

## RESTRUCTURING'S IMPACT ON PUBLIC SERVICES & PERFORMANCE: REGIONAL OFFICE, MINISTRY OF RELIGION (NTT)

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### Abstract:

Bureaucratic restructuring aims to create a lean, flexible, responsive, and efficient organizational structure. However, the Ministry of Religion's Regional Office in NTT Province has not seen these improvements. This qualitative study analyzes the impact of restructuring on organizational performance by examining changes in complexity, formalization, and centralization. Qualitative and quantitative data are collected and analyzed using a qualitative research method with 25 informants. The impact of bureaucratic restructuring on the Regional Office is observed at various levels: individuals affected by the equalization of positions retain authority and responsibility based on their previous roles. In contrast, equalizing positions at the group level may create a monotonous work climate, restricting creativity and innovation. At the organizational level, the number of available positions aligns differently from the number of affected officials, resulting in inflexibility in position rotation. These findings underscore the implications of restructuring, highlighting deficiencies in complexity, formalization, and centralization. The study emphasizes the impact on individuals, groups, and the organization, particularly regarding authority, work climate, and position availability. Comprehensive evaluation and improvement efforts are necessary to address these shortcomings and achieve the desired organizational structure. In conclusion, the bureaucratic restructuring at the Regional Office falls short of achieving goals, necessitating a thorough assessment and enhancements in complexity, formalization, and centralization. The Regional Office can move closer to realizing an effective and efficient organizational structure by addressing these issues. In conclusion, the Regional Office's bureaucratic restructuring falls short of attaining the desired lean, flexible, responsive, and efficient structure, necessitating further assessment and enhancements.

**Keywords:** Restructuring, Organization, Impact.

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## INTRODUCTION

Bureaucratic reform in the organizational aspect is to restructure or rearrange the organization of the bureaucracy itself. While reforms in the government management aspect were carried out by improving the management of bureaucratic apparatus resources, including a recruitment system, education and training system, career system, payroll system, and performance appraisal system, then improving financial management, including the budgeting system, a financial accountability system so on, improving the management of facilities and infrastructure. Procurement system infrastructure, maintenance, elimination and improvement of work procedures, namely work relations and coordination (Sedarmayanti, 2009, p. 43).

One of the government organizations or bureaucracy is the Ministry of Religion. Like the bureaucracy in other Indonesian government institutions, efforts have also been made at the Ministry of Religion to improve the performance of its human resources within the framework of implementing good governance as carried out by the Regional Office of the Ministry of Religion in NTT Province. As the executor of the government in the field of religious affairs in the province of NTT, the Regional Office of the Ministry of Religion of the Province of NTT also has a work program in the field of human resource development so that all organizational levels of the Regional Office of the Ministry of Religion of the Province of NTT are more efficient and professional in carrying out their main tasks and functions, one of which is through restructuring bureaucracy.

Restructuring or realigning bureaucratic organizations is an activity to compile organizational units entrusted with specific fields of work, tasks or functions. Bureaucratic restructuring must also be able to produce a structure that is lean, flexible, responsive and efficient, but this has not yet happened in the Regional Office of the Ministry of Religion of the Province of NTT, so an in-depth study is needed regarding the impact of bureaucratic restructuring on organizational performance at the Regional Office of the Ministry of Religion of the Province of NTT which will be analyzed based on changes-changes in organizational structure dimensions by Robbins (1994:89-91) and consist of; (a) complexity, (b) formalization and (c) centralization.

**Bureaucratic Reform.** Bureaucratic reform is an essential agenda in improving and improving the administration of government or administrative systems, especially regarding institutional (organizational) aspects, management, and human resources of the apparatus (Haning, 2015, p. 151). Meanwhile, according to Santosa (2012: 117), Fundamental bureaucratic reform should provide an excellent design perspective that will improve one area and must show its relation to other fields. Bureaucratic reform is an integral part of reform in the fields of politics, law, economy, and reform in the field of organizational culture. The success or failure of carrying out bureaucratic reform is strongly influenced by the success or failure of reform in other fields. However, it is the government bureaucracy that will implement the results of reforms in other fields Rewansyah (2010:114). Bureaucratic reform is the government's effort to improve performance in various ways with the aim of effectiveness, efficiency and accountability (Sedarmayanti, 2013, pp. 71-72). Bureaucratic reform needs to be understood in the context of "objectives." Goals are the result of a job. According to Mustafa (2014: 153), if it is associated with bureaucratic reform, the purpose of bureaucratic reform is none other than the desired result to rebuild public trust (public trust building) in the bureaucracy so that it can be good. Meanwhile, according to Dwiyanto (2012: 223), bureaucratic reform in implementing government activities and public services aims to create a professional and accountable bureaucratic performance.

