



## Change Management in the Equalization of Supervisory Positions to Functional Positions in the Padang Lawas District Government

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### ABSTRACT

This study aims to analyze change management in the alignment of supervisory positions to functional positions within the Padang Lawas Regency Government. The research employs Jeffrey M. Hiatt's ADKAR change management model to examine five dimensions following the alignment process, namely Awareness, Desire, Knowledge, Ability, and Reinforcement. A qualitative approach with a descriptive method was applied, using data collection techniques such as interviews, observation, and documentation. The data analysis followed the Miles, Huberman, and Saldana model, including data collection, condensation, presentation, and conclusion drawing. The results indicate that change management in the alignment of supervisory positions to functional positions across the five ADKAR dimensions shows varying levels of achievement. The Awareness dimension, related to understanding the rationale and urgency of the change, achieved a very high level, with most employees comprehending the policy's foundation. Similarly, the Ability dimension, reflecting employees' basic capability and competence in carrying out their new roles, was also at a good level. However, significant challenges remain in the other three dimensions. The Desire dimension, reflecting willingness to support and actively participate in the change, faced obstacles due to concerns about future career development patterns.

## **INTRODUCTION**

Bureaucracy in Indonesia was initially an interpretation adapted and implemented based on contextual conditions, including socio-cultural, historical, reform, ideological, and governmental systems (Gaus et al., 2017). Indonesia is also a vast archipelago with diverse languages and cultures. This has led to numerous weaknesses in bureaucratic implementation, including unequal efficiency, effectiveness, responsiveness, and equality (Turner et al., 2022).

One classic bureaucratic problem is illustrated by World Bank data related to the 2019-2023 Government Effectiveness Index, which places Indonesia's bureaucratic effectiveness in a less than ideal state, scoring quite low compared to other Asian countries, particularly developed nations like Singapore and Japan, and several other Southeast Asian countries (World Bank, 2023).

Case studies in several countries demonstrate numerous factors supporting the success of bureaucratic reform. One example is the role of technology in the success of bureaucratic reform in Korea. The reforms were implemented through organizational tasks aligned with scientific and technological developments. The bureaucracy was given greater autonomy, resulting in positive performance, stronger leadership, and a non-authoritarian organizational culture (Park et al., 2021).

Sarker & Zafarullah (2022) also analyzed contemporary public bureaucratic reform in Bangladesh from a "Political Settlement" perspective. They argue that the varying conditions under which bureaucratic reform is implemented are clearly influenced by the different political settlement patterns experienced by each country. Bureaucratic complexity can be viewed from various perspectives, including cultural factors and the working mechanisms associated with implementation.

The journey of bureaucratic reform in Indonesia has been long. Despite this, numerous shortcomings remain, and the process appears slow. Turner et al. (2019) noted that while progress has been made in the bureaucratic reform program and some improvements in performance, these changes are relatively small and incremental.

The bureaucratic simplification policy is intended to improve the quality of public services and address the performance of public organizations, which have been a frequent source of public complaints. Public services have historically been overly bureaucratic and have long spans of command. Public organization performance has also been widely criticized, with many performance targets unattainable (Rusliandy, 2022).

The success of bureaucratic simplification is a crucial program to implement. This is achieved through effective and efficient governance, implemented through various means. Several other countries have attempted bureaucratic reform, such as the Russian and Chinese governments, which have articulated global trends, involving active citizenship and participatory governance through the application of the concept of participatory authoritarianism (Owen, 2020).

One approach to bureaucratic simplification is the equating of most third- and fourth-level positions into functional positions, leaving only those positions

that align with organizational needs. The policy of equating administrative positions to functional positions is regulated in Regulation of the Minister of Administrative and Bureaucratic Reform (PANRB) of the Republic of Indonesia Number 17 of 2021 concerning the Equivalence of Administrative Positions to Functional Positions.

