

## Implementation of the Regional Government's Kutai Kartanegara Regent Regulation Number 6 of 2025 Regarding Work Systems

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**ABSTRACT:** This study aims to analyze the implementation of Kutai Kartanegara Regent Regulation Number 6 of 2025 and identify supporting and inhibiting factors of its implementation using public policy theory and George C. Edwards III's implementation model. NVivo 15 software is used in this study's qualitative research design. The Investment and One-Stop Integrated Service Office of Kutai Kartanegara Regency, East Kalimantan Province, Indonesia, served as the study's site. The study's findings show that while Kutai Kartanegara Regent Regulation Number 6 of 2025 has been implemented successfully and demonstrates more cooperative governance, it is still not at its best. From a communication perspective, policy distribution has been implemented through a variety of channels, but this hasn't yet fully produced a common understanding among implementers. The infrastructure and personnel are sufficient in terms of resources, but human resource capability still needs to be increased, especially with regard to regulatory knowledge and data analytic abilities. Positive attitudes, a high degree of dedication, and flexibility characterise implementers. Standard operating procedures and a defined work division are two more ways that the bureaucratic structure has aided in implementation. According to Nvivo's analysis, the two most important elements affecting the execution of policies are communication and resources. The primary supporting variables are bureaucratic structure and implementer dispositions, whereas communication and human resource capability are the limits. Therefore, to maximise the execution of this strategy, the socialisation and competency development components must be strengthened. The useful suggestions are aimed at: 1) The Kutai Kartanegara Regency Government, in particular the DPMPTSP, to improve the way work processes are implemented, with an emphasis on improving the quality of policy communication and human resource capacity. To improve task implementation effectiveness, efforts can be made to optimise policy socialisation and provide continuous training and technical assistance, especially in the field of data analysis, and 2) For additional researchers The scope of the area and the analytical methodology employed in this study still have limits. As a result, it is recommended that future researchers create studies with a wider focus, like a comparison of regional devices or a quantitative method. To obtain a more thorough grasp of the dynamics of the regional government work system, additional study can potentially incorporate more in-depth analytical techniques like mixed methods or organisational network analysis.

**Keywords** – Bureaucracy , Communication, Disposition, Public policy, Resources

### I. INTRODUCTION

To ensure that all planned programs and policies are carried out as effectively as possible, regional government implementation necessitates an organized and efficient work system. Regional governments must have a well-organized and efficient work style that includes a clear task division, cooperation among all members of the organization, and the organization itself in order to guarantee that all plans and policies can be implemented successfully. The government can better fulfill its responsibilities and assist the society if this work method is well-defined and executed.

To promote more adaptability and cooperation, the Kutai Kartanegara Regency Government has developed new regulations. Numerous significant issues are covered by this legislation, including improved openness and personnel management. However, there are implementation issues, such as staff preparedness and communication. Work-life balance and teamwork are critical for employee effectiveness, according to a number of studies. This implies that the ability of an organisation's workers to work together is just as important to its success as its executives. Employees of the government are aware that the work system is in place (Wibowo & Ahmadi, 2024).

New public governance has been put into practice, especially in the areas of digitalisation and

performance-based governance. However, issues with citizen participation, public-private partnership openness, and technology accessibility still exist (Asmiyono, 2025). The Kutai Kartanegara Regency Government released a regional regulation to guarantee the best possible agile governance. Although a flexible and collaborative work structure is formally required by Kutai Kartanegara Regent Regulation No. 6 of 2025, it is unclear how employees will put it into practice. Flexible work techniques, including hybrid work or flexible working hours, frequently disrupt inflexible bureaucratic cultures in the public sector. According to earlier research, employees' adaptability and the preparedness of digital infrastructure frequently surpass the rate of regulation. (Tajem & Subanda, 2025).

Despite the enactment of Regent Regulation No. 6 of 2025 to establish a flexible work system, there are differences in execution amongst OPDs and a gap between the ideal policy and employee readiness. Thus, the purpose of this study is to examine how the regional government work system as outlined in Kutai Kartanegara Regent Regulation No. 6 of 2025 is being implemented within the regional apparatus environment and to pinpoint both facilitating and impeding factors.

## **II. LITERATURE REVIEW**

### **1. Regional Government Work System**

For government officials to operate effectively, a government work system is essential. This system controls not only how jobs are assigned but also how work is completed, the workflow that is set up, and departmental coordination. Overall performance can be enhanced by improved working relationships between units. The regional government's operations are governed by Kutai Kartanegara Regent Regulation Number 6 of 2025. According to Article 1, paragraph 5, the work system is a set of protocols and work processes that influence how tasks are carried out. This system is not self-sufficient. By using information technology through an electronic-based government system, the work system is updated to enhance work mechanisms and business processes in compliance with Article 1, paragraph 6. In addition, it is regulated in Article 1 paragraphs 7 and 8, which explain the working mechanisms and business processes, which show how units interact with each other to improve performance (Peraturan Bupati Kutai Kartanegara Nomor 6 Tahun 2025 Tentang Sistem Kerja Di Lingkungan Pemerintah Daerah, 2025).

