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## **Bureaucratic Reform in the Secretariat General of the Indonesian House of Representatives (2020–2024): Case Study of Increasing the Bureaucratic Reform Index Through the Kotter Change Management Approach**

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**Abstract:** This study analyzes the implementation of bureaucratic reform in the Secretariat General of the Indonesian House of Representatives in the 2020–2024 period using John P. Kotter's organizational change model. Data were collected from official documents of the DPR RI Secretariat General's performance, the bureaucratic reform pocket book, and the 2020–2024 Renstra strategic document. This study found that the DPR RI Secretariat General succeeded in showing an increase in the Bureaucratic Reform Index (IRB) value from 76.63 (2020) to 84.63 (2024). This study aims to identify and analyze Human Resource Management (HRM) initiatives that have been implemented and formulate strategic recommendations for improving the IRB in the future. This study highlights the effectiveness of Kotter's eight stages of change in driving bureaucratic improvement through creating urgency, coalition building, developing a vision, communicating change, empowering employees, achieving quick wins, consolidating success, and institutionalizing change. A qualitative approach with a case study method was used, supported by an analysis of official performance report documents and a review of relevant HRM literature. The research findings are expected to provide theoretical and practical contributions to the development of HR in the context of effective change strategies in bureaucratic reform in the public sector.

**Keyword:** Bureaucratic Reform, Human Resource Management, Organizational Performance, Kotter, Change Management, Good Governance

### **INTRODUCTION**

Bureaucratic reform in Indonesia has become an important part of the government's transformation towards clean, effective, efficient, and serving governance. The Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPANRB) measures the success of bureaucratic reform through the Bureaucratic Reform Index (IRB). The Secretariat General of the Indonesian House of Representatives as a supporting entity for the legislative

institution has a strategic role in ensuring transparency, accountability, and efficient service. However, its implementation faces challenges in maintaining continuity, integrity, and organizational efficiency.

Based on a report from the World Bank in 2020, one of the important foundations in improving the quality of government is a responsive, flexible, and results-oriented bureaucracy. Since 2010, Indonesia has adopted the Grand Design of Bureaucratic Reform until 2025, which emphasizes the importance of cultural, structural, and instrumental transformation. In this context, the Secretariat General of the Indonesian House of Representatives has set a target for increasing IRB as part of the realization of good governance (LAN, 2019).

Improving the quality of bureaucratic governance within the Secretariat General of the Indonesian House of Representatives throughout the 2020–2024 period cannot be separated from the systematic strategy in following up on the recommendations of the evaluation results of Bureaucratic Reform (RB) by the Ministry of PAN and RB. The implementation of this change can be analyzed through John P. Kotter's eight-step change model approach, which describes how public institutions manage structural and cultural change in a gradual and continuous manner. John P. Kotter (1996) compiled eight stages of organizational change as follows: 1) Creating urgency; 2) Forming a steering coalition; 3) Developing a vision and strategy; 4) Communicating the vision of change; 5) Empowering employees to act; 6) Achieving short-term wins (*quick wins*); 7) Consolidating improvements; 8) Institutionalizing new approaches.

The research question is how do various human resource initiatives implemented in the Secretariat General of the Indonesian House of Representatives play a role in improving the Bureaucratic Reform Index using the Kotter change management model, and how can HR be more strategic in driving the achievement of IRB in the future? Thus, this study aims to analyze the strategic role of HR in efforts to improve IRB in the Secretariat General of the Indonesian House of Representatives, identify supporting and inhibiting factors from the HR perspective, and formulate strategic recommendations for optimal IRB achievement.

## **METHOD**

This research is a case study with a descriptive qualitative approach. Case studies are chosen because they allow for in-depth exploration of the complex phenomenon of IRB improvement. The unit of analysis in this study is the Secretariat General of the Indonesian House of Representatives as an organization, focusing on HR policies and practices that have an impact on IRB improvement. This approach allows for a comprehensive understanding of the interaction of various HR factors that influence IRB achievement. Data were collected through document review - Pocket Book of Bureaucratic Reform of the Indonesian House of Representatives Secretariat General 2022 - Performance Report of the Indonesian House of Representatives Secretariat General 2020 to 2024 - Strategic Plan of the Indonesian House of Representatives Secretariat General 2020–2024 - Legislation, guidelines, or internal policies of the Indonesian House of Representatives Secretariat General that are relevant to bureaucratic reform and ASN management. Data Collection Techniques use document analysis with a comprehensive review of reports and official documents of the Indonesian House of Representatives Secretariat General and the Ministry of Administrative and Bureaucratic Reform to extract quantitative data (IRB values, targets, realization) and qualitative information (program and strategy descriptions). Next, conduct data analysis using content analysis *and* thematic analysis *techniques* for qualitative data.

## **RESULT AND DISCUSSION**

Etymologically, the word "bureaucracy" comes from a combination of two words: *bureau* (from French) which means desk or office, and *kratos* (from Greek) which means

government or power. So, literally, bureaucracy can be interpreted as "government by people behind a desk" or "power exercised from an office". Meanwhile, in the Indonesian Dictionary (KBBI), bureaucracy is a government system run by government employees because it adheres to a hierarchy and job levels.

In a broader view, bureaucracy can be understood as a management system or organization that has characteristics of a firm hierarchical structure, detailed task assignments, and the existence of documented official rules and procedures. and impersonality in decision making. The bureaucratic system is created to achieve effectiveness, accuracy, and uniformity in carrying out major tasks, both in the public (government) and private (large companies) worlds.

The above understanding is in line with the most well-known and influential concept of bureaucracy put forward by German sociologist, Max Weber (1947), Bureaucracy as an ideal organizational structure with clear hierarchical characteristics, formal rules and procedures, specialized division of labor, and rational decision making.

Weber identified several main characteristics of an ideal bureaucracy, namely:

1. Division of Labor and Specialization: Jobs are clearly and specifically separated.
2. Hierarchy of Authority: There are clear and structured levels of power.
3. Formal Rules and Procedures: Decision making based on standard written rules.
4. Impersonality: Relationships and decisions are objective, not personal.
5. Career Orientation and Meritocracy: Promotion and recruitment based on qualifications and performance.

Bureaucratic reform is a systematic effort to change the governance system to make it more effective, efficient, transparent, and accountable. In Indonesia, this initiative is protected by government regulations and evaluated based on the Bureaucratic Reform Index (IRB). IRB is an assessment tool that measures the progress of implementing eight areas of bureaucratic change, including Change Management, Arrangement of Legislation, Organizational Arrangement and Strengthening, Arrangement of Governance, and Arrangement of Human Resource Management Systems (HR), Strengthening Accountability, Strengthening Supervision, and Improving the Quality of Public Services. The increase in IRB indicates the commitment and success of an agency in realizing good governance.

