

ARTICLE

The Correlation Between the Bureaucratic Reform and Performance Achievement: A Case Study at the Statistics Indonesia

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How to cite: Lumenta, Randy Pratama., Said, Abdullah., & Noor, Irwan. (2023). The Correlation Between the Bureaucratic Reform and Performance Achievement: A Case Study at the Statistics Indonesia. *Jurnal Borneo Administrator*, 19 (3) 253-268. <https://doi.org/10.24258/jba.v19i3.1272>

Article History

Received: 29 December 2022

Accepted: 5 November 2023

Keywords:

Bureaucratic Reform;

Performance;

Correlation Analysis.

ABSTRACT

This study investigates the correlation between bureaucratic reform and performance due to conflicting theories about existing phenomena. In theory, it is posited that implementing bureaucratic reform should enhance performance by addressing various bureaucratic issues, resulting in a positive or directly proportional correlation. However, empirical evidence indicates persistent problems in bureaucratic performance, including public service-related complaints and other issues within the government. The government's proclamation of bureaucratic reform is expected to address these existing problems and facilitate the realization of Indonesia's goal of establishing a world-class government. Understanding the correlation between bureaucratic reform and performance achievement is crucial for designing effective programs to achieve the goals of bureaucratic reform. Given that certain conditions regarding bureaucratic reform within the work units of BPS (Statistics Indonesia) have not yet received national recognition, examining the correlation between bureaucratic reform and performance achievement is of utmost importance for BPS. A quantitative approach with correlation analysis was employed as the analytical method. The study's results reveal a positive correlation between bureaucratic reform and performance achievement, albeit not highly intense. This suggests that the variation in performance, which can be attributed to the implementation of bureaucratic reform, is not highly significant. Consequently, it becomes apparent that other factors beyond bureaucratic reform substantially influence performance at BPS. Therefore, BPS must optimize the implementation of bureaucratic reform to enhance productivity and attain superior performance.

A. INTRODUCTION

The implementation of bureaucratic reform continues to be intensified by the Indonesian government. The Indonesian government launched the initial grand design from 2010 to 2025, following Presidential Decree Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025. Indonesia, entering the third stage of bureaucratic reform, aims to ensure the continuity of bureaucratic reform and create a world-class government with quality services. In 2021, several bureaucratic problems remained, including 7,186 public service complaints received by the Indonesian Ombudsman ([Ombudsman Republik Indonesia, 2021](#)) and corruption crimes and bribery worth IDR. 29.4 trillion and IDR. 212.5 billion

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(Kamil, 2022). At the end of 2021, the Corruption Eradication Commission (KPK) reported 107 corruption cases involving ministries/agencies, provincial and city/regency local governments, and Regional-Owned Enterprises (ROEs or BUMD) (Komisi Pemberantasan Korupsi, 2022). Based on existing theory and current observations, there appears to be an inverse or negative correlation between the government's bureaucratic reforms and the bureaucracy's performance. This contradicts prior theories and research on bureaucratic reform, which suggested a direct and positive relationship with performance.

However, there has been no significant change. Dwiyanto (2013) argued that the bureaucracy's performance. The attachment of a negative image to the Indonesian government bureaucracy, due to the widespread cases that have occurred, has led to a negative perception of the government's performance by the public. The behaviour of bureaucrats engaging in corruption, collusion, and nepotism further exacerbates the negative image of the public bureaucracy within society (Dwiyanto et al., 2021). Charles T Goodsell in Shafritz (2018) described the negative image of bureaucracy, including perceptions of laziness, rigidity, wastefulness, power hunger, and excessive authority. These negative associations with the government lead people to reject the bureaucracy's image. Given the government's role as a public servant, these negative societal stigmas can hinder optimal government performance.

Many bureaucracies in Indonesia prioritize their interests over serving the public (Chandra, 2019). Dealing with public services in Indonesia is widely recognized as involving time-consuming procedures, high costs, and interactions with officials who are often perceived as unfriendly to citizens (Sunarya, 2018). The crisis of public trust in the Indonesian bureaucracy is not recent. Consequently, public support is lacking, which is critical for the state in implementing public policies.

Weber explained how the bureaucracy should be run professionally and rationally to realize its goals (Caiden, 2009). The solution to the bureaucratic problem to rationalize the function of the bureaucracy itself requires bureaucratic reform. By linking the current bureaucratic crisis in Indonesia, it is necessary to make changes to rationality in the implementation of the bureaucracy for the better, as the Indonesian government has stated in the Regulation of the Minister of Administrative Reform and Indonesian Bureaucratic Reform Number 25 of 2020, concerning the 2020 Bureaucratic Reform Road Map 2020-2024.

Given the theoretical, social, and empirical challenges associated with bureaucracy, the significance of bureaucratic reform in achieving government objectives, particularly the establishment of a world-class government where performance serves as a critical indicator of successful bureaucratic reform, and the crucial role of initial information and data concerning bureaucratic reform and performance in shaping future reform efforts, there is a compelling need to investigate further the correlation between the implementation of bureaucratic reform and performance within Indonesian agencies and institutions.

This research is focused on the implementation of bureaucratic reform and the performance achievements of Statistics Indonesia (BPS). The motivation for this study arises from the fact that in 2021, only 6 percent of the assessed work units within BPS had successfully undergone bureaucratic reform. In contrast, 89% of the work units achieved high-performance ratings in the same year (Badan Pusat Statistik, 2021b). This apparent contradiction raises questions about the existing correlation theory concerning general problems in the Indonesian bureaucracy. Examining BPS's performance is paramount, given that the organization failed to meet its planned objectives outlined in the BPS's Strategic Plan 2020-2024. These unmet objectives include 1) Increasing collaboration, integration, and standardization in SSN implementation, 2) Increasing excellent service in SSN implementation, and 3) Strengthening institutional governance and bureaucratic reform (Badan Pusat Statistik, 2021a). Failing to accomplish these set goals presents a challenge for BPS in realizing its vision and mission within the context of national development. This challenge

underscores the critical need for performance improvement, especially since the unattained goals are fundamental to enhancing data services and implementing bureaucratic reform.