**Organization.** Several classical theories explain the organization, one of which is proposed by Weber in The Theory of Social and Economic Organization, Weber (in Thoha, 1996:98). It Shows "organization as a cooperative group, which is different from social organizations." According to Weber, cooperative groups are an order of social relations linked and limited by rules. These rules can compel a person to perform work as a continuous function, whether the leader or other administrative officials carry it out. Dessler (1986:116) defines organization as the arrangement of resources in a work activity, where each activity has been systematically arranged to achieve predetermined goals. In this organization, each person involved is given tasks, authority, and responsibilities, which are coordinated to achieve organizational goals, where the organization's goals are formulated by deliberation as a common goal realized jointly. Siagian (1997: 138) also provides an understanding of the organization, namely any form of association between two or more people who work together for a common goal and are formally bound in an alliance where

there is always a relationship between a person or group of people who are called leaders and another person or group of people who called subordinate.

**Organizational Restructuring.** According to Sedarmayanti (2009: 60), restructuring efforts within an organization can be carried out through management efforts using rearranging or reengineering (reengineering) so that the company is expected to be able to adapt to the effects of changes in its environment so that the company will survive. Furthermore, Sedarmayanti (2009: 71) also suggests organizational restructuring includes several aspects, namely aspects of organizational performance, operational cooperation, work systems and procedures, as well as a delegation of authority and autonomy. Meanwhile, in a broad sense, it covers all aspects owned by the company which significantly affect the productivity of the company, which include: human resources, financial resources, and other resources, including facilities and infrastructure. To analyze the impact of bureaucratic restructuring on organizational performance in the Regional Office of the Ministry of Religion of the Province of NTT, Robbins (1994:6) cites the opinion that; "Organizational structure determines how tasks will be divided, who reports to whom, the formal coordination mechanisms and interaction patterns to be followed." Then the same thing about the main dimensions of the structure is stated by Robbins (1994:6), namely, "We determine that an organization has three components, namely complexity, formalization and centralization." As stated in the limitations of the problem in Chapter I, this research will be analyzed through changes in the dimensions of organizational structure by Robbins (1994: 6), which consist of complexity, formalization and centralization with the following explanation:

**Complexity.** According to Price and Muller (in Robbins, 1994:91), "Complexity refers to the level of differentiation within an organization." Regarding this differentiation, Kast and Rosenzweig (1995:340) suggest that differentiation is defined as the segmentation of an organizational system into various subsystems, each of which tends to develop specific attributes due to the needs imposed by the appropriate external environment. Within the organization, this differentiation moves in two directions: the vertical specialization of activities, indicated by the organizational hierarchy, and the horizontal differentiation of activities, referred to as departmentalization. According to Cushway (1999: 85), "*a big problem generally faced by an organization, substantial organizations, is the formation of expanding decision-making lines and vertical communication becomes more difficult*".

Furthermore, according to Robbins (1994:91-92), within the organization can, be distinguished two kinds of differentiation, namely horizontal differentiation and vertical differentiation, with the following details:

**Horizontal Differentiation.** It considered the level of horizontal separation among organizational units based on differences in organizational unit orientation, duties, functions, education, and expertise. The reason for the occurrence of horizontal differentiation is related to the dynamics of organizational development through the stages of its growth. Horizontal differentiation gives rise to specialization and departmentation. Specialization refers to the grouping of specific activities carried out by an individual in an organization. The form of specialization consists of functional specialization and social specialization. The definition of departmentation refers to groupings based on specializations that exist within the organization, both functional and social specializations. It is a matter of concern in the complexity of an organization, whether it is in a high or low position of complexity. High or low complexity, exceptionally if high, will face the consequences for the need for activities from elements of leadership regarding control, communication and coordination mechanisms (Sara et al., 2023).

