

The Dynamics of Simplifying Bureaucratic Structures and Equalization of Positions in Purwakarta Regency

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Abstract. Bureaucratic reform by simplifying the structure and equalizing structural positions to functional ones is essential in building organizational performance. However, in its implementation many dynamics were found to occur. This research aims to describe the dynamics that occurred after these changes were implemented. To explore data and analysis, this research employed a qualitative approach using in-depth interview techniques, focus group discussions and documentation studies. Data verification was carried out through triangulation of sources and methods. The research findings showed that the simplification of the bureaucratic structure and equalization of positions in the Purwakarta Regency Government experienced various dynamics after these changes. This happens because there are employees whose functional positions and competencies do not fit them. Many employees with new functional positions are confused about what main tasks must be carried out first. Furthermore, Unclear career maps in functional positions are also found. What will the new work procedures look like with these changes? Therefore, constructive advice is given that technical and operational policies related to working mechanisms in the new bureaucratic structure are needed. Competency standards of functional officials. Career paths for functional and technical officials, setting competency tests for functional officials to build future work professionalism. Career management system for functional officers. Suitability of functional officials with the duties and functions of sub-coordination of functional technical service activities.

Keywords: Bureaucratic Reform, Bureaucratic Structure Model, Dynamics of Change.

1 Introduction

Bureaucratic reform never seems to be completed in Indonesia. Since 25 years ago, bureaucratic reform has continued. Currently, the focus of attention on bureaucratic reform is to trim the bureaucratic structure and equalize positions in the central and regional governments. The Purwakarta Regency Government is one of the regional governments that does this.

In implementing the policy, Purwakarta Regency cut down the organizational structure of echelon IV and equalized the positions with functional positions for all regional apparatus

organizations (OPD). Its implementation refers to various policies issued by the Government. The basis of the policy includes: Minister of Home Affairs Regulation Number 90 of 2019 concerning Classification, Codification and Nomenclature of Development and Financial Planning[1] and Decree of the Minister of Home Affairs Number 050-3708 of 2020 concerning Verification and Validation Results of Updates to Classification, Codification and Nomenclature of Development and Financial Planning Area[2]. These two policies directly impact the work system, main duties and functions of each position holder in the regional organizational structure. This is because programs and activities are locked by default. Simultaneously with the need for restructuring of Regional Apparatus (PD) which is the impact of the implementation of Minister of Home Affairs Regulation Number 90 of 2019, the Ministry of Home Affairs issued Letter Number 130/1970/OTDA dated March 26 2021 regarding Simplification of Bureaucracy in Administrative Positions within the Provincial Government and Regency/City. The Purwakarta Regency Government also responded by carrying out stages of implementing bureaucratic simplification for all Administrative Positions in its Regional Apparatus, in line with the provisions of the Regulation of the Minister for Empowerment of State Civil Apparatus and Bureaucratic Reform Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions[3].

Efforts to trim the OPD structure and equalize positions, of course, do not just change or delete the structure and/or functional positions. However, it is hoped that there will be various changes within the bureaucracy, especially regarding work systems, work culture, work professionalism and organizational performance. It is important to pay attention to ideals so that the goals of bureaucratic reform can be realized.

The argument above is certainly reasonable because of the various bureaucratic reform strategies carried out so far. Several research show that bureaucratic reform has not significantly impacted bureaucratic change. There have been many problems since bureaucratic reform was implemented in 1998. In fact, in the context of the Purwakarta Regency Government, through the implementation of Purwakarta Regent Regulation Number 264 of 2020 concerning the Road Map for Bureaucratic Reform in Purwakarta Regency 2020-2024 [4], the results are still not optimal. For example, SAKIP and LAKIP still received a B score. This indicates that the system for using and managing the budget effectively and efficiently is still poorly implemented by the various OPDs in Purwakarta Regency.

