Organizational redesign for government of Jakarta administrative city

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A B S T R A C T

The Jakarta City Government organization as a service instrument in order to meet the needs of the organization is currently considered no longer in accordance with the demands of the growing and increasing needs of the community. The overlapping main tasks of several organizational units and the long span of control became the reason for conducting research so that an efficient organizational format of the Jakarta City Government was found in serving the needs of Jakarta citizens. The research method used was qualitative descriptive with 16 informants taken by purposive sampling. Data was taken by interviews, observations, focus group discussions and documentation which was then analyzed using NVivo software. The novelty of this research is the majority of previous research examining organizational redesign in business enterprises, although some studies have also discussed the redesign of government organizations but not specific to the problems of the City of Jakarta. From the results of research that has been carried out with reference to five organizational points including strategic apex, operating core, middle line, technostructure, support staff, it was found that several changes need to be made starting at the strategic apex stage, it is necessary to restructure through the abolition of positions at the City Level such as the position of Vice Mayor. The operating core stage found that there are still overlapping authorities, uneven workloads, lack of facilities, lack of human resources and the need for service acceleration. The middle line stage found that the lack of sub-district role was proposed to be removed and needed to strengthen the authority of the sub-district. The stage of staff support was found that the official tribe had inappropriate duties and functions so that it was more effective and efficient when it was under the coordination and responsibility of the mayor.

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INTRODUCTION

Government organisations carry mandates and mandates from the people to manage various public affairs (Arundel et al., 2019). Society has evolving needs, changing conditions and is influenced by many factors both external and internal (Campbell, 2021). Therefore, government organisations must also develop according to the needs of society. On the other hand, government organisations must be able to account for their performance to the public, so that government organisations must have high professionalism, transparency, be oriented towards the interests of the community and work effectively and efficiently in order to be able to optimally work for the public interest (Rosenbloom et al., 2022).

In developing organisations, change is a must, change is a process for organisations to be able to develop sustainably (Lewis, 2019). For government organisations, change is an effort to keep pace with the times, people's lifestyles and people's needs (Campbell, 2021). Some literature emphasises that government organisations receive a lot of criticism and correction from the public (Caillier, 2023; Sacchetti & Borzaga, 2021). Research by Caillier (2023) states that government organisations should conduct regular evaluations and when they find problems, they should carry out recovery strategies with several steps of change to organisational redesign (Caillier, 2023). Changes can be triggered by several aspects both internal and external, from the external including climate (Zhang & Welch, 2023), global economy (Sacchetti & Borzaga, 2021), politics (Buchanan & Badham, 2020) and other factors. The

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internal aspects include the condition of human resources, internal conflicts and ineffective organisational structures (Buchanan & Badham, 2020).

In organisational development theory, it is emphasised that organisations will develop if they are willing to make changes (Burke, 2022). The change starts from the organisation's members or human resources and then proceeds to organisational changes including organisational redesign, redesign of organisational facilities and other aspects needed to improve organisational performance (Burke & Noumair, 2015). Organisational development theory is a process of planned changes to existing people within the organisation as a whole. It focuses on organisational change by examining the people in the organisation, how they work together as a unit, how they function within their respective units, and what needs to change so that they can work effectively (Becker, 2002).

So to encourage the sustainable development of government organisations, changes are needed including government organisational redesign (Aronowitz et al., 2015; Lira Camargo et al., 2022; Thompson & Ingraham, 1996). Organisational redesign is based on several aspects, both internal and external. The internal aspects include the discovery of several departments or fields that are less functional, budget waste and internal organisational conflicts (Aronowitz et al., 2015; Lira Camargo et al., 2022).

Some literature has explained the importance of change in organisations (Campbell, 2021; Lewis, 2019; Zhang & Welch, 2023). On the other hand, organisational development theory also emphasises change in the process of organisational development. One form of change in the context of organisational development is organisational redesign (Nandy & Lu, 2017). Among the various organisations that require change, government organisations are organisations that get a lot of attention because government organisations work for the people and also get income from the people. Therefore, it must follow the development of the people so that the needs and welfare of the people can be guaranteed (Nandy & Lu, 2017).