**Vertical Differentiation.** The depth of the organizational hierarchy refers to the number of hierarchical levels within the organizational structure. As the hierarchical level increases, so does



the complexity, and there is a more significant potential for communication distortion as information is transmitted from the highest management level to the lowest organizational unit. One thing that needs to be considered from this differentiation is the span of control, namely how many organizational units can be formed effectively by the organizational unit above it – the more complex the work, the smaller the span of control required in supervision. In structuring government organizations, it is necessary to pay attention to this dimension of vertical differentiation.

**Formalization.** According to Robbins (1994: 103), "formalization refers to the extent to which work within the organization is standardized." From this definition, it can be interpreted that formalization is a condition in which rules, procedures, instructions, and communication are standardized. The high formalization will increase complexity. Formalization is essential for the organization because standardization will achieve consistent and uniform products and reduce unnecessary errors. In addition, formalization will facilitate coordination between departments/organizational units in producing a product or service. Formalization in organizational restructuring is a process of uniformity through standardized rules, procedures, instructions and communications. In a broader perspective, Mitzberg (1979:5) argues that standardization as a form of formalization dimension in an organization is not only standardization of work but includes three kinds of standardization, namely; "(1) standardization of work processes, (2) standardization of outputs, and (3) standardization of skills".

Meanwhile, Steers (1985:74) views the dimension of formalization as the limit for determining or regulating employees' work activities through formal procedures and regulations. In some circles, what is meant by the official regulations of an organization are written official regulations, so that by specific experts, the dimension of formalization is sometimes interpreted as the extent to which work regulations are written. Hickson (in Robbins, 1994:103) defined formalization as "the extent to which rules, procedures, instructions, and communications are written."

**Centralization.** Every organization has a decision-making process, and most organizations tend to place organizational decision-making at the highest hierarchical level. Centralization draws the central decision-making position. Robbins (1994:118) defines centralization as "the level to which the formal power to make choices is freely concentrated in an individual, unit, or level (usually high in the organization), thereby allowing employees (usually at in the organization) to provide minimal input into their work." By paying attention to the definition above, centralization limits the lowest units in the organization to make decisions without first obtaining authority from the top management. Etzioni (1985:41) provides a way out of this, which is to loosen organizational centralization by limiting decisions that must be raised above or which must at least be approved in advance by a higher level (for example, "All material the price to be ordered must be checked, but you are free to determine the amount you need"). It could also be done by giving each unit greater autonomy in dealing with issues (for example, "For expenses that are less than a thousand dollars, you do not need to seek approval from superiors"). Thus to avoid excessive centralization in the organization, it is necessary to give a more comprehensive level of autonomy (decentralization) to each unit in the organization. Melcher (1995:191) argues that "One of the benefits of decentralization is the ability to make appropriate adjustments to various conditions."

According to data from the Ministry of Religion's Personnel Management Information System (SIMPEG) application, in 2022, the number of employees at the Regional Office of the Ministry of Religion of NTT Province from 2019 to 2022 will remain the same, namely 122 people. In 2019, 37 people held structural positions. 2022 there will only be 10 people due to the absence of structural echelon IV positions, while the number will remain the same for general functional

positions from 2019 to 2022. Namely, 71 people and this number are also the same as certain functional positions, which total 14 people, while in 2022, there will be functional positions (JFT) which equates to 27 people. If managerial positions are streamlined, then available positions will be developed, the number of which, of course, will automatically increase. Available positions will be developed through job analysis, and employee needs analysis. With the development of available positions, it is hoped that it will be easier for the government to provide public technical services (State Civil Service Agency, 2020).