Regent Regulation Number 6 of 2025 generally addresses a number of significant issues:

#### **A. Simplifying and reforming bureaucracy.**

A calculated move to enhance governance and make it more effective, efficient, and responsive to the requirements of the public is bureaucratic reform. Article 2 explains bureaucratic simplification as a component of the reform that uses information technology to improve government. According to Article 3 paragraph (1), the simplification process is implemented in three stages: streamlining the organisational structure, equalising roles, and modifying work systems. Increasing public participation is another goal of bureaucratic reform. In order for citizens to take part in collaborative decision-making processes like Public-Based Planning (PB), the local government must be committed to creating a suitable environment with trained actors. (Manes-rossi et al., 2023).

#### **B. The Work System's Objective and Function**

Civil servants use the work system as a tool to perform their duties, particularly following organisational structure changes. As stated in Article 5, Article 4 highlights that the work system is utilised as a tool to accomplish objectives, maximise human resources, and enhance the usage of information technology. Actors' involvement will be reflected in the way the work system and accountability systems operate. Organisational Citizenship Behaviour (OCB) will be improved by increasing employee participation in decision-making within a division, department, or organization (Ndjama & Westhuizen, 2023).

#### **C. The Government Work System's Operational Mechanisms**

One essential component that controls how work is done is work mechanisms. As stated in Article 6, the concepts of outcomes orientation, competence, professionalism, collaboration, transparency, and accountability serve as the foundation for the implementation of work procedures in this regulation. According to Article 7, paragraph (1), the primary components of the working mechanism are position, assignment, task execution, accountability, performance management, and information technology utilization.

#### **D. Position and Work Structure of Civil Servants**

The role of federal servants has become more straightforward and adaptable under the new work structure. According to Article 8 paragraph (1), functional and implementing authorities report directly to the head of the organisational unit. In order to speed up the coordinating process, there are fewer bureaucratic channels.

#### **E. Tasks in a System of Collaboration**

The emphasis on teamwork is a major shift in the work system. Assignments are now carried out in the form of work teams that might incorporate personnel from various units or across agencies, as provided in Article 11 paragraphs (1) and (3). Article 15 paragraph (1) specifies a clear separation of responsibilities

between unit leaders, performance appraisers, team leaders, and team members.

#### F. Government System Based on Electronics

Additionally, the work system that the electronic-based government system (SPBE) supports is governed by this law. According to Article 20 paragraphs (1), (2), and (3), regional administrations must employ electronic-based programs to assist in carrying out their responsibilities.

In general, Kutai Kartanegara Regent Regulation Number 6 of 2025 seeks to improve the performance of public services and state civil workers by using information technology and bureaucratic reform to create a more effective and efficient work system.

### 2. Public Policy

Authority-made policies cannot be assured of total success. The effectiveness of policy implementation is influenced by institutional, group, and individual characteristics. A policy is a set of rules or guidelines designed to direct decision-making (Suharto, 2020). Public policy is a set of measures decided upon, carried out, or not carried out by the government with the intention of concentrating on the interests of the community as a whole. In essence, public policy is part of a larger system that includes the institutional structures in which the policy is developed, as well as the mutual interactions between three primary components: the public policy itself, the policy players, and the surrounding environment (Dunn, 2003).

Public policy is an authoritative distribution of values for society as a whole, but only society may act authoritatively for the common good and all those it chooses. A policy is a reasonably consistent and intentional course of action that an actor or group of actors takes to address a problem or issue of concern. This concept considers policy as something that evolves over time, separates policy from decisions, which are fundamentally particular choices among options, and concentrates on what is really done rather than just what is suggested or intended (Anderson, 2003). The stages of public policy include: agenda setting, policy formulation, policy drafting, policy adoption, policy implementation, policy evaluation (Dunn, 2003).

### 3. Policy Implementation

The process of carrying out a strategy in order to accomplish a goal is called implementation. Numerous governmental and private groups with authority and stake in the issue are involved in this process. The implementation process, which focuses on specific actions on the ground, can be viewed as an extension of planning. A key step in the public policy process is policy implementation, which comes after the government creates and adopts a policy. As opposed to merely conceptual or formal documentation, the policy has now been established and is being carried out by implementers through tangible programs, activities, and actions. Many interconnected aspects have a major role in determining a policy's success. (Subarsono, 2022).