Among the many government organisations in Indonesia, government organisations in Jakarta are one of the organisations that face the greatest challenges because they are the capital of the country and also have a diverse, rapidly developing society and are in the spotlight of all regions in Indonesia and even the world (Mustiari, 2022). Jakarta is a city with quite complex problems, ranging from congestion, air pollution, flooding, clean water availability, population density and other serious problems (Martinez & Masron, 2020). Therefore, the role of government organisations is expected by the community to be able to overcome these problems (Martinez & Masron, 2020).

Jakarta is divided into 5 administrative cities namely Central Jakarta, South Jakarta, East Jakarta, West Jakarta and North Jakarta. One of the pieces of evidence that government organisations have worked well is a high public satisfaction index. The five administrative city areas in Jakarta found in the Regional Government Implementation Report that South Jakarta has the lowest public satisfaction index compared to other city administrative areas. The IKM value of South Jakarta City is 91.84. This value is quite high but still lags behind other administrative cities, namely North Jakarta with a value of 94.81, Central Jakarta with a value of 95.86, East Jakarta with a value of 93.48 and West Jakarta with a value of 93.5 (LPPD, 2022). On the other hand, several previous studies have criticised the performance of administrative city government organisations in Jakarta, including South Jakarta, North Jakarta, West Jakarta, East Jakarta and Central Jakarta (Estiningsih & Nurranto, 2020; Godjali et al., 2021; Purnomo et al., 2022; Utami et al., 2019).

Furthermore, problems in South Jakarta related to population density and rampant building construction were highlighted by Godjali et al. (2021) who emphasised that it is necessary to improve the effectiveness of the IMB (Building Construction Permit) policy to control urban density and support environmental sustainability. The main priority in improving the effectiveness of IMB implementation in South Jakarta is to improve organisational management, in this case the licensing service implementing organisation. More specifically, the main priority of improvement to increase the effectiveness of IMB implementation is, of course, increasing awareness of the accountability of the licensing service implementing organisation. The value of accountability is based on the principles of accountable, transparent, anti-corruption, and good bureaucracy. Without accountability in the licensing service organisation, licensing will not be effective and cannot run well in accordance with the targets and objectives of the permit itself (Godjali et al., 2021).

Another problem in the Jakarta Region is stunting (Damanik et al., 2020; Utami et al., 2019). Research by Utami et al. (2019) analysed stunting cases in South Jakarta and found that families with incomes below the regional minimum wage had a 6.625 times greater chance of experiencing stunting in toddlers compared to families with incomes above the regional minimum wage. Therefore, socioeconomic factors, especially household income, are the most instrumental factors in influencing the incidence of stunting in children under five. The Jakarta Regional City Government is expected to be able to implement multi-sectoral and integrated programmes to increase household income, knowledge, and family skills to reduce the incidence of stunting in children under five.

Further research that emphasises the need for improvement changes in the Jakarta Regional City Government is Estiningsih & Nurranto (2020) who criticised the management of parking tax in the Jakarta Region area. Based on Law Number 18 of 1997 concerning building a simple, fair, and effective regional taxation system, the South Jakarta City government is expected to be able to make reforms in building a regional taxation system. Then based on Law Number 25 of 1999 concerning Central and Regional Financial Balance, it has significantly changed the financial relationship between the central government and local governments which was originally more centralised to decentralised. This phase is characterised by regional autonomy. One of them is parking tax revenue which is currently managed by the government, private sector and individuals so that the effectiveness of parking tax

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revenue can be known to contribute to local tax revenue. It was concluded that in recent years parking tax revenues have not met the target due to rampant illegal parking. These findings indicate that parking tax management in DKI Jakarta is not optimal (Estiningsih & Nurranto, 2020).