Developing a strategy to improve bureaucratic reform to enhance future performance is essential, so further examination of the correlation between bureaucratic reform and performance is necessary. As stated by [Dwiyanto \(2013\)](#), a bureaucracy needs to understand the correlation between applied bureaucratization and performance so that it can design programs and activities that are appropriate, effective, and efficient. Based on the background of this research, the questions formulated in this study are 1) How is the description of performance achievements at BPS, 2) How is the description of bureaucratic reform at BPS, and 3) What is the correlation between bureaucratic reform and performance achievement at BPS?

The novelty in this study, distinguishing it from previous relevant research, lies in the methodology employed. Specifically, it involves more detailed and up-to-date variables, such as the extent of change in bureaucratic reform. Furthermore, the analytical approach, which incorporates statistical/quantitative tests, aligns with the research objectives, location, and the research object, encompassing the entire population. This research is the first conducted nationally in all BPS agencies. Consequently, it holds originality, and its results promise to positively impact future implementations of bureaucratic reforms within BPS. By discerning the descriptions and correlations manifesting in implementing bureaucratic reform and performance, this research facilitates evaluation, risk mitigation, and planning to enhance the quality and effectiveness of future implementations while ensuring that the adopted policies align with their intended targets. In terms of theoretical benefits, this research expands insights and enriches the knowledge surrounding bureaucratic reform and performance. It will also serve as a valuable reference for future research endeavours related to bureaucratic reform and performance.

B. LITERATURE REVIEW

Administrative reform in Indonesia is often called bureaucratic reform ([Maulana et al., 2022](#)). Bureaucratic reform is a government strategy to realize good governance by changing and improving the government administration system that targets human resources, management, and institutions ([Wardana & Meiwanda, 2017](#)). [Guo \(2017\)](#) argued that bureaucratic or administrative reform is inherently political because the success of reform is directly related to the legitimacy of a regime, so the more successful the implementation of bureaucratic or administrative reform, the more legitimate a government is in the eyes of society. This will automatically improve the image of bureaucracy in society. Bureaucratic reform is needed to rearrange, change, perfect and improve the bureaucracy so that it becomes cleaner, responsive, creative, efficient, effective and productive ([Rustan & Kusumaningrum, 2016](#)). Bureaucratic reform in Indonesia is an integral part of efforts to improve bureaucratic performance, including government management, both central and regional ([Krisnajaya et al., 2019](#)). The Indonesian bureaucracy has various problems, such as corruption, inefficiency, and bureaucratic politicization, impacting performance ([Habibi, 2020](#)). Based on the literature review, it can be concluded that bureaucratic reform is a process encompassing activities involving updates, changes, structuring, control, and sustainable improvements in the various sectors and functions of bureaucratic stability. These activities are undertaken collectively to address bureaucratic issues and establish good governance in pursuit of national development goals.

There is a reform agenda to reconstruct the role of a strong bureaucracy in administering the state, including building a work culture (change management), structuring government administration (management), reliable bureaucrats and staffing arrangements (human

resources), accountable bureaucracy (accountability), structuring bureaucratic institutions, proper supervision, and improving the quality of public services (Effendi, 2010). The area of change in the integrity zone, consisting of change management, management governance, human resources management system management, strengthening supervision, strengthening performance accountability, and strengthening the quality of public services, has a role in realizing bureaucratic reform and good governance (Deviyanti & Bintoro, 2021). Bureaucratic Reform is an attempt to make fundamental improvements and changes to the system of government administration, consisting of organization, management, and human resources for apparatus (Rosyida et al., 2021). The areas of change in bureaucratic reform determining the success of implementing bureaucratic reform in an agency are change management, human resource management, management, accountability, supervision, institutions, laws/regulations, and services.

Performance is the result of work that employees can achieve individually and in groups within an organization (Busro, 2018). Performance is the process of carrying out work and the results achieved for organizational goals (Sayd et al., 2016). Franceschini et al. (2019) explained that performance measurement continuously monitors and reports program achievements, especially progress toward predetermined goals. Performance appraisal is a feedback system that directly evaluates individual or workgroup performance by supervisors, managers, or co-workers (Cummings & Worley, 2015). Performance appraisal represents an essential correlation between setting goals and the reward system. The quality of public services is in line with the bureaucracy's performance (Rustan et al., 2014). In Indonesia, performance is measured based on the suitability of the achievements or realization of the output and the work targets set (Lubis, 2020).

Evaluation through assessment can lead to enhancements in performance, aiming to turn the less satisfactory into something better and further improve what is already good. These improvements in performance quality are continually pursued and made to the fullest extent as regulated (Hayat, 2017). Performance is the outcome of activities conducted by individuals or groups (organizations) in various sectors and functions, aligning with planned objectives and having value and quality contributing to goal achievement.