Bureaucratic Reform Index (IRB) is an evaluation tool from the Ministry of PANRB to measure the extent to which government agencies implement bureaucratic reform comprehensively, systematically, and sustainably. This evaluation is used to accelerate the achievement of a clean, effective, efficient, and serving bureaucracy.

The IRB Value Ranges and Categories are as follows:

**Table 1** Range of Values and Categories of Bureaucratic Reform Index

<b>Final score</b>	<b>Category</b>
> 90	Special (AA)
80 – 90	Very Good (A)
70 – 79	Good (BB)
60 – 69	Enough (B)
< 60	Less (C)

Source: Regulation of the Minister of Administrative and Bureaucratic Reform Number 3 of 2023

Strategic Human Resource Management (HRM) is a holistic approach to human resource management that aligns HRM policies and practices with the strategic objectives of the organization. This includes HR planning, recruitment and selection, training and development, performance management, compensation systems, talent management, and

organizational culture development. In the context of the public sector, strategic HRM plays a crucial role in building the capacity of ASN to be able to support development agendas, including bureaucratic reform. Artha Febriana (2023) emphasized that strategic human resource management must be adjusted to the demands of the organization and there is no one approach that is appropriate for every organization.

Bureaucratic reform in Indonesia demands an increase in the quality of human resources, especially the State Civil Apparatus (ASN), as the main actor in public services. In this situation, the concept of human resource management becomes very relevant. According to Hardi Fardiansyah et al. (2023), ASN is an important component in public institutions, so ASN regulation needs to be carried out in a structured manner starting from the planning stage, increasing capabilities, to performance assessment. This is in line with the principle that the quality and competence of ASN determine the effectiveness of the bureaucracy.

Furthermore, in the system theory, bureaucracy is placed as part of a larger system, where changes in one element (for example ASN competence) will affect the overall performance of the system. The book on Bureaucratic Reform in Practice published by the Ministry of PANRB highlights how crucial collaboration is between institutions, human resources, and management in achieving sustainable change.

This holistic approach emphasizes that the success of reform in bureaucracy is largely determined by the integration between organizational elements, both structural such as institutions and management, and cultural such as norms, behavior, and individual capacity of ASN. In this situation, the implementation of transformation requires a structure that can not only regulate administrative procedures, but also create a sense of bond and shared understanding. Therefore, a change management model is needed that is able to orchestrate these dynamics holistically.

One relevant approach is the eight-step organizational change model developed by John P. Kotter, proven successful in the public sector/government environment due to its ability to simultaneously link structural processes with cultural change. This model has been widely used in the public sector and has proven successful in dealing with resistance to change (Fernandez & Rainey, 2006). The success of Kotter's model lies in the integration of structural and cultural elements in the organization.

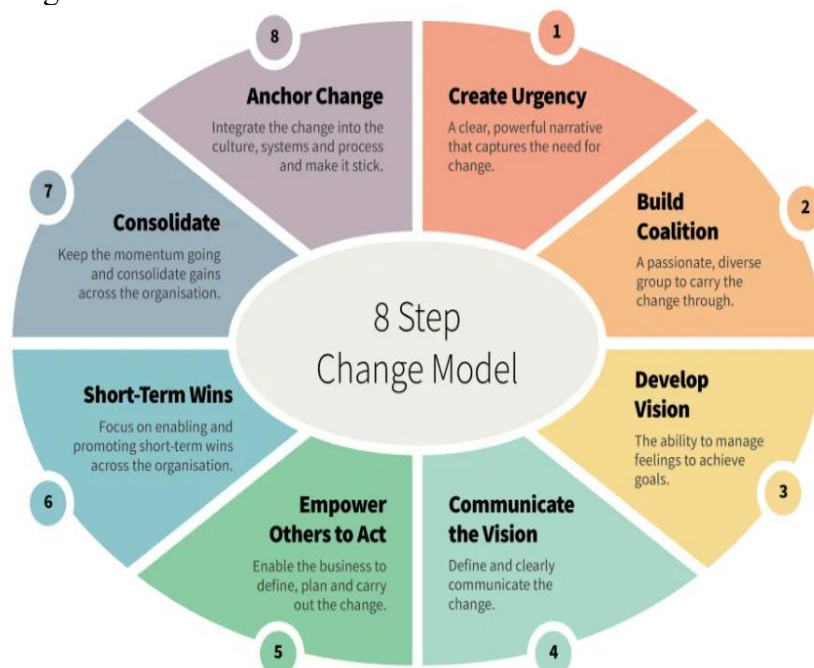


Figure 1. Kotter's 8 Steps Change Model ( <https://www.mutomorro.com> )

## A. Analysis of the application of John P. Kotter's eight-step change model

Improvements in bureaucratic governance at the Secretariat General of the Indonesian House of Representatives during 2020–2024 were carried out through a targeted strategy, following recommendations from the evaluation of Bureaucratic Reform by the Ministry of PAN and RB. These changes can be explained using John P. Kotter's eight steps of change, which show how public organizations make gradual and continuous changes in structure and culture.

### 1. Create Urgency

The urgent need for reform is evident in the importance of increasing the achievement of RB values from 75.81 in 2019 to a high target of 88.00 (A) in 2024. This target encourages organizations to evaluate and improve indicators, bases, and activity structures that are considered less effective and efficient.

Urgency is formed through an in-depth identification process of various systemic problems within the DPR RI Secretariat General. The DPR RI Secretariat General Bureaucratic Reform Pocket Book (2022) notes that several main problems include: rampant Corruption, Collusion, and Nepotism practices, suboptimal quality of public services, low performance accountability, and weak integration of ASN performance management and discipline. These problems are the main inhibiting factors in achieving effective and responsible (accountable) organizational performance.

The suggestion from the Ministry of PAN-RB through recommendations on the results of the evaluation of the implementation of bureaucratic reform at the DPR RI Secretariat General adds strength to the urgency of this matter, especially related to the lack of alignment between individual and organizational performance indicators and obstacles in following up on the Area of Improvement (AoI). The KemenPANRB evaluation also highlighted that planning documents have not been fully integrated with performance result reporting, and the monitoring and evaluation process has not been fully documented and used as a basis for improvement.

In response to this urgency, the Secretariat General of the Indonesian House of Representatives prepared the 2020–2024 Bureaucratic Reform Road Map through the Decree of the Secretary General of the Indonesian House of Representatives No. 1124/SEKJEN/2020 concerning the 2020-2024 Bureaucratic Reform Road Map of the Secretariat General of the Indonesian House of Representatives and carried out various change initiatives such as the development of integrity zones and digitalization of public services. These initiatives are the initial foundation in creating awareness of the importance of change, in accordance with the initial stages in Kotter's theory which states that successful change always begins with collective awareness of a crisis or opportunity for transformation.