Furthermore, institutional structuring in order to create a lean structure and function-rich organisation is an aspect that is currently needed for city governments in the Jakarta area. This is based on the condition of the Regional Budget (APBD) for the last two years which has decreased significantly by Rp. 1,143,471,419,078 (one billion more). In terms of institutional aspects, Regional Apparatus in DKI Jakarta have different typologies. In 2017 the DKI Jakarta Provincial Government has evaluated 42 (forty-two) existing Regional Apparatus. In the institutional evaluation, several problems were identified, namely: (1) there is a potential for relatively small workloads in several Regional Apparatus; (2) there are potential intersections of tasks and functions both between Regional Apparatus and within Regional Apparatus; and (3) there is a potential for unbalanced workloads within several work units of each Regional Apparatus, which in the end the organisational structure and work procedures of the DKI Jakarta Provincial Government have been determined through Governor Regulation Number 57 of 2022 concerning the Organisation and Work Procedures of Regional Apparatus.

Referring to some of the findings of the previous literature and the description of the data described earlier, this research underlines that there are several problems in the Jakarta Regional City Government. On the other hand, political issues related to the 2024 presidential election and the plan to relocate the national capital are also considerations in the need to redesign the city government organisation in the DKI Jakarta area. Researchers also assume that regional apparatus institutions in DKI Jakarta still have many problems, it could be in terms of human resources that are not evenly distributed and productive, from the aspect of a budget that is not sufficient to answer challenges, and it could be that human resources and budgets have not focused on developing the right function and right size of organisations and the structure of regional apparatus organisations is not ideal which needs to be redesigned.

With the explanation above, it is necessary to rearrange the institution of the Regional Apparatus of DKI Jakarta Province in order to create the right function and right sizing organisation by applying the principles of good governance. Therefore, this research analyses the current organisational design of the Jakarta Regional City Government and proposes an organisational redesign of the Jakarta Regional City Government in order to be able to face the challenges, problems and conditions of the DKI Jakarta community that continue to develop.

**Literature Review**

**Government Organisational Design**

Based on their functions and roles, organisations are generally divided into three categories: profit organisations, government organisations, and non-profit organisations. Profit organisations commonly known as private companies are generally formed to generate profits. Meanwhile, non-profit organisations known as non-governmental organisations (NGOs) are generally formed for the purpose of social and community assistance (Alford & Greve, 2017).

Government organisations or known as government institutions are generally formed with the aim of providing public services to the community, which have a long bureaucracy in terms of decision making with accountability considerations in terms of the use of public funds. These government organisations have diversity in terms of their functions, both those that formulate policies and regulations, as well as those that directly provide services to the community such as in the fields of health, education, including security and order (Alford & Greve, 2017).

The discussion about organisational design is inseparable from the discussion about organisational structure. Organisational structure is divided into two types, namely mechanistic organisational structure and organic organisational structure. Mechanistic organisational structure refers to a centralised system where authority and power are at the top. The flow of information in a mechanistic organisational structure has a vertical flow. In mechanistic organisations, decision-making is only done by the highest leadership, therefore in mechanistic organisations decision-making can be done quickly.

The organic organisational structure follows a decentralised system where power and authority are divided into several fields or sections. The organic organisational structure has a horizontal flow of information that is shared with all members. Organic organisations tend to create several teams in carrying out tasks or projects. The decision on the task is taken by the team. In organic organisations, decision-making is done in a participatory manner because every member of the organisation has the right to have an opinion.

These two types of organisational structures can be used to describe the characteristics of government organisations and private organisations. The majority of government organisations tend to use mechanistic organisational structures, while the majority of private organisations tend to use organic organisational structures. Government organisations tend to be more formal, the rules applied in the organisation are also strict and the vertical flow of information makes government organisations tend to have a mechanistic organisational structure. As for private organisations, most of them apply less strict rules, have several work teams and apply a decentralised system in running the company, making private organisations more likely to have an organic organisational structure.
The design of government organisations should promote innovation and meet the needs of the community. There are principles in the development of government organisations, namely (Bason, 2017):

i. Focus on the organisation and its context and environment - open the organisation to a continuous exchange of feedback, ideas, and solutions with users and stakeholders.

ii. Consider how value flows across the organisation, breaking down silos and organising different organisational elements so that they create positive synergies.

iii. Create development and decision-making processes that support innovation - creating space for experimentation, iteration and learning.

iv. Promote management and leadership that empowers employees to challenge the status quo and that can navigate the tensions of working with design and innovation when it disrupts the status quo.

