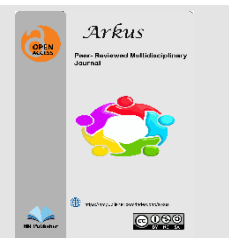




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Administrative Burden at the Regional Secretariat of Semarang Regency, Indonesia

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ABSTRACT

The administrative burden at the Semarang Regency Regional Secretariat office is one of the problems that needs attention, because effective and efficient public services are needed. The duties and functions of the regional secretariat are determined by Regent Regulation (Perbup) number 109 of 2021. Based on this regulation, there are vulnerabilities that will occur in the Semarang Regency Regional Secretariat agency to carry out ineffective and efficient public services. So that in this paper will examine more deeply the administration burden in the Regional Secretariat of Semarang District. The research method is carried out empirically by exploring data in the field and collecting data through interviews with Semarang Regency Regional Secretariat employees. The results of this study indicate the fact that the main problem of administrative burden in the Semarang district secretariat is the low regional budget given and the high responsibility between departments in the regional secretariat, causing employees to be unable to complete the given burden. The solution is done by increasing the regional budget of Semarang Regency and simplifying the bureaucracy in the tasks assigned in Regent regulation number 109 of 2021.

1. Introduction

Bureaucracy is important in organizing and creating good government or good government. Based on Law Number 25 of 2009 concerning public services is the basis for the bureaucracy to be able to realize bureaucratic reform. The reason is, from the perspective of society, bureaucracy in Indonesia is still a problem of trust issue for the community or lack of public trust in the bureaucracy in Indonesia. There is not just one reason; there are many reasons and factors behind the lack of public trust in Indonesia's bureaucracy. The existence of public services can be used as a benchmark for the success of a government agency in implementing good governance. Bureaucratic reform must be in synergy and harmony between the Central Government and Regional Governments in order to achieve good government. This bureaucratic reform must also be carried out well

by all regional governments throughout Indonesia, including, in this case, Semarang Regency, namely at the Semarang Regency Regional Secretariat Office. For the sake of making it happen good government, it is important and necessary to have resources. One resource is humans. Human resources, as the main resource in government, are able to bring change to organizations, especially the government. It is important to manage human resources so that their movement becomes efficient and effective and good government can be achieved. The relationship between good quality human resources will give birth to good governance. The administrative burden at the Semarang Regency Regional Secretariat office is one of the problems that need attention. Based on the Semarang Regent's Regulation Number 109 of 2021 concerning the duties and functions of the Semarang Regency Regional Secretariat, there is the potential to

make a public service ineffective and inefficient. The Semarang Regency Regional Secretariat, as the main place in dealing with administrative problems at the district level, should be able to create a form of regional agency that has bureaucratic steps that are not 'complicated' in managing permits and policies that will be built into a regional government agenda in the regent's working area. Semarang Regency. This ineffective and inefficient bureaucratic system will also give rise to new problems related to administration in related agencies as partners of the Semarang Regency government itself. The administrative burden at the Semarang Regency Regional Secretariat Office has become clearer and more certain because there is a regulatory reference that regulates it, namely in the Semarang Regent's Regulation Number 109 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat, Secretariat of the People's Representative Council Regions, and Regional Inspectorates. Especially in terms of administrative burdens at the Semarang Regency Office, we refer to the regulations in the Regional Secretariat section.^{1,2}

2. Methods

This research was conducted empirically with the aim of knowing and analyzing the facts found systematically, accurately, and factually in the field later. Empirical research methods help understand phenomena that occur holistically or comprehensively expressed in written form in words, language, and using other scientific techniques. The data source used was interview information from the Regional Secretariat of Semarang Regency. Data sources have an important role in this research because they know and feel what is happening in the real field. Apart from that, the data source used was also taken from an interview with the bureau head at the Semarang Regency Regional Secretariat, which was considered relevant to this research. The solution presented is descriptive in the administrative burden analysis study at the Semarang Regency Regional Secretariat using a descriptive and qualitative approach. This

research aims to find the best solution to the problems that occur at the Semarang Regency Regional Secretariat.

3. Results and Discussion

Problems that cause high administrative burden at the Semarang Regency Regional Secretariat

The Semarang Regency Regional Secretariat is a regional government agency office in Semarang Regency, Central Java, with an orientation towards service activities for the people of Semarang Regency. The Regional Secretariat of Semarang Regency is led by the Regional Secretary of Semarang Regency, which is divided into 8 (eight) sections with their respective duties. The task of the Semarang Regency Regional Secretariat is to assist the Regent of Semarang in formulating policies and coordinating the implementation of regional administrative institutions and services. The function of the Semarang Regency Regional Secretariat is 1) coordinating the formulation of regional policies, 2) coordinating service tasks assigned to regional government services, 3) monitoring and evaluating the implementation of regional policies, 4) developing administrative services at regional public service institutions, 5) carrying out other responsibilities assigned to the relevant regent with the duties and responsibilities of the regent. The details of the tasks carried out by the Semarang Regency Regional Secretariat include: 1) provide technical instructions for preparing regional secretariat work plans and budgets; 2) delegate and provide verbal and written instructions based on subordinates' areas of expertise; 3) ensure that they carry out their responsibilities effectively; 4) coordinate the implementation of regional apparatus organizational activities; 5) coordination of regional financial administration; 6) manage available apparatus resources; 7) administration of finance and tangible goods of the regional secretariat; 8) determine responsibility for preparing reports and activities of the regional secretariat; 9) coordinate the preparation of accountability reports for regional governments; 10) communicate suggestions and considerations to