In response, at the end of December 2021, the Ministry of Religion again legalized administrative positions to available ones. A total of 1,380 administrators, supervisors and implementers at the central and regional levels attended the inauguration, led by the Secretary-General, Nizar Ali. This inauguration was the second time in a big wave by the Ministry of Religion in response to the president's policy that he wanted a more adaptive, innovative, and responsive bureaucratic climate. Previously, in 2020 the Secretary-General had appointed 372 officials who switched functions from administrative to available positions. Along the way, there have been dynamics and obstacles, both technical and administrative, experienced by one of them at the Regional Office of the Ministry of Religion of NTT Province.

Based on initial observations made by the author at the Regional Office of the Ministry of Religion of NTT Province, most supervisory positions, seen from educational qualifications, must follow the requirements of the available positions they will occupy. Most supervisory officials who are equalized feel object to having to go back to education. Another problem is that restructuring the bureaucracy at the Regional Office of the Ministry of Religion of the Province of NTT will impact the equalization of administrative positions into available positions in 2022. Certain functional positions (JFT) are equivalent to a total of 27 people.

Another finding is that, as a whole, due to the restructuring, the target and realization of the implementation of strategic goals and work programs for the Regional Office of the Ministry of Religion of East Nusa Tenggara Province have almost reached the target. However, when viewed from each performance indicator, each strategic target contained in the 2021 Government Agencies Performance Accountability Report (LAKIP) at the Regional Office of the Ministry of Religion of East Nusa Tenggara Province has not yet reached the targets set for each strategic target in the 2021 performance indicators. The aspects that are assessed are employee performance as measured by Employee Work Targets (SKP) and Work Behavior consisting of service orientation, integrity, commitment, discipline, cooperation and leadership; it is read that there are still employees whose work performance is not optimal, namely 16 people whose achievements are only considered sufficient. The above phenomenon shows that there has been a decline in the organizational performance of the Regional Office of the Ministry of Religion of East Nusa Tenggara Province. The realization that did not reach this target was allegedly caused by discipline, coordination and employee career development due to the bureaucratic restructuring that had been carried out.

Based on this opinion, the organizational restructuring of the Regional Office of the Ministry of Religion of the Province of NTT needs to be studied in more depth because it has a crucial role as the representative of the central government in the regions in the field of religion as well as the parent of public services in the field of religion in the Province of NTT so that organizational restructuring must be able to realize public services in the field of religion that is fast, effective and efficient so that researchers are interested in conducting research with the title "Restructuring's Impact On Public Services & Performance: Regional Office, Ministry Of Religion (NTT)."

## METHODS

Drawing and verification). This study used a qualitative research approach with a descriptive method. Determination of informants by researchers was determined purposively, with informants totaling 25 people using two types of data, namely primary data and secondary data. In contrast, the data sources in this study were: (1) data sourced from people called informants or participants, totaling 25 ASN informants (2) data sourced from documents related to the restructuring process and individual and organizational performance achievements in the form of Government Agency Performance Accountability Reports (LAKIP), Government Agency Performance Accountability Systems (SAKIP), Employee Performance Targets (SKP) and Personnel Management Information Systems (SIMPEG) within the Regional Office of the Ministry of Religion of NTT Province. The data that has been collected is then analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014: 14), namely analyzing data in three steps: data condensation, presenting data (data display), and drawing conclusions or verification (conclusion).

## RESULT AND DISCUSSION

**The Impact of Bureaucratic Restructuring on Organizational Performance at the Regional Office of the Ministry of Religion of NTT Province.** To analyze the impact of bureaucratic restructuring on organizational performance in the NTT Provincial Office of the Ministry of Religion, the authors use the opinion of Robbins (1994: 6), which states that changes in the dimensions of the organizational structure consist of; (1) complexity, (2) formalization and (3) centralization with the following research results:

**Complexity.** According to Price and Muller (in Robbins, 1994:91), "Complexity refers to the level of differentiation within an organization." Regarding this differentiation, Kast and Rosenzweig (1995:340) suggest that differentiation is defined as the segmentation of an organizational system into various subsystems, each of which tends to develop specific attributes due to the needs imposed by the appropriate external environment. In organizations, this differentiation moves in two directions: vertical specialization of activities, which is indicated by the organizational hierarchy, and horizontal activity differentiation, which is referred to as departmentalization. According to Cushway (1999: 85), "a big problem generally faced by an organization, substantial organizations, is the formation of expanding decision-making lines and vertical communication becomes more difficult."