The process of carrying out policy decisions involving different individuals, organisations, and resources within a government system can be theoretically characterised as policy implementation. Policy implementation is the process of taking administrative steps to accomplish preset policy goals. This viewpoint holds that in addition to the content of the policy, social, political, and economic elements also have an impact on how well it is implemented (Kendi, 2024).

Furthermore, according to George C. Edwards III, the process of ensuring that set policies are carried out in line with Edwards III's intended goals involves a number of organisational and administrative activities. Therefore, the application of rules is not the only aspect of implementation. But it also covers how the policy is interpreted, administered, and carried out by implementers. This model identifies four key factors that affect how well policies are implemented: bureaucratic structure, resources, implementer disposition, and communication (Kendi, 2024).

#### A. Communication

George C. Edwards III asserts that the main factor affecting the effectiveness of policy implementation is communication. Edwards contends that effective communication is essential to accomplishing the goals of implementing public policy. The prerequisites for effective implementation must be understood by policymakers. Effective communication is the only way to decide the necessary actions, so all policy decisions and implementation regulations must be conveyed to the relevant parties. Additionally, policies must be accurately, consistently, and correctly stated. For legislators and implementers to work together to carry out policies, communication is essential. This can be measured in three ways: consistency, clarity, and transmission. According to earlier studies, successful policy implementation depends on effective communication (Septiani, 2024), (Harahapa et al., 2025).

#### B. Resources

The main resource for implementing policies is staff. Public policy implementation requires sufficient human resources. Human resources in this context refers to local government employees who are responsible for performing government functions. Human resources in the public sector are the main force behind this process. Lack of personnel or expertise frequently leads to policy implementation failures. The knowledge and abilities required to carry out policies must be taken into account in addition to having enough employees. Financial resources and facilities or infrastructure are examples of additional resources. This human resource (HR)

component needs to be given enough consideration in order to function in an open administration. For policies to be implemented successfully, appropriate HR is essential (Mirza, 2021)

**C. Disposition**

The disposition of the implementer includes their dedication, attitude, and degree of acceptance of the proposed policy. Implementers who are supportive of the policy and have a good attitude tend to implement it more successfully. On the other hand, the implementation process may encounter numerous difficulties if implementers are not dedicated to the policy. The viewpoint of the policy implementer has a significant impact on how public policies are implemented. Implementers of policies need to be capable in addition to knowing what has to be done. Implementer disposition is influenced by a number of elements, including dedication to the policy, degree of honesty and integrity, and motivation to finish the task. According to earlier studies, implementers have a fairly excellent attitude or propensity (disposition), together with indicators of their cognition (understanding) and responsiveness (Mansur, 2021)

**D. Bureaucratic Structure**

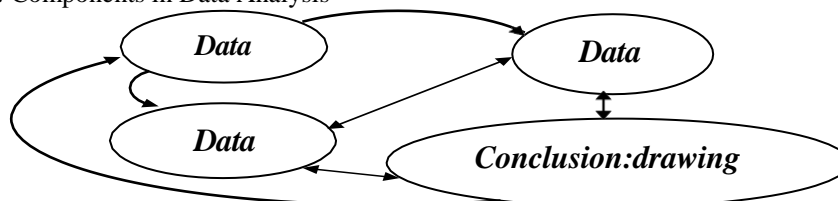
The success rate of implementing public policies is influenced by bureaucratic organization. Weaknesses in the bureaucratic structure may prevent policies from being implemented, even if those who implement them have the means and the will to do so. Many parties need to work together to implement complex policies. Resources may become inefficient and impede the implementation of current policies if the bureaucracy does not support them. The bureaucracy must enhance the effectiveness of the bureaucratic organization in order to support politically established policies as policy implementers. Standard operating procedures and fragmentation are features of bureaucratic structures (Alimi & Arundinasari, 2025), (Wahono et al., 2025).

**III. METHODOLOGY**

This study employs a descriptive methodology and a qualitative research design. The qualitative technique was selected since the goal of this study is to gain a deeper understanding of the actual implementation of the local government's work system policy in addition to observing the policy's outcomes. This study focuses on the Investment and One-Stop Integrated Service Office's implementation of the local government's work system. The Investment and One-Stop Integrated Service Office of Kutai Kartanegara Regency, East Kalimantan Province, Indonesia, was the site of this study. The agency is one of the regional apparatus organisations that implements the regional government work system as outlined in Kutai Kartanegara Regent Regulation Number 6 of 2025 concerning work systems in the regional government environment, including the implementation of teamwork mechanisms, which is why this research location was chosen. Both primary and secondary data were gathered. 16 important informants were interviewed using questionnaires to gather primary data.