Bureaucratic reform aims to increase the government's performance (Kasim, 2013). The parabolic theory of bureaucratization put forward by Caiden (2009) presented a correlation between bureaucratization and the efficiency and performance of the bureaucracy. Effendi (2010) explained that bureaucratic reform can create a management system to improve performance. Previous research on bureaucratic reform conducted by Kusrahajeng (2018) indicated that areas of change in bureaucratic reform could affect performance in providing public services. Bureaucratic reform is the right solution to overcoming internal and external organizational problems to realize the vision and mission of the organization. In this case, there will be an immediate increase in performance to realize this goal (Anggorowati, 2019). Based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map (2020), the eight areas of bureaucratic reform also have goals intersecting with performance improvement, including performance culture, performance competence, performance support, performance improvement of governance, planning, performance guidance and coaching, performance evaluation and accountability, monitoring, and monitoring of performance evaluation and performance of public services. In short, there is a strong correlation between bureaucratic reform and performance. The primary objective of bureaucratic reform is to generate output that directly influences performance, particularly in terms of service delivery to the community in various forms, aligning with the primary duties and functions of the relevant agency or organization.

C. METHOD

This research employed a quantitative approach and secondary data analysis. Data was collected through literature studies from relevant documents, including previous research and those related to bureaucratic reform at BPS. The type of research used in this research is secondary data analysis. The quantitative approach descriptively describes bureaucratic reform and performance achievements and addresses the research hypothesis that there is a correlation between bureaucratic reform and performance at BPS. Concurrently, the literature review enriches the information and provides an overview of the bureaucratic reform and performance initiatives undertaken by BPS.

The variables in this study are bureaucratic reform and performance. This performance variable was taken from secondary data on the performance value of the Government Agency Performance Accountability System (SAKIP). SAKIP performance data comprises planning (strategic plan), performance agreement, performance measurement, performance data management, performance reporting, review and evaluation, and the fulfilment of specific, measurable performance indicator criteria. These indicators should be achievable (attainable), within a specific timeframe (time-bound), and capable of being monitored and collected (trackable) (as stated in presidential decree No. 29/ 2014). The bureaucratic reform variable was based on the indicator approach to the areas of change in bureaucratic reform. This data resulted from evaluating the achievements of BPS bureaucratic reform, assessed internally based on the Ministry of State Apparatus Empowerment and Bureaucratic Reform guidelines. This data consisted of assessment data on Bureaucratic Reform evaluation worksheets for six change areas following the Bureaucratic Reform Grand Design Road Map. Areas of change in bureaucratic reform include change management, management governance, human resource management, strengthening accountability, supervision, and improving public services.

This study utilized the population (saturated sample) as the object of analysis. The population is a generalized area of objects or subjects with specific qualities and characteristics determined by researchers for study, from which conclusions can be drawn (Sugiyono, 2018). The population in this study were all work units of BPS agencies in Indonesia, assessed by evaluators of bureaucratic reform and the performance of BPS of the Republic of Indonesia (314 work units). This research used the work unit of BPS, which has been assessed by the evaluators of bureaucratic reform and the performance of BPS of the Republic of Indonesia. The data was obtained from secondary data on evaluating the achievements of BPS bureaucratic reform and BPS performance (SAKIP) from the BPS RI Inspectorate and subsequently analyzed.

This research employed descriptive analysis and inferential analysis. Descriptive analysis in this study was applied to describe the conditions of bureaucratic reform and performance at BPS and the correlation between bureaucratic reform and performance in tables, graphs, and other figures. The inferential analysis used was correlation analysis to examine the correlation between the variables of bureaucratic reform and performance.

The correlation analysis tested the hypothesis, as indicated by the correlation coefficient, to determine whether the correlation between bureaucratic reform and performance is statistically significant and to identify the direction of the correlation. Based on the literature review, the research hypothesis posits a positive correlation between bureaucratic reform and performance. The correlation analysis employed in this study is Pearson's correlation analysis, which assesses the degree of correlation between quantitative variables with a standard or parametric distribution. Pearson's correlation analysis assigns a correlation value ranging from -1 to 1, where values closer to 1 or -1 indicate a powerful correlation, while values closer to 0 suggest a weaker or no correlation (Schober, P. & Schwarte, 2018).

The Pearson correlation coefficient between two quantitative variables (x and y) can be calculated using the following formula:

$$r_{xy} = \frac{n \sum_{i=1}^n x_i y_i - \sum_{i=1}^n x_i \sum_{i=1}^n y_i}{\sqrt{[n \sum_{i=1}^n x_i^2 - (\sum_{i=1}^n x_i)^2] [n \sum_{i=1}^n y_i^2 - (\sum_{i=1}^n y_i)^2]}}$$

n = sample size

To test the hypothesis in the Pearson correlation analysis based on the hypothesis is done by testing t count using the Pearson correlation t-test statistic.

$$t_{count} = \frac{r_{xy} \sqrt{n - 2}}{\sqrt{1 - r_{xy}^2}}$$

r_{xy} = Pearson's correlation coefficient between x and y variables

n = sample size

The interpretation of the correlation coefficient is presented in Table 1.

