



Realizing Good Governance Through Restructuring Of Regional Development Organizations In Lombok Central Region

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Abstract

Bureaucratic reform requires changes in all aspects of government, from standardization of human resources to governance structures. The aim of this study is to examine the organizational restructuring of regional apparatuses in their efforts to achieve good governance. This descriptive qualitative study uses a phenomenological approach, with primary data collected from FGD interviews with several researchers as well as Central Lombok District officials and observers. The results of the interpretive study analysis can explain that the Central Lombok District Government Bureaucratic Restructuring process that was built has not been able to create a modern bureaucratic structure, and still seems to apply the old bureaucratic structure model. This condition is parallel to the level of progress of society which expects streamlining the domination of the role of the bureaucracy and strengthening community participation in all aspects of life. The relevance of changes to the pillars of good governance can be said that the restructuring of the bureaucracy in the regional apparatus organizations of Central Lombok Regency has not yet led to the development of good governance at the local level. The results of the analysis using the reinventing government approach show that in recommending the desired organizational structure design, the regional apparatus still needs to determine the classification as a framework, namely the line structure, namely the implementing element of the regional government that has the authority to determine policy formulation or implementation of policies (policy application) for the field of duty and units that carry out operational tasks; and staff structure, is an organizational unit that functions to provide support or assistance for the achievement of regional government organizational goals.

Keywords: Restructuring, Goord Governance, Regional Devices





1. INTRODUCTION

Enforcement of Provincial Government Law No. 23 of 2014 has an impact on all aspects of the administration of the province. The implementation of regional administration within the framework of regional autonomy according to this law will not only transfer most of it from the central government to regional governments, but this law must remind the welfare of the people in these regions, which until now, did not materialize. Human welfare is well realized when humans have the freedom to determine their own destiny, as well as sufficient access and space to enter the arena of public policy. In the new system approved by Law no. 23 of 2014, the system has been totally changed, namely, the people are placed in a more decisive role in determining the direction and goals of development, especially in relation to the implementation of regional autonomy. In the implementation of regional autonomy, the bureaucracy and society are in the same space and time, so that the "zero game theory" applies, strengthening the bureaucracy means weakening the community and vice versa.

In the implementation of regional autonomy, according to Law Number 23 of 2014, specifically according to Government Regulation Number 8 of 2000, the regions have the discretionary right to determine/develop the nomenclature, type and number of bureaucratic institutions. local government as needed. the necessary capacity and workload is at the regional level. Referring to this point, actually regions with many and complex problems, different from other regions, need to have, define and develop organizations in a different administrative environment. Small organizational institutions must also be developed in regions where the number and complexity of problems is relatively small compared to other regions. This means that the existing provincial government organizations must be reviewed so that they can be developed in accordance with the conditions and needs of the regional autonomy era.

Implementation of PP No. 8 of 2000 allowed the creation of a large regional administrative bureaucracy, this situation was exacerbated by the enactment of PP No. 96 and 99 issued in 2000. PP No. 12 of 2002. The two government regulations contain new provisions (compared to the old government regulations) governing employee authority and employee promotion periods. Government Regulation no. 96 of 2000 basically regulates the transfer of HR authority which was originally owned by the central government to regional governments (districts and administrative regions/cities). Government Regulation no. 99 of 2000 and PP No. 12 of 2002 contains issues regarding the period and method of promotion which are very different from the previous regulations. These two government regulations





are actually designed to meet the requirements for the placement of skilled or expert workers.

With this system, someone who has high skills in a certain field can be quickly promoted, because with the help of *sik-kun*, it is possible to promote someone quickly in a relatively short time. gear position However, in reality, the practice of local government bureaucracy is just the opposite. If the promotion acceleration specifically takes into account the adjustment in the benefits mentioned above, it actually occurs in connection with the filling of existing positions, because there is a vacancy due to the reorganization and development of the regional government bureaucratic organization. .