Furthermore, according to Robbins (1994:91-92), within the organization can be distinguished three kinds of differentiation, namely horizontal differentiation and vertical differentiation, with the following details:

**Horizontal Differentiation.** It considers the level of horizontal separation among organizational units based on differences in organizational unit orientation, duties, functions, education, and expertise. The reason for the occurrence of horizontal differentiation is related to the dynamics of organizational development through the stages of its growth. Horizontal differentiation gives rise to specialization and departmentation. Specialization refers to the grouping of specific activities carried out by an individual in an organization. The form of specialization consists of functional specialization and social specialization. The definition of departmentation refers to groupings based on specializations that exist within the organization, both functional and social specializations. The thing that is of concern in the complexity of an organization is whether it is in a high or low position of this complexity. High or low complexity, exceptionally if high, will face the consequences for the need for activities from elements of leadership regarding control, communication and coordination mechanisms.



According to data from the Ministry of Religion's Personnel Management Information System (SIMPEG) application, in 2022, the number of employees at the Regional Office of the Ministry of Religion of NTT Province from 2019 to 2022 will remain the same, namely 122 people in 2019 and have not met the quantity expected by the organization. Meanwhile, in terms of the quality of the employees of the Regional Office of the Ministry of Religion of the Province of NTT, with a restructuring policy according to the State Civil Service Agency (2020) with streamlined managerial positions, available positions will be developed, of course, the number will also automatically increase. Available positions will be developed through job analysis, and employee needs analysis. With the development of available positions, it is hoped that it will be easier for the government to provide technical public services. Functional are not experts in their field of work. For example, structural officials who previously handled the affairs of the Ummah were placed as functional officials in education.

It was also found that targets were often not achieved due to bureaucratic restructuring where the equalization of administrative positions to available positions still ruled out the aspects of merit (qualifications and competencies) which were not maximal so that it had an impact on the inability of employees to make plans, delays in implementing programs and activities, lack of cooperation or coordination between departments in determining the implementation schedule of programs and activities as well as the inability of employees to carry out monitoring and evaluation.

In addition, there is still dissatisfaction with employees affected by structural restructuring with certain new functional positions assigned so that they impact performance and are not focused on carrying out their duties as JFT. An example is JFT Personnel Analyst in Christian Community Guidance and others. It should have been placed in the Personnel and Legal divisions, not in the technical field, so the results of this writer's research show that the Regional Office of the Ministry of Religion of NTT Province has implemented the horizontal differentiation dimension. However, it has not been effectively implemented because many structures formed are not by system merit and in-depth analysis, so it needs to be reorganized. Back and adjusted to the correct sizing or restructuring.

Efforts to restructure the organization of the Regional Office of the Ministry of Religion of NTT Province can be carried out through management efforts by reengineering or reengineering so that public organizations are expected to be able to adapt to the effects of changes in their environment so that the organization will survive (Sedarmayanti, 2009:60, Nugroho, 2001:15, Wasistiono, 2002:44) reinventing is defined as "fundamental redesign of the system of government, the civil service system. According to Bennis & Mische (1999:13), the purpose of rearranging the dimensions of horizontal differentiation of governance within the Regional Office of the Ministry of Religion of the Province of NTT, according to Bennis & Mische (1999: 13), is to optimize the competitiveness of the organization, its value for stakeholders and its contribution to society despite the implementation of restructuring within the Regional Office of the Provincial Ministry of Religion NTT based on Regulation of the Minister of Religion Number 6 of 2022 but according to the authors' findings it is known that this policy has become a boomerang for the organization because, from a horizontal differentiation point of view, it should give birth to specialization and departmentation. However, this specialization is not supported by the basic knowledge of employees affected by the restructuring, in addition to the distribution of employees who are not well-planned.