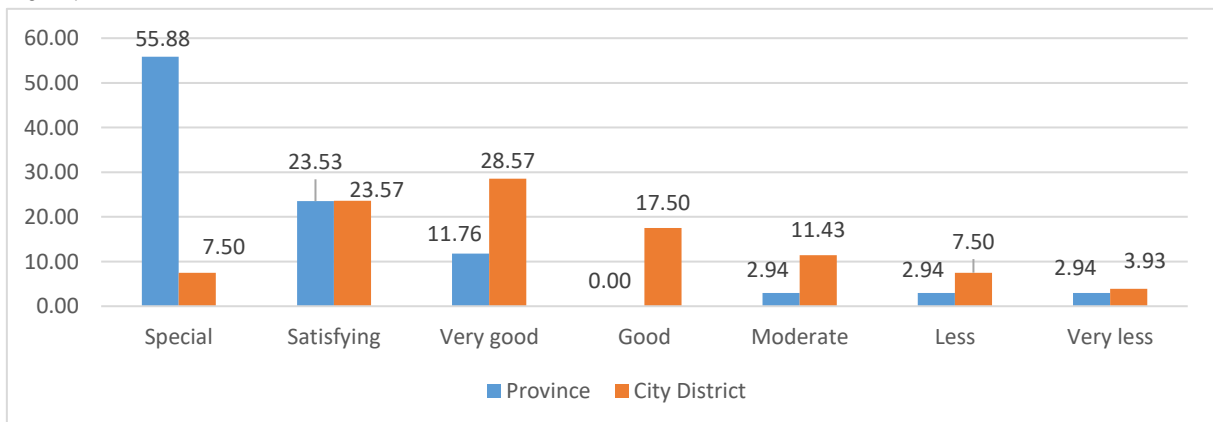
Table 1. Correlation Coefficient Classification

No	Coefficient	Correlation Coefficient Classification
1	0	No correlation
2	0-0.2	Very weak
3	0.21-0.40	Weak
4	0.41-0.60	Moderate
5	0.61-0.80	Strong
6	0.81-0.99	Very strong
7	1	Perfect

Source: Roflin & Zulvia (2021)

D. RESULT AND DISCUSSION

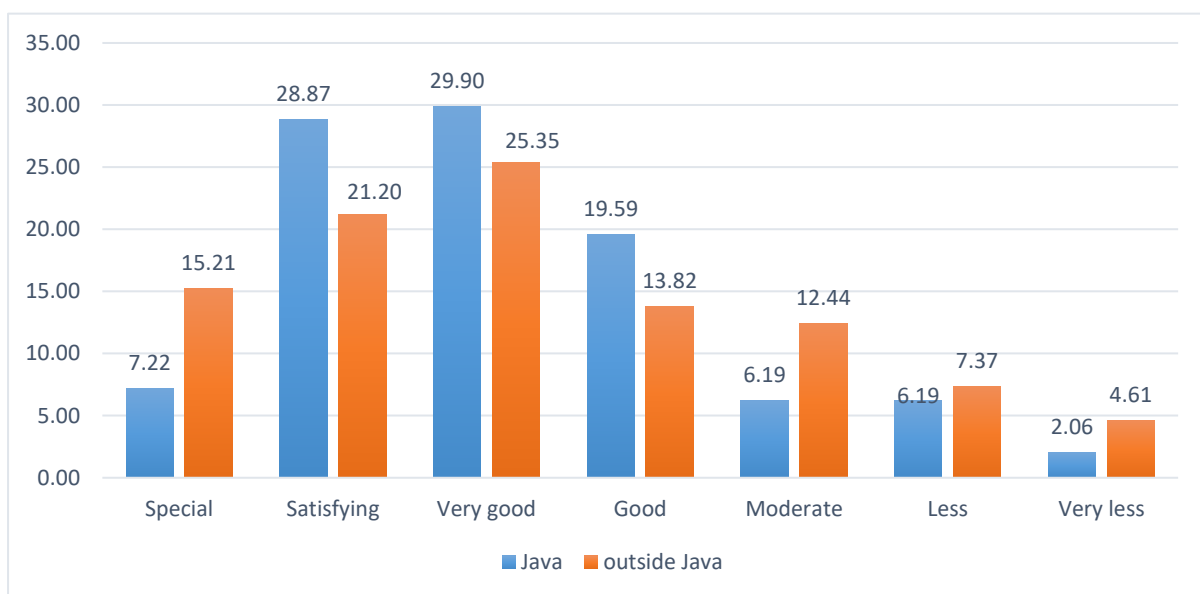
The findings are descriptively presented in tables, graphs and maps to understand bureaucratic reform and performance conditions in the results and discussion sections. Figure 1 compares the achievements of bureaucratic reform of provincial BPS and city districts in 2021.



(Source: BPS (2021))

Figure 1. Comparison of Achievements of Bureaucratic Reform of Provincial BPS and City Districts in 2021

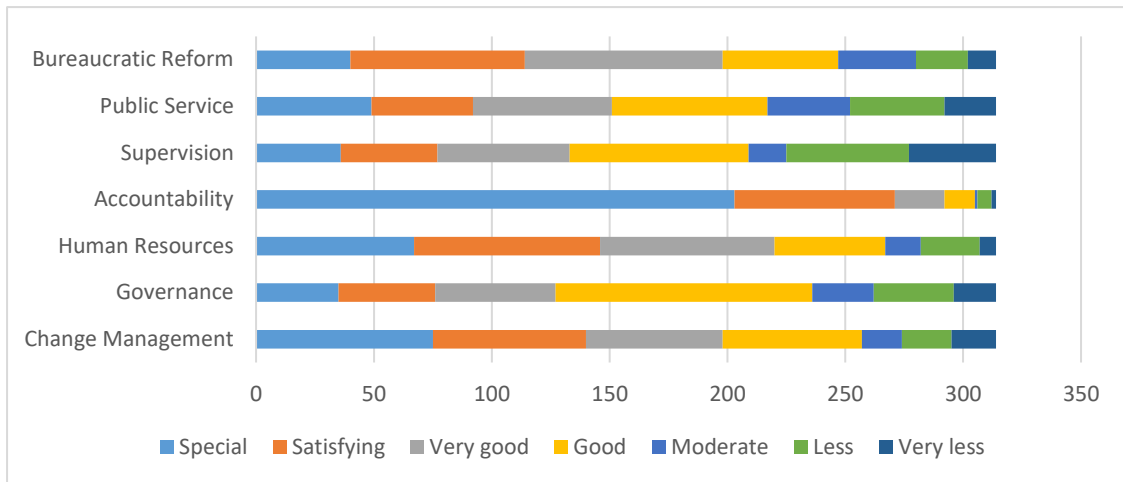
Figure 1 compares bureaucratic reform achievements based on BPS's type of work unit. The types of provincial BPS work units have different characteristics, scopes, and volumes of work from Regency/City BPS work units. Still, the evaluation of implementing bureaucratic reforms is generalized to all regions. With the same evaluation, the results of bureaucratic reform at the provincial BPS are better than those of the district/city BPS. This finding is evident in that 91.18 % of provincial BPS offices achieved bureaucratic reform scores higher than "good," in contrast to 77.14% of district/city BPS offices. The maximum bureaucratic reform score, "AA," demonstrates a substantial difference, with a value of 55.88 % compared to 7.5 %. This discrepancy suggests that provincial BPS offices exhibit better readiness to implement bureaucratic reform than their district and city counterparts. Factors such as limited resources, the diverse scope of work in district and city BPS offices, and the lack of gradual development in bureaucratic reform are believed to have influenced the variance in bureaucratic reform achievements.