The Regional Secretariat of Central Lombok Regency, one of the regional apparatuses of the Lombok Administrative Regency government which has a central role as coordinator of regional apparatuses at the regional level, has also experienced the impact of restructuring. This change is reflected in the decrease in the number of structures at the department and subdivision level from 11 (eleven) to 9 (nine) departments and the decrease in the number of subdivisions from 33 (thirty three) to 27 (twenty seven). The reason is, there are two (2) parts that were merged into a separate body, namely the Regional Financial and Asset Management Agency. However, these structural reforms do not have a significant impact on good governance in accordance with the assumptions achieved to achieve good governance”, ie. governance transparency, inclusive governance and accountability of the Regional Secretariat of Central Lombok Regency.

The purpose of this research to describe the implementation of organizational restructuring of regional apparatuses in Central Lombok Regency. As is well known, the implementation of the decentralization of authority in the district/city regions has had an impact in the form of demands for increasing the organizational capabilities of regional apparatuses to carry out the various powers that have been delegated towards the vision of good and clean governance. In the internal perspective of the organization, one of the determinants that affect organizational ability is the organizational structure factor.

2. CONCEPTUAL FRAMEWORK

The main key to understanding good governance is understanding the principles contained therein, and based on these principles we can measure the government's effectiveness in implementing good governance. Assessment of administrative benefits can be assessed if it touches on the principles of good governance (Indonesian Transparency Society, in Darwis, Haning, & Indar, 2020).





A state with a state bureaucracy must change the self-serving elitist model of bureaucracy into a populist bureaucracy. Where the private sector as the manager of non-state resources and the state bureaucracy must also participate in the management of existing resources. Implementation of the ideals of good governance ultimately requires the participation of civil society organizations as a counterbalance to the state (Mulyadi, 2018). However, the ideals of good governance have now become a very serious part of the debate about the development and further development of the bureaucratic paradigm. Because the task of implementing the principles of good governance is to provide mechanisms and guidelines to ensure balance for interest groups to pursue their interests. From the various results reviewed by the State Administration Agency (HA), it was concluded that there are nine main aspects in the implementation of good governance.

The implementation of good management in an administrative environment is inseparable from the implementation of a management system which is a set of results from the implementation of administrative functions (planning, organizing, implementing and controlling) which are carried out professionally and consistently (Suwarno, 2019). The application of this management system is able to create a positive partnership between the government, the private sector and the community. Thus, government agencies can provide excellent service to the community (Pratama, 2020).

The study of organizational planning as part of the study of organizational theory has developed through various studies. Some previous research on organizational structure (Ahmady et al., 2016; Lunenburg, 2012), organizational structure planning for the development of organizational strategy (Gurianova and Mechtcheriakova, 2015), organizational culture models (Hogan and Coote, 2014; Upadhaya et al., 2018), values and standards models, artifacts and behavior models, organizational innovation models (Anzola-Román et al., 2018) and regional equipment organization models (Caesar, et.,al, 2021). The application of the management model is used as a research design, referring to the Goldsmith and Eggers model (Goldsmith and Eggers, in Harun, 2015) and the organizational design model (Stanford, in Pratama, 2020). Goldsmith and Eggers (in Nurlia, 2019) developed four management models as a result of a combination of network management skills and public-private collaboration. The four models are: hierarchical; cooperation; outsourcing from outside; and based on social networks.





3. RESULTS AND DISCUSSION

3.1 Regional Apparatus Restructuring

The restructuring of regional apparatus organizations in the regional autonomy era began with the birth of PP 84 of 2000 concerning guidelines for regional apparatus organizations. Furthermore, the presence of Law Number 32 of 2004 concerning Regional Government as a revision of Law Number 22 of 1999 concerning Regional Government also gave birth to changes in the organizational structure of regional apparatus according to Government Regulation Number 41 of 2007 concerning Guidelines for Organization of Regional Apparatuses. The regulations were declared invalid after the enactment of Law Number 23 of 2014 concerning Regional Government as a substitute for Law no. 32 of 2004 which also caused a fundamental change in the arrangement of regional apparatuses, resulting in the birth of Government Regulation number 18 of 2016 concerning regional apparatuses.