### 2. Forming a Guiding Coalition

The formation of the RB implementation team is a strategic step in centralizing control of change. This coalition involves leadership elements in the Deputy for Administration, Main Inspectorate, Bureau of Organization and Planning and other technical work units. This collaboration is strengthened by the involvement of change agents as representatives of each unit, who function not only as implementers but also drivers of work culture change. The involvement of the highest leadership such as the Secretary General is the main driving factor for the legitimacy of change.

The DPR RI Secretariat General has officially formed a *Bureaucratic Reform Team* consisting of representatives from various echelon II units, guided by the Bureau of Organization and Planning. This team is tasked with compiling, overseeing, and evaluating the implementation of the change agenda based on the 2020–2024 RB Road Map. This team was

formed through the Decree of the DPR RI Secretary General Number 591/SEKJEN/2022 concerning the Establishment of the Steering Team, Implementation Team, and Work Team for the Implementation of Bureaucratic Reform of the DPR RI Secretariat General in 2022.

To strengthen the drive for change from within the organization, the Secretariat General of the Indonesian House of Representatives has designated 22 employees from various work units as Agents of Change. These agents are selected based on certain characteristics such as integrity, innovation, proactive attitude, and the ability to positively influence the work environment. Each Agent of Change has a specific and applicable action plan. For example, the Agent of Change in the Data and Information Center unit developed the Independent Password Reset System (SIPREMAN) to support internal information technology services, while the Agent of Change in the Session Bureau II improved the website of the DPR Special Committee to increase transparency and efficiency of information delivery.

Furthermore, the strategic role of the Bureau of Organization and Planning is optimized as a unit that has primary responsibility in organizational and job structuring, planning and budgeting, performance management, and implementing bureaucratic reform. This bureau also acts as the technical secretariat of the Bureaucratic Reform Steering Coalition, tasked with coordinating various priority programs such as quick wins, building integrity zones, and preparing the Independent Assessment Report for the Implementation of Bureaucratic Reform (PMPRB) to the Ministry of PANRB. The effectiveness of the consolidation of the role of this bureau is reflected in the increase in the achievement of the RB Index which reached 84.63 (category A) in 2024, a significant increase from 76.63 (category BB) in 2020, indicating the success of the internal structure in synergizing efforts for better change.

One of the key factors in driving the success of organizational change is top-level leadership (*top management support*), which in the context of the Secretariat General of the Indonesian House of Representatives is actively played by the Secretary General. This commitment is realized through the ratification of various strategic policies that strengthen the direction of institutional bureaucratic reform. One of them is the Decree of the Secretary General of the Indonesian House of Representatives Number 1345/SEKJEN/2024 dated June 10, 2024, which stipulates the Guidelines for the Development of Integrity Zones towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM). This document serves as an operational guideline for all work units and employees in understanding and implementing the leverage indicators and results of ZI development.

In addition, the Decree of the Secretary General of the Indonesian House of Representatives Number 208/SEKJEN/2021 stipulates five work units towards WBK and two work units towards WBBM, as well as being an initial initiative in building a work culture based on the values of BerAKHLAK and excellent public service. These steps emphasize the role of top leaders in creating an organizational foundation based on the principles of integrity, accountability, and excellent service.

To strengthen a positive work culture among ASN, the Secretary General and Team encourage the internalization of the values of BerAKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) through various initiatives, including:

- a. ASN BerAKHLAK Quiz held online on the DPR RI Secretariat General Employee Portal. This activity is not only to test ASN knowledge about ASN BerAKHLAK values, but also to strengthen understanding and application of these values in work culture.
- b. The implementation of BerAKHLAK values is also strengthened in daily activities through coaching, updating service SOPs, and involving agents of change.

The Secretary General and team encourage the implementation of public service innovation through various means, one of which is an innovation competition between work

units, which is carried out per semester and awarded directly by the leadership. This activity aims to:

- a. Encouraging innovation in supporting the performance of the Secretariat General of the Indonesian House of Representatives.
- b. To be a means of learning between units.
- c. Improving the image of the institution as a responsive and adaptive bureaucracy

The role of the Secretary General of the Indonesian House of Representatives as *top management support* and team is very strategic in setting the direction of organizational change. Through policy support, internalization of work culture, and empowerment of innovation, he becomes a symbol and driving force for the implementation of structural and cultural bureaucratic reform. However, the success of the policy still requires strengthening technical implementation, cross-unit assistance, and refining implementation evidence to produce real impacts in national evaluations.

### 3. Develop Vision and Strategy

The vision formulated by the Secretariat General of the Indonesian House of Representatives in the 2020–2024 Bureaucratic Reform Road Map document, namely *'The realization of a clean, accountable, and serving bureaucracy in supporting the Indonesian House of Representatives as a representative institution of the people'*, reflects the strategic direction of the institution that does not only focus on administrative functions alone, but also strengthens the role as a facilitator of transparent, professional, and accountable parliamentary governance. This vision shows the organization's commitment to transforming into a modern bureaucracy that is responsive to public needs and optimally supports the representative function of the Indonesian House of Representatives. The formulation of this vision is in line with the national agenda of bureaucratic reform and the principles of *good governance*, which emphasizes the formation of a bureaucracy with integrity, high performance, and service orientation.

The bureaucratic reform strategy at the DPR RI Secretariat General is implemented through seven main areas of change:

- a. **First: Organization** (Arrangement of the structure and nomenclature of work units according to strategic functions, including the formation of performance management and RB units).

The DPR RI Secretariat General is restructuring its organizational structure in response to institutional dynamics, such as the formation of a new Council Supporting Apparatus (AKD). This restructuring includes: Formation of new work units to support AKD such as Commission XII, Commission XIII, and the Community Aspiration Agency; Adjustment of the organizational structure based on Presidential Regulation No. 16 of 2023 which amends Presidential Regulation No. 26 of 2020 concerning the DPR RI Secretariat General; Organizational adjustments are also regulated in the Regulation of the DPR RI Secretary General No. 6 of 2024 concerning the fourth amendment to Persekjen No. 6 of 2021. This step shows that the evaluation of the organizational structure is carried out adaptively to institutional needs and changes in the functions of the DPR RI.

Furthermore, in order to realize more adaptive, efficient, and professional governance, the Secretariat General of the Indonesian House of Representatives has carried out structural reforms by simplifying the executive positions in its internal environment. The number of executive positions, which originally consisted of 95 types of positions, has now been simplified to only 13 positions. This policy is a follow-up to the implementation of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PermenPANRB) Number 45 of 2022 concerning Civil Servant Executive Positions, which

regulates the classification of executive positions into three main categories: clerks, operators, and technicians. This simplification aims to increase organizational effectiveness and align job structures with the needs of modern organizations based on competency and performance.