This policy equates administrative officials to functional positions through adjustments or direct appointments to equivalent positions. Previously, echelon officials had four to five levels, which prolonged the decision-making process. The simplification of the bureaucratic structure also aims to change the mindset of civil servants (PNS), who have been more focused on obtaining positions than on carrying out their primary duties as public servants (Marthalina, 2021).

The consequences of these changes have led to bureaucratic development characterized by increasingly open, complex, and competitive changes. Such changes create obstacles and challenges that must be addressed, necessitating change management. Change management is a systematic process of utilizing all the knowledge, tools, and resources necessary to influence change in the objects affected by the change process (Wibowo, 2006).

Change management is strongly influenced by organizational readiness, as explained by Greenberg & Baron (2023), in his research at the Secretariat General of the Ministry of Finance. He revealed that organizational readiness is largely influenced by contextual factors regarding the cultural conditions within the organization. Leadership plays a role in encouraging, facilitating, and providing direction, as well as establishing communication with staff to determine the direction of the organization.

The Padang Lawas Regency Government is one of the regencies that has implemented the equalization of administrative positions into functional positions. The equalization applies to administrative positions at the Echelon IV level (supervisory positions). 193 supervisory positions were affected and transferred to functional positions. The change in organizational structure aims to accelerate the decision-making process, encourage organizational flexibility, and enhance the professionalism of civil servants (ASN) who are oriented towards specialized expertise.

Obstacles to the equalization of supervisory positions with functional positions in the Padang Lawas Regency government can be seen in the widening span of organizational control due to the loss of a hierarchical level in the structure prior to bureaucratic simplification, namely the Echelon IV position. This equalization also gave rise to a new, informal position, known as functional position coordinator. These coordinators, formerly section or sub-section heads, have been transitioned to functional positions. Therefore, the hope for a streamlined organizational structure has not materialized, as functional coordinators have reverted to their original position, replacing the old structure.

Following the change in organizational structure, bureaucratic simplification must also transform the work system so that government bureaucratic business processes become more dynamic, flexible, and professional. Business procedure maps are developed to illustrate the interrelationships and working relationships between organizational units

within government agencies. In this regard, business process maps help ensure each organizational unit remains on track and prevent overlapping tasks and functions between them. Business process maps play a role in ensuring that the organizational structure runs effectively and efficiently. The organizational structure simplification strategy in the Padang Lawas Regency Government has not been accompanied by a business process map, so its effectiveness and efficiency remain unknown.

The equalization of positions in the Padang Lawas Regency Government requires efforts to mitigate the impact of changes on the individuals and institutions involved. One of the objectives of change management is to address the obstacles to change. Managing organizational change also contributes to organizational flexibility, improving performance and productivity. This is because organizational flexibility is the ability to respond quickly and appropriately to unpredictable and dynamic changes. This study aims to examine the extent to which the Padang Lawas Regency Government has implemented the change management process in addressing the equalization of supervisory positions to functional positions and the dynamics involved.

This phenomenon is interesting to study, and it is hoped that this research will make a significant contribution to knowledge. As this research stems from the previously explained issues, it is crucial to conduct research on change management resulting from the equalization of supervisory positions with functional positions in the Padang Lawas Regency Government. To date, there has been little specific research on change management in government institutions, particularly in local governments, related to the equalization of supervisory positions with functional positions. Therefore, this research is expected to contribute scientifically to the field of organizational change in government institutions, including theory, practice, and organizational governance policies.

## **LITERATURE REVIEW**

In essence, transformation or change is a challenge that requires organizations to develop their ability to adapt to environmental changes. Change is a common occurrence, meaning a transition from an old state to a new one. Change can happen to anyone, and often without even realizing it is happening. Change requires us to change our work methods or ways of thinking about things, which can be costly and difficult (Klarner et al., 2008)

According to Robbins (2006), organizational change refers to changes related to the implementation of tasks within an organization aimed at improving the organization's ability to adapt to environmental changes and the behavior of its members. Organizational change is undertaken because the organization will exist if it implements change. This change is a planned or unplanned transformation within the organization, encompassing organizational structure, technology, and/or human resources (Greenberg and Baron, 2003).