Table I. Central Lombok District Government Institutional Composition

No	Institution	Government Law (PP 41/2007)	Government Law (PP 18/2016)
1.	The regional Secretariat	1 Asistence, 11 Unit	1 Asistent, 9 Unit
2.	Council Secretariat	1 Inspectorate	1 Sekretariat
3.	Inspectorate	1 Inspectorate	1 Inspektorat
4.	Service Department	12 Service	19 Service
5.	Agency	8 Service	6 Service
6.	Civil service police Unit	1 Unit	1 Unit
7.	Office	3 Office	-
8.	Sub Regency	12 Subdistrict	12 Sub Regency
9.	Vilage	12 Vilage	12 Vilage

Source: Central Lombok Regency Regional Secretariat Organizational Section (2019), processed by researchers

From the composition table above, it appears that there has been a change in the organization of the regional apparatus, both in nomenclature and in number. This will have an impact on budget allocation, management of human resources, culture and use of technology. This is according to Hellriegel and Slocum, (1998) the actions taken should not





be carried out in pieces, but must be comprehensive in all dimensions of the organization with a system model of change, namely: a model that describes the organization as the interaction of the variables people, culture, task, technology, design, and strategy.

The Government Regulations mentioned above (Table 1) are based on the principles of efficiency, effectiveness, division of tasks, span of control, clear work procedures, flexibility, Government Affairs which are the authority of the region and the Intensity of Government Affairs and Regional Potential. The division of government affairs handled by regional governments consists of 3 affairs namely absolute government affairs, concurrent government affairs, and general government affairs. Absolute government affairs are Government Affairs which are fully under the authority of the Central Government. Concurrent government affairs are Government Affairs which are divided between the Central Government, provincial Regional Governments and district/city Regional Governments. General government affairs are Government Affairs which are the authority of the President as the head of government.

Changes in organizational structure are changes made to part or all of the organizational structure in order to find a form that is more in line with the needs and capabilities of the organization or known as organizational restructuring. According to Sedarmayanti (2015) suggests: Restructuring efforts in an organization can be carried out through management efforts by means of rearranging or reengineering (reengineering) so that the company is expected to be able to adapt to the effects of changes in its environment, so that the company will survive. Furthermore Sedarmayanti (2015) also suggests organizational restructuring in a narrow sense including: aspects of organizational performance, operational cooperation, work systems and procedures as well as delegation of authority and autonomy. Meanwhile, in a broad sense, it covers all aspects of the company that greatly affect the company's productivity, which include: human resources, financial resources, and other resources including facilities and infrastructure.

To carry out these affairs, the regional government forms a regional apparatus organization which is stipulated through regional regulations (Perda). Regional apparatus organizations are formed by taking into account the needs and financing capabilities of the region. In addition, it is necessary to identify the functions that need to be accommodated and urgently carried out by local governments, a realistic organizational size, and a realistic budget ratio. The arrangement of regional apparatus organizations is intended to be able to achieve the goals of implementing good governance and finally being able to realize people's welfare (Kobandaha, Rares, & Palar, 2019).





Therefore it can also be seen that the condition of echeloning is found from the institutional composition as shown in table 1 as follows:

Table 2. Conditions of Echelon in Central Lombok District Government OPD

No	UU No. 32 of 2004 and PP 41 of 2007		UU No 23 of 2014 and PP 18 of 2016		Description
	Echelon	Total	Echelon	Total	
1.	II.a	1	II.a	1	--
2.	II.b	29	II.b	37	Increase 8
3.	III.a	48	III.a	52	Increase 4
4.	III.b	104	III.b	111	Increase 7
5.	IV.a	492	IV.a	519	Increase 27
6.	IV.b	191	IV.b	167	Sub Side 24
7.	V.a	85	V.a	85	--

Sumber : Bagian Organisasi Setda Kab. Lombok Tengah, diolah

Echelon conditions indicate that the number of steps has increased to levels with higher staffing costs. Even though it was reduced to the level where the budget allocation for small employees. In fact, the hope of the reorganization of regional machine organizations is that in addition to answering existing challenges, conditions for regional machine organizations will be created that are able to function as a tool to achieve organizational goals in accordance with organizational goals. regional vision and mission. government. In other words, the distribution of regional income and expenditure budgets is more oriented toward financing community activities than the personnel expenditure budget.