supervisors to ensure efficient completion of assigned tasks; 11) carry out other public duties in accordance with applicable laws and regulations; 12) determine technical instructions for preparing the Regional Secretariat's work program and budget. Then, the Deputy Secretary is assisted by the General Section based on Provincial Regional Regulation Number 15 of 2020 concerning position, organizational structure, duties and functions, work procedures, and special obligations of Provincial Regional Governments. In assisting the duties of the Deputy Secretary, this General Section develops policies in the fields of planning and finance, administration and protocol, and administration at the Regional Secretariat, with detailed duties including 1) coordination of policy formulation in the fields of financial planning, budget management, administration, and protocols; 2) facilitate coordination between regional financial institutions and regional archives and library services; 3) coordination of the implementation of the planning and finance section, budget section, administration section, and protocol activities; 4) monitor and assess the effectiveness of policy implementation; 5) carry out additional official duties in accordance with applicable laws and regulations.³

The administrative burden at the Semarang Regency Regional Secretariat Office has become clearer and more certain because there is a regulatory reference that regulates it, namely in the Semarang Regent's Regulation Number 109 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat, Secretariat of the People's Representative Council Regions, and Regional Inspectorates. Especially in terms of administrative burdens at the Semarang Regency Office, we refer to the regulations in the Regional Secretariat section. The aim of this regulation is to simplify the bureaucracy in the Semarang Regency Regional Secretariat Office. Prior to the existence of this regulation, there was also a regulation that regulated it, namely Regent's Regulation Number 103 of 2020 concerning Position, Organizational Structure, Duties and Functions and

Work Procedures of Semarang Regency Regional Apparatus which was then changed again to Semarang Regent's Regulation Number 68 of 2021 concerning Amendments to Semarang Regent's Regulations Number 103 of 2020 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Semarang Regency Regional Apparatus, which ultimately is the current reference is Semarang Regent Regulation Number 109 of 2021. Not only that, there are also other regulations that regulate and relate to the administrative burden at the Semarang Regency Regional Secretariat Office, namely the Semarang Regent Regulation Number 74 of 2021 concerning the Strategic Plan for Regional Apparatus in Semarang Regency for 2021-2026, then there is also the Semarang Regent Regulation Number 45 of 2023 concerning the 2024 Semarang Regency Regional Government Work Plan which is also a regulation regarding administrative burdens at the Semarang Regency Regional Secretariat Office itself.⁴

In order to achieve development goals in Semarang Regency, there are two regulations that provide clear guidelines for planning, budgeting, implementation, and supervision of development. Semarang Regent Regulation Number 74 of 2021 regulates the Strategic Plan for Regional Apparatus in Semarang Regency for the 2021-2026 period. This document was prepared based on Law Number 23 of 2014 and contains development goals, targets, programs, activities, and sub-activities. The PD Strategic Plan was also prepared as an elaboration of the Semarang Regency RPJMD for 2021-2026. This document has a legal basis in the form of various regulations and laws related to regional development planning. Meanwhile, Semarang Regency Regional Regulation Number 6 of 2021 is concerning the Semarang Regency Regional Medium-Term Development Plan for 2021 - 2026. This document sets out policy directions based on tasks, principles, and functions in supporting the goals and objectives of the RPJMD. The PD strategic plan consists of various departments and agencies in Semarang Regency. The aim is to provide an operational basis for PD in preparing work plans and

ensuring the linkage of planning, budgeting, implementation, and development supervision. With clear guidelines from these two regulations, it is hoped that the burden of development administration in Semarang Regency can be minimized efficiently and effectively, as well as minimizing the potential for errors in implementing development activities due to the existence of a structured and standardized framework. One part of the regional apparatus strategic plan contained in the regulation is Administrative Expenses, which contains budget allocations for each regional apparatus, including the regional secretariat office. Administrative expenses include operational costs, facilities and infrastructure costs, financing costs, costs of procuring goods and services, human resource development costs, monitoring and evaluation costs, as well as other costs related to administrative activities. The administrative burden at the Semarang Regency Regional Secretariat Office is determined based on the Regional Medium-Term Development Plan (RPJMD), which has been determined by the Regent of Semarang. This RPJMD is a medium-term development planning document prepared by regional heads involving community representatives and other stakeholders. The RPJMD includes a vision, mission, goals, objectives, strategies, programs, and development activities in certain areas. The administrative burden at the Semarang Regency Regional Secretariat Office must also pay attention to the principles of procedures for planning, controlling, and evaluating regional development stipulated by Minister of Home Affairs Regulation Number 86 of 2017. These principles include participatory, transparent, accountable, effective, and efficient.⁵