Pots and Lamarsh (2004) define change as the organization's transition from its current state to a desired future state. Transformation from the current

state is evident in aspects of structure, process, individuals, and culture. Winardi (2005) states that organizational change is the process of shifting an organization from its current state to a desired future state, aimed at increasing its effectiveness.

According to Gibson (1985), organizational change is a planned effort by management to improve the overall performance of individuals, teams, and the organization by altering structures, behaviors, and processes. If these changes are implemented well, individuals and groups will certainly achieve more efficiency than before.

Change is inevitable for organizations, both formal and informal, and they will inevitably experience change. Organizations and institutions are required to be able to change and adapt to environmental changes, societal desires, and expectations in order to survive. To face these changes, organizations must have an appropriate change strategy to implement them effectively.

Robbins, Greenberg, and Baron distinguish between planned and unplanned change (Wibowo, 2007). According to Robbins (2006:767), planned change is intentional and goal-oriented, not a change that occurs by chance. Meanwhile, Greenberg and Baron (2003) define planned change as an activity intended and directed to achieve several organizational goals.

There are two main goals of planned change: improving the organization's ability to adapt to environmental changes and encouraging behavioral changes within the organization. If an organization wants to survive, it must adapt to its environment. Planned change also takes into account changes in the behavior of individuals and groups within the organization.

Meanwhile, unplanned change is a shift in organizational activities caused by external factors, namely forces beyond the organization's control (Greenberg and Baron, 2003). Unplanned change is unpredictable and occurs suddenly. Some factors that trigger unplanned change include demographic changes in workforce, responses to globalization trends, as well as government regulations, economic competition, and differences in organizational performance.

According to Karen Coffman and Katie Lutes (2007), change management is an organized way to help organizations and their people move gradually from their current state to a desired state. Another definition of change management, according to Holger Nauheimer (2007), is that it can be described as the processes, tools, and techniques for managing change processes on the human side to achieve desired results and to effectively implement change through change agents, teams, and broader systems.

According to Wibowo (2008), change management is a systematic process of empowering the knowledge, tools, and resources necessary to influence change among the people affected by the process. Based on the opinions of the experts above, it can be concluded that change management is a process carried out to adopt and apply tools, resources, and knowledge to enable change to be realized from the current state to a better state, thus making it more efficient and effective in achieving organizational goals.

According to Wibowo (2007), the approach to change management consists of three steps. The first step is to identify who will be affected by the

change and who might resist it. The second step is to identify the sources, types, and levels of resistance to change that may arise. The third step is to design appropriate strategies to mitigate this resistance. This allows us to estimate the extent of resistance, as well as the time and cost required to overcome it. This allows those implementing the change to evaluate important factors, such as whether the change is truly necessary and how likely it is to succeed. Understanding why people resist change and how to overcome it is at the heart of change management.

## **METHODOLOGY**

This study employed a qualitative research method with a descriptive approach. According to Bodgan and Taylor (Miles et al, 2014), qualitative research is a method of research that produces data in the form of descriptions, both written and spoken, as well as observable behaviors of individuals. Qualitative research is considered capable of producing sufficiently in-depth and detailed data because the relationship between the researcher and informants is broader and closer (Miles et al., 2014). The research location was Padang Lawas Regency. This location was chosen because it is one of the local governments that has implemented the equalization of supervisory positions with functional positions. In this study, the method of selecting informants was not based on the number of informants studied, but rather on their understanding of the topic being discussed. The informants selected were individuals who truly knew and possessed the important information needed to address the research questions. They were also considered relevant in providing accurate answers. After establishing these criteria, data collection was carried out through in-depth interviews. Interviews were conducted using directed questions to gather the necessary data or facts relevant to the research problem. In-depth interviews were conducted from February 14 to March 21, 2025. The following describes the profiles of the informants in this study. The researchers used the data analysis method developed by Miles, Huberman, and Saldana. This method explains that the qualitative data analysis process continues until completion and is conducted interactively, so that the collected data will reach a point of saturation. According to Miles, Huberman, and Saldana (2014:31), in qualitative analysis, there are three simultaneous activity paths. These activities are: Data Condensation, Data Display, and Conclusion Drawing/Verifications.