**b. Second: Implementation** (Implementation of digital SOPs, integration of public service applications).

In order to realize effective and efficient organizational governance, the Secretariat General of the Indonesian House of Representatives consistently implements administrative arrangements through the preparation and implementation of Standard Operating Procedures (SOPs). The preparation of these SOPs refers to the provisions of Presidential Regulation Number 16 of 2023 and PermenPANRB Number 25 of 2020 concerning the 2020–2024 Bureaucratic Reform Road Map. Several strategic SOPs developed include the implementation of bureaucratic reform, as well as technical SOPs in the field of information technology which are prepared based on the international standard ISO 20000.

In line with these efforts, the DPR RI Secretariat General encourages digital transformation through the development of various internal applications, such as *Simfoni* for information management, *DigitAll* for information and communication technology asset management, *STELA* as an internal service system, and the use of the *SRIKANDI application* for electronic manuscript and archive management. In addition, the digitization of physical archives including voice and video recordings is also carried out as a form of transparent and digitized institutional documentation. Strengthening the *dashboard-based monitoring system* is also implemented to monitor performance and budget in *real time*.

In the e-Government aspect, the DPR RI Secretariat General recorded a significant achievement with the Electronic-Based Government System Index (SPBE) of 4.23 in 2024, the highest predicate with the category of "Satisfactory." This success was supported by the preparation of the SPBE Architecture (As-Is and To-Be), the Information and Communication Technology Master Plan (RITIK) 2025-2027, application and information security audits, and the implementation of the DPR RI One Data Forum as a means of integrating and clarifying data across work units.

Thus, the efforts to organize governance carried out by the Secretariat General of the Indonesian House of Representatives through the development of SOPs, digitalization of business processes, and the implementation of SPBE not only increase the internal efficiency of the organization, but also strengthen the principles of transparency and public accountability in supporting the institutional functions of the Indonesian House of Representatives in a modern and professional manner.

**c. Third: Legislation** (harmonization and deregulation of overlapping internal rules).

Some of the steps taken by the Secretariat General of the Indonesian House of Representatives relating to regulatory arrangements include:

**1. Evaluation and Revision of Service Standards**

The PPID Service Standards that have been in effect since 2020 (Secretary General's Decree No. 1770/SEKJEN/2020) are considered necessary to be updated to comply with regulatory dynamics and the needs of public information services.

**2. Preparation of New Secretary General Regulations**

It is planned to prepare a Regulation of the Secretary General of the Indonesian House of Representatives regarding Monitoring and Evaluation of Public Information Disclosure, as a form of strengthening internal regulations.

**3. Public Information Consequence Test**



Conducted periodically on excluded documents, including documents for the completion of newly passed laws. This is part of *the regulatory review* to ensure transparency of information in accordance with the principles of *good governance*.

- d. **Fourth: ASN HR** (Strengthening the merit system, open selection, *talent pool*, competency-based training, and the role of change agents).

Human resource transformation is an important pillar in change management at the DPR RI Secretariat General. With more than 7,000 human resources, including ASN and non-ASN, the DPR RI Secretariat General updates competency data and develops employee capacity. This policy refers to LAN Regulation Number 10 of 2018 concerning Civil Servant Competency Development, and Law Number 20 of 2023 concerning ASN. This step shows a commitment to building a professional, adaptive, and competitive bureaucracy.

**1. Recruitment and Placement of ASN**

The DPR RI Secretariat General has implemented a merit system in the ASN recruitment and placement process. This merit principle emphasizes competence, performance, and integrity as the main basis for making HR management decisions. In the context of recruitment, the DPR RI Secretariat General also responded to the mandate of Law Number 20 of 2023 concerning ASN by facilitating the transition process of non-ASN employees to PPPK. This process is carried out in accordance with the Decree of the Minister of PANRB Number 347/2024 concerning the PPPK Selection Mechanism for the 2024 Fiscal Year. Non-ASN employees who are registered with BKN and meet the selection criteria are appointed as PPPK, while those who do not meet the criteria can be proposed as part-time PPPK.

**2. Development of ASN Competence**

ASN competency development is a top priority in supporting professionalism and quality public services. The DPR RI Secretariat General has established a policy for updating ASN competency development data referring to LAN Regulation Number 10 of 2018. ASN are required to take a minimum of 20 hours of training per year, which can be obtained through various forms of training, seminars, workshops, and socialization. These training hours are converted into part of performance evaluation and career development. In addition, the DPR RI Secretariat General also provides convenience in study assignments and study permits to improve ASN education levels.

**3. ASN Performance Evaluation**

ASN performance evaluation is carried out systematically and integrated with organizational performance measurement. The DPR RI Secretariat General has stipulated Decree of the DPR RI Secretary General Number 1459/SEKJEN/2024 concerning Guidelines for Organizational Performance Measurement. This evaluation includes planning, measurement, reporting, and performance review. One of the challenges faced is the integration between individual and organizational performance evaluation, which is currently still in the process of being strengthened. This integration effort is important to ensure that individual ASN performance is aligned with the strategic goals of the organization.

**4. Talent Management**

In terms of talent management, the DPR RI Secretariat General has begun to prepare projections of long-term competency and expertise needs that are in line with the organization's strategic plan. This is done through competency gap analysis and fulfillment strategies. In addition, HR development is directed so that ASN can become role models in talent management, especially in the Main Inspectorate and other strategic units. This effort also includes utilizing the results of ASN participation in professional organizations to strengthen internal supervision and governance practices.

**Fifth: Supervision** (Improving the function of the Main Inspectorate, performance audits, strengthening SPIP and APIP).

To ensure the sustainability of changes, the DPR RI Secretariat General implements a monitoring and evaluation system that is carried out quarterly. Evaluation is carried out in two forms, namely Ex-Ante evaluation (planning) and On-Going evaluation (implementation). All of these activities refer to PermenPANRB Number 9 of 2023 concerning Evaluation of Bureaucratic Reform and PermenPANRB Number 90 of 2021 concerning Development of Integrity Zones towards WBK/WBBM.

**a. Government Internal Control System (SPIP)**

The DPR RI Secretariat General has demonstrated a strong commitment to strengthening supervision through the implementation of SPIP. In 2024, the SPIP maturity score reached 3.60 (Level 3 – Defined), exceeding the target of 3.28 with an achievement of 109.75%. This assessment was carried out by BPKP and reflects that the DPR RI Secretariat General has been able to define performance achievement strategies in a relevant and integrated manner, although control effectiveness still needs to be improved. The SPIP evaluation is conducted through independent assessment by the internal assessor team, quality assurance by the Main Inspectorate, and evaluation by BPKP. The components assessed include goal setting, structure and process, and goal achievement. The DPR RI Secretariat General has also prepared and implemented the SPIP Implementation Strengthening Action Plan, as well as conducting risk monitoring and follow-up of BPK audit findings.