In any organization, efficiency is considered as a key factor in achieving the goals or objectives set out in the design. Simply put, efficiency can be interpreted as a form of compromise that has been determined beforehand. According to Steers, there is factors that affect performance are organizational characteristics, environmental characteristics, job characteristics as well as management policies and practices.

One of the characteristics of an organization is an effective organizational structure. Because the organizational structure is a frame of reference that exemplifies the relationship between people and work areas in the organization in such a way that when carrying out operational activities to achieve goals, the position, authority and responsibility of each person is well and clearly agreed upon (Kreitner & Kinicki, 2014). A good organizational





structure should clarify the authority relationship between who reports to whom. The four elements of the organizational structure are: specialization of work activities, standardization of work activities, coordination of work activities, size of the organization. The organizational structure is a tool that helps management achieve its goals. The organizational structure shows the framework and relationships between functions, parts of people or positions that show the differences in duties, authorities and responsibilities within an organization. The organizational framework is called the organizational design (Kreitner & Kinicki, 2014). A special form of organizational framework is called organizational structure.

The development of the staffing structure is a priority in the organizational reform of the regional apparatus. The purpose of organizational restructuring, according to Goiullart and Kelly (Sutanto, 2017), is "to prepare the organization to be able to achieve a usable competitive level, referring to a lean and fit organization". The organizational arrangement of regional apparatus aims to carry out rearrangements that support the implementation of good regional governance (good governance). One of the functions of the provincial government is to form a provincial machine organization in accordance with the authority of the provincial government.