(Source: BPS (2021))

Figure 2. Comparison of BPS Bureaucratic Reform Achievements by Type of Java-Outside Java Region in 2021

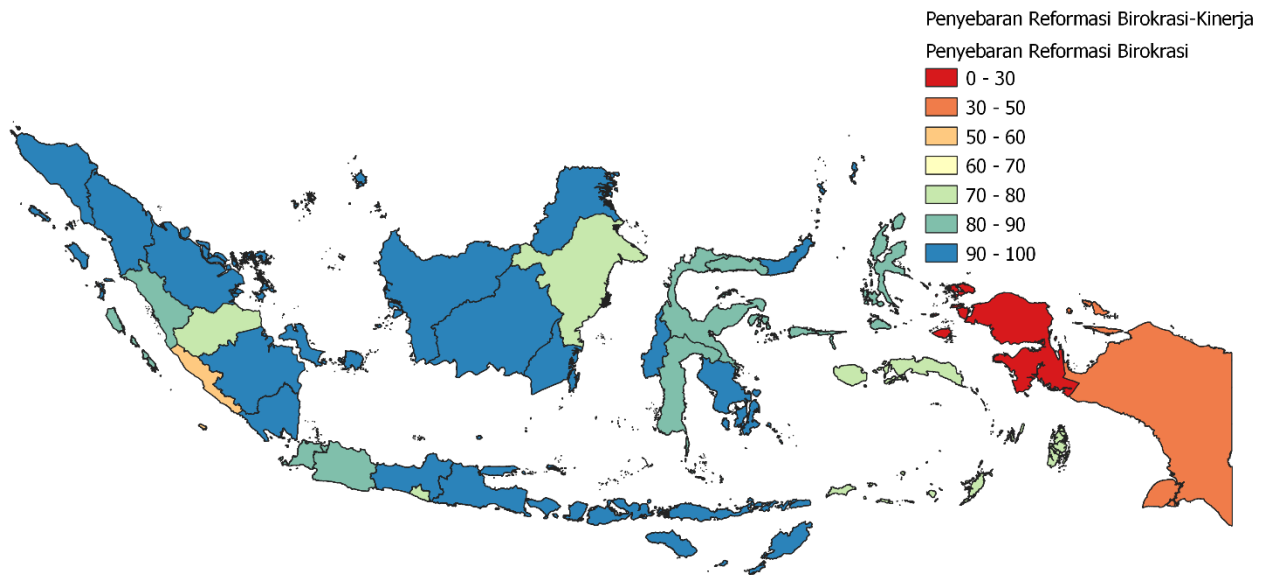
In general, BPS offices in the Java region have demonstrated more effective implementation of bureaucratic reform compared to those in areas outside Java, as depicted in Figure 2. The results of bureaucratic reform have been notably above average for BPS offices in the Java region (85.57%) in contrast to those outside Java (75.58%). Correspondingly, the percentage of bureaucratic reform achievements rated as "sufficient" and "more or less" is higher for BPS offices in regions outside Java (24.42%) in comparison to BPS offices in Java (14.43%). Ease of access to BPS information and communication in the Java region is essential for successfully implementing bureaucratic reform.



(Source: BPS (2021))

Figure 3. Comparison of Achievements of Bureaucratic Reform and Areas of Change in 2021

Figure 3 compares the achievements of bureaucratic reform and various areas of change, including change management, management, human resources, accountability, oversight, and public services. The highest level of achievement was observed in the area of accountability change, followed by change management and human resources. In contrast, the lowest level of achievement was consistently seen in supervision, public service, and change management. Overall, the average achievement in these change areas can be characterized as very good, with the acquisition of more than 50 % for each area of change higher than the good category.