Data analysis used qualitative data analysis as explained by Miles and Hubberman, which includes the stages as presented in Figure 1.(Sugiyono, 2017), and using the help of Nvivo software 15.

**Figure 1:** Components in Data Analysis



Source: (Sugiyono, 2017)

**IV. RESULTS AND DISCUSSION**

The purpose of this study is to examine the Kutai Kartanegara Regent Regulation Number 6 of 2025 regarding the Regional Government's Work System, particularly as it relates to the Investment and One-Stop Integrated Service Agency. The George C. Edwards III policy implementation model, which focuses on four key indicators; communication, resources, implementer disposition, and bureaucratic structure is used to conduct the analysis. By examining this framework, the regional government's work system policies such as that of the Investment and One-Stop Integrated Service Agency is comprehended.

**1. Examination of Kutai Kartanegara Regent Regulation Number 6 of 2025's Application to Work Systems in the Regional Government Setting**

**A. Analysis of the implementation of the regent's regulations regarding communication aspects**

The study's findings show that the strategy for the regional government work system's investment and the one-stop integrated service office's communication element have been actively implemented through a variety of formal and informal channels. The coding results suggest that the communication component has a significant role in assisting with the policy's implementation. Three metrics; transmission, clarity, and

consistency can be used to gauge this communication, according to George C. Edward III.

**a. Transmission dimensions**

Since policy information has been communicated to implementers at different levels, communication can be considered to be functioning successfully based on the transmission dimension. According to the interview's findings, policy information is disseminated through internal meetings, team and leadership directives, socialisation, and the usage of digital communication tools like WhatsApp groups. as the findings of the interview that follows. "The work system policy in financial programme activities is through several mechanisms, namely, through the direction of the team leader in internal meetings, delivery or socialisation, and assignment and division of tasks by the team leader as well as through internal communication and information media such as WhatsApp groups" (Interview with key informant No. 4, Tuesday, March 17, 2026).

The team leader plays a strategic role as a liaison between the leadership and team members, ensuring that information is conveyed effectively. The informant's claim that the WhatsApp group was established to disseminate information and subsequently utilised for in-the-moment communication to ensure that team members fully comprehend all instructions and information reflects this. Observations that show that information is delivered both vertically and horizontally and that team member interactions are highly intense, particularly in everyday work environments, support this. The Kutai Kartanegara Regent Regulation No. 6 of 2025 policy has been implemented well in the communication part of the transmission dimension, according to the study's conclusions. These results are consistent with those of earlier studies (Wahono et al., 2025). Conversely, the findings of this study differ from previous research (Putri & Rahmilah, 2025).

**b. Dimensions of clarity**

The majority of informants said that the policy was rather simple to comprehend, especially when it came to the team's task distribution. Nonetheless, some employees' comprehension of the policy varied, especially when it came to applying it to work procedures. This implies that the primary obstacle in policy communication is not information delivery but rather altering the apparatus's perspective in order to comprehend the new work system. On Thursday, March 19, 2026, informant 01 presented the interview's findings in response to the query of whether the policy's explanation was simple to comprehend "Direct coaching and conversations are held in addition to official meetings. They are sometimes made simpler to understand by being explained informally. This is further corroborated by informant 14's statement: "Yes, the explanations are quite clear and easy to understand through direct instructions and supporting documents" (Wednesday, March 4, 2026 interview). However, on the other hand, there are still some implementers who still need more detailed or repeated explanations until they can understand the policy. The findings of the interview conducted on Wednesday, March 4, 2026, as reported by informant number 02 below, make this clear. "After the socialisation process, employees' comprehension of the team-based work system policy varies; some have fully grasped it, while others have not yet grasped its application in the field." Therefore, it can be said that Kutai Kartanegara Regent Regulation Number 6 of 2025's application in the clarity dimension's communication component is not ideal. The results of this investigation are consistent with those of earlier research (Ibad & Megawati, 2024), (Suciana et al., 2022).

**c. Consistency dimension**

From a consistency perspective, policy communication has been conducted repeatedly and in two directions. One sign that communication is not one-sided is the presence of conversation spaces between leaders, team leaders, and team members. The results of the following interviews illustrate this. "Repeated communication is carried out, in two directions by opening up discussion space to revisit parts of the policy that are not yet understood" (Interview with Informant 06, Thursday, March 19, 2026). The execution of Kutai Kartanegara Regent Regulation Number 6 of 2025 concerning the consistency component of communication is effective, according to the study's findings. This is consistent with earlier studies' findings that the consistency dimension of communication policy has been implemented successfully.

