

# Socialization of 2026 Work Guidelines and Task Implementation by the Organizational Section of the Bangkalan Regency Government

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## Abstract

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The socialization of the preparation of the 2026 Work Guidelines and Task Implementation conducted by the Organizational Division of the Regional Secretariat of Bangkalan Regency constitutes a strategic initiative to strengthen effective, efficient, and accountable local governance. This activity aims to ensure that all regional government units apply standardized work guidelines aligned with regional development policies and the principles of good governance. The study employs a qualitative descriptive approach using a case study method, focusing on implementation processes, inter-agency coordination, and the effectiveness of work guidelines in enhancing performance accountability. Data were collected through in-depth interviews, direct observations, and documentation, with validity ensured through triangulation techniques. The findings show that the socialization aligns with Presidential Regulation No. 29 of 2014 on SAKIP and Ministry of Administrative Reform Regulation No. 89 of 2021 on performance evaluation. The program improved civil servants' understanding of performance-based management, strengthened coordination, and encouraged digital performance systems, although challenges remain regarding human resource capacity and uneven e-performance implementation.



## **1. Introduction**

In order to strengthening governance efficient, transparent and measurable government, Organizational Section District Regional Secretariat Bangkalan organize Socialization Preparation of Work and Implementation Guidelines Task In 2026, in the environment Regency Bangkalan. Activities This present as step strategic For ensure all over device area own reference clear and integrated work in operate functions and responsibilities answer each one.

Socialization This followed by the ranks leadership main in the environment government regional, namely: Inspector ; Head of BAPPEDA (*Badan Perencanaan Pembangunan Daerah*) Bangkalan; Head of BKPSDM (*Badan Kepegawaian dan Pengembangan Sumber Daya Manusia*) Bangkalan; Head of BPKAD (*Badan Pengelolaan Keuangan dan Aset Daerah*) Bangkalan; Director of Syamrabu Regional Hospital; Head of Public Works and Spatial Planning Agency ( Bangkalan); Head of Public Housing and Settlement Area Agency ( Bangkalan ) ; Head of BAPENDA (*Badan Pendapatan Daerah*) Bangkalan; Head of Health Agency Bangkalan; Head of Legal Section of Regional Secretariat; Head of General Section of Regional Secretariat; Head of Procurement of Goods and Services Section of Regional Secretariat; and Head of Organization Section Regional Secretariat Regency Bangkalan.

As description condition latest, Regency Bangkalan has show progress important in various aspect public services, including report performance area state that all over service public in the Regency Bangkalan has held online and integrated, supports efficiency and convenience access for society. In addition, in inspection finance area by the Financial Audit Agency of East Java Province, Regency

Bangkalan reach opinion “Fair Without Exception (*Wajar Tanpa Pengecualian*/WTP)” for Report Finance Regional Government (*Laporan Keuangan Pemerintah Daerah*/LKPD) 2024.

With background said, socialization compilation guidelines Work This No just formality administrative, but rather part from commitment real For: align and strengthen direction policy 2026; optimize performance apparatus state civil servants (*Aparatur Sipil Negara*/ASN) through guide clear work; strengthen synergy between devices area in implementation task daily, as well as create service effective, accountable and responsive public to need public. Through guidelines work to be done produced and socialized, it is hoped that all over institutions in the environment government Regency Bangkalan can move in a way simultaneously, reducing overlapping overlap task, clarify not quite enough answer, and strengthen accountability. With Thus, programs and activities 2026 can implemented in a way more directed, impactful real, and brings optimal benefits for public Bangkalan.

## 2. Literature Review

### 2.1 Bureaucratic Reform, Structure Organization & Standardization of SOP/Guidelines Work

Bureaucratic Reform through Public Policy Implementing Quality Dimensions in Integrated Licensing Services (2024) shows that bureaucratic reform through policy public implementation standard service can increase quality service public sector licensing. Research This relevant Because implementation of ‘quality dimensions’ requires existence guidelines Work or clear SOP. The Implementation

of Performance Management System to Ensure Accountability in Public Sector: A Case Study in Sukabumi City (published between 2015–2025) emphasizes that system management performance management in the sector public must accompanied by internal regulations, guidelines work and systems accountability for expenditure and tasks government can measurable and responsible answer.