These changes and optimization need to be carried out by the Purwakarta Regency Government. Streamlining the bureaucratic structure and equalizing administrative positions to functional positions are assumed to be a strategic step towards changing the bureaucracy of the Purwakarta Regency Government to improve its effectiveness and performance. However, at the beginning of its implementation, what was done was indicated to give rise to various dynamics and challenges.

This is something that naturally happens in government bureaucracy. As Heraclitus [5] said, change is a normal thing that happens, including in an organization. "Phanta rhei kai uden menei: everything flows, nothing stands still." An expression that nothing is permanent in this world except change itself. Likewise changes in bureaucracy. These various changes have given rise to a number of logical consequences and/or complex problems for the institutional structure of the government bureaucracy, including in the context of bureaucratic reform in Purwakarta Regency.

Changes in this context are certainly interesting to study. With the implementation of simplifying the bureaucratic structure and equalizing positions in the Purwakarta Regency Government, indications of dynamics occurring in the change process have triggered researchers to conduct further research with the problem formulation in this research being

what are the dynamics of simplifying the bureaucratic structure and equalizing positions in the Purwakarta Regency Government?

2 Methods

The formulation of this research problem was answered methodologically with a qualitative approach. The method used is an exploratory descriptive method. The data collection process used focus group discussion techniques with several key informants or decision makers in the Purwakarta Regency Government. Apart from that, to deepen information, data collection was carried out with other research informants who came from practitioners and experts with good knowledge regarding simplifying bureaucratic structures and equalizing positions. Other data and information uses document review, especially various policies related to simplifying bureaucracy and equalizing positions in the Purwakarta Regency Government and national strategic policies relevant to the research objectives. Data verification was carried out using source and method triangulation. From this process, in-depth interpretation and analysis of the data and information obtained.

3 Result and Discussion

The dynamics of change in bureaucratic reform is natural or unavoidable but is also interesting to study[6] and [7]. This study analyzes the dynamics of simplifying the bureaucratic structure and equalizing positions in Purwakarta Regency.

According to[8] and [9] states that every change process, whether in an organization, group, society or country, always brings dynamics. Likewise in environmental aspects, for example social, economic, political changes, etc have their dynamics. By definition, dynamics is interpreted as a concept that refers to changes, movements, or abrasions that occur in a system or phenomenon[6]. In general, dynamics refers to a situation that is continuously changing and moving, whether in the form of advantages or disadvantages or in the form of positive or negative things. Dynamics, at least, reflects the complexity and dynamism of the steps of change being undertaken. According to[10], if changes are made in public service organizations, the dynamics will occur in several aspects, namely in public service design, organizational structure, service management and administration, as well as the skills and knowledge needed to provide and manage public services. Furthermore, Borin said that the dynamics of change occur because there are obstacles in government organizations, namely risks, resources, incentives, and the character of the bureaucracy.

In the context of bureaucratic reform, namely in implementing the policy of simplifying the bureaucratic structure and equalizing positions in Purwakarta Regency, the process does not take place in a static situation but is also full of dynamics. Several important things that can be described in the case of simplifying the bureaucratic structure and equalizing positions in the OPD of the Purwakarta Regency Government received varied and dynamic responses in its development. Pros and cons are something normal in implementing a policy. Moreover, the policy has content that demands significant changes in its implementation. Certainly the dynamics of implementation will emerge, and can even lead to serious polemics at the implementation level and can result in the achievement of policy objectives being ineffective.

The bureaucratic simplification policy can be said to be a policy that is very challenging and drains the rationality and conscience of government bureaucratic officials, at the center and in the regions. Even though internally it is not expressed and openly exposed to the public. It is said that because for a long time or many years, the government bureaucracy has been in a bureaucratic culture with an organizational structure that can be considered to follow the traditional Weberian hierarchical organizational structure pattern, which many parties consider, the size of the bureaucratic structure slows down activities and influences the performance of the Indonesian government bureaucracy over the years. This includes the Purwakarta Regency Government.