Redesign of Government Organisation

In designing an organisation there are four basic decisions that need to be made. These include division of labour, authority delegation, departmentalisation, and span of control. Once the work is divided, it is necessary to consider how to coordinate. The organisational structure can be divided into five parts according to their tasks and functions, namely

i. Strategic apex that serves as the coordinator of all organisational activities.

ii. Operating core which is in charge of doing the main work of the organisation.

iii. Middle line that bridges the strategic apex and operating core.

iv. Technostructure which functions as an analyst and standard setter.

v. Support staff who function as the life support of the organisation.

To encourage the sustainable development of government organisations, changes are needed and one form of change needed to strengthen the organisation and optimise the effectiveness and efficiency of the performance of government organisations and maximise services to the community requires the redesign of government organisations (Aronowitz et al., 2015; Lira Camargo et al., 2022; Thompson & Ingraham, 1996). Organisational redesign is based on several aspects, both internal and external. Internal aspects include some departments or areas that are less functional, budget waste and internal organisational conflicts (Aronowitz et al., 2015; Lira Camargo et al., 2022).

There are several circumstances that require organisational redesign, namely (Nandy & Lu, 2017):

i. Strategic shifts that require significant performance changes, which in turn require major changes in the formal organisation.

ii. As a result of new strategies, new technologies, or changes in cost, quality, or resource availability, job redefinition (redesign of the organisation's core jobs) is required.

iii. Cultural or political changes require reshaping the informal organisation or the formal organisation.

iv. As the organisation grows, where new tasks and strategies are implemented, existing processes and systems may no longer fit the rest of the organisation.

v. When new personnel take over an organisation, the provisions used to match the needs, skills, talents and capacities of the previous team may no longer make sense.

Furthermore, some of the issues that can drive organisational redesign are (Nandy & Lu, 2017):

i. Lack of coordination as work units are unclear about their responsibilities and some feel isolated and out of step with the rest of the organisation.

ii. Excessive conflict as relationships between internal groups are unnecessarily contentious.

iii. Unclear roles as individuals or groups are unsure about what is expected of them due to overlapping functions or work may fall through the cracks between units.

iv. Inappropriate use of resources as specialised unit functions or individual skills may not be fully utilised.

v. Poor workflow as glitches and complicated processes impedes effective work flow throughout the process.

vi. Slow response to environmental changes, customer demands, market needs, etc.

Several literatures have explained the importance of change in organisations (Campbell, 2021; Lewis, 2019; Zhang & Welch, 2023). On the other hand, organisational development theory also emphasises change in the process of organisational development. One
form of change in the context of organisational development is organisational redesign (Nandy & Lu, 2017). Among the various organisations that require change, government organisations are the ones that get a lot of attention because government organisations work for the people and also get income from the people.

Furthermore, the organisational redesign process is carried out with the following steps (Worren et al., 2019):

### Figure 1: Organizational Redesign Steps

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tasks</th>
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<tbody>
<tr>
<td>Scoping and Preparing</td>
<td>• Make time and resource estimates&lt;br&gt;• Prepare human resources&lt;br&gt;• Strategising and planning&lt;br&gt;• Determine stakeholders</td>
</tr>
<tr>
<td>Analyzing the current Organization</td>
<td>• Mapping strengths and weaknesses&lt;br&gt;• Determine detailed organisational objectives&lt;br&gt;• Prepare formal legal requirements&lt;br&gt;• Analyse impacts and risks</td>
</tr>
<tr>
<td>Developing the New Design</td>
<td>• Determine the point of change&lt;br&gt;• Ensure mutual agreement&lt;br&gt;• Ensure the usefulness of organisation design&lt;br&gt;• Deciding on the new organisational design</td>
</tr>
<tr>
<td>Implementing the new organizational model</td>
<td>• Operating the selected organisation model&lt;br&gt;• Staffing the new organisation&lt;br&gt;• Intervention and monitoring&lt;br&gt;• Evaluation</td>
</tr>
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**Research Framework**