**Vertical Differentiation.** The organization's authority level is described using vertical differentiation in a hierarchical form (Stacy & Mowles, 2016). Higher-order rankings indicate the level of authority an individual holds within an organization and the direction in which that

authority flows. This hierarchical arrangement is sometimes referred to as an organizational chart or organs. A vertically differentiated organizational structure places the chief executive officer (CEO) at the top of the chart (Stacy & Mowles, 2016). They were followed by other positions or positions based on seniority to the lowest manager (mostly line or operational heads). Authority is expected to flow equally from top to bottom along the same sequence, with strategic decisions formulated at the top (management) and passed down the hierarchy to operational managers for implementation.

Based on the results of interviews, observations and documentation that the changes in the hierarchical organizational structure that occurred in the Regional Office of the Ministry of Religion of the Province of NTT, both changes in nomenclature, changes in tasks and functions and changes in the number of hierarchical levels are part of the adjustments to the PANRB Ministerial Regulation Number 17 the Year 2021 concerning Equalization of Administrative Positions to Functional Positions and Regulation of the Minister of Religion Number 6 of 2022 concerning Amendments to Regulation of the Minister of Religion Number 19 of 2019 Organization and Work Procedures of Agencies

According to data from the Ministry of Religion's Personnel Management Information System (SIMPEG) application, in 2022, the number of employees at the Regional Office of the Ministry of Religion of NTT Province from 2019 to 2022 will remain the same, namely 122 people. In 2019, 37 people held structural positions. In 2022, the absence of structural echelon IV positions will reduce to only 10 personnel, whereas the number of available functional positions will remain unchanged from 2019 to 2022. Namely, 71 people and this number are also the same as certain functional positions, which total 14 people, while in 2022, there will be functional positions (JFT) equated with the number of 27 people. Hence, the current number of structural levels is ideal and by the applicable rules and regulations.

Referring to the author's findings regarding the hierarchical levels at the Regional Office of the Ministry of Religion of the Province of NTT, which are shorter when compared to the levels prior to restructuring, this phenomenon can be stated as positive when referring to the opinion of Hodge and Anthony (1988) who explained that for vertical differentiation, the more levels, the greater the potential for coordination and integration problems because the determining factor is the Span of Control (Robbins, 1994, p. 96), the shorter the span of control, the better. Differentiation will increase, along with increasing complexity, because the number of hierarchical levels within the organization increases (Robbins, 1994, p. 95). After all, it requires task specialization, also known as functional specialization (Pugh et al., 1969; Robbins, 1990). This type of specialization is closely related to shortening the length of work (Dewar et al., 1980).

However, there are several problems related to the impact of restructuring, in terms of vertical differentiation that occurred in the Regional Office of the Ministry of Religion of NTT Province, namely in terms of the depth of the organizational hierarchy, there are still the tasks of echelon III structural officials directly delegated to functional officials because there are no echelon IV structural officials. It can happen because there are leading tasks and functions whose implementation is not yet available even from a hierarchical perspective, cooperation between units in forming teams to carry out tasks and services has not been carried out at all, and all services are still running as before the restructuring occurred. So the available positions as a result of the restructuring still do not answer the needs in carrying out the main tasks and functions of the organization because most of them are only "as long as they are given" to meet the requirements for simplification of the bureaucracy. Even there are still several available positions that have not yet been filled.



The findings of this study are in line with some empirical evidence which indicates that every organization needs to pay attention to several environmental characteristics in the management of its organizational resources and organizational effectiveness as Ostroff (1997) found that the factor considered essential for achieving organizational effectiveness is the ability of the organization to anticipate the surrounding environment such as an excellent organizational structure will reflect organizational effectiveness. Other groups of researchers who are also considered pioneers in organizational effectiveness research, for example, Schwab and Iwanichi (1982) as well as Gmelch et al. (1994), produced empirical evidence that is in line with Ostroff's study and the authors above that organizational effectiveness is strongly influenced by personal behavior. Exist in the organization and its existing organizational structure (Jong-One 1996, Gmelch, Walter and Gordon, 1998, Dowdy, 1999:12, Delbridge and Allison, 1999:23). Hodge and Anthony (1988) warn that organizations, especially at more hierarchical levels of government organizations, are likely to experience coordination and integration problems. Hodge and Anthony's warning is important when designing a vertical organizational structure for the Regional Office of the Ministry of Religion of NTT Province.