The enjoyment of being in a structural position with a variety of facilities and finances is certainly a serious problem for the government bureaucratic apparatus in Indonesia, including for the Purwakarta Regency Government apparatus to accept a change related to the elimination of echelon IV and V structural positions. This is at least reflected directly in various phenomena. and information obtained in the field. It cannot be denied that the real image of the majority of civil servants and the general public is that as structural officials in the government bureaucracy, employees always receive preferential treatment by the state through the facilities and finances they receive. Structural positions become "employment" that cannot lie to the conscience. Civil servants are always enthusiastically sought after, a source of pride/prestige, and even a field of contention, which sometimes justifies any means to get it, ignoring their competence, performance and experience. The facts about cases of buying and selling positions, such as in Bangkalan Regency and so on, are no longer an open secret.

Other phenomena and information obtained in the field also show that the resistance and dynamics of change in the bureaucracy and its apparatus can also be seen from the fact that the spirit of policy change regulated in Law Number 5 of 2014 concerning ASN is not running, namely that there is a change in the position-based employee management system to career-based employee management system. This is proven by the fact that there has been no change in its implementation for approximately 5 years, since Law Number 5 of 2014 was enacted. The change from the term echelon to position is only on paper, so business as usual continues to occur.

This reality ultimately forced the Central Government to hasten all government bureaucracies, both at Central and Regional levels, to simplify bureaucratic structures in 2019. However, the opposition and dynamics described previously also continue in this context, especially for regional government bureaucracies. In general, the process of simplifying the bureaucratic structure only started at the beginning of 2021 and at the end of 2021, most of the government bureaucracy, including for the Purwakarta Regency Government, was realized and implemented. After being explored in field research, this phenomenon of slowness of the Purwakarta Regency Government is indeed caused by a "reluctance" to make changes because it is in a comfort zone in a bureaucratic system and employee management oriented towards structural positions. Apart from that, the delay that occurred in the process of simplifying the OPD bureaucratic structure of the Purwakarta Regency Government was related to the perception of the existence of echelon III in the region, which saw that this structural position was still needed because in the region the highest structural position was echelon II, so that in terms of the span of control the existence of the position This structural echelon III is still very important and is needed as a technical and policy implementer of echelon II. The same perception also occurs in certain echelon IV whose functions have been directly related to community service duties, such as in sub-districts. However, after receiving strong warnings from the Ministry of Administrative and Bureaucratic Reform and the Ministry of Home

Affairs, through policies that are more operational and relevant to the budgeting system in 2021, the immediate need to streamline the government's bureaucratic structure and equalize structural positions into functional positions was implemented in the regions. And, the implementation of the policy of streamlining the bureaucratic structure within the Purwakarta Regency Government, will be realized at the end of 2021, namely December 31 2021.

The strategic stages and mechanisms have been taken by the Purwakarta Regency Government Reform Team, as previously described. However, the dynamics of its implementation occurred when after the inauguration of functional officials their positions were equalized and occupied roles known as sub-coordinators who were given additional tasks related to technical service functions in related units in each existing OPD. The dynamics after the determination of functional positions and the elimination of echelon IV structural positions can be seen from several facts as follows:

First, civil servants who are affected by structural simplification and equalization of positions are concerned about the unclear duties, facilities and finances they will receive. This concern is very reasonable as stated in the previous explanation. The organizational structure that was built over a long period of time in practical conditions as a bureaucracy with a traditional Weberian hierarchical structure, with the division and clarity of tasks carried out in structural positions, caused quite serious disruption to employees who were affected by the simplification of structure and equalization of functional positions. Many employees who were affected by the changes with their new functional positions were shocked by this condition. Moreover, the equalization and inauguration processes seemed similar to the "dawn attacks" which are generally carried out on citizens when elections are held. Information obtained in the field is that most employees who received new functional positions as a result of equalization felt that they did not know anything about the functional positions given to them and only found out on the day of their inauguration. However, because employees are used to being "loyal and loyal soldiers" to the leadership and organization and are "afraid of losing" their positions and the financial amounts they usually get, the ceremonial inauguration of functional positions resulting from equalization of positions, is carried out with "murmuring" in their hearts regarding what they want to do. he obtained to secure his position and several things that had been part of his previous position or position.

This kind of obedience and formality is a characteristic of Weberian bureaucratic culture. And, generally, maintaining the status quo has provided comfort for every employee so far. Fortunately, in relation to the finances they obtained before equalization, the Ministry of Administrative and Bureaucratic Reform policy provisions Number 25 of 2021, emphasizes that the amount of money received by previous echelon IV structural positions, efforts must be made to be the same as certain functional positions obtained by employees affected by the structural simplification and equalization. position. So the process of equalizing positions is also accompanied by equalizing income for employees affected by the policy. The principle put forward by the Ministry of Administrative and Bureaucratic Reform is that administrative officials whose positions are equalized to functional positions receive income under the provisions of the applicable laws and regulations and strive to have the same amount of income when occupying an administrative position. All employee rights are not reduced, at least their income remains the same as before.

However, the facts in the field also show that there are functional positions that have performance allowances that are greater than previous structural positions, and vice versa, there are even several types of functional positions and allowances that have not been regulated in the Presidential Regulation. This creates a gap between structural officials and

functional officials and influences the work culture of ASN in the Regional Government, including the Purwakarta Regency Government.

Second, the lack of clarity in the duties carried out by employees affected by the equalization of functional positions. The dynamics that occur apart from those described in the first point are related to the main tasks and functions carried out by equivalent functional officials. Like "a chick losing its mother", perhaps an expression for functional officials with additional duties as sub-coordinators related to functional technical services. For the implementation of duties and functions related to additional duties, it does not appear to be a problem faced by these functional officials, because the Kemenpan RB policy which is used as a guide explains that the additional duties as sub-coordinators are to carry out the main duties and administrative functions carried out previously, as structural officials. echelon IV. The pros and cons are related to the duties and functions related to the functional position.

In a practical context, this seems to be a serious problem for functional officials. Moreover, the functional position assigned to him does not yet have clarity regarding the supervisory agency, the workload of the functional position, the evaluation criteria for the functional position and how to assess it. At the beginning of the year of implementing this policy, based on data and information obtained in the field, it showed that functional officials experienced difficulties in formulating their workload related to their functional positions, so that the initial process of this transition was still limited to carrying out tasks and functions related to their additional duties. Many functional officials are still confused about filling out the annual SKP regarding their functional position, so what they do is still limited to carrying out their main duties and previous functions. And, what is important to pay attention to in this context is how ASNs who have certain new functional positions, in their daily practice with their functional positions, must carry out their duties and functions in harmony with the main tasks and functions of the organization and/or related unit where they are assigned. In Addition If the duties and functions of the functional position are not in line with the additional duties which are the main duties and functions of the organizational unit, a serious dilemma situation will arise for the employee which will have an adverse impact, both on organizational performance and performance as a functional official. Will he prioritize the organisation's interests in carrying out his duties and technical service functions or personal interests related to functional positions, which emphasize professionalism in carrying out his duties and functions, as assessed by his workload as a functional official?

In this context, ideally, personnel management or related units that seek to manage and develop employees must prepare and plan a workload that is in harmony between the workload of functional officials and the workload assigned or related to the main tasks and functions of the organization. The expected ideal, of course, is that the functional position held by ASN must really have a close relationship with the main tasks and functions of the organization in its work unit, so that the work of this functional official is truly able to realize the organization's performance in providing public services, which is the task main organization. Therefore, good identification and mapping of personnel management to see the main tasks and functions of the unit whose bureaucratic structure is being simplified must be appropriate to obtain functional positions that are truly related to and needed by the unit. As a result, the implementation of the work carried out by individual employees who are affected by the simplification of the structure and equalization of positions in the future will be better because there is a compatible mutual symbiosis between functional positions and the main tasks and functions of the organization or organizational unit. The dynamic currently emerging in the Purwakarta Regency Government is considerable concern from employees affected by the policy as well as from the Purwakarta education and training (employee development)

organization and personnel body in managing this functional position. It is hoped that the credit score system for the intended functional positions will be able to accommodate the OPD's main tasks and obligations, which are experiencing bureaucratic cuts. Don't let the employees affected by the bureaucratic cuts and equalization of functional positions focus more on obtaining and collecting credit figures related to their functional positions and ignore their main duties and functions in their respective OPDs in the Purwakarta Regency Government.

Third, it is related to the increasing workload of equalized functional officials. From the data and information obtained, it is clear that most employees affected by the policy of simplifying bureaucracy and equalizing positions think or perceive that their workload has increased. This is closely related to the aspect explained in the second point. Officials whose structural positions are equalized to functional positions, in addition to carrying out duties and functions related to their functional positions, also in their daily operations carry out main tasks and additional functions as sub-coordinators, namely related to technical service tasks which constituted their previous workload. The assumption of increased work and unclear duties in new functional positions, as previously explained in the second aspect, at the empirical level has implications for the daily work implementation of the employees concerned. Confusion arises, it even gives the impression that they are not carrying out activities as functional officials and they feel that the employees affected by the policy are over-capacity, which in fact has the potential to have unfavorable implications for achieving optimal organizational performance in the future.

Fourth, suitability of functional positions for employees. Another issue that has become dynamic in the practice of implementing policies for simplifying structures and equalizing functional positions in the Purwakarta Regency Government is regarding the suitability of functional positions for employees affected by the policy. This problem was discovered when an FGD was conducted with structural officials who were affected by the policy of simplifying bureaucratic structures and equalizing functional positions. This discrepancy is related to educational qualifications, the competence of the employee concerned and expected interests. There are functional positions of employees whose educational qualifications have not been met and are even in accordance with the main tasks and functions of organizational units, for example in the Education Service and the Communication and Information Technology Service. The inauguration process which seemed rushed was made a "scapegoat" in this context. Ideally, each organizational unit that is affected by the policy to simplify its bureaucratic structure must identify what positions are in accordance with the main tasks and functions and work that has been carried out so far. If it is not done well, then incompatibility occurs. The reason given by the Organizational Section and Reform Team in the Purwakarta Regency Government is because in the Ministry of Administrative and Bureaucratic Reform, the functional positions available in the BKN Job Dictionary do not fully accommodate the main duties and functions of the Education Service or the Communication and Informatics Service, as well as for OPD another way, so that the shortcut taken is to give the functional position of Policy Analyst to these employees, who are considered closest to being part of the initial process of equalizing functional positions, only to be adjusted again during this transition period.

Likewise, it is related to the hopes and interests of employees affected by this policy of simplifying structures and equalizing functional positions. Many employees affected by this policy feel that they are not included seriously and transparently in the functional position mapping process. In fact, theoretically conceptually, the choice of a functional position is very close and related to the interests, potential and professionalism of the employee concerned. If

this is not done and is in line with the employee's hopes, interests, potential or professionalism, it will have serious implications for the employee's performance. The changes made by the Government from structural positions to functional positions certainly expect a change in the mindset and perception of ASN, namely building ASN work professionalism based on merit. Therefore, an analysis of job duties must be prepared with the employee concerned and the relevant OPD, so that the functional job duties are structured well and precisely by including the scope, characteristics of the tasks, and the requirements for occupying a position. functional positions in the relevant OPD units, bearing in mind that in the future the number of functional positions is assumed to be smaller and many ASNs will want them. Apart from that, as stated above, in the future, the professionalism of ASN work based on a merit system will be the main goal to build a bureaucracy that is agile, dynamic and has quality services. If this is not done then it will again be emphasized that the aim of the policy of simplifying bureaucracy and equalizing functional positions is only a utopia for the Purwakarta Regency Government.