## **RESEARCH RESULT AND DISCUSSION**

### ***Management of Change in the Padang Lawas Regency Regional Government in Equivalence of Supervisory Positions to Functional Positions***

Regarding awareness, it begins from the perspective of organizational members regarding the importance of the bureaucratic simplification that has been implemented, as not all changes are accepted by organizational members. Perspectives on bureaucratic simplification depend on the interpretation of each organizational member, whether positive or negative.

The equalization of supervisory positions with functional positions is seen as a way to make the bureaucracy more dynamic, flexible, and professional in decision-making, with an increasing number of functional positions that

naturally value expertise and skills. This equalization of positions will accelerate public service bureaucracy by reducing hierarchical barriers within the bureaucracy. As explained in the background section, the implementation of this equalization of positions is part of the bureaucratic simplification process, referring to Regulation of the Minister of Administrative and Bureaucratic Reform Number 25 of 2021 concerning the Simplification of Organizational Structures in Government Agencies for Bureaucratic Simplification, which aims to realize effective and efficient governance to improve government performance and public services. The Padang Lawas Regency Government has implemented a simplification of its organizational structure and the equalization of administrative positions into functional positions as of December 31, 2021.

The positive view of the goal of equalizing supervisory positions into functional positions represents an initial step in efforts to establish a shared perception that equalization is a step towards effective and efficient bureaucratic improvement. Informants' statements that the desired work pattern is flexible and skills-based indicate that they already have a clear understanding of the desired outcomes of this policy. This shared perspective on equalization of positions demonstrates a commitment to achieving organizational goals. Organizational commitment is a state in which members of an organization are deeply attracted to the goals, values, and objectives of their organization. Furthermore, organizational commitment extends beyond formal membership, encompassing a strong liking for the organization and a willingness to exert high levels of effort for the benefit of the organization in order to achieve its goals (Steers & Porter, 2011).

In fact, the Padang Lawas Regency Government, three years into the equalization of supervisory positions with functional positions, has not issued any regulations regarding the work system. Data analysis by the author revealed that the Regent's regulation regarding the adjustment of the work system following this equalization is still under development.

The adjustment of the work system, as part of the bureaucratic simplification, includes a shift in mindset and work systems from hierarchical to agile, flexible, and collaborative. This shift prioritizes teamwork, focuses on results, and values competence, expertise, and skills to support the achievement of organizational goals. This work system also allows for flexible placement, change, and transfer of functional officials, with accountable performance management. Employees do not work in a confined environment but instead focus on achieving organizational goals.

From interviews related to this perspective, it can be concluded that all informants who provided their views on the objectives of the bureaucratic simplification policy viewed it very positively. Informants agreed that the stated objectives were appropriate and intended to improve the bureaucracy. However, despite the positive reception of the policy objectives, implementers still faced various confusions during the implementation phase. Implementers faced uncertainty regarding the methods to achieve policy objectives, the instruments and barometers for measuring success, and regulatory adjustments to achieve these objectives.

There were no regulations for adjusting work systems and methods after the job equalization was implemented. In other words, the policy stages of work system adjustments, which were expected to adapt to the new work patterns, had not been implemented effectively. Consequently, until the data collection for this study was conducted, informants admitted to still using old work patterns to achieve organizational performance targets.

Furthermore, one sub-indicator of this awareness was how individuals perceive the problems that led to the impetus for implementing the equalization of supervisory positions to functional positions. Job equalization is essential for building an agile bureaucracy. Kasmad R & Samboteng L (2020) stated that implementing an agile bureaucracy is very difficult because bureaucracy is a hierarchical organization regulated by authority and regulated by law, making it difficult to create an agile bureaucracy.