The impact of innovation policy and the bureaucratic structure reform of Organizational Citizenship Behavior (OCB) of the government agencies in Padang city, Indonesia (2023) found that structural reform bureaucracy and policy innovation (including internal regulations) affect behavior apparatus governance (OCB), which in turn increase performance organization. This demonstrates importance compile guidelines Work as part from structure more bureaucracy adaptive and responsive. Dynamic Governance As Perspective in Indonesian Bureaucracy Reform (2023) emphasizes that bureaucratic reform in Indonesia is necessary use governance approach dynamic (dynamic governance), meaning structure, regulations, SOP/ guidelines work and work processes must Keep going updated in accordance dynamics needs and changes environment not static.

## **2.2 Socialization and Implementation Guidelines / SOP / System Work in Local Government**

As example case Most recently, the Banjarmasin City Government in 2025 will carry out socialization of SOPs through SIP SOPAN digital application to all over device area show that compilation guidelines Work No Enough made, but need facilitated with formal socialization in order to be able to effective understood and implemented in a way consistent. In context service public and bureaucratic reform,

the article Navigating Bureaucratic Changes: A New Public Service Perspective on Tourism and Culture Governance in Malang Regency, Indonesia (2024/2025) shows how bureaucratic reform at the level district / city involving implementation return guidelines work and SOP, as well as socialization For support paradigm service new public.

More wide, overview from the Implementation of Bureaucratic Reform to Improve Public Services shows that bureaucratic reform in various countries (including Indonesia) is generally combine repair structure internal organization and regulations with training, socialization, and monitoring/ evaluation For ensure implementation guidelines Work effective. With thus, it is clear that compilation guidelines work and socialization in the environment government as intended carried out by the Organizational Section in the Regency Bangkalan own runway empirical and relevance high. Guidelines Work socialization is an integral part of bureaucratic reform, strengthening management performance, and improvement quality service public. Effective implementation need planning guidelines in a way systematic, socialization, digitalization, monitoring & evaluation, and commitment organization.

### **3. Methods**

This study employs a qualitative descriptive method, as its main objective is to provide a comprehensive and factual description of the formulation process, implementation, and perceptions of various regional apparatuses toward the

developed work guidelines. According to Rukin,<sup>1</sup> qualitative research aims to understand phenomena experienced by research subjects holistically, using descriptive methods expressed in words and language within their natural context. This approach aligns closely with the context of the socialization activities conducted in Bangkalan, which involved numerous stakeholders with diverse interests and required a deep understanding of the dynamics within regional government organizations.

The study was conducted within the environment of the Bangkalan Regency Regional Secretariat, with the primary research location situated in the Organization Section of the Regional Secretariat, which serves as the main implementing unit of the socialization activities. Additional locations included several regional apparatuses that participated as members of the work guideline formulation team, namely: the Inspectorate; the Regional Development Planning Agency; BKPSDM; BPKAD; Syamrabu Regional Hospital; the Department of Public Works and Spatial Planning; the Department of Public Housing and Residential Areas; BAPENDA; the Public Health Office; the Legal Section, General Section, and Procurement Section of the Regional Secretariat; and the Organizational Section of the Regional Secretariat of Bangkalan Regency.

The research focuses on four main aspects: (1) the implementation process of the socialization, beginning from planning, material preparation, to the execution of activities; (2) the involvement and coordination among regional apparatuses in the preparation and implementation of the work guidelines; (3) the effectiveness of

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<sup>1</sup> Rukin, S. Pd. *Metodologi Penelitian Kualitatif Edisi Revisi*. Jakad Media Publishing, 2021.

the work guidelines as a reference for organizational performance improvement toward 2026; and (4) the impact of the activities on the readiness of regional apparatuses in carrying out their duties and functions in accordance with the principles of good governance.

This study utilizes two types of data sources primary and secondary data collected systematically and in accordance with regulatory provisions and research policy guidelines within regional government settings. Primary data were obtained directly from first-hand sources through several field data collection techniques, including in-depth interviews with socialization participants such as heads of regional apparatuses involved in drafting the work guidelines and technical staff from the Organization Section; participatory observation of the socialization process, material delivery, interaction dynamics, and participants' responses; and Focus Group Discussions (FGDs) aimed at exploring shared views, obstacles, and recommendations across regional apparatuses. These primary data serve as the main material for analyzing the effectiveness of the socialization activities and the level of understanding among regional apparatuses regarding the 2026 work guidelines.