**b. Improving the capabilities of APIP (Government Internal Supervisory Apparatus).**

The activity programs carried out include auditor participation in leveling and technical training (routinely); Implementation of the Independent Training Program (PPM) routinely; Work unit follow-up on APIP recommendations; and APIP focuses on clients and risk-based audits. In addition, the number of Auditor Functional Positions (JFA) for auditors is also increased through new recruitment, and/or transfer, and/or inpassing.

**c. Control of Gratification and Prevention of Corruption**

In order to strengthen integrity and prevent corrupt practices, the DPR RI Secretariat General has developed an integrity monitoring system that includes controlling gratification and strengthening an anti-corruption culture. One concrete step is the implementation of an integrity strengthening program through anti-corruption training, socialization of integrity zones, and the launch of Corruption-Free Areas (WBK). The DPR RI Secretariat General also prepared the Guidelines for the Development of Integrity Zones towards WBK/WBBM which were stipulated through the Decree of the DPR RI Secretary General Number 1345/SEKJEN/2024. These guidelines serve as a reference for all work units in building a clean and serving work culture. In addition, activities such as the ASN BerAKHLAK quiz and public service innovation competition also encourage the internalization of integrity values.

**d. Whistleblowing System (WBS)**

Strengthening supervision through a whistleblowing system is part of the risk management and internal control strategy through the stipulation of Secretary General Regulation Number 9 of 2019 concerning Guidelines for the Whistleblowing System *for Alleged Corruption, Collusion and Nepotism in the Secretariat General and Expert Body of the Indonesian House of Representatives*. In this context, the Secretariat General of the Indonesian House of Representatives encourages reporting of alleged violations through a safe and trusted channel ([ittama.dpr.go.id/wbs](http://ittama.dpr.go.id/wbs)), and guarantees protection for the reporter. Overall, strengthening supervision in the DPR RI Secretariat General reflects serious efforts in building clean, transparent, and accountable

governance. Through SPIP, gratification control, and violation reporting systems, the DPR RI Secretariat General continues to strengthen the foundation of institutional integrity in supporting bureaucratic reform and quality public services.

**Sixth: Accountability** (e-Performance integration, strengthening SAKIP, and results-based performance reporting.

The DPR RI Secretariat General also strengthens the performance accountability system as part of change management. Through the Decree of the Secretary General Number 1459/SEKJEN/2024, guidelines for measuring organizational performance are set that are more structured and measurable. This effort aims to align organizational performance with individual performance, as well as integrate digital-based reporting and evaluation systems. This strengthening is in line with Presidential Regulation Number 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP) and Regulation of the Minister of PANRB Number 88 of 2021 concerning SAKIP Evaluation.

**a) Performance Planning**

Strengthening accountability begins with performance planning that refers to the Government Agency Performance Accountability System (SAKIP) as stipulated in Presidential Regulation Number 29 of 2014. The DPR RI Secretariat General has prepared the 2020–2024 Strategic Plan (Renstra) which is the basis for determining strategic targets, key performance indicators (IKU), and annual targets. This planning is translated into an annual Performance Agreement (PK) signed by the Secretary General. In 2024, performance planning will also be strengthened by the stipulation of the Decree of the DPR RI Secretary General Number 1459/SEKJEN/2024 concerning Guidelines for Measuring Organizational Performance, which is a reference in preparing SMART ( *Specific, Measurable, Achievable, Relevant, Time-bound* ) performance indicators and targets.

**b) Performance Reporting**

Performance reporting is a form of accountability for program implementation and budget use. The DPR RI Secretariat General prepares a Performance Report (LKj) every year as part of the SAKIP cycle. The preparation of this report refers to PermenPANRB Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting, and Review Procedures. In 2024, the DPR RI Secretariat General's budget realization reached IDR1.682 trillion or 99.43% of the total ceiling of IDR1.691 trillion. Performance reporting is also carried out quarterly to the DPR RI Household Affairs Agency (BURT) as a form of transparency and public accountability.

**c) Performance Evaluation and Achievement**

Performance evaluation is carried out periodically through monitoring and review of output and budget achievements. Based on the Evaluation Results Sheet (LHE) from the Ministry of PANRB, the 2024 DPR RI Secretariat General Performance Accountability Evaluation (AKIP) score was 68.92 (B grade), below the target of 80.00 (BB). The performance reporting component received the highest score, while performance measurement was the component with the lowest achievement. This shows the need to strengthen the performance management information system and integration between organizational and individual performance.

**d) Recommendations and Follow-up**

As part of the continuous improvement efforts, the DPR RI Secretariat General recommends several strategic steps, including: improving the quality of performance reports at the work unit level; improving risk management and internal control;

integrating organizational and individual performance measurement; implementing performance-based *rewards* and *punishments* ; and strengthening ICT audits and performance support information systems.

**Seventh: Public Services** (Digital transformation of services, development of integrity zones, and increasing access to public information.

In order to support modern governance, the Secretariat General of the Indonesian House of Representatives has implemented digital transformation by strengthening the Electronic-Based Government System (SPBE). The preparation of the 2025–2027 Information and Communication Technology Master Plan (RITIK) is an important milestone in digitalization planning. In addition, information security audits based on ISO/IEC 27001:2022 and the development of SPBE architecture integrated with the national system strengthen the digital foundation of the institution. All of these initiatives refer to Presidential Regulation Number 132 of 2022 concerning the National SPBE Architecture and Regulation of the Minister of Administrative and Bureaucratic Reform Number 59 of 2020 concerning SPBE Evaluation.

**a) Service Standards**

The DPR RI Secretariat General continuously improves the quality of public service standards through updating and improving regulations and supporting infrastructure. Concrete steps taken include revising Public Information Service Standards and service SOPs, as well as holding regular Public Consultation Forums (FKP) to absorb stakeholder aspirations. These efforts are complemented by optimizing digital facilities through redesigning websites, developing mobile applications, and rearranging physical service spaces, to align with the principles of public service as mandated by Law of the Republic of Indonesia No. 25 of 2009 concerning Public Services.

**b) Public Satisfaction**

The DPR RI Secretariat General routinely conducts a satisfaction survey related to services once a year. The DPR RI Member Satisfaction Index for DPR RI Secretariat General Services in 2024 reached a value of 3.74 (category "Very Good"), in accordance with the set target. The survey was conducted on 233 respondents from among DPR RI Members and other working partners, with reference to PermenPANRB Number 14 of 2017. This survey assessed nine elements of service, including requirements, procedures, completion time, rates, HR competencies and behaviors, and facilities and infrastructure. The element with the highest value was rates/costs (3.80), while the lowest was complaints, suggestions, and input (3.69), which remained in the "Very Good" category.