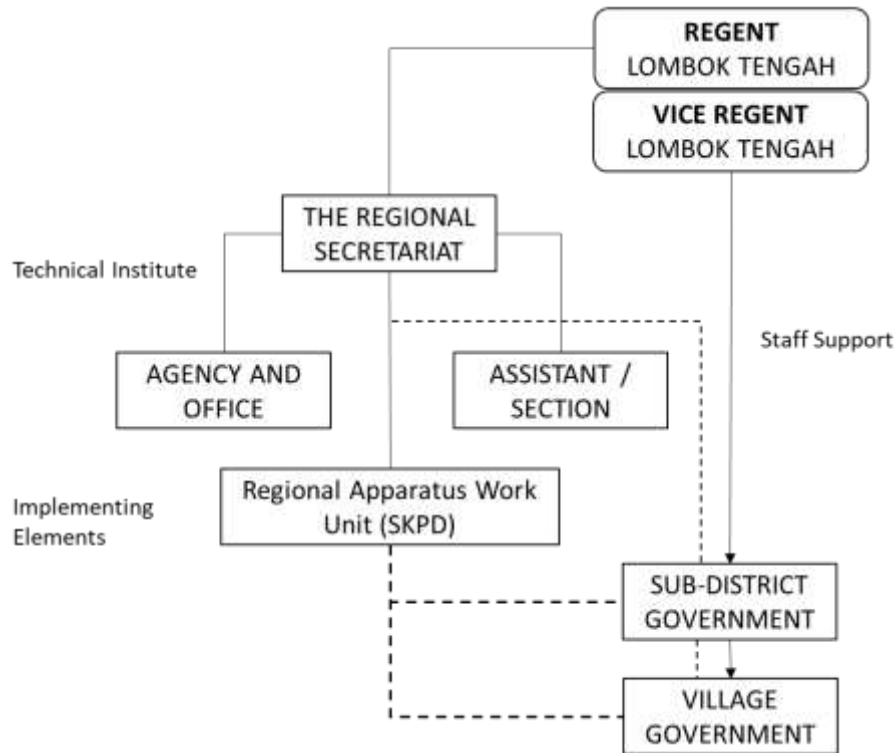


Figure 1. Organizational management structure model

According to the Explanation of Law Number 32 of 2004 in Roman numerals I number 5 it is stated that the size of regional apparatus organizations at least takes into account the factors of financial capability, regional needs, scope of tasks, and normatively determining the size of regional apparatus organizations has been regulated in PP Number 8 of 2003. The Regional Secretariat is regulated in Article 8 paragraph (1), which stipulates: The Regency/City Regional Secretariat is an auxiliary element of the Regency/City Government led by a Regional Secretary who is under and responsible to the Regent/Mayor. Furthermore, Regional Offices are stipulated in Article 9 paragraph (4), which reads, "Regency/City Regional Offices consist of a maximum of 14 (fourteen) Offices". For Regency/City Regional Technical Institutions, the stipulation is regulated in Article 10 paragraph (6), which is stated as follows, "Regency/City Regional Technical Institutions as referred to in paragraph (2), consist of a maximum of 8 (eight) (Suwarno, 2019).

To assess whether an organization is effective or not, there are many opinions, including saying that an organization is effective or not, as a whole is determined by whether



the goals of the organization are achieved properly or vice versa. The simplest theory is the theory that argues that organizational effectiveness is the same as overall organizational performance, another view that is also important is the theory that relates the level of satisfaction of its members. This is because apart from the fact that there are always adjustments in the targets to be achieved, also in the process of achieving them there is often pressure from the surroundings. This fact further causes that it is rare that the target can be achieved as a whole (Wiryanto, 2020). Effectiveness is the relationship between output and goals. In the sense that effectiveness is a measure of how far the level of output, policies and procedures of the organization achieves the stated goals.

Structural changes are changes made to part or all of the organizational structure in order to find a form that is more in line with the needs and capabilities of the organization or known as organizational restructuring. Then in relation to organizational change, Bennis (in Darwis, Haning, M.T., & Indar, 2020) argues that: Organizational development is an answer to every change, which is a complex educational strategy, aims to change beliefs, attitudes, values and organizational structure so that it has the ability to Early knowledge of new technologies, markets and challenges. Organizational development is the answer to changes that occur in the organizational environment which are intended to change beliefs, attitudes, values, organizational structure, so as to improve the performance of organizational members.

3.2 Relevance of Change to the Achievement of Good Governance

Even though the formation of the organization has become a regional authority according to Article 2(2) of Government Regulation No. 8 of 2000 states that "Regional Apparatus Organizations as referred to in Paragraph 1 must be formed in accordance with the instructions given by the government. regional regulations in this government regulation", but local governments are not allowed to use this right to form organizations that are unreasonable and too large. However, in reality, in most regions/cities and provinces in Indonesia, the organizational structure is too large (oversized), as stated by Adi (2017), "a big tendency is to form a fat structure without considering size. institution and the importance of the existence of work created by the unit". When establishing the organization, consideration should be given to regional needs and financial opportunities.

Organizations should aim to optimize public services, empower people. and economic development Forming an organization, one must begin to identify the functions that must be immediately handled and fulfilled by the local government. Realistic organizational size is





important so that budget ratios are more realistic and the budget allocated to the public sector can be significantly increased. The purpose of organizing this organization is to encourage the creation of optimal and better service activities for the community, increase the capacity of regional apparatus in the field of community service and strengthen the community. However, the reality that surrounds the formation of an organization after the change in the form of a city is one of the objectives of forming an ideal organization (Maluegha, Sambiran, & Lapian, 2018).

This kind of phenomenon has appeared in several regencies and cities in Indonesia, including Central Lombok Regency. The implications for the organizational structure of the Central Lombok Regency Regional Apparatus whose formation is based on Government Regulation Number 84 of 2000 are; 1. Slow decision-making due to long hierarchical steps due to too many structural positions, 2. Duplication and overlapping (overlapping) of tasks and functions between work units so as not to create institutional coherence, 3. Not creating synchronization of work mechanisms and procedures between organizational units, and 4. Integration of various programs and activities between regional organizational units. Responding to such local government institutional conditions, the government issued Government Regulation Number 8 of 2003 concerning Guidelines for Organization of Regional Apparatuses as a substitute for Government Regulation Number 84 of 2000.



