

# Dampak Delayering di Inspektorat Jenderal Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi = The Impact of Delayering at the Inspectorate General of the Ministry of Education, Culture, Research, and Technology

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## Abstrak

Tesis ini membahas dampak delayering atau penyederhanaan birokrasi di lingkungan Inspektorat Jenderal Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi Republik Indonesia. Penelitian ini dilatarbelakangi oleh implementasi kebijakan delayering yang dilakukan secara cepat dan masif di lingkungan Kemendikbudristek dengan menjadikan Inspektorat Jenderal Kemendikbudristek sebagai role model dalam penerapannya. Namun demikian, delayering yang diterapkan di Itjen Kemendikbudristek belum sempurna seperti yang diharapkan sehingga menimbulkan berbagai dampak serta reaksi dari pegawai di dalam organisasinya. Berkaitan dengan hal tersebut perlu dilihat lebih dalam bagaimana dampak terhadap pegawai serta organisasi akibat perubahan yang terjadi secara cepat terutama pada struktur organisasi. Reaksi pegawai terhadap dampak akibat perubahan tersebut juga menjadi penting untuk dilihat agar permasalahan yang dapat menghambat proses perubahan seperti resistensi pegawai dapat dikelola dengan baik. Pada akhirnya, peneliti berusaha merumuskan upaya antisipatif untuk mengatasi dampak serta reaksi negatif yang terjadi pasca delayering di Itjen Kemendikbudristek. Metode yang digunakan dalam penelitian ini adalah metode kualitatif dengan pendekatan studi kasus untuk mengeksplorasi suatu fenomena kontemporer. Peneliti melakukan pengumpulan data dengan wawancara mendalam dan studi literatur yang kemudian diolah dengan menggunakan aplikasi NVIVO 12 Plus. Hasil penelitian menunjukkan bahwa: 1) dampak ditimbulkan akibat perubahan struktur organisasi di Inspektorat Jenderal Kemendikbudristek pasca delayering yaitu adanya perubahan pada proses bisnis organisasi, proses koordinasi internal organisasi, proses pengambilan keputusan, pemenuhan angka kredit bagi JFT serta jenjang karir pegawai; 2) reaksi SDM terhadap perubahan yang terjadi pada Inspektorat Jenderal Kemendikbudristek pasca delayering di lingkungan Itjen Kemendikbudristek juga sangat beragam ada yang mendukung, netral, dan resisten; 3) dampak dan reaksi negatif yang ada tentunya memiliki pengaruh terhadap proses kerja individu bahkan mungkin kinerja organisasi sehingga diperlukan berbagai masukan/upaya antisipatif evaluasi dan kajian ilmiah, restrukturisasi, penghapusan koordinator dan subkoordinator, pembaruan budaya kerja, penguatan JFT, serta pembentukan pemimpin kelompok.

.....This thesis discusses about the impact of delayering or bureaucracy simplification within the Inspectorate General of the Ministry of Education, Culture, Research, and Technology of The Republic of Indonesia. The research was motivated by the implementation of the delayering policy which was carried out quickly and massively within the Ministry of Education, Culture, Research, and Technology by making the Inspectorate General as a role model in its implementation. However, the delayering applied at the Inspectorate General has not been perfect as expected, causing various impacts and reactions from employees within the organization. In this regard, it is necessary to look more deeply into how the impact on employees and the organization due to changes that occur rapidly, especially in the organizational structure. Employee reactions to the impact of these changes are also important to look at so that problems that can

hinder the change process such as employee resistance can be managed properly. In the end, the researcher tried to formulate anticipatory efforts to overcome the negative impacts and reactions that occurred after delayering at the Inspectorate General. The method used in this research is a qualitative method with a case study approach to explore a contemporary phenomenon. Researcher collected data by in-depth interviews and literature studies which were then processed using the NVIVO 12 Plus application. The results of the study show that: 1) the impact caused by changes in the organizational structure at the Inspectorate General of the Ministry of Education, Culture, Research, and Technology after delayering, namely changes in organizational business processes, organizational internal coordination processes, decision-making processes, fulfillment of credit scores for certain functional positions and employee career paths; 2) HR reactions to changes that occur in the Inspectorate General of the Ministry of Education, Culture, Research, and Technology after delayering within the Inspectorate General are also very diverse, some are supportive, neutral, and resistant; 3) The existing negative impacts and reactions certainly have an influence on individual work processes and maybe even organizational performance so that various inputs/anticipatory efforts are needed for scientific evaluations and studies, restructuritation, eliminating coordinators and sub-coordinators, reform the work culture, strengthening certain functional positions, and forming group leaders.