**c) Service Innovation**

In an effort to encourage public service transformation, the DPR RI Secretariat General has consistently developed various innovations. Among them are the launch of the PPID mobile application and the artificial intelligence-based "Tanya Admin" chatbot to provide 24-hour public information services. Digitalization is also strengthened through the use of the SRIKANDI application as a correspondence and electronic archive platform. In addition, an internal Public Service Innovation competition was held to encourage each work unit to produce creative solutions that have a direct impact on stakeholders. Improvements in information technology services are implemented in various bureaus, including financial management, public complaints, and trial services. Meanwhile, benchmarking activities to other agencies and the implementation of the PPID Award are part of the strategy to strengthen the quality and evaluation of public information services as a whole.

The elaboration of this strategy was then strengthened in the revision of the 2023 RB Road Map (Decree of the Secretary General of the Indonesian House of Representatives No. 1178/SEKJEN/2023) which emphasized the implementation of thematic reforms, sharpening of indicators, and integration between programs. This strategy is an important foundation for directing all work units in a more systemic and measurable institutional transformation process.

Thus, the third stage in Kotter's theory has been consistently implemented by the Secretariat General of the Indonesian House of Representatives with a comprehensive and planned approach, making the vision of reform a strategic roadmap towards a professional and modern bureaucracy.

#### 4. Communicating the Vision of Change

This stage emphasizes the importance of delivering the vision of change to all elements of the organization consistently and sustainably. In the environment of the Secretariat General of the Indonesian House of Representatives, communication of the vision of bureaucratic reform is carried out through various strategies, including:

##### a. Bureaucratic Reform Portal ([rb.dpr.go.id](https://rb.dpr.go.id))

This portal is the main media for publishing information related to the implementation of RB at the DPR RI Secretariat General. Managed by the Bureau of Organization and Planning, this portal provides policy documents, roadmaps, action plans, evaluation reports, and innovative initiatives from various work units. The goal is to build transparency and accountability in the implementation of RB that can be widely accessed.

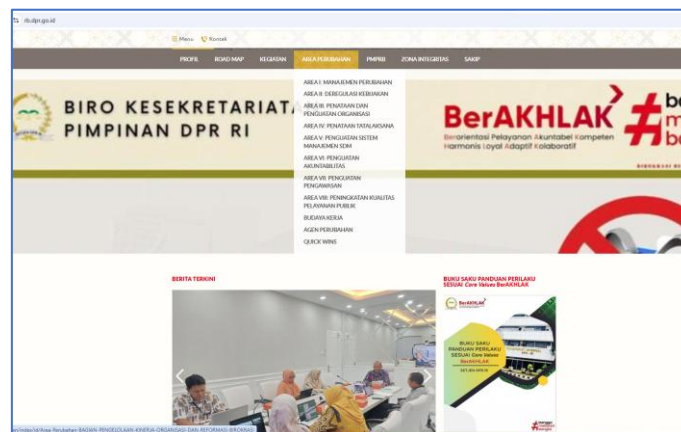


Figure 2 Website display <https://rb.dpr.go.id>

##### b. Internal Bureaucratic Reform Forum.

This forum is held quarterly and becomes a cross-unit coordination space in discussing progress, obstacles, and follow-up steps for the implementation of RB. This forum is also a medium for conveying the latest policy changes, such as adjustments to the RB roadmap based on Regulation of the Minister of Administrative and Bureaucratic Reform No. 3 of 2023.

##### c. ASN Training and Coaching

ASN are given regular training with RB materials, integrity zones, BerAKHLAK values, and public service. This training is also directed to support competency development in accordance with the minimum policy of 20 hours of training per year. Coaching is carried out by change agents and work unit leaders to accompany the process of internalizing reform values.

##### d. Integrity Zone Posters and Publications

Each work unit is required to display a poster of leadership commitment, integrity pact, and RB achievement indicators in strategic areas. This is reinforced with digital publications through social media, internal banners, and intranet media, to ensure visual communication of values and direction of change.

## 5. Empower Employees to Act

The fifth stage in Kotter's change model aims to eliminate structural and psychological barriers that prevent employees from taking the initiative and acting in support of change. In the DPR RI Secretariat General, employee empowerment is carried out through competency strengthening strategies, digitalization, merit systems, and internalization of reform values through change agents.

### a. Agent of Change

The DPR RI Secretariat General formed 22 change agents from various Echelon II units based on the criteria of integrity, innovation, and work environment influence. Each agent is required to create a real action plan.

### b. ASN Competency Development

The General Secretariat enforces a minimum of 20 hours of training per year for each ASN, including technical training, coaching, mentoring, and study assignments. This is based on LAN Regulation No. 10 of 2018. Training evaluations are included in the annual ASN performance indicators.

### c. Merit System

*In Law Number 5 of 2014 concerning ASN, Article 1 Paragraph 19, states "The merit system is a policy and management of ASN based on qualifications, competence, and performance fairly and fairly without discrimination."* The DPR Secretariat General has a *talent pool system* that has been approved by the State Civil Service Commission (KASN). This allows filling echelon II, III, and IV positions through an internal mechanism without having to go through open external selection. *The talent pool* is operated using the Simata application (Talent Management Information System) developed by the DPR Secretariat General Human Resources Bureau. Simata works by placing employees into "boxes" based on their performance (specific & generic) and potential from box 1 to box 9. Assessment data comes from existing systems (not manual input), so it is more objective, accountable, and free from human manipulation. The talent pool maps employees for strategic placement, especially in the context of promotion or job rotation.

### d. Digitalization of Services

Digitalization is carried out to strengthen the capacity and effectiveness of employees, including through: e-Kinerja; SIRIH DPR RI, SIPREMAN; SIMATA, e-PPID; MonSAKTI; SINCAN (internal complaints); e-Office and integrated SPBE system

### e. Innovation and Internal Branding Competition

The Secretariat General held an innovation competition between work units and an online ASN BerAKHLAK quiz on the website portal.dpr.go.id as a form of education and increasing employee involvement.

The empowerment of employees in the DPR RI Secretariat General shows a strategic approach, both from a structural and cultural perspective. Although there are still challenges in equalizing competencies and reward systems, these steps support the realization of a modern and adaptive bureaucracy as directed in the reform vision.

## 6. Generating Short-Term Wins (Achieve Quick Wins)

The sixth stage in Kotter's change model emphasizes the importance of achieving short-term results (quick wins) as concrete evidence that change is effective. In the DPR RI

Secretariat General, various quick wins have been successfully identified and implemented as part of the reform acceleration strategy. These programs are sourced from the RB Road Map, are oriented towards the institution's core business, have a high impact on stakeholders, and can be directly felt.

Some of the Quick Wins at the DPR RI Secretariat General include: 1) SIRIH (Minutes Information System): Digitization of meeting minutes that speeds up distribution and improves accuracy of legislative documentation; 2) Weekly Issues: Weekly reports of parliamentary activities for inter-unit coordination and strategic decision-making; 3) SIPREMAN: Self-service password reset service that reduces technical dependency and speeds up internal IT services.