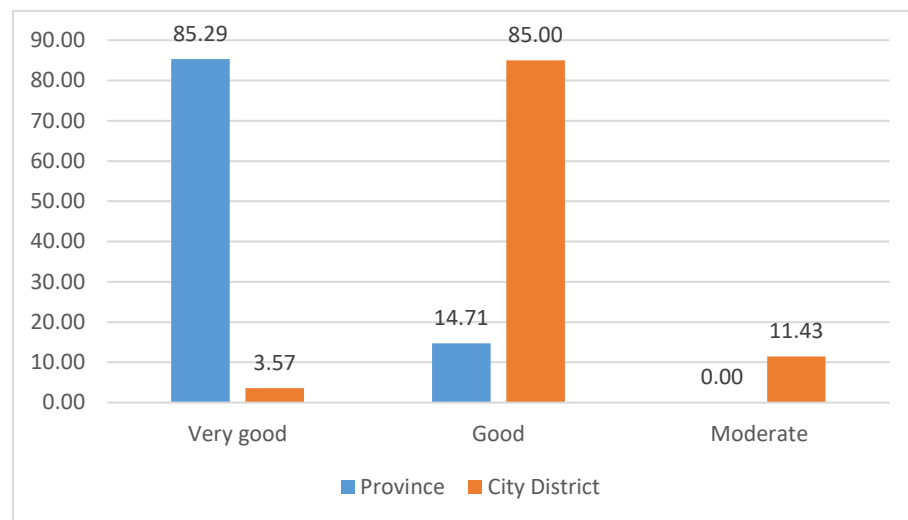


(Source: BPS (2021))

Figure 4. Distribution of BPS Bureaucratic Reform Achievements in 2021

The distribution of achievements in bureaucratic reform, as depicted in Figure 4, highlights the need for special attention in handling and evaluating the bureaucratic reform efforts of BPS in Papua, West Papua, and Bengkulu Provinces. When considering the distribution of provincial BPS in Java and areas outside Java, it becomes evident that BPS in provinces outside Java is still lagging in their scores.

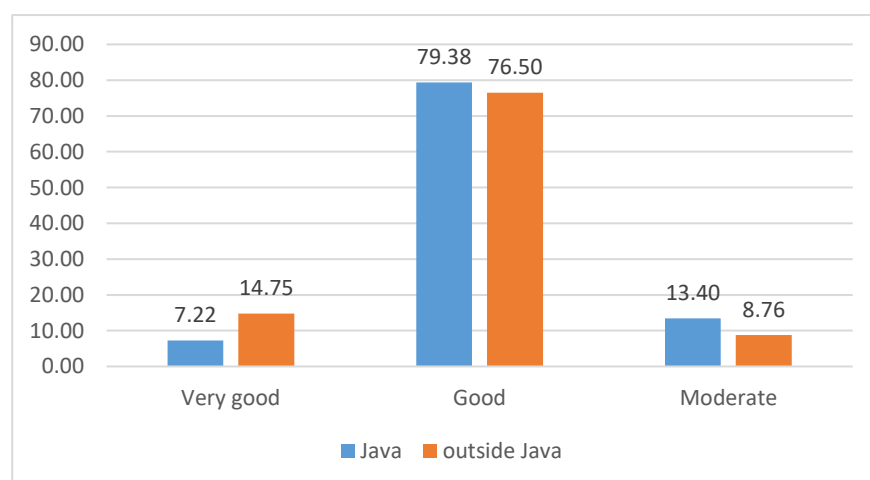
Figure 5 compares performance achievements based on the type of BPS work unit. Provincial BPS work units exhibit distinct characteristics, scopes, and work volumes compared to Regency/City BPS work units. However, the performance evaluation (SAKIP) is applied uniformly to all regions. Notably, provincial BPS units outperform district/city BPS units, with 85.29 % achieving an "excellent" performance score, in contrast to only 3.57 % of district/city BPS. Conversely, the category of "good" performance is dominated by district-city BPS, constituting 85 % of the total compared to 14.71 % for provincial BPS and 11.43 % for city-district BPS, which received a rating of "moderate."



(Source: BPS (2021))

Figure 5. Comparison of Performance Achievements of Provincial BPS and City Districts in 2021

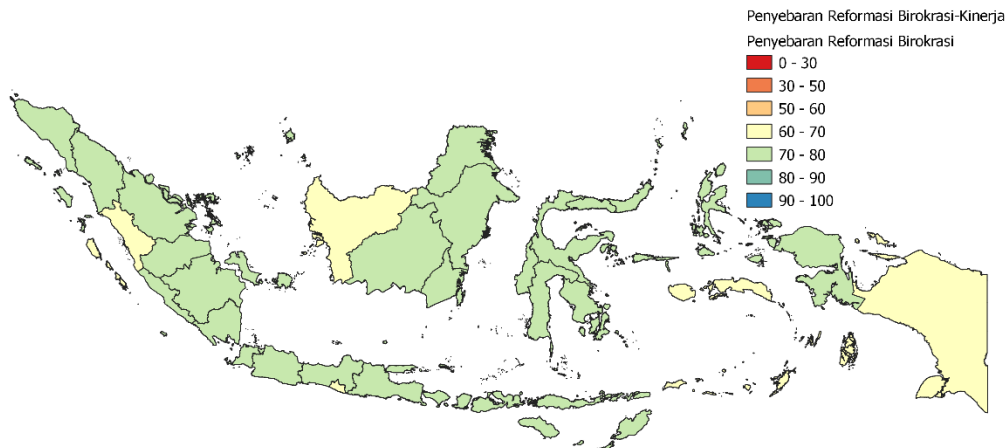
A significant difference in "very good" performance indicates that the provincial BPS performance targets have been achieved and can be held accountable administratively and technically. The limited resources, the diverse range of tasks undertaken by BPS in districts and cities, and the absence of tiered SAKIP guidance are presumed to be factors affecting these performance outcomes.



(Source: BPS (2021))

Figure 6. Comparison of BPS Performance Achievements by Type of Java-Outside Java Region in 2021

Figure 5 shows that BPS units outside Java have performed slightly better overall than those within the Java region. The majority of above-average performances were achieved by BPS units outside Java (91.25%) compared to those within Java (86.60%). Correspondingly, the attainment of "very good" performance scores was predominantly by BPS districts and cities outside Java (14.75 %). It is essential to note that variations in the scope and volume of work between BPS units in Java and those outside Java are believed to have impacted these performance outcomes. Being densely populated and a hub of socio-economic activities, Java has influenced the workload of BPS units.