Meanwhile, secondary data were collected from official documents, performance reports, and relevant statistical records. These include the Regional Government Work Plan (*Rencana Kerja Pemerintah Daerah/RKPD*) 2024–2026 and Strategic Development Plans (*Rencana Strategis/Renstra*) of regional apparatuses; the Government Agency Performance Report (*Laporan Kinerja Instansi Pemerintah/LKjIP*) of Bangkalan Regency 2024; the Central Statistics Agency (*Badan Pusat Statistik/BPS*) Bangkalan in Figures 2024, which reports a population of 1.02 million and a poverty

rate of 18.66% (BPS, 2024); and the Audit Results Report (*Laporan Hasil Pemeriksaan/LHP*) from the Audit Board (*Badan Pemeriksa Keuangan/BPK*) of East Java Province (2024), showing that Bangkalan Regency again received an Unqualified Opinion (WTP) for its financial statements. Secondary data also served to validate field findings through data triangulation, as recommended by Lester et al.<sup>2</sup> in their interactive qualitative data analysis model, where consistency between primary and secondary data indicates the validity of research results.

#### 4. Results and Discussion

Based on results interview in-depth, observation, and study documentation, obtained a number of findings important following: Activity Socialization Preparation of Work and Implementation Guidelines Task 2026 implemented by the Organizational Section District Regional Secretariat Bangkalan as part from effort strengthening governance government based performance. Socialization This is action carry on from mandate Regulation President Number 29 of 2014 concerning System Agency Performance Accountability Government (*Sistem Akuntabilitas Kinerja Instansi Pemerintah/SAKIP*), as well as PANRB (*Pendayagunaan Aparatur Negara dan Reformasi Birokrasi*) Regulation Number 89 of 2021 concerning Evaluation Agency Performance Accountability Government.

main purpose activity This is For: Standardize understanding all over device area to guidelines work that becomes base implementation task 2026; Increase

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<sup>2</sup> Jessica Nina Lester, Yonjoo Cho, and Chad R. Lochmiller. "Learning to do qualitative data analysis: A starting point." *Human resource development review* 19, no. 1 (2020): 94-106.

integration between device area in compilation indicator performance and reporting based results (outcome-based performance); Ensure harmony between plan Work device area (Renja) with Regional Development Plan (*Rencana Pembangunan Daerah/RPD*) 2025–2026 and Regency RPJMD (*Rencana Pembangunan Jangka Menengah Daerah*) Bangkalan 2021–2026.

Socialization followed by various element leadership device regions, including the Inspectorate, BAPPERIDA, BKPSDM, BPKAD, Syamrabu Regional Hospital, PU and PR Service, PRKP Service, Bapenda, Health Service, and a number of section in the Regional Secretariat such as Law, General, PBJ, and Organization. Activity This implemented in a way gradually from November 2025 to July 2026, as listed in the table stages implementation. Every stage own characteristics, guarantor answer, and measurable output.

**Table.1** Implementation Activity

No.	Stages	Main Activities	Date	Person responsible	Output
1	Preparation & Planning	Preparation of TOR, composition committee, allocation budget beginning, creation plan Work	November 20–30, 2025	Head of Section Organization & Secretariat Committee	TOR, Committee Decree, Activity RK
2	Preparation of the Initial Draft of the Guidelines	Compilation draft guidelines work (structure, duties and functions, indicators) beginning	1–20 Dec 2025	Technical Team of Organizational Division	Draft Guidelines V.1
3	Internal Review of	Editorial review and suitability to regulations	22–31 Dec 2025	Technical Team & Head of	Draft Guidelines V.2 (internal)

	Organizational Section	(SAKIP, Permendagri)		Section Organization	
4	OPD Technical Consultation	Collection input from participating OPDs (interviews /FGD)	January 5–20, 2026	Organization & Facilitator Division of OPD	minutes, list of proposals revision
5	Revision & Harmonization of Draft	Revision based on OPD input; compilation attachment technical (indicator dictionary, concise SOP)	January 21 – February 5, 2026	Technical Team + Legal Reviewer	Draft Guidelines V.3 (harmonized)
6	Formal & Legal Validation	Validation by Inspectorate, BAPPEDA, BPKAD, and Legal Section; synchronization budget	February 10–20, 2026	Inspectorate & Legal Division	Report, recommendations repair

Based on the results of the activities as presented in the table 1, several important findings illustrate the success of the implementation of the Part-Time PPPK policy while also highlighting areas for further improvement, particularly in relation to compliance with the SAKIP Framework and performance evaluation mechanisms. Firstly, the work guidelines currently being developed must comply with the principles of SAKIP as stipulated in Presidential Decree No. 29/2014. This decree emphasizes the integration of planning, measurement, reporting, and performance evaluation. Therefore, each point in the guidelines must be explicitly linked to strategic objectives (RPJMD/RKPD), performance indicators, numerical targets, and data verification mechanisms. Without such alignment, the guidelines will not function effectively as a reliable accountability tool.