From the implementation of Quick Wins, the following Success Indicators were obtained:

- The SPBE index increased from 3.34 (2020) to 4.23/Very Satisfactory (2024).
- WBK achievements in 5 work units since 2020 - 2024.
- SPIP Maturity Value increased from 3.22 (2021) to 3.60 (2024).
- The public information disclosure value reached 94.77 ("Informative" category).
- **The public service innovation competition** is held twice a year and produces various implementation practices that support work units.

The implementation of *quick wins* in the DPR RI Secretariat environment has proven to be able to strengthen the confidence of leaders and employees in the effectiveness of bureaucratic reform, while increasing the trust of internal and external stakeholders. Although it resulted in improved performance during the 2020–2024 period, the achievement of the Bureaucratic Reform Index (RB) in 2024 only reached 84.63 (category A), still below the target of 88.00. This reflects that *quick wins* have not fully driven comprehensive structural change.

As a follow-up, a strengthening strategy is needed through systematic documentation as a basis for replication, the establishment of thematic *quick wins in areas with low RB achievements, and the involvement of external parties as validators to increase the credibility of the results. With a more targeted quick wins approach*, the DPR RI Secretariat General can continue to show real results of reform while maintaining the momentum of change towards a more adaptive and transformative bureaucracy.

## 7. Consolidating Success ( *Consolidating Gains and Producing More Change* )

The seventh stage in Kotter's change model emphasizes the importance of strengthening and expanding the changes that have been successfully achieved through quick wins. In the DPR RI Secretariat environment, these consolidation steps have been realized through strengthening monitoring, reporting progress, and integrating reform results into more systemic institutional policies.

### a. Increase in Bureaucratic Reform Index

The DPR RI Secretariat General's RB Index increased from 76.63 in 2020 to 84.63 in 2024. This increase reflects the consolidation of a more systematic and well-documented RB program.

### b. Ex-Ante and On-Going Evaluation

Evaluation of RB implementation is conducted periodically through Ex-Ante (beginning of the year) and On-Going (quarterly) meetings. The Internal Assessment Team (TPI) plays an important role in monitoring the implementation of the action plan and providing direct feedback to the work unit for rapid improvement.

### c. Progress Report and Final Report

Every quarter, the RB Progress Report is prepared to evaluate the conformity of the realization with the initial target. At the end of the year, the Setjen prepares the Final

Report on the Implementation of RB as a form of accountability and the basis for preparing the RB policy for the following year.

**d. Integration of Quick Wins into Systems and Policies**

Innovations such as e-Kinerja, SPBE, and SIPREMAN are integrated into the SPBE and SAKIP systems, so that they are not partial solutions but rather part of a sustainable institutional framework.

**e. Replication of Good Practices**

Good practices from work units are documented and shared through coordination forums, training and coaching to create an organizational learning cycle and expand the impact of reforms.

**f. Consolidation Challenges** The main challenges include:

- Uneven distribution of innovation documentation across work units
- Gap in RB implementation between units
- The less than optimal use of Progress Reports in performance-based budget planning

The DPR RI Secretariat General has demonstrated its ability to consolidate reform successes through a data-driven approach, progressive reporting, and integration of results into institutional policies. This demonstrates the organization's maturity in managing change and readiness to steer reform to a deeper and more sustainable level.

**8. Anchoring New Approaches in the Culture (Institutionalizing Change)**

The eighth stage in Kotter's change model focuses on the formation of a new organizational culture that reflects the changes that have been achieved. In the DPR RI Secretariat General, this approach is carried out through internalization of work culture values, integration of reforms into institutional systems, and the formulation of strategic policies to ensure the sustainability of change.

**a. Internalization of Work Values and Culture**

BerAKHLAK values are actively internalized as part of ASN work culture through online education, training, and ASN BerAKHLAK quizzes. This strengthens the commitment to values and forms work behavior in accordance with the principles of superior public service.

**b. Cultivating Integrity Zones**

Through the Decree of the Secretary General of the Indonesian House of Representatives Number 1345/SEKJEN/2024, guidelines for the development of ZI towards WBK/WBBM were prepared which serve as a reference for all work units in building a work environment that is anti-corruption and responsive to the public.

**c. Merit System and Human Resource Management**

Strengthening the merit system is done through competency-based HR management, study assignments, and certified training. This ensures that promotion and career development are based on integrity and competence.

As part of the HR reform, the DPR RI Secretariat General also implemented talent management (*talent pool*) by appointing 31 people in *the talent pool* based on the results of competency evaluations and performance track records. These talents are prioritized for career development through promotions, leadership training, and strategic assignments across units. This program strengthens the implementation of the merit system and ensures the sustainability of ASN leadership based on capability and integrity. The implementation of this talent management is standardized in the Regulation of the DPR RI Secretary General Number 15 of 2022 concerning Talent Management of State Civil Apparatus of the Secretariat General of the People's Representative Council of the Republic of Indonesia.

**d. Integration with SPBE and SAKIP**



Innovations such as e-Kinerja, SPIP, and SIREVI are integrated into the SPBE architecture and SAKIP system. This ensures that changes become part of the official work system, not just temporary programs.

**e. Preparation of RITIK 2025–2027**

As a form of sustainability of digital reform, the Secretariat General has prepared the Information and Communication Technology Master Plan (RITIK) 2025–2027. RITIK functions as a strategic guide in strengthening SPBE governance and digital transformation based on the architecture of organizational needs.

RITIK also includes:

- ICT security audit and strengthening (with ISO/IEC 27001:2022 certification)
- Preparation of SPBE As-Is and To-Be Architecture through SIA SPBE V2
- Strengthening IT governance policies and aligning digital service standards
- Development of the DPR RI One Data Forum as a foundation for data interoperability and integration

**f. Organizational Learning and *Continuous Improvement***

The Secretariat General encourages documentation and dissemination of good practices through internal forums and cross-unit training as part of organizational learning. This forms a cycle of continuous improvement and strengthens institutional resilience.

The DPR RI Secretariat General has successfully institutionalized bureaucratic reform through structural policies, work culture transformation, and digitalization strategies integrated into the institutional system. With foundations such as the ZI guidelines, RITIK, merit systems, and internalization of BerAKHLAK values, reform is no longer partial but has become part of the organization's DNA, supporting the sustainability of long-term change.