Bureaucratic reform in Indonesia is being implemented as part of an effort to improve bureaucratic performance at both the central and regional government levels (Krisnajaya et al., 2019). Considering the unfavorable bureaucratic reform index, linked to the current state of the bureaucracy, organizational transformation is necessary to achieve a strong bureaucracy. This transformation is a necessity. Essentially, organizational change through job equalization aims to increase organizational effectiveness by improving the organization's ability to adapt. Furthermore, within the awareness dimension, there is a sub-indicator, namely information sources. Information sources on bureaucratic simplification determine employee understanding of the implementation of bureaucratic simplification in the Padang Lawas Regency Government.

Desire indicates employee willingness to support and implement job simplification. Desire is related to personal choice, intrinsic motivation, and individual circumstances. To determine employee willingness to support and implement bureaucratic simplification, researchers asked questions related to four indicators: the nature of the change, the organizational context, the employee's personal situation, and the employee's motivation to follow the change.

The first indicator related to desire is the nature of the change (related to what is changing and what the impact of the change is). The most noticeable change in organizational structure from supervisory to functional positions was the simplification of the organizational structure into two levels. This job equating resulted in an organizational structure model that was no longer structurally based, but rather one built to strengthen the role of functional positions.

Furthermore, job equating is not merely a matter of shifting administrative officials to functional officials. Furthermore, job equating is also intended to create a professional, agile, and dynamic government. However, its implementation has not yet met its objectives.

To date, these functional officials have not fully carried out their primary duties and functions as functional officials in accordance with their areas of

expertise. In other words, they merely have the formality of functional officials, but still carry out their duties as structural officials.

Furthermore, this desire indicator also examines the organizational context (related to the history of change). Padang Lawas Regency has undergone several institutional changes to its organizational structure and regional apparatus work procedures. The most recent change involved 21 regional apparatus organizations and 17 sub-districts. This change was intended to establish a rational, proportional, effective, and efficient regional apparatus, ensuring its function and scale are appropriate.

From the data collection, it can be concluded that the lack of employee motivation in facing job equalization is due to the lack of clarity regarding the career path pursued by functional positions. As a result of the policy of equalization to functional positions, anxiety has arisen regarding the fate or future career path. The motivational factors influenced by the implementation of this policy are more evident in the way Echelon IV officials affected by the equalization, who are more concerned about career patterns. This is an indicator of security from a motivational perspective, which is very important and related to the responses of Echelon IV civil servants affected by this policy.

Knowledge refers to the information, training, and education necessary to understand how change occurs. Knowledge also includes information about behaviors, processes, tools, systems, capabilities, job roles, and techniques needed to implement change. This knowledge depends on the changes being made within the organization.

The first factor supporting knowledge is employee knowledge of change. With a sufficiently high level of employee education, the knowledge possessed by human resources employees, who possess both skills and knowledge, is naturally relatively good. While a high level of education does not necessarily guarantee a person's knowledge, it is an important indicator of employee knowledge in streamlining the bureaucracy. From the information in the previous subchapter, we can see the composition of Padang Lawas Regency employees by educational level: 2,181 employees (63.09%) hold a bachelor's degree, with the second largest number coming from the D3 (Diploma 3) level, at 23.05%.

From the description of the composition of Padang Lawas Regency Government employees based on educational level above, it can be concluded that, in terms of quality based on educational level, human resources in the Padang Lawas Regency Government are generally adequate to support an understanding of job equivalencies.

The next crucial sub-indicator of this knowledge base is the means to increase employee knowledge. According to Armstrong (2020), competency development within an organization focuses on the training and development of organizational members to improve overall productivity and organizational performance. Competency development encompasses the process of improving an individual's ability to complete specific tasks, encompassing aspects of knowledge, skills, and behavior (Spencer & Spencer, 1993). Competency development is crucial for employees to adapt to regulatory and technological

changes that emerge during the procurement process, ensuring efficient and accountable procurement of goods and services.