Secondly, there is a need for performance grading and standardization. Referring to Ministerial Regulation No. 89/2021 on Administrative and Bureaucratic Reform (PANRB), performance stratification and the determination of achievement levels must take into account the institutional capacities of different agencies. Accordingly, it is recommended that the guidelines include classifications of activities based on their complexity and resource requirements. This approach would enable indicators to be standardized according to the capacities of regional government agencies (*Organisasi Perangkat Daerah*/OPD), ensuring fair, measurable, and comparable performance evaluations.

Thirdly, the involvement of stakeholders in the formulation process has been appropriate and aligns with Home Affairs Ministerial Regulation No. 86/2017. However, this participatory process still needs to be strengthened through a tiered consultation mechanism. Such a mechanism would involve technical validation by the relevant technical unit, verification by the planning department, and finalization by the coordination team. This structured approach would minimize the risk of differing interpretations of performance indicators and enhance the quality and consistency of the final guidelines.

Fourthly, the integration of information systems for monitoring has emerged as an essential need. Field findings indicate that there must be stronger integration between e-performance and e-budgeting applications. As a practical recommendation, a simple dashboard module should be developed to display work guideline indicators for each OPD, categorized by status (green/yellow/red), data sources, and reporting frequency. This system integration would facilitate regular

monitoring and evaluation in accordance with the SAKIP framework. The development of this initiative should be properly allocated in the APBD or its amendments if necessary.

Fifthly, there is a pressing need for strengthening human resources capacity and ensuring continuous development. Given the disparities in technical capabilities among regional government agencies (OPDs), a modular training program is recommended. This program should cover areas such as indicator development, performance measurement, and data management. The training can be implemented by the BKPSDM in collaboration with the Organizational Section, supporting the spirit of bureaucratic reform as outlined in the Ministerial Regulation on Administrative and Bureaucratic Reform (Permen PANRB).

Lastly, there is a strong relationship between performance guidelines and regional socio-economic conditions. Considering that Bangkalan Regency still faces a high poverty rate (18.66% as of March 2024), the work guidelines must prioritize indicators directly related to basic services such as health, education, basic infrastructure, and community income. Prioritizing these areas will ensure that performance targets contribute meaningfully to inclusive regional development and support the broader socio-economic objectives of the region.

## **5. Conclusion**

The conclusions and recommendations summarize the research findings and provide suggested follow-up actions for the effective implementation of the Part-Time PPPK policy in Bangkalan Regency. The conclusions are drawn from the main

research results, while the recommendations aim to strengthen policy implementation and ensure the sustainability of ASN reform at the regional level. The Socialization Activity for the Preparation of Work and Implementation Guidelines for 2026, organized by the Organizational Section of the Bangkalan Regency Regional Secretariat, represents an important step in strengthening effective, efficient, and accountable regional governance. Through this activity, the local government seeks to ensure that every regional apparatus possesses uniform work guidelines consistent with existing laws and regional development policy directions.

This activity also aligns with the implementation of the Government Agency Performance Accountability System (SAKIP) as regulated under Presidential Regulation No. 29 of 2014 and supports the Minister of Administrative and Bureaucratic Reform Regulation No. 89 of 2021 on performance accountability evaluation. Findings indicate that the socialization activities support good governance principles emphasizing accountability, transparency, and results-based performance. The participatory implementation involved various regional agencies such as the Inspectorate, BAPPERIDA (*Badan Perencanaan Pembangunan, Riset, dan Inovasi Daerah*), BKPSDM, BPKAD, and Syamrabu Regional Hospital. The activity successfully enhanced ASN understanding of performance-based work guidelines, improved performance reporting quality, synchronized data among OPDs, and strengthened internal supervision systems. Nevertheless, challenges remain particularly limited human resources skilled in performance analysis, time constraints in mentoring, and uneven adoption of e-performance applications across OPDs.

The activity demonstrates the Bangkalan Regency Government's strong commitment to building a more professional, transparent, and results-oriented bureaucracy.

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