This research analyses the organisational design of city governments in the Jakarta area and then analyses the shortcomings therein and provides proposals for organisational redesign to be more effective in providing services to the community. This research analyses five city government organisations including Central Jakarta city government, South Jakarta city government, North Jakarta city government, East Jakarta city government and West Jakarta city government. The framework in this study is as shown in Figure 2 below:

Figure 2 shows that this research is based on several problems in the city government of DKI Jakarta. These problems became the basis for re-examining organisational design in the city government of DKI Jakarta and proposing organisational redesign. The first stage is the analysis of organisational design with reference to the concept of organisational design by Lazakis & Van Der Meer, (2023; Mintzberg, 1993), namely the five main parts of the organisation including strategic apex, operating core, middle line, technostructure and supporting staff. Furthermore, the analysis of organisational redesign refers to the concept of organisational redesign by Worren et al. (2019) with several steps including Scoping and preparing, Analysing the current Organisation, Developing the New Design, and Implementing the new organisational model. Referring to the organisational redesign process, a new and better organisational design is proposed.
Research & Methodology

This research is descriptive research with a qualitative approach. This research analyses the current organisational design of the Jakarta City Government and proposes an organisational redesign model for the Jakarta City Government in order to be able to face the challenges, problems and conditions of the evolving DKI Jakarta community. In this research there are two stages of research, the first stage is carried out to analyse the organisational design in the City Government in Jakarta and then the second stage is the redesign of the City Government organisation in Jakarta. Data collection techniques used in this research include interviews, focus group discussions (FGDs) and observations.

To provide valid data, this research triangulated the data. The triangulation used in this research is from the informant aspect where this research obtained data by referring to the pentahelix concept by involving 5 elements, namely academics, business entities, communities, government, and media. In summary, the pentahelix concept is one way of addressing problems and developing programmes by involving cross-sectors to share roles. The focal point of pentahelix is the collaboration between the government, stakeholders and the community. Therefore, informants as well as FGD members in this study included 5 groups in pentahelix, namely academics, business entities, communities, government, and media.

Furthermore, the analysis in this research uses coding techniques with the help of NVivo software. To obtain maximum results, researchers used the help of the Nvivo application. The qualitative data management process in NVivo is very important to be able to analyse qualitative data efficiently and effectively (Bandur, 2019). Analysis with NVivo software begins with mapping the problems and solutions to the problems being analysed. From this mapping, the data is imported into the NVivo software and classified into the desired discussion points. After the data is classified into several sub-discussions, coding of the research data is then carried out. Coding is done by selecting parts of the data that are considered related to the research topic. The results of the coding were then visualised in various visual forms provided by queries, tables and charts.
Result and Discussion

Organizational design is essential for public organizations to operate efficiently, deliver effective services, foster accountability and transparency, adapt to change, promote collaboration, prioritize citizens' needs, and encourage innovation. By investing in thoughtful organizational design, public organizations can better fulfill their missions and serve the interests of society.

This research analyzes the organization of the administrative city government in DKI Jakarta and proposes an organizational redesign. The first stage in this research is an analysis of the organizational design of the administrative city in DKI Jakarta. In this disruptive era, organizational design is required to be flexible and adaptable in various organizational environments. The current city government organization in DKI Jakarta has tried to be responsive and adaptive to changing community conditions. However, there are several aspects that hinder organizational flexibility in the city government in DKI Jakarta, namely overlapping functions and authorities in the organization, several units and positions in the organization that are not effective and the ability of human resources that need to be improved.