From Edwards III's perspective, this condition indicates that communication is effective but not optimal in one aspect, namely clarity. This is in line with research on "Analysis of the Implementation of the Legislative Function of the Sidenreng Rappang Regency DPRD: A Model Approach" by George C. Edward III (Suriani et al., 2026). This research is also in line with previous research which stated that the implementation of communication aspect policies has not been optimal (Amjah et al., 2022), (Zahara et al., 2021). Meanwhile, the findings of this study differ from the results of previous research which stated that the implementation of communication aspect policies was running effectively (Harahapa et al., 2025).

**B. Analysis of the implementation of the regent's regulations regarding resource aspects**

**a. Human resources**

Based on observations, the Kutai Kartanegara Regency Investment and One-Stop Integrated Services Office now has a sufficient number of employees with integrated licensing and investment experience. As shown in Table 1, the total number of employees is 53, with 29 males and 34 women.

The following key informant attests to the quantity of human resources being sufficient: "Our current

resources are very adequate." The team has a wide range of experience and enough technology support. Our main goal is to maximise our resources in order to accomplish our goals as efficiently as possible (interview with key informant No. 07, Monday, March 30, 2026). Employees with expertise in integrated licensing services and investments presently help the Kutai Kartanegara Regency Investment and One-Stop Integrated Services Office. This experience complements the variety of materials accessible by offering crucial elements for completing daily chores. There were no notable shortages of human resources found that would impede execution.

**Table 1. Number of employees based on educational qualifications**

Level of education	Gender		Amount (Person)
	Male	Famale	
Masters (S2)	6	3	9
Bachelor (S1)	16	25	41
Diploma (D3)	0	1	1
High school	7	5	12
Junior high school	0	0	0
<b>Amount (Person)</b>	<b>29</b>	<b>34</b>	<b>63</b>

Additionally, the majority of employees have the necessary educational background in terms of human resources competency, but they still need to continue honing their skills through training or other technical assistance. In response to the question of whether education and training are still required, key informant number 05 stated in an interview on Tuesday, February 10, 2026: "Technical advice and competency improvement are required because regulatory mastery and data analysis skills are not yet at their best. To best enhance organisational success, coaching and development are required based on position level and competency". This study's conclusion is consistent with other research, which found that the availability of sufficient resources supports the execution of policies (Septiani, 2024). However, this is different from the research results which state that human resources are not yet adequate in implementing policies (Tawai & Johanis, 2025).

**b. Financial resources**

The implementation of Kutai Kartanegara Regent Regulation No. 6 of 2025 concerning Work Systems within the Regional Government, in terms of resources, is quite adequate, especially in the financial dimension. However, not all needs, such as the budget for training, can be fully met. As stated by informant 03 in an interview on Monday, February 23, 2026, the observation results demonstrate that there is evidence of budget assistance that promotes policy execution. "Training for team members for the 2026 budget is not available for Bimtek and other competency development due to the efficiency program from the center" Financial resources are those that are associated with financial matters. The regional revenue and expenditure budget (*APBD*), which is used to finance issues that fall under the purview of the regional administration, is typically used to finance the implementation of public policies in the regions.

**c. Resources, facilities and infrastructure**

The availability of information in policy implementation is assisted by the use of digital technology, according to an analysis of policy implementation in the infrastructure dimension's resource aspect. The official website of the Kutai Kartanegara Regency Investment and One-Stop Integrated Services Agency (*DPMPTSP*), which provides information to officials and the general public, is one example. Apart from the *DPMPTSP* website, the public can access additional information outlets like Facebook, YouTube, and Instagram. The availability of adequate facilities and infrastructure is supported by the following statement from a key informant. "I believe the infrastructure and facilities, both digital and physical, are quite sufficient. Physically, we have standardised computer facilities and work equipment, a conference room that facilitates team coordination, and a sufficiently representative workplace. In the meantime, the digital side is also highly beneficial. For instance, an internal information system supports administration and work collaboration, and online licensing tools like OSS are used. Additionally, teams may coordinate swiftly without always needing to meet in person thanks to digital communication tools like official email and WhatsApp groups (interview with key informant No. 1, on Thursday, March 19, 2026).

The Investment and One-Stop Integrated Services Agency's (*DPMPTSP*) infrastructure was found to have 1,495 items in good condition, according to the findings of the *DPMPTSP* Strategic Plan document assessment. The agency has significant physical resources to support its day-to-day activities, according to this number. These assets come in a variety of forms, including buildings and land, machinery and equipment, and other assets that support the provision of services. The organization's attempts to address the requirement for comprehensive work facilities in accordance with the growing demands of the activities and functions it must perform are reflected in this range of assets.