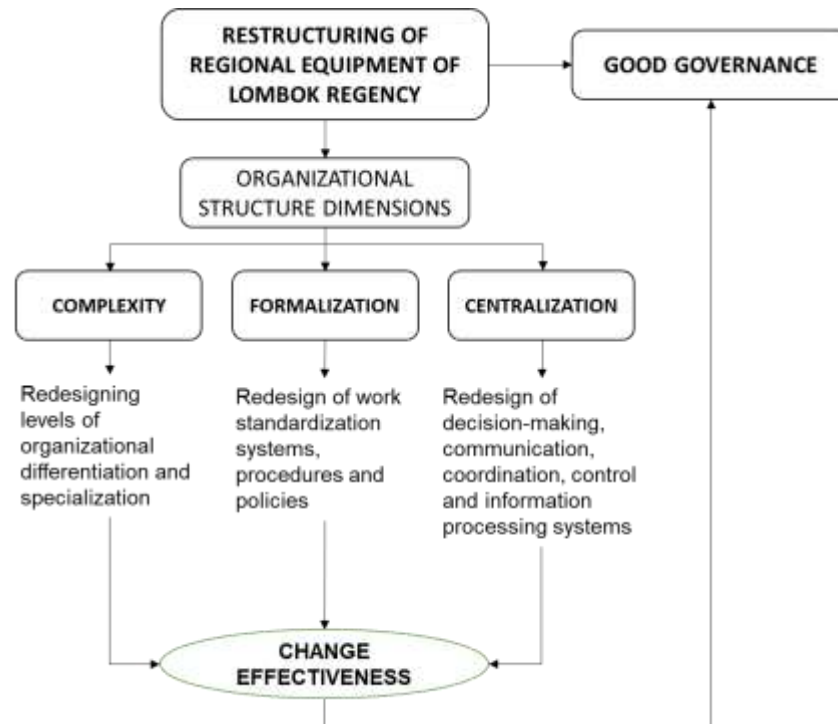


Figure 2. Measures of the Effectiveness of Changes in Organizational Structure

through the Ministry of Administrative Reform (MENPAN), the government also continues to carry out various political controls to realize more efficient and effective regional administration that can meet the increasing needs of the community for public services, but in its implementation it requires synergy and various efforts from local governments . comprehensive policy in structuring the organizational structure. Mulyadi (2018), states: Arranging future institutions has at least four main issues, namely determining the right form of organization (rightsizing); application of scientific management principles; development of institutional standardization; and review institutional sector laws and regulations. Government Regulation No. 8 of 2003 was drafted as a means of implementing an effective regional apparatus, limiting the number and size of organizations formed and effective, setting criteria and organizational requirements as a result of changes in city administration. systems and organizations such as Osborne and Plastrik (Sedarmayanti, 2015). Fundamental transformation of government systems and organizations to dramatically increase their effectiveness, efficiency and capacity for



innovation. This change was achieved by changing management systems and organizational goals, incentive systems, accountability, power structures and culture.

Reorganization of Regional Apparatus Organizations With the enactment of Government Regulation no. 8 of 2003 which had not been fully implemented, the government reissued Law no. 32 of 2004 as described above, which again caused confusion in local government. although the change in the organizational structure of local institutions is not excessive, it does increase the costs for municipalities in adapting their organizations to the new regulatory guidelines. Although the main idea for realizing the organizational reorganization of all regional apparatuses is to create a rational and efficient regional apparatus organizational structure, the overall objective is sometimes not achieved due to errors in the existing system structure. This problem was raised in Dahrul Dahlan's study (in Supranoto & Novita, 2019) concerning the analysis of the implementation of regional organizational change policies (a study with a system dynamic approach in Bau-Bau City) and found that organizational restructuring is to realize the vision and mission. The City of Bau-Bau is not running effectively because it is not supported by the availability of quality human resources and the equipment itself and the community, support for organizational facilities and infrastructure, financial resources belonging to the local government. Another study by Rusham Haeruddin (in Supranoto & Novita, 2019) on the analysis of the strategic decision-making process in determining the institutional structure of the Luwu Regency government found that the strategic decision-making process was important in determining the institutional structure of the Luwu Regency government. incompatible with strategic decision making. in the decision model, this creates conflicts between state institutions that consist of regional capacities, including finance, facilities and infrastructure, and hardware human resources.