**B. Bureaucratic Reform Index (RB) Analysis**

The development of the Bureaucratic Reform Index (RB) in the Secretariat General of the Indonesian House of Representatives has shown an increasing trend over the past five years. Based on the annual performance report, the RB index values are as follows:

**Table 2. Targets and Realization of IRB Performance Indicators for 2020-2024**

Year	Target	Realization	Category
2020	BB	76.63	BB
2021	BB	77.19	BB
2022	A (80.01)	78.05	BB
2023	A (87.20)	78.8	BB
2024	A (88.00)	84.63	A

Source: DPR RI Secretariat General Performance Report 2024

When compared nationally, the realization of the DPR RI Secretariat General's IRB is always above the national IRB average as seen in the following table:

**Table 3. Comparison of the Realization of the IRB of the DPR RI Secretariat General with National IRB Average of Ministries/Institutions 2020-2024**

Year	Realization of the Secretariat	
	General of the Indonesian House of Representatives	National Average
2020	76.63	74.93
2021	77.19	75.65
2022	78.05	72.29
2023	78.8	76.81
2024	84.63	82.98

Source: Processed

### **Driving Factors for Increasing the IRB of the DPR RI Secretariat General**

The increase in the achievement of the Bureaucratic Reform Index (IRB) of the Secretariat General of the Indonesian House of Representatives in the 2020–2024 period was driven by various consistent and structured strategic factors.

First, the DPR RI Secretariat General consistently records IRB achievements above the national average. This reflects a strong commitment from all levels in managing and implementing the bureaucratic reform agenda in a sustainable and measurable manner.

Second, as a form of strengthening the governance of bureaucratic reform, since 2021 a special structure has been formed, namely the Performance Management and Bureaucratic Reform Section, which is specifically responsible for planning, implementing, and monitoring reform achievements. The existence of this structure is the backbone of coordination and consolidation of reform efforts within the DPR RI Secretariat General.

Third, the evaluation of bureaucratic reform is carried out systematically with *an Ex-Ante* (before implementation) and *On-Going* (during implementation) evaluation approach, which ensures continuous monitoring and correction of the implementation process of priority policies and programs.

Fourth, the integration of information technology is also an important catalyst in supporting the acceleration and transparency of bureaucracy. Various digital applications have been implemented, such as SIRIH DPR RI, Simfoni, e-Kinerja, SPIP, SIPREMAN, SIMATA, and STELA. These systems enable the administration process, performance monitoring, and reporting to be carried out more efficiently and accountably.

Fifth, high responsiveness to recommendations from internal and external evaluators is also a determining factor in the success of reform. Active follow-up of various audit findings, review results, and monitoring recommendations make reform run in an adaptive cycle and continuous improvement.

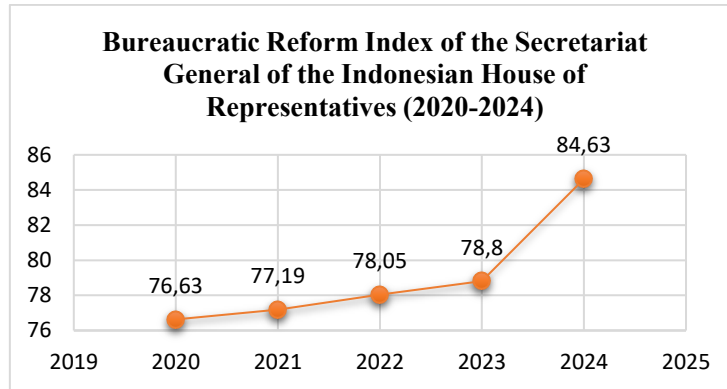
### **Challenges in IRB Improvement**

Despite significant improvements, the DPR RI Secretariat General still faces a number of important challenges. First, the 2024 IRB achievement has not fully met the A value target (88.00), even though it has entered the A category with a score of 84.63. This shows that there is still room for improvement to achieve the highest standards in bureaucratic reform.

Second, there is still inequality in the quality of evidence between work units. Some units have been able to provide high-quality supporting evidence for reform, while others still need assistance in meeting the standards set.

Third, the Government Internal Control System (SPI) score and achievements in several other key indicators still show suboptimal results. This indicates the need for further efforts to strengthen the internal control system, policy effectiveness, and results that have a direct impact on bureaucratic governance.

**Tabel 1 Chart Bureaucratic Reform Index of the Secretariat General of the Indonesian House of Representatives 2020-2024**



Source: Processed

The DPR RI Secretariat General's RB score has consistently increased with the highest achievement in 2024 (category A). This success reflects the effectiveness of the bureaucratic reform policy that has been implemented, although consolidation and improvement are still needed in terms of strengthening the culture of performance, accountability, and documentation of changes in all work units.

### CONCLUSION

This study proves that the implementation of bureaucratic reform in the Secretariat General of the Indonesian House of Representatives during the 2020–2024 period successfully followed the eight stages of change management according to John P. Kotter systematically. Starting from the creation of urgency based on systemic problems (corruption, collusion, and nepotism, low service, and accountability), to the institutionalization of new work values based on digital and integrity, all stages were implemented through policy interventions and institutional innovations.

Applying Kotter's model helps organizations:

1. Identifying and managing change with a structured thinking framework
2. Building cross-unit support and leadership
3. Creating strategic short-term results (quick wins)
4. Ensuring sustainability through institutionalization of values and systems

In real terms, bureaucratic reform in the Secretariat General of the Indonesian House of Representatives is marked by:

1. Increase in Bureaucratic Reform Index from 76.63 (2020) to 84.63 (2024)
2. Implementation of quick wins: SIPREMAN, SIRIH, e-Kinerja, SATRIA Forum
3. Strengthening the merit system, *talent pool* (31 people), and digitalization of services
4. SPBE achieved a score of 4.23 (Satisfactory), SPIP 3.600 (Level 3)
5. Preparation of RITIK 2025–2027 as a strengthening of digital transformation

However, challenges such as the less than optimal achievement of WBK/WBBM, gaps in the internalization of RB values, and the quality of evidence between units remain homework that must be strengthened in the future.

The recommendations that can be made so that the implementation of bureaucratic reform continues to improve are as follows:

1. Consolidation of Quick Wins into Structural Systems, namely by integrating quick wins into business processes and main SOPs so that they are not temporary.
2. Strengthen the role of the Internal Assessment Team (TPI) carried out by the Inspectorate by making TPI a strategic partner for assistance and active monitoring of RB quality.

3. Replication and Transfer of Good Practices by documenting and learning across units based on the experience of successful local reforms.
4. Talent Development and Merit System by strengthening talent pool management through strategic promotions, coaching, and cross-functional assignments.
5. Use of Progress Reports as a Basis for Budgeting and Planning by linking quarterly RB evaluations with the preparation of K/L Work Plans and Work Plans to ensure synergy.
6. Internalization of Values as a Work Culture by instilling the values of BerAKHLAK and the spirit of reform as part of daily performance and leadership evaluation.
7. Applying Kotter's Theory as a Sustainable Framework by making Kotter's model not only a one-time change guide, but as a sustainable method in every strategic transformation of the organization—especially for leadership transitions, technology implementation, and strengthening work culture.

By implementing a theory-based and data-driven change strategy like that implemented by the DPR RI Secretariat General, other public organizations can replicate this approach to produce sustainable, consistent, and results-based change.

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