In today's digital era, the Kutai Kartanegara Regency DPMPSTP has developed 14 digital-based information media, databases, and public services to support Electronic-Based Government, namely:

- 1) Website: [www.dpmpstsp.kukarkab.go.id](http://www.dpmpstsp.kukarkab.go.id);
- 2) The NSWI (National Windows System for Investment) investment database application, which is the central government's investment system;
- 3) Online Single Submission/OSS, an integrated licensing service system from the central government;
- 4) The SSO (Single Sign On) system that provides user identification and authenticates access to service provider applications;
- 5) Pelongseng (Online Services with Network-Based Electronic Systems), an application for permit processing integrated with the SSO system;
- 6) The *MPP* (Public Service Mall) web system, containing background information, main tasks and functions, *MPP* building facilities, services of Regional Apparatus Organizations (*OPDs*)/agencies affiliated with the *MPP*, news, announcements, and other information;
- 7) Call center: 0811-5944-009;
- 8) Smart archives, which facilitates archive management;
- 9) The *MPP* Touchscreen is a web-based information media application that explains all applications in the Kutai Kartanegara *MPP*;
- 10) *SKM* (Community Satisfaction Standards) is an application that displays the number of respondents, *SKM* scores, and statistical data on respondents' education;
- 11) Metaverse, a virtual interactive medium for licensing services without having to physically visit a government office;
- 12) *MPP* Queue is an application for obtaining a queue number for services;
- 13) Drive-thru application, for processing the printing and retrieval of documents completed by the *MPP*;
- 14) The Self-Service Printing Machine (ACM) is an application for printing *MPP* service products.
- 15) Implementation of correspondence administration through the Integrated Dynamic Archiving Information System (*SRIKANDI*) application, an application from the central government, the result of a collaboration between the National Archives of the Republic of Indonesia (*ANRI*), the Ministry of Empowerment of State Apparatus and Bureaucratic Reform (*KEMENPAN-RB*), the Ministry of Communication and Information (*KEMENKOMINFO*), and the National Cyber and Crypto Agency..

The regional government work system is physically and structurally adequate, but it still needs to be strengthened in terms of human resource capacity, especially equal opportunities for competency development in the form of training and technical guidance. This is particularly related to increasing opportunities to participate in competency development in the field of data analysis and understanding of regional regulations, according to the analysis of the three aspects of resources in the implementation. The results of this study are consistent with those of earlier research regarding the resource issue. (Kusuma & Simanungkalit, 2022), (Muharam & Kurniawan, 2025).

### **C. Analysis of the implementation of the regent's regulations regarding the disposition of the implementers**

#### **a. Implementer's attitude**

According to the study's findings, implementers typically view local government system policies favourably. Their dedication, self-control, and capacity to adjust to shifting work schedules all demonstrate this. Activeness and responsiveness are the two primary traits that show the sub-indicator of implementer response or attitude. The initiative of the implementer in completing tasks is reflected in their level of activity. Response, on the other hand, explains how implementers respond to policies that have been put into place. As part of enhancing the government work system, employees embrace and support the Regent's Regulation's implementation. Almost all employees are able to collaborate in the implementation of the new work system and adjust to the shift from the previous one, demonstrating that they are not only compliant but also flexible. Resistance, or a lack of acceptance of the shift from the old to the new, is also evident in the research, albeit it is extremely slight or unimportant.

#### **b. Commitment**

The execution of the Regent's Regulation demonstrates that the implementers have a high degree of responsibility in performing their tasks when it comes to the disposition of the implementers of the commitment dimension. The results of the interviews indicate that the implementers' attitudes toward putting this policy into practice are generally favorable. According to informant No. 11 in an interview on Tuesday, March 17, 2026, the majority of informants demonstrated commitment. Because everyone understands that the team's success is a shared responsibility, dedication is generally extremely high. Their participation in the team and accountability for their work demonstrate their dedication. "This justification demonstrates the collective awareness of the policy implementers in carrying out this legislation.

**c. Honesty**

It is evident from the honesty dimension that this value stems from two crucial elements: integrity and responsibility. This shows that honest implementers are distinguished by their capacity for accountability in addition to their transparency. Accountability and integrity are crucial pillars in policy execution that guarantee policies adhere to relevant legislation.

Overall, the disposition of the implementers can be categorized as very good in supporting policy implementation, where the disposition aspect of the implementers received full attention from all informants who explained all aspects completely. The goals of Kutai Kartanegara Regent Regulation Number 6 of 2025 Article 5, which include boosting the use of information technology and optimising human resources, can be considered accomplished. Therefore, it is important to note that the study's implementers' disposition is not only a supporting variable but also a crucial component that enhances the effectiveness of policy implementation in the local government system. This is consistent with George C. Edwards III's assertion that the success of policy implementation is largely dependent on the mindset and dedication of implementers. This finding is in line with research which states that disposition is very important in policy implementation (Handayani, 2023), (Aditiya & Kusuma, 2024). However, the findings of this study differ from the results of previous studies which stated that disposition is a significant obstacle in implementing policies (Balqis et al., 2021).