Fifth, ASN development and career paths are impacted by the policy of simplifying bureaucratic structures and equalizing functional positions. Appointments to functional positions in the position equalization process must of course be accompanied by training activities which must be prepared by the Purwakarta Government Organization Section and the Education and Training Personnel Agency (BKPP) for Purwakarta Regency employees for self-development or personal quality as well as career paths for these functional officials. . The dynamics in this context occur in the OPD in the Purwakarta Regency Government. In the context before the implementation of this policy, functional officials themselves were in fact still considered second layer employees compared to structural officials, so minimal attention was paid to their development by the organization. It is only the individual concerned who makes the effort individually, bearing in mind that career path and self-development in functional positions is determined by creativity and persistence in collecting credit scores for functional employees. These concerns must be overcome by efforts to develop the quality of ASN from these functional officials and their career maps in a well-planned way for the future. It is hoped that development agencies will prepare themselves to facilitate functional officials who will become more numerous in order to improve their quality with education and training, although the budget will of course be homework for the Purwakarta Regency Government BKPP and/or development agencies. Of course, the promotion and career level process will not be a problem in the future considering that the role of supervisory agencies will become greater with the addition of functional officials due to the reduction in the bureaucratic structure. Don't let promotions and career paths for these functional officials be hampered or even ignored at all in efforts to develop the quality of ASN in the future from the perspective of this bureaucratic change. The issue of budget limitations is of course not a big obstacle in efforts to build the professionalism of ASN work in the future.

Sixth, another dynamic that occurs in the regions, including the Purwakarta Regency Government, is related to regional financial management. This requires adjustments to the appointment of financial management officials, especially the Activity Technical Implementation Officer (PPTK) and the OPD Financial Administration Officer (PPK). Because by equalizing Administrative Positions into Functional Positions in the regions, echelon 4 structural officials are equalised into functional positions. Based on Minister of Home Affairs Regulation Number 77 of 2020 concerning Technical Guidelines for Financial Management, the determination of PPTK must pay attention to the following provisions:

- a. PPTK is an ASN employee who occupies a structural position one level below PA and/or has managerial skills and integrity

- b. In terms of delegation to KPA, PPTK is an ASN employee who occupies a structural position one level below KPA and/or has managerial ability and integrity
- c. In the event that there are no ASN employees occupying structural positions, the PA/KPA can appoint functional officials as PPTK, whose criteria are determined by the regional head.

The equalization of echelon 4 structural officials to functional positions in the regions, including for the Purwakarta Regency Government, impacts the limited number of officials in the OPD who can be designated as PPTK. This condition will cause a paradigm shift in determining PPTK from structural to functional officials. Likewise in determining the OPD/OPD Unit Financial Administration Officer (PPK). In the conditions before equalization, Financial Administration Officials were held by the Head of Subdivision of Finance (echelon 4 Structural Officials) in each OPD, but with the equalization of echelon 4 structural officials to functional positions in the regions, some of the Heads of Subdivision of Finance were affected by the equalization of Structural Positions to Functional Positions. The changes that occur, of course, bring about a dilemmatic situation regarding financial management in the regions which of course must receive special attention from the Ministry of Home Affairs and the Ministry of State Apparatus Empowerment, Bureaucratic Reform.

4 Conclusion and Recommendation

Bureaucratic reform in the context of streamlining the organizational structure and accompanied by equalization of positions is certainly an important step that the Government expects. This important step is of course related to the aim of the bureaucratic reform being carried out, namely to form a government bureaucracy that is more dynamic, agile and professional in order to increase the effectiveness, efficiency, accountability and performance of Purwakarta Regency Government services to the community.

Every change, of course, always brings dynamics to the process. In the context of the implementation of simplifying the bureaucratic structure and equalizing positions in the Purwakarta Government, various dynamics occurred within the government bureaucracy, especially those related to echelon IV and V structural officials whose positions were equalized to become certain functional officials. Of course this is not easy, changing your mind set/thinking pattern to become a functional official.

Knowledge that is still not massive is obtained openly and continuously regarding what a functional position is, comfortable conditions in a structural position with its privileges, what is the essence of changing positions, what must be done after changing positions, how to have a career in a functional position, after becoming functional what should be implemented, what form the new work procedures will take, and so on, are general and fundamental questions for every affected official and are a challenge for the Purwakarta Regency Government after simplifying the bureaucratic structure and equalizing functional positions. Something that at a practical and empirical level has its own dynamics in the implementation of policies to simplify bureaucratic structures and equalize functional positions in the Purwakarta Regency Government.

However, in general, as part of the government system of the unitary state of the Republic of Indonesia, the Purwakarta Regency Government, as an important entity and part of the Central Government, has an obligation to support and succeed the policies launched by the Central Government to create bureaucracy in the Purwakarta Regency Government. become a

more dynamic, agile and agile organization, and professional. This is expressed and revealed clearly in this research because the perceptions and action plans/actions of the Purwakarta Regency Government are in line with the expectations of the Central Government, that with the new model of bureaucratic structure in the Purwakarta Regency Government it is hoped that it will be able to increase effectiveness and efficiency in supporting the performance of Government services. Purwakarta Regency to the public.

The dynamics after implementing the policy to simplify bureaucratic structures and equalize functional positions occurred due to several important aspects: (1). concerns of civil servants affected by structural simplification and equalization of positions regarding the unclear duties, facilities and finances they will receive; (2). Unclear duties carried out by employees affected by equalization of functional positions; (3). Increased workload of equalized functional officials; (4). suitability of functional positions for employees affected by the policy; (5). Developing the quality of ASN and career paths for ASN affected by the policy of simplifying bureaucratic structures and equalizing functional positions; (6). In particular, regional financial management needs to be adjusted to the appointment of financial management officials, especially the Technical Implementation Officer for Activities (PPTK) and the OPD Financial Administration Officer (PPK).

Several constructive suggestions are given based on the findings or conclusions obtained in this research. First, competency tests must be carried out on supervisory administrative officials who are equivalent to certain functional positions to build the professionalism of ASN work in the future as expected. Second, formulate and prepare the formation and career management system so that the expected needs of units related to functional positions are in line with the scope and characteristics of work units in each OPD in the Purwakarta Regency Government which is affected by the simplification of the structure and equalization of functional positions. Third, a career management system for functional officers must be immediately prepared regarding what kind of career planning? What are his career development methods? And what kind of career path? Fourth, if professionalism is expected in building a bureaucratic structure in the future, then the standards regarding functional officials who are given the tasks and sub-coordination functions of functional technical service activities must be in accordance with the scope and characteristics of functional technical services in their work units, must be enforced. There should be no "excuse" from implementing this principle. Fifth, never ignore the importance of the political aspect in every bureaucratic reform action. The political aspect referred to here is political commitment and capacity to carry out bureaucratic reform. Remember what [11] proposed: "the greatest difficulty in accelerating solutions to the Indonesian nation's problems is caused by the lack of political commitment and competence to carry out bureaucratic reform. In fact, bureaucracy is still not considered a key factor driving nation development... The politics of bureaucratic reform is complex because it involves political interests in the bureaucracy. In fact, in various practices and theories, bureaucratic reform is a political process that requires political support from elected political officials... It is absolutely impossible to carry out bureaucratic reform without political support. as long as politicians have an interest in co-opting and exploiting the bureaucracy, so long will it be difficult to reform the bureaucracy."

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