There is a relationship between employee discipline at the Semarang Regency Regional Secretariat and the cause of the high administrative burden in correspondence, where there is still a lot of criticism about employees who are not responsible for their work as public servants. As we know, employee discipline in an agency or agency greatly influences the level of satisfaction of the people who need it, in this case, the Semarang Regency Regional Secretariat

agency. If employees are less responsible in carrying out their duties in serving the community, then public services will not be achieved optimally, so people in need will be less satisfied. This disciplinary problem also includes time; if employees are negligent during working hours, this will result in public services not being achieved optimally. Another example is employees who do not maximize their time in completing assigned tasks, resulting in public services not being achieved optimally. Apart from that, low motivation for employee performance also affects administrative services at the Semarang Regency Regional Secretariat Office. Without motivational encouragement, employees will procrastinate work, which results in hampered administrative services. Other factors, such as lack of communication between employees, also have an influence; if communication between employees is not established, then there will be work that is less synergistic with each other.⁶

Solving the problem of the administrative burden of the Regional Secretariat of Semarang Regency

The Semarang Regency regional secretariat has duties, principles, and functions (Tupoksi) contained in the Semarang Regency Regent Regulation Number 109 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat, the Secretariat of the Regional People's Representative Council (DPRD), and Regional Inspectorate. In line with these main duties and functions, regional secretariat agencies have problems that arise in carrying out the tasks written in these regulations. This problem is the basis for stakeholders in the Semarang district secretary to look for alternative steps to complete and improve the current system to become the Semarang district secretary who has the characteristics of being effective and efficient in providing services to the people of Semarang district. These problems include, among other things, the minimal budget given to the Regional Secretariat. Based on the Semarang Regency Regional Regulation (Perda) Number 9 of 2022 concerning the 2023 Regional Revenue and

Expenditure Budget, the budget obtained by the regional secretariat in 2022 is Rp55,736,854 (fifty-five billion seven hundred thirty-six million eight hundred and fifty-four thousand rupiah). This figure is fourth out of eight regional agencies that receive a budget in accordance with Regional Regulation Number 9 of 2022. This is an issue that needs to be resolved carefully by the regent and regional people's representative council to provide a higher budget. When compared with Semarang, the budget is very inversely proportional. Based on Semarang Mayor Regulation Number 24 of 2023 concerning the second amendment to Semarang Mayor Regulation Number 73 of 2022 concerning the explanation of the 2023 Regional Revenue and Expenditure Budget (APBD), the Semarang City Regional Secretariat was given a budget of Rp207,282,104,340 (two hundred seven billion two hundred eighty-two million one hundred four thousand three hundred and forty rupiahs). Therefore, to improve performance, a budget is needed that covers carrying out an agency's duties and functions. Resolving the next problem regarding the current high level of the bureaucratic system in the regional secretariat. Based on Regent's Regulation Number 109 of 2021 concerning the Duties and Functions of Regional Secretariats, there is the potential to make a public service ineffective or inefficient. The Regional Secretariat, as the main place in dealing with administrative problems at the district level, should be able to create a form of regional agency that has bureaucratic steps that are not 'complicated' in managing permits and policies that will be built into a regional government agenda in the working area of the Regent of Semarang Regency. This ineffective and inefficient bureaucratic system will also give rise to new problems related to administration in related agencies as partners of the Semarang Regency Government itself.⁷⁻⁹

4. Conclusion

The Semarang Regency Regional Secretariat has an important role in managing administrative issues at the district level. However, there are problems related

to the high administrative burden at the Semarang Regency Regional Secretariat, which can result in ineffective and inefficient public services. Administrative burdens at the Semarang Regency Regional Secretariat are regulated by various regulations, such as Semarang Regent Regulation Number 109 of 2021, Semarang Regent Regulation Number 74 of 2021, and Semarang Regent Regulation Number 45 of 2023. Administrative burdens at the Semarang Regency Regional Secretariat cover various aspects, such as managing incoming and outgoing letters, archiving documents, managing data, scheduling meetings and activities, as well as fulfilling various regulations and policies related to administration. There is a relationship between employee discipline at the Semarang Regency Regional Secretariat and the causes of high administrative burdens in correspondence. Factors such as discipline, time, motivation, and communication between employees can influence performance and administrative services at the Semarang Regency Regional Secretariat. The problem of administrative burden at the Semarang Regency Regional Secretariat requires careful resolution, including adequate budget allocation to support effective and efficient administrative performance and services. Resolving the administrative burden problem at the Semarang Regency Regional Secretariat requires careful steps, including increasing budget allocations and improving the bureaucratic system. This involves the active role of the regent and regional people's representative council to pay greater attention to the regional secretariat. Apart from that, improvements in employee discipline, time efficiency, motivation, and communication between employees are also needed to reduce the administrative burden and improve the performance of the regional secretariat. Thus, resolving the administrative burden problem at the Semarang Regency Regional Secretariat requires comprehensive and collaborative efforts from various related parties, as well as greater attention to budget allocation and improving the bureaucratic system.

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