**D. Analysis of the implementation of the regent's regulations regarding the bureaucratic structure aspect**

In terms of bureaucratic structure, the regional government work system has been implemented in compliance with Regent Regulation Number 6 of 2025 Article 11 Paragraph (1), which calls for the formation of a work team as part of bureaucratic simplification. Through a Team Decree issued by the Head of the Agency, the Investment and One-Stop Integrated Services Agency's Team-based Work System is supported by a defined job division. The team leader is chosen by appointment, and to control each member's roles and responsibilities, the chosen team leader holds a performance conversation.

**a. Standard Operating Procedure (SOP)**

Daily duties are completed in compliance with specified standard operating procedures (SOPs), according to observations. Every work process has explicit, established standards. These SOPs minimise mistakes and enhance performance by acting as the main set of guidelines for task execution. Additionally, the work mechanism has been aligned with the work mechanism in Regent Regulation Number 6 of 2025, Article 22, Paragraphs (1), (2), (3), and (4) regarding the existence of business processes that serve as a reference (SOP), according to an examination of documents like the Strategic Plan (*RENSTRA*) and internal organisational documents. As an implementation of Article 17 of the Kutai Kartanegara Regent Regulation Number 6 of 2025, it is evident from the observation results that there is a reporting mechanism and an evaluation mechanism for the apparatus's performance. The team leader and the performance assessment officer receive reports of the team members' work through the E-Kinerja application. The findings of this observation are consistent with the findings of key informant interviews, which clarify that the performance report included in the *BKN E-Kinerja* application, which at the end of the year is stated in the final performance assessment or annual *SKP* as a form of year-end evaluation, contains the evaluation of performance implementation.

**b. Fragmentation**

The fragmentation dimension shows how well-organised the division of labour is amongst units. Every unit is aware of its duties and responsibility. Smooth coordination and quick decision-making are made possible by this well-organised bureaucratic organisation. A more targeted, adaptable, and competency-based job allocation is made possible by fragmentation in the form of programme- and activity-based work teams. By coordinating cross-functional team members, team leaders can do away with the requirement for a strict hierarchy. The results of the interviews, which show that the distribution of work is based on each employee's competencies and the participation of different units within a team, further reinforce this. Effective teamwork is supported rather than hindered by the fragmentation that takes place. This study so demonstrates that effective fragmentation actually contributes to the bureaucratic structure's robustness. Overall, this situation shows that the bureaucratic framework supporting the regional government system's policies has been functioning at its best, allowing the Regent Regulation's implementation to be regarded as successful and a contributing factor.

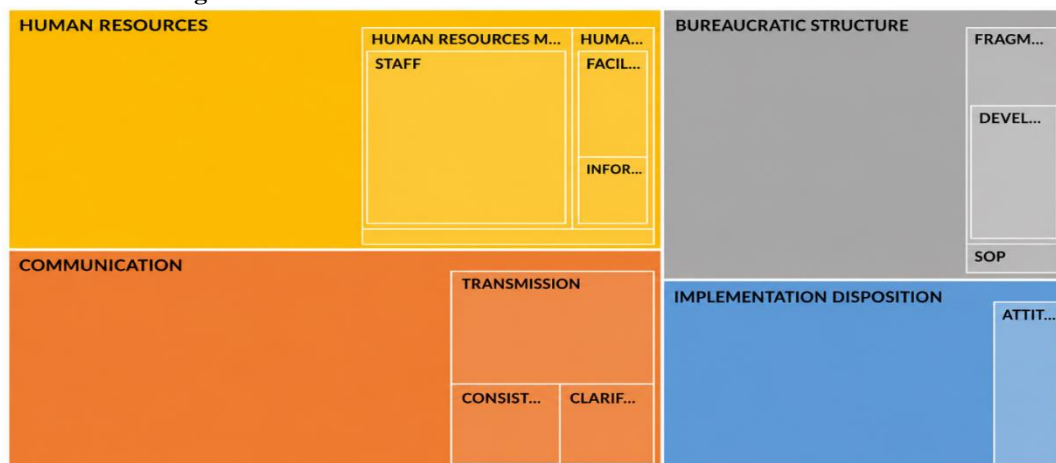
This result is consistent with George C. Edwards III's assertion that a well-defined bureaucratic structure, bolstered by appropriate work distribution and standard operating procedures, can enhance the efficacy of policy execution (Dunn, 2003). Additionally, the bureaucratic structure variable has a very low intensity of emergence in comparison to other variables, according to the Nvivo study results. Further investigation reveals that the bureaucratic structure has generally been able to assist policy implementation, which means that the organisational structure does not cause issues with policy implementation but rather strengthens it.