(Source: BPS (2021))

Figure 7. Distribution of BPS Performance Achievements for 2021

The performance distribution depicted in Figure 7 reveals that, by and large, BPS units in eastern Indonesia have achieved moderate performance results, falling within the 60-70 range. In contrast, most western regions have achieved scores ranging from 70 to 80. Several provincial BPS units warrant particular attention in enhancing their performance: West Sumatra, DI Yogyakarta, West Kalimantan, Maluku, and Papua. Examining the distribution of provincial BPS units within and outside Java, it becomes evident that BPS units in provinces outside Java still lag in performance.

Table 2. Correlation of Bureaucratic Reform, Areas of Change, and BPS Performance in 2021

	RB	MP	TL	SDM	AK	P	PP	K
RB	1	0.891	0.877	0.857	0.693	0.939	0.908	0.397
MP	0.891	1	0.770	0.755	0.565	0.790	0.775	0.320
TL	0.877	0.770	1	0.727	0.566	0.779	0.778	0.347
SDM	0.857	0.755	0.727	1	0.588	0.735	0.696	0.311
AK	0.693	0.565	0.566	0.588	1	0.560	0.560	0.282
P	0.939	0.790	0.779	0.735	0.560	1	0.832	0.374
PP	0.908	0.775	0.778	0.696	0.560	0.832	1	0.407
K	0.397	0.320	0.347	0.311	0.282	0.374	0.407	1

Source: BPS (2021)

Description: RB (Bureaucratic Reform), K (Performance), MP (Change Management), TL (Governance), SDM (Human Resources), AK (Accountability), P (Supervision), PP (Public Service)

Table 2 presents the correlations among bureaucratic reform, areas of change, and BPS performance, as determined through Pearson's correlation analysis. In Pearson correlation analysis, the scale ranges from -1 to 1, where values closer to 1 indicate a robust correlation, while values closer to 0 imply a weaker correlation. Performance variables display a

moderately strong and positive correlation with all areas of change variables, including change management (0.320), management governance (0.347), human resources (0.311), accountability (0.282), supervision (0.374), and public services (0.407). The bureaucratic reform variable exhibits an exceedingly strong and positive correlation with most areas of change variables, such as change management (0.891), management governance (0.877), human resources (0.857), supervision (0.939), and public services (0.908). Additionally, it displays a strong and positive correlation with the accountability variable (0.693). However, it maintains a less strong and positive correlation with the performance variable (0.397). All areas of change variables demonstrate a powerful and positive correlation between the supervision variable and public services, with a value of 0.832. These correlations provide insights into the relationships between bureaucratic reform, specific areas of change, and performance within the BPS context.

Table 3. Results of Significance Test of Bureaucratic Reform with BPS Performance in 2021

Bureaucratic Reform Change Area	Pearson Correlation	Sig. (2-tailed)	Results
Change Management	0.320	.000	Significant
Governance	0.347	.000	Significant
Human Resources	0.311	.000	Significant
Accountability	0.282	.000	Significant
Supervision	0.374	.000	Significant
Public Service	0.314	.000	Significant

Source: [BPS \(2021\)](#)

Table 3 shows the results of the significance test (2-tailed) between the areas of change in bureaucratic reform and performance at BPS. It can be seen that all areas of instability have a significant correlation with performance. This significant correlation will impact the effect test on performance, and the magnitude of the effect on performance is predicted to be only small because the correlation that occurs is not too strong.

Table 4. Coefficient of Determination of Bureaucratic Reform with BPS Performance in 2021

Bureaucratic Reform Change Area	Coefficient of Determination (R ²)
Change management	0.1024
Governance	0.1205
Human resources	0.0965
Accountability	0.0793
Supervision	0.1398
Public services	0.1659

Source: [BPS \(2021\)](#)

[Schober & Schwarte \(2018\)](#) emphasized the significance of calculating the coefficient of determination (R²) alongside correlation analysis to understand the relationships better. The coefficient of determination reveals the proportion of variance in one variable that is accounted for by other variables. However, it is essential to recognize that interpreting the coefficient of determination alone may not provide information about the direction of the correlation. Therefore, analysing both the correlation and determination coefficients is necessary for a well-rounded analysis.

An overview of the correlation, as inferred from the coefficient of determination presented in Table 4, is as follows: Change management can account for only 10.24 % of the variability in performance variables, with the remaining variance explained by other factors. Similarly,

management governance can explain merely 12.05 % of the variation in performance variables, while human resources contribute to just 9.65 % of the diversity in performance variables. Accountability can only explain 7.93 % of the variety in performance variables, with other variables playing a substantial role. Moreover, supervision can explain 13.98 % of the variance in performance variables. In comparison, public services account for 16.59 % of the diversity in performance variables, with other variables contributing significantly to the overall explanation.

Caiden (2009), with the parabolic bureaucratization theory, argued that there is a correlation between bureaucratization and the efficiency and performance of the bureaucracy. Bureaucratization is the application of ideal and good bureaucratic principles to create a good bureaucracy, where the Indonesian government is approached by implementing bureaucratic reforms. Based on the research results, bureaucratic reform correlates linearly with performance. The linear correlation (no correlation effect from other variables) shows a positive direction and varies in strength because each variable has different characteristics. This research also reveals that bureaucratic reform strongly correlates with the area of change examined.