**Formalization.** Robbins (1994:103) says that "formalization refers to the extent to which work within the organization is standardized." From this definition, it can be interpreted that formalization is a condition in which rules, procedures, instructions, and communication are standardized. The high formalization will increase complexity. Formalization is essential for the organization because standardization will achieve consistent and uniform products and reduce unnecessary errors. In addition, formalization will facilitate coordination between departments/organizational units in producing a product or service. Formalization in organizational restructuring is a process of uniformity through standardized rules, procedures, instructions and communications. Based on the results of interviews and observations that the author has conducted, it is known that in terms of formalization regarding regulations, procedures, instructions, and communication after the restructuring in the Regional Office of the Ministry of Religion of the Province of NTT, currently it has not been implemented optimally. Cooperation between units in forming teams to carry out tasks and services has not been carried out at all, so the available positions resulting from the restructuring have not yet answered the need to carry out the main tasks and functions of the Regional Office of the Ministry of Religion of the Province of NTT.

In terms of communication, the division of leading tasks and functions between work units is also unsuitable (ideal) after the restructuring because several vacant positions must be filled by existing HR who do not meet the ideal standard in terms of HR quality. It was further exacerbated by a moratorium on the appointment of CPNS several years earlier, which also impacted available positions (JFT). On organizational performance as in the table below:

**Table 1.** Individual, Group and Organizational Performance at the Regional Office of the Ministry of Religion of NTT Province in 2022

Individual Performance (Certain Functional Positions) Equalization Results	The elements that are assessed are service orientation, work initiative, commitment, cooperation, leadership	Value of Civil Servant Work Behavior	Civil Servant Performance Value	Group Performance From Each Sub Coordinator Assessed	Organizational Performance (Office of the Ministry of Religion in NTT)
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Sub Coordinator of Madrasah Institutional Facilities and Student Affairs Curriculum Section	Commitment Discipline	88.00 (sufficient) 89.10 (sufficient)	101.00 (baik)	Fair	Fair
Sub Coordinator of the Section for Islamic Religious Affairs and Bina Syariah	Work Initiative	89.15 (sufficient)	96.00 (fair)	Fair	Fair
Sub Coordinator of Institutional and Information Systems Section	Service orientation	88.25 (sufficient)	101.60 (fair)	Fair	Fair
Sub Coordinator of the Christian Religious Education Section	Work Initiative	88.85 (sufficient)	99.28 (fair)	Fair	Fair
Sub Coordinator of the Secondary Education Section for Catholic Education	Leadership	88.900 (sufficient)	99.12 (fair)	Fair	Fair

Source: Author Analysis Results, 2022

The table shows that although the group performance and organizational performance of the Regional Office of the Ministry of Religion of the Province of NTT in 2022 were found to be good, in the assessment of individual performance, it was known that they had not been declared good. There was even an adequate assessment of work behavior indicators from a discipline standpoint, commitment by the Sub Coordinating Officer of the Means Curriculum Section Madrasah Institutional and Student Affairs with a score of 88 and 89.10, respectively, which means that they performed adequately. At the same time, in the position of Sub Coordinator of the Section for Islamic Religious Affairs and Sharia Development, they get a work initiative score of 89.15 or a good leadership score of 88.90 for the individual performance of the Secondary Education Section Sub Coordinator Catholic field.

Based on the findings above, it can be stated that the results of the restructuring of the Regional Office of the Ministry of Religion of the Province of NTT have not been carried out optimally according to regulations, procedures and instructions when bureaucratic simplification was carried out, while the primary goal of bureaucratic reform is to improve performance through various means with the aim of effectiveness, efficiency and accountability. Sedarmayanti, 2013:71-72), but the bureaucracy cannot facilitate practical governance tasks (Farazmand, 2007) due to the ineffective formalization by the Regional Office of the Ministry of Religion of NTT Province.

With bureaucratic reform, the Regional Office of the Ministry of Religion of NTT Province should have made institutional, organizational and procedural modifications and improvements in the bureaucracy to improve efficiency and effectiveness (Fountain, 2007). This definition already includes the ideas of working better and costing less from Peters (2001) as well as structural re-orderings from Goldfinch, SF and Wallis (2009) and structural reengineering from Omoyefa (2008); however, what happened at the Regional Office of the Ministry of Religion of NTT Province is not in line with the opinion of Kaho (2002: 209) regarding the main principles of the organization, namely (a) precise formulation of objectives; (b) division of labor; (c) delegation/delegation of authority; (d) coordination; (d) span of control; and (e) unit of command.

**Centralization.** Every organization has a decision-making process, and most organizations tend to place organizational decision-making at the highest hierarchical level. Centralization draws the central decision-making position. Robbins (1994:118) defines centralization as "the level to which the formal power to make choices is freely concentrated in an individual, unit, or level (usually at the top of the organization in a hierarchy), thus allowing employees ( usually at low levels in the organization) to provide minimal input into their work."

Based on the results of the research conducted by the authors, it is known that from a centralization point of view, after restructuring the Regional Office of the Ministry of Religion of the Province of NTT, the decision-making has not changed. Decision-making remains with the Organizational Leader at echelon 3 or 2 levels but still involves officials below them. It can also be delegated to units that are important to answer organizational problems and goals. In making a decision made by structural officials, they always consider the information in the form of technical recommendations or other vital information submitted by Equalization Officials. This finding is in line with Robbins's opinion (1994: 118) that centralization is, "at whose level is the formal power to make choices?" choices are freely concentrated in an individual, unit, or level (usually at the top of the organization hierarchically), thereby allowing employees (usually at lower levels in the organization) to provide minimal input into their work" as occurs in Regional Office of the Ministry of Religion of NTT Province.

In the view of Wright et al. (1996: 188), the organizational structure is a way in which tasks and responsibilities are allocated to individuals, where individuals are grouped into offices, departments and divisions. The organizational structure should constantly adapt to developments in public and environmental needs. It aims to create effective organizational performance and fast work processes so that decision-making by structural officials at the Regional Office of the Ministry of Religion of NTT Province always considers information in the form of technical recommendations or other vital information submitted by the Equalization office. It is essential, considering that an organizational structure that is too hierarchical will only slow down the work process and tends to be inefficient. Various kinds of tasks in the organization must be completed demanding the ability and expertise of the apparatus. With a structure that divides organizational tasks into groups, it does not mean that the structure is compartmentalized. Boxing is only a tool to show that activity and work in the organization are based on the box. The question is when the boxes or charts in the organization are broken down into smaller boxes so that it only extends the hierarchy within the organization, which can impact the organization's slowness in completing tasks and work.

## CONCLUSION

Based on the research results in the previous chapter, several conclusions can be drawn as follows. The impact of bureaucratic restructuring on organizational performance in the Regional Office of the Ministry of Religion of NTT Province was analyzed based on changes in the dimensions of organizational structure by Robbins (1994:89-91) with the following conclusions:

- a. In terms of complexity, it was found that the hierarchical levels at the Regional Office of the Ministry of Religion of the Province of NTT were shorter when compared to the level before the restructuring was carried out, but there were several problems related to the impact of restructuring from a vertical differentiation point of view, namely that there were still tasks for echelon III structural officials who were directly delegated to functional officials because they were not there are structural echelon IV officials so that all services are still running as before the restructuring occurred.



- b. In formalization, it was found that the regulations, procedures, instructions, and communications after the restructuring in the Regional Office of the Ministry of Religion of the Province of NTT have not been implemented optimally. Cooperation between units in forming teams to carry out tasks and services has not been carried out at all, so the available positions resulting from the restructuring still do not answer the needs in carrying out the main tasks and functions of the Regional Office of the Ministry of Religion of the Province of NTT because most of them are only "as long as they are given" to fulfill the simplification requirements of the bureaucracy. In fact, there are still several available positions that have not yet been filled.
- c. The aspect of centralization found that after restructuring the Regional Office of the Ministry of Religion of the Province of NTT, the decision-making did not change. Decision-making remains with the Organizational Leader at echelon 3 or 2 levels but still involves officials below them. It can also be delegated to critical units capable of answering organizational problems and goals.

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