Sedarmayanti (2015), in dealing with challenges that cause organizational change: adaptability in four ways, namely: changing the structure, changing work methods, changing people and changing the tools used. All of these adaptive actions are directed so that the organization remains in harmony with its environment and can optimize its performance so that efficiency, effectiveness and bureaucracy are achieved and improved. When dealing with environmental changes, organizations actively make changes or react to changes in two ways. In the first approach, the organization actively anticipates change. Another approach, reactive, is waiting, the organization must actively anticipate environmental changes, focusing on changes that are important and affect the organization.





Of the three pillars of good governance, viz. the state, the private sector and the community, actually all are balanced, but considering that the state has several functions, including regulatory functions that are in favor of the private sector and the community. As a government administration task, in this context it can be said that the Central Lombok Regency Government plays the most important role in the administration of good governance.

Organizational Structure Functionally, municipalities that are governed by rigid hierarchical rules often do not create an atmosphere that is conducive to improving organizational performance and providing excellent service. With strong core duties and responsibilities, sectoral selfishness often becomes an obstacle to achieving the organization's mission. In modern bureaucracy, no task can be completed completely without coordination with work units. In other words, there is a relationship between work units that are interaction, interrelation and dependency. Implementation of organizational development certainly requires the right strategy in order to better adapt to accelerating changes in technology, the industrial environment and society.

3.3 Reinventing Government Approach in the District Lombok Tengah

Reinventing Government (Regom) is basically an attempt to make public administration more holistic to solve outdated American governance problems. The bureaucracy is seen as a response to the rapidly changing needs of society as a result of the impact of scientific and technological developments, globalization and the continued economic structure of the "knowledge-based economy". Thus, Osborne and Gaebler proposed changing the principles of public sector corporate management through ten new paradigms of public administration as follows: 1) Steering, not rowing, the role of the board is more as a facilitator than direct implementation of all. . operational function; 2) Community empowerment, not service, is better than community assistance (community is more flexible and creative than true service bureaucracy), which of course reduces dependence on the government; 3) Growing competition in the provision of services, it is necessary to create an atmosphere of competition in the provision of public services with the involvement of the private sector, so that the services provided are not monopolistic, but competitive; 4) Changing rule-driven organizations, mission-driven organizations give freedom to their employees to achieve the organization's mission in the most efficient way possible, as long as it does not conflict with the organization's vision; 5) Financial results, not inputs, in assessing the performance of state institutions must be based on the results





achieved (results), not the resources received (input); 6) Satisfying customer needs, not bureaucracy, the quality of public services is determined only by the customer/community, so the government must respond to changing consumer/community needs and tastes (fit); 7) In order to make money rather than spend it, the government must be able to create opportunities to benefit from the funds spent, or make money by charging the costs it incurs to lighten the burden on the government; 8) Prevention rather than treatment The state must anticipate community problems as early as possible so that preventive measures can be taken (prevention). This is much easier and cheaper than troubleshooting; 9) From hierarchy to participation and teamwork, management needs to be decentralized, because decentralized agencies are much more flexible and efficient, more innovative and create higher morale than decentralized ones, so these agencies can respond to rapidly changing environments and customer needs change; and 10) Use of Change through the Market. The government must play a better role as intermediary, intermediary and initial capital to meet community needs on an existing basis.

Of the ten main ideas mentioned above, they have relevance to the problems faced by the Regional Government in accordance with the situation and conditions as well as regional interests. In his book Senge (Sedarmayanti, 2015; Rakhmawanto, 2021) also views that organizations are in an ever-changing environment. Therefore the organization must also make changes and improvements through organizational learning strategies (Learning Organization). The policy for structuring regional apparatus organizations must take into account and pay attention to the potential and capabilities of the regions which have an impact on the aspects of financing, personnel and equipment as a whole and in its entirety regarding regional apparatuses. In relation to the change in Law Number 22 of 1999 to Law Number 32 of 2004, the main basis for the preparation of regional apparatus in the form of an organization is that there are government affairs that need to be handled. However, this does not mean that every handling of government affairs must be formed into a separate organization. The size of the regional apparatus organization at least takes into account the factors of financial capacity, regional needs, scope of tasks which include the targets of tasks to be realized, type and number of tasks, area of work and geographical conditions, number and population density, regional potential related to the affairs to be handled, facilities and infrastructure supporting the task. Therefore the need for regional apparatus organizations for each region is not always the same or uniform.

In recommending the design of the desired organizational structure, it is necessary to determine the classification as a framework. In local government this classification is





grouped into two basic forms, namely: a. Line structure, and b. Staff structure. Line units (line structure) are local government implementing elements that have the authority to determine policy formulation or policy application for their field of work and units that carry out tasks operationally, while staff units (staff structure) are organizational unit that functions to provide support or assistance for the achievement of regional government organizational goals.

The structure of regional government in this new form can be classified into the following organizational elements: 1. The regional administrator as the highest strategic element responsible for the entire organization, manages the government according to policies determined together with the DPRD. 2. The regional secretary as a centerline element that manages the regional secretariat and acts as a liaison between the operational core (local government agency) and the strategic top (executive director). 3. The Regional Secretariat as a supporting staff supporting the organizational units of the provincial government. Regional Offices and Service Technical Implementation Units (UPTD) as functional core elements that carry out core work related to community services (public services), community empowerment and economic development.

In the classification above, the status of subregions and regions is not clear, even though regions and regions are regional machine organizations. The position of Seutukuna and Keleh (Ratnasari, et.,al, 2020) is very special compared to other regional engineering associations. The Vilage are the working areas of government/ Vilage apparatus (Maluegha, Sambiran, & Lapian, 2018). The Osapairi and Complaints Post Office is an autonomous regional work area (werecring) which manages the affairs of the district/city autonomous regions delegated by regional administrators.

4. CONCLUSIONS

The results of the analysis and study of changes in structure and work performance evaluation show that the reality of the constellation of the Central Lombok District Government Bureaucratic Restructuring process that was built has not been able to create a modern bureaucratic structure, and still seems to apply the old bureaucratic structure model. This condition is parallel to the level of progress of society which expects streamlining the dominance of the role of the bureaucracy and strengthening community participation in all aspects of life, and the bureaucracy should be able to appear with a "lean and mean" performance (poor structure rich in functions). In addition to this, the demand for good governance still requires a balance of roles between supporting elements in the





regions, even though the conditions that occurred in Central Lombok Regency, the problem of balancing roles between supporting elements of good governance has not been created because of the process of bureaucratic restructuring of the Central Lombok regency government elements of the bureaucracy. the formulation is more dominant and tends to override other elements, namely the private sector and the community. So it can be said that the bureaucratic restructuring process carried out by the Central Lombok Regency Government has not led to the development of good governance at the local level.

Based on the description of the research results, it can be concluded that the Bureaucratic Restructuring carried out by the Central Lombok Regency Government has not yet led to the development of good governance, because first, in terms of the process, bureaucratic restructuring carried out in the regional apparatus of Central Lombok Regency Regency is carried out in a closed manner or In other words, the process of bureaucratic restructuring which is carried out by limited discussion is only carried out by formal structures, namely the Regional Government Bureaucracy and the Regional People's Representative Council without involving other elements, especially the community as one of the supporting elements of Good Governance. consideration of the subjective interests of bureaucrats rather than objective considerations; Second, that seen from the results, the bureaucratic restructuring carried out in Central Lombok Regency was not within the framework of accommodating an increase in administrative competence, an increase in transparency and an increase in the efficiency of the Regional Government Bureaucracy in administering government.

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