At this stage, the organization must provide information that members can use to improve their own capabilities and support the implementation of their duties. Organizational members who have received socialization should have a more in-depth understanding of their organization than their colleagues who have not received socialization. This is because organizational socialization involves providing structured information, which can help them overcome anxiety, confusion, and concerns about their roles within the organization (Allen and Meyer, 1990).

One factor contributing to the lack of budgeting for the socialization and training of functional positions resulting from the equalization process is the unstable financial condition of the local government. According to the 2023 Audit Report (LHP) of the Supreme Audit Agency (BPK) for North Sumatra Province, the Padang Lawas Regency Regional Revenue and Expenditure Budget experienced a deficit of approximately IDR 34 billion. This hampers budgeting for activities, including facilities for the socialization and training of functional positions resulting from the equalization process.

The next sub-indicator, access to the knowledge needed to support the implementation of this equalization process, is crucial. This is crucial for supporting and institutionalizing the equalization program. To socialize the established rules and policies, it is necessary to provide employees with access to information, both regarding the rules and policies themselves and the programs and activities implemented as part of them.

Ability demonstrates awareness or implementation of change. Ability is the action of knowledge. Ability is successfully implemented when an individual or group has demonstrated the capability to implement change at the desired performance level. Several factors influence the development of ability, as explained below.

The first sub-indicator discussed in this ability area is psychological barriers, which are highly dependent on the individual employee. One psychological barrier identified in interviews was when informants explained that there were undesirable psychological impacts of bureaucratic simplification that impacted the effectiveness of work patterns in their work units. Some implementers began to experience a decline in discipline and work motivation. According to informants, this was due to the perception that they (the implementing officials) were no longer accountable to their former superiors (Dalimunthe et al., 2025).

Based on the field findings presented regarding the psychological impacts arising from the bureaucratic simplification process, it can be concluded that the psychological barriers most experienced by informants were related to the patterns and dynamics of employee relationships. As described in the previous section, employee discipline and motivation declined due to the change in position from their direct supervisor to a functional official, who, incidentally, has no staff or subordinates, so the employee feels less obligated to obey their direct supervisor, who is now a functional official.

Furthermore, there was a decline in team loyalty and solidarity in completing performance outputs. Furthermore, from a more strategic perspective, other informants reported the undesirable impact of centralizing decision-making authority with Echelon II and Echelon III officials, as a consequence of the equalization of structural positions with functional positions. This is expected to reduce time efficiency in carrying out organizational tasks and functions and cause high-level leaders (Echelon II) to become trapped in operational routines rather than strategic matters.

Another psychological barrier is the sudden change in work methods and the demand to fully master the skills of the functional position. Employees are required to work more innovatively. This demand is perceived as a burden because functional officials feel that their current positions do not align with their skills, competencies, educational background, or desired career. The job equivalency was not a desire or proposal from the employee concerned, but merely an assignment in accordance with government policy (Ritonga et al., 2024; Rambe et al., 2023).

From the description of information regarding physical conditions, it can be concluded that in terms of human resources related to physical conditions, there are no indications of significant problems in the implementation of functional position duties after the job equivalency. Human resources in the Padang Lawas Regency Government are fully prepared to implement policies oriented towards achieving goals (Ritonga et al., 2023).

Reinforcement refers to internal and external factors that can sustain change. Organizations must strive to improve organizational quality after change through reinforcement. Internal factors include recognition, rewards, and celebrations that foster awareness of change. Internal factors include satisfaction from achievement or other benefits of change at the individual level. The following explains the factors influencing reinforcement (change): The first indicator of reinforcement is rewards. The reward system is an important aspect to consider in the bureaucratic simplification process. This is because a reward system can influence work motivation, which in turn impacts employee performance. The existence of rewards demonstrates that local governments view employees as a vital part of the organization.

The concept of a people-oriented organization is often referred to as a People-Oriented Organization or Human-Centric Organization. This concept places a primary focus on the interests and needs of its members and recognizes the importance of their role in achieving organizational goals. One of the main characteristics of a people-oriented organization is related to rewards and recognition (Sihombing and Noor, 2024:18).

The implementation of bureaucratic simplification can lead to employee concerns regarding changes to the payroll and reward systems, leading to concerns that bureaucratic simplification will alter their income. This certainly requires attention.

Regular and targeted supplementary income benefits significantly impact employee performance. When employees feel their hard work is appreciated by the agency where they work, they naturally contribute their best to the agency.

Providing additional benefits or incentives makes employees feel happy in their workplace. Incentives are naturally based on performance, as demonstrated by the high work motivation demonstrated by the employees. These incentives are intended to motivate employees to work harder.

The next sub-indicator concerns the management of negative consequences. The equalization of supervisory positions within functional positions implemented by the Padang Lawas Regency Government has the potential to have a significant impact on bureaucratic management, particularly in aspects of organizational change and work systems, public services, budgeting, work culture, and employee career development. In terms of organizational change and work systems, the most visible change is the reduction in the number of levels in the organizational structure.

The implications for the performance and career development of employees affected by the job equalization process are that their performance and career development do not meet expectations for functional office holders. The career development of functional officials resulting from the equalization process faces difficulties in developing their careers. The key to a functional official's career development is related to their performance, which is currently known as credit points. Many functional officials resulting from the equalization process have not yet adapted to the credit point collection system. This is due, in part, to a lack of training and outreach.

The final sub-indicator in reinforcement is monitoring and supervision. This refers to the absorption of knowledge acquired by employees during the implementation of bureaucratic simplification. Furthermore, evaluation is intended to enable employees to resolve problems encountered during the implementation of bureaucratic simplification. Siagian (1970:107) defines supervision as the process of observing the implementation of all organizational activities to ensure that all work is carried out according to predetermined plans. Monitoring and measurement systems are implemented both routinely every month through monthly performance reports and through the annual e-performance application. Periodic Employee Performance Evaluation can be carried out monthly and is a process where the Performance Assessment Officer evaluates the Employee's performance according to the specified period so as to provide notes and/or recommendations on performance for evaluation purposes in the following period or month.

## **CONCLUSION AND RECOMMENDATION**

Based on the findings and analysis of the discussion in the previous chapter, this section presents the following conclusions regarding the equalization of supervisory positions with functional positions in the Padang Lawas Regency Government: From an awareness perspective, the equalization of positions was implemented as part of a move to make the bureaucracy more dynamic, flexible, and professional in decision-making, with an increasing number of functional positions that value expertise and skills. From a desire perspective, officials affected by the equalization policy continue to fulfill their previous roles. These officials are still given the authority and responsibilities

inherent in their previous positions, so there have been no significant changes related to the work system following the equalization of supervisory positions with functional positions. From a knowledge perspective, there is a lack of information sources and a lack of adequate training for functional positions related to the equalization of supervisory positions with functional positions in Padang Lawas Regency. From an ability perspective, there are no significant obstacles to employee ability in dealing with the equalization of supervisory positions with functional positions. Employees in the Padang Lawas Regency Government have been able to adapt to this job equalization. Reinforcement has shown positive results, as there is a strong commitment from both management and staff to reinforce the change. However, improvements are still needed in the implementation of the reward system following the equalization of supervisory positions to functional positions.

### ADVANCED RESEARCH

Future research on change management in the equalization of supervisory to functional positions should adopt a comparative and longitudinal approach to better understand the sustainability and long-term effects of bureaucratic simplification. Comparative studies across multiple local governments can reveal contextual differences in policy implementation, leadership adaptability, and employee readiness, while longitudinal research will capture the evolution of attitudes, competencies, and performance outcomes over time. Additionally, integrating mixed methods – combining quantitative metrics of organizational efficiency and qualitative assessments of employee motivation – will allow for a more comprehensive understanding of how the ADKAR model interacts with local governance culture. Future studies may also incorporate digital transformation variables, leadership communication styles, and psychological resilience factors to develop a more adaptive and inclusive model of bureaucratic change management in Indonesia's public sector.

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