The findings of this study are in line with research results which state that the success of policy implementation is greatly influenced by bureaucratic structure (Sugiarto et al., 2025). In contrast to research findings which show that SOPs have not been used as the main reference. (Rayadin et al., 2026).

Nvivo 15 software was used to code all of the interview, observation, and related document search findings. The resulting Word Cloud and Hierarchy Chart visualisations are shown in Figures 2 and 3.



**Figure 2. Word Cloud Coding Results**



**Figure 3: NVivo Coding Hierarchy Chart Visualization**

**2. Analysis of Supporting and Inhibiting Factors in the Implementation of Kutai Kartanegara Regent Regulation Number 6 of 2025 Concerning Work Systems in the Regional Government Environment**

**A. Supporting factors for policy implementation**

The study's findings demonstrate that a number of key elements, including the bureaucratic structure and the implementers' attitudes, as well as resources—both human and otherwise—are necessary for this strategy to be implemented successfully.

**a. Positive disposition of the implementer**

The strongest factor supporting the implementation of this policy is the implementers' disposition. The high degree of dedication, preparedness, and flexibility of workers in the transition from a structured work pattern to a collaborative system serves as evidence of this. In addition to being flexible, implementers take initiative in their job and actively contribute to the team. Additionally, the positive attitudes of implementers are reinforced by the support of leaders and team leaders in the form of encouragement, trust, and performance acknowledgement. This promotes effective policy execution and fosters a favourable work climate. These results show that the organization's human resources are ready in terms of commitment and attitude, which are crucial requirements for carrying out public policy.

**b. A supportive and adaptive bureaucratic structure**

In carrying out this policy, the bureaucratic framework also has a supportive function. This is demonstrated by the Team Decree's explicit task division, the application of standard operating procedures (SOPs), and the establishment of an adaptable teamwork system. Additionally, a more precise, targeted, and competency-based division of duties is made possible by the fragmentation mechanism utilised by programme-

and activity-based work teams. Because each team member has a distinct role based on their area of expertise, fragmentation in this study improves coordination and work effectiveness rather than causing dysfunction. As a result, the current bureaucratic structure plays a vital role in encouraging the efficacy and efficiency of task execution in addition to supporting the implementation of policies.

c. Support for information facilities and technology

Support for infrastructure resources and information technology utilisation are further supportive variables in addition to structural and human factors. The availability of numerous digital solutions in internal administration and public services promotes collaboration, speeds up workflow, and improves job execution transparency. Other auxiliary facilities, including a large waiting area, a nursing room, and a prayer room, complement the business infrastructure, which includes representative conference rooms and workspaces. This demonstrates that the organisation has a strong foundation to support the implementation of Kutai Kartanegara Regent Regulation Number 6 of 2025.

## **B. Factors inhibiting implementation**

However, the study's findings also indicate that a number of constraints prevent policies from being implemented, even though their impact is either negligible or nonexistent.

1) Policy communication is not yet fully effective

Despite the fact that policy communication has been carried out through a variety of formal and informal channels, its efficacy has not been at its best. This is demonstrated by the varying perceptions of everyday work practices and the varying degrees of comprehension among implementers. This situation suggests that the absence of a common understanding of the policy's content is the communication difficulty rather than the media's accessibility or the frequency of information delivery. Thus, improving communication is essential to ensuring that policies are implemented more successfully.

2) Limited human resource capacity

restricted human resource capability, especially in terms of regulatory knowledge and data analytic abilities. Not every employee has the skills necessary for the regional government work system, as required by Kutai Kartanegara Regent Regulation No. 6 of 2025, despite the fact that the facilities and workforce are sufficient.

The disposition of implementers and an adaptable bureaucratic framework are the primary supporting variables for policy implementation, according to the overall findings. In the meantime, communication problems and some employees' ignorance of the policy are obstacles. The Nvivo results show that communication and resources predominate, followed by implementers' attitudes and bureaucratic structure, suggesting that policy implementation is well-underway and integrated across these four variables.

## **V. CONCLUSION**

The following conclusions can be made in light of the findings of the investigation and debate around the application of Kutai Kartanegara Regent Regulation Number 6 of 2025 about the Work System within the Regional Government at the Investment and One-Stop Integrated Services Office:

1. The implementation of the regional government work system as stipulated in Kutai Kartanegara Regent Regulation Number 6 of 2025 has been carried out substantively and effectively, demonstrating a direction of change towards a more collaborative, flexible, and performance-based work system. This is demonstrated by the enhanