North Aceh District Secretariat, because based on UKPBJ Work Procedure then Already can formed Pokja Election in accordance provision from the previous one only One working group into 2 working groups in it has meet at least 1 (one) official PBJ functional ” (Interview , 17 May 2023)

Based on statement on explain that speak about benefit exists equalization position structural into the position functional this , has comply with the Work Order based on Article 13 Policy Agency Regulations Procurement of goods/services Number 10 of 2021 concerning Work Units Government procurement of goods/services. 2 (two) officials elevated functionality _ from equalization become member working group election with each assigned to a different working group so that in 2023 already formed 2 working groups For speed up the selection process procurement goods / services.

Benefits that have analyzed in study This that is the extent to which the benefits are felt by employees after exists equality this The most dominant benefits noticed by employees is about increase the allowance should be they thanks All this time or before validity equalization position functional, employees in North Aceh Regional Secretariat in particular part procurement goods and services Not yet accept allowance Work in accordance with Regulation President Number 109 of 2016. Judging from employee benefits accept during this , it is equalization position This No give significant benefits on part allowances , employees demanded must Work outside part their respective duties , however No There is change with allowance received every the month .

Although equalization position This Not yet give influence or changes in benefits received by employees position functional , however on the other side of being official functional in North Aceh Regional Secretariat PBJ to useful , because with existence of UKPBJ work procedures , performance PBJ employees can formed in Working Group , where previously PBJ section only own One Pokja and now into 2 Working Groups.

CONCLUSION

Based on the results analysis and discussion of data, the author obtain possible conclusions _ taken from the study regarding " Implementation Policy Equalization Position Echelon IV Become Official Functional (Research Study on the Procurement of Goods and Services Section of North Aceh Secretariat)" as following :

Implementation policy equalization position echelon IV to be officially functional at the North Aceh Regional Secretariat Procurement of Goods and Services at the time This Already done with well, from results equalization This very useful for organization part Procurement of Goods and Services for North Aceh District Secretariat, p This because affected officials _ equalization have own competence base that is own certificate skill procurement goods and services as condition For operate task as official functional, as well with exists equalization This has succeeded make PBJ Setdakab section fulfill obligation fill in formation official functional as criteria formation of work units previous PBJ procurement No available Because the length of the process for graduation employee become official functional.

An obstacle in implementation policy equalization position echelon IV to be officially functional in the Procurement of Goods and Services Section of the North Aceh District Secretariat namely expected goals and objectives _ exists equalization This that is cut track bureaucracy and thrift budget For enhancement quality service public Not yet achieved because service administration Still burdened assign to officials affected by equalization, even _ some task administration become limited carried out by officials who concurrently task functional Because there is rule prohibition the, as well need budget allowance position functional it turns out more big compared to with position administration and yet accommodated by the Government of North Aceh because limitations available budget.

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