To achieve organizational flexibility, debureaucratization and process efficiency are needed. This research found some notes on the five main parts of the organization by Lazakis & Van Der Meer (2023; Mintzberg, 1993). The five main parts include strategic apex, operating core, middle line, technostructure and support staff. Strategic apex refers to the top management or leadership team in an organization. The results of the analysis in this study found two problems in the strategic apex in the administrative city government in DKI Jakarta, namely the functions and duties of the mayor which are still weak and the lack of role of the deputy mayor in carrying out strategic tasks in the administrative city government in DKI Jakarta. So that eliminating the position of Deputy Mayor is one form of organizational redesign that can be done to improve organizational efficiency.

Furthermore, the middle line includes middle managers who function as liaisons between the strategic top and the operating core. There are two problems found in the middle line of the organization. The first problem is related to the lack of role of sub-districts in DKI Jakarta. Basically, the sub-district is only a liaison between the mayor and the village head, whereas a direct relationship or direct cooperation between the mayor and the village head can be done and will provide faster service to the community. Therefore, to achieve service effectiveness, it is necessary to simplify the bureaucracy by eliminating the sub-district in DKI Jakarta. Furthermore, the second problem is that urban villages tend to have too heavy a workload. Urban villages in DKI Jakarta do not yet have standardization related to population size, so that some urban villages have very dense areas with a quite far comparison with other urban villages.

In the aspect of operating core in the organizational structure of administrative cities in DKI Jakarta, it shows that there are five problems that need to be studied in this study, namely overlapping authority, uneven workload, lack of facilities, lack of human resources and the need to accelerate services. These five problems have a direct negative impact on company operations so that they can interfere with and reduce the quality, effectiveness and efficiency of public services.

In the supporting staff section of the DKI Jakarta city government organization, it was found that the functions and duties of the service tribe were not appropriate. This is because the service tribe is not included in the organizational structure of the administrative city in DKI Jakarta but has an important role in providing services to the community in the DKI Jakarta administrative city area. Furthermore, in carrying out its duties, the service tribe only needs to coordinate with the Mayor without having to be accountable for it. Whereas the Mayor also has a big responsibility for community services including the performance of the service tribe.

There are several shortcomings and aspects of discussion that can encourage organizational redesign in the administrative city government in DKI Jakarta, including the lack of authority of the Mayor and the lack of role of the Deputy Mayor in the context of strategic apex. Furthermore, in the context of the middle line is the lack of role of the Sub-district and the high burden and inequality in the urban village in DKI Jakarta. In the operating core aspect of the organizational structure of the administrative city in DKI Jakarta, it shows that there are five problems that need to be studied in this study, namely the overlapping authority, uneven workload, lack of facilities, lack of human resources and the need to accelerate services. As for the context of supporting staff, it was found that the departmental tribes had inappropriate duties and functions.

These cases and problems became a reference in organizational redesign. The organizational redesign process includes four stages, namely scoping and preparing, analyzing current organization, developing new design and implementing new design. At the scoping and preparing stage, it was found that the background and motive for organizational redesign was to improve services based on the needs of the community and the displacement of the capital city. Furthermore, the current condition of the organization includes several problems and cases that have been mentioned previously where from these cases a new organizational design will be built. The establishment of a new organizational design includes several changes in the organization, namely forming new units in the organization, deleting or reducing units in the organization, developing units in the organization and combining units in the organization.
Figure 3: Classification of FGD Cases Related to Organizational Redesign

The research results in Figure 3 show that cases and problems in the organization direct organizational redesign through two forms, namely reducing units in the organization and redefining the main tasks and functions of members and organizational units. In the case of the lack of the sub-district's role in improving organizational efficiency and the lack of the deputy mayor's role encouraged organizational redesign in the form of reducing organizational units. In this case, the elimination of deputy mayors and sub-districts in the organizational structure of the Administrative City Government in DKI Jakarta. On the other hand, the option of redefining the main tasks and functions of the sub-district and deputy mayor is also one of the organizational redesign options.

Figure 3 also shows that it is necessary to redefine the main tasks and functions of the Mayor so that he has stronger authority and is not only coordinative. Furthermore, the redefinition of the duties and authority of OPD also needs to be done because there is an overlap of authority so that it makes it easier for the community to access services and increase organizational effectiveness.

Furthermore, the redefinition of tasks and functions also needs to be done in the service tribe. This is because the service tribe is not included in the organizational structure of the administrative city in DKI Jakarta but has an important role in providing services to the community in the DKI Jakarta administrative city area. Furthermore, in the implementation of tasks, the departmental tribe only needs to coordinate with the Mayor without having to be accountable for it. Whereas the Mayor also has a big responsibility for community services including the performance of the departmental tribe.

Therefore, it is necessary to change the functions and duties of the departmental tribes so that they can optimize community services. The Head of the DKI Jakarta Government Bureau confirmed that the duties and functions of the departmental tribes are currently inappropriate and provided a solution by changing the functions and duties of the departmental tribes while strengthening the position of the Mayor. Departmental tribes have a very important role in supporting the Mayor's performance in managing the city and providing quality services to the community. Good synergy and coordination between the Mayor and the departmental tribes is the key to success in achieving development goals and welfare for all city residents. The results of the discussion show that the departmental tribes need to be included in the organizational structure of the City Administration in DKI Jakarta so that the Mayor's authority is stronger and can optimize community services, especially from the departmental tribes.
However, the classification of organizational redesign options based on the source of informants in Figure 4 found that there were 4 informants who agreed with two options, namely reducing units by deleting sub-districts and deputy mayors and also agreed with the redefinition of the main tasks and functions of deputy mayors and sub-districts to strengthen their roles and duties in the organization. On the other hand, there were 2 informants who supported reducing the unit by deleting the sub-district and deputy mayor. While only 1 informant supports the redefinition of the main tasks and functions of the deputy mayor and sub-districts to strengthen their roles and duties in the organization without deleting units. So it can be concluded that more informants support the elimination of sub-districts and deputy mayors to improve the organizational efficiency of the city administration government in DKI Jakarta.

Broadly speaking, this research emphasizes that the formation of the City government's organizational design in DKI Jakarta refers to several principles and approaches, namely a flexible and adaptive organizational structure, process debureaucratization and process efficiency, optimizing decentralization and regional autonomy, user-centric, technology integration and data capability, cross-organizational coordination and collaboration and apparatus competency development.

Based on the principles and approaches obtained from the results of the analysis, this study proposes several changes in the organizational redesign of the Administrative City Government in DKI Jakarta including the elimination of the deputy mayor, the elimination of sub-districts, the addition of departmental tribes in the organizational structure and other changes that are more detailed explained in Figure 5.

Figure 4: Classification of FGD Informant Sources Related to Organizational Redesign

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The purpose of redesigning the organizational structure is in order to create effective and efficient governance, accelerate community service and avoid duplication of authority/tupoksi across sectors and across programs at the Administrative City Level. This organizational structure redesign is carried out by considering:

i. Strengthening the Mayor's authority in overseeing the implementation of Government affairs at the Administrative City level by positioning the Service Tribe under the direct responsibility of the mayor assisted by the Assistants.

ii. Adjusting the echelonization at the South Jakarta Administrative City Level and streamlining the structure but rich in functions, including Echelon changes for Assistant positions which were originally at the level of echelon III.a to echelon II.b to strengthen the authority to coordinate the implementation of government affairs carried out by the Service Tribe; Change of echelon for the position of Head of Section at the level of Setko Kota Adm South Jakarta which was originally at the level of III.b to III.a, where the focus of duties and functions is to carry out secretarial functions including finance, staffing, general etc;

iii. Elimination of structural positions such as Deputy Mayor and Sub-District Head positions to cut coordination channels so that community services can be carried out quickly and precisely. The elimination of the Deputy Mayor position also aims to streamline the bureaucracy because at the same echelon level in addition to the City Secretary there are also Assistants who are tasked with assisting the implementation of the mayor’s duties and functions. Meanwhile, the elimination of the position of Sub-District Head is in line with the idea of realizing the aspects of effectiveness and efficiency in community service and directly strengthening the role, function, structure and personnel in the Kelurahan in carrying out territorial duties.

iv. It is necessary to map government affairs to determine the workload in each Government affairs at the Administrative City level through weighting as stipulated in Government Regulation No. 72 of 2019 concerning Amendments to Government Regulation No. 18 of 2016 concerning Regional Apparatus, several potential affairs are merged for structures at the Administrative City Level, as follows:

   a) The Tourism Service Tribe is merged with the Culture Service Tribe;
   b) The Bina Marga Sub-Department is merged with the Water Resources Sub-Department and the Cipta Karya, Spatial Planning and Land Sub-Department;
   c) The Population and Civil Registration Sub-Department is merged with the Empowerment, Child Protection and Population Control Sub-Department;
   d) Industry, Trade, Cooperatives, Small and Medium Enterprises Sub-Department is merged with Labor, Transmigration and Energy Sub-Department
   e) It is necessary to revise Law No. 29 of 2007 concerning the Provincial Government of the Special Capital Region of Jakarta as the Capital of the Unitary State of the Republic of Indonesia, in addition to the relocation of the State Capital, it must also be clearly regulated regarding the division of authority at the Provincial Government Level and the Administrative City Level outside of the tasks of the Provincial Government which are delegated through assistance tasks.

Conclusion

There are several shortcomings and the need for changes or improvements in the existing organizational design in the DKI Jakarta City Government. The results of the analysis show that in the context of the strategic apex, the Mayor's authority and the Deputy Mayor's role are still lacking. In the context of the middle line, the lack of role of the sub-district and the high burden and inequality in the urban village. In the operating core aspect of the city's organizational structure, there are five problems that need to be studied, namely overlapping, authority, uneven workload, lack of facilities, lack of human resources and the need to accelerate services. As for the context of supporting staff, it was found that the departmental tribes had inappropriate duties and functions.

Furthermore, there are several important principles and aspects in the organizational design of the City Government in DKI Jakarta, namely strengthening the Mayor's authority in overseeing the implementation of Government affairs at the Administrative City level by positioning the Service Tribe under the direct responsibility of the Mayor assisted by the Assistants, Echelonization at the South Jakarta Administrative City Level is carried out through streamlining a function-rich structure. Trimming the structural positions of Deputy Mayor and Sub-District Heads to facilitate coordination so that community services are faster as proposed organizational structure in Figure 5 (Organizational Redesign Results).

Managerial Implications

The need for implementing rules that contain findings on aspects of strategic apex, operating core, middle line, technostructure and support staff after the enactment of Law Number 2 of 2024 concerning the Special Region of Jakarta Province. The implementing rules should at least contain:
i. Strengthening the Mayor's authority in overseeing the implementation of Government affairs at the Administrative City level by positioning the Service Tribe under the direct responsibility of the Mayor assisted by the Assistants.

ii. Adjustment of echelonization at the South Jakarta Administrative City Level and streamline the structure but rich in functions.

iii. Elimination/trimming of structural positions such as Deputy Mayor and Sub-District Head positions to cut coordination channels so that community services can be carried out quickly and precisely.

iv. Mapping government affairs to determine the workload in each Government affairs at the Administrative City level through weighting as stipulated in Government Regulation No. 72 of 2019 concerning Amendments to Government Regulation Number 18 of 2016 concerning Regional Apparatus.

Furthermore, the redesign of the City Government organization in Jakarta should be carefully planned including supporting aspects such as determining the leading sector and qualified human resources, as well as the implementation period of the new organizational design. Before formulating policies related to SOTK adjustments, it is necessary to conduct academic studies and practical evaluations of the implementation of Governor Regulation Number 57 of 2022 concerning Organization and Work Procedures of Regional Apparatus. This organizational redesign change is not carried out without reason or because of the policy of moving the National Capital, but it is a demand and necessity in accelerating all aspects of driving the wheels of government and technically and conditions in the field, researchers find the need for adaptive institutions to solve problems or problems faced by the City Government in Jakarta.

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