This finding aligns with previous research conducted by Deviyanti & Bintoro (2021), which highlights the pivotal roles played by change management, management governance, human resources management, strengthening supervision, enhancing performance accountability, and improving the quality of public services in the realization of bureaucratic reform and good governance. Similarly, Effendi (2010) emphasized the significance of work culture (change management), governance structuring (management), competent and well-organized bureaucracy (human resources), accountability within the bureaucracy (accountability), proper bureaucratic institutional structuring, adequate supervision, and the enhancement of service quality. These factors are integral for creating an efficient and accountable bureaucracy, which is essential for effective state administration and aligns with the goals of bureaucratic reform. The strong and positive correlation between bureaucratic reform and the various areas of change underscores the effectiveness of the Indonesian government's efforts in formulating activities supporting the achievement of bureaucratic reform.

Among the areas of change in bureaucratic reform, a spectrum of correlations exists, varying from very strong to quite strong, all exhibiting a positive association. This pattern of correlation strength implies that the areas of change devised by the Indonesian government, as represented by the Ministry of Administrative and Bureaucratic Reform, are interconnected, integrated, and mutually reinforcing in their activities. In practice, the initiatives within the change management domain, encompassing aspects such as work culture, mindset, and agents of change, are expected to serve as catalysts for activities within the areas of management, human resources, accountability, and supervision, ultimately culminating in the delivery of high-quality and excellent public services.

This study has identified that performance correlates with bureaucratic reform and every change area. However, while positive, these correlations are not particularly strong and do not indicate a direct proportional relationship. The significance of the correlations is primarily observed between bureaucratic reform, areas of change, and performance. According to the theory articulated by Sugiyono (2013), which posits that significance implies generalizability and a genuine correlation, these findings suggest that each change in bureaucratic reform and the respective area of change will have a relatively modest impact on performance. These results can be extended and generalized to a broader context.

Caiden (2009) argued that proper bureaucratization reaching its optimal state would enhance performance. Therefore, if bureaucratic reform and areas of change are correctly, effectively, and efficiently implemented, reaching their optimal state, it would positively

impact performance. The findings of this study align with previous research conducted by scholars such as [Kusrahajeng \(2018\)](#), who concluded that the areas of change in bureaucratic reform positively correlate with BPS performance in delivering public services. Likewise, [Anggorowati \(2019\)](#) found that bureaucratic reform represents the right solution for realizing the organization's vision and mission, which are closely related to organizational performance. [Bima \(2017\)](#) also found that implementing bureaucratic reform, specifically related to remuneration, positively correlates with the performance of civil servants. Improved motivation driven by the desire for better remuneration leads to enhanced performance, as remuneration in the context of bureaucratic reform is performance-based. [Effendi \(2010\)](#) further elucidated that bureaucratic reform positively correlates with performance by yielding outputs, added value, and outcomes. Effendi's statement resonates with the results of this study, where the activities within the areas of change and the achievements of BPS bureaucratic reform demonstrate a positive correlation with BPS performance in producing output aligned with their respective activities and contributing added value and benefits.

In terms of the coefficient of determination for each correlation between bureaucratic reform and each area of change within BPS and BPS performance, the percentages describing the variations in performance diversity are, in descending order, as follows: public services (16.59%), supervision (13.98%), management governance (12.5%), change management (10.24%), human resources (9.65%), and accountability (7.93%). Notably, public services represent the largest among the areas of change in bureaucratic reform in terms of describing the diversity of achieved performance. This is because public service can be viewed as the output or embodiment of performance itself. Public service is the ultimate goal within the context of change in bureaucratic reform, emphasizing delivering quality and excellent public service. Nevertheless, it's essential to highlight that no single variable explains variations in performance exceeding 20%. This finding implies that other external factors not covered by this study play a more prominent role in influencing BPS performance.

The findings of this study become more insightful when considered in light of the theory presented by [Caiden \(2009\)](#), which posits that bureaucratization, or what is referred to as bureaucratic reform in Indonesia, when carried out inadequately or failing to reach its optimal state, tends to diminish the effectiveness and efficiency of bureaucratic performance. In practice, not all bureaucratic reform activities at BPS directly align with the primary tasks and functions. Therefore, improving the achievements of bureaucratic reform necessitates additional resources, personnel, time, and costs beyond the core duties and functions of BPS, potentially diverting attention from these primary responsibilities. This factor is believed to significantly contribute to the relatively weak correlation between the areas of change in bureaucratic reform and BPS performance. The failure to achieve or surpass the optimal point of bureaucratization proposed by [Caiden \(2009\)](#) appears to underlie this situation. The uneven outcomes of bureaucratic reform achievements and BPS performance across all work units in this study also contribute to the moderate correlation between bureaucratic reform and BPS performance. The use of generalized evaluation tools, irrespective of an institution's specific conditions, such as its core tasks and functions, further impacts the results of bureaucratic reform evaluation.

The practical implication of this research is that the substantial correlation between bureaucratic reform and performance leads to the organizational or governmental, in this case, BPS, achieving its goals. However, this research has limitations, such as the absence of in-depth statistical methods like causal effect testing to examine the causal relationships between bureaucratic reform and performance. The scope of the correlation analysis in this study serves as a foundational step for further research. As a part of the research agenda, subsequent studies should explore the impact of bureaucratic reform on performance.

E. CONCLUSION

The description derived from this study indicates that the implementation of bureaucratic reform and performance at BPS is suboptimal and inconsistent, resulting in a relatively weak correlation between bureaucratic reform and performance. The areas of change in bureaucratic reform established by the Ministry of Administrative and Bureaucratic Reform are not comprehensive enough to account for an agency's performance. Several other factors are believed to influence performance beyond the variables examined in this study significantly. Therefore, BPS must optimise bureaucratic reform implementation to attain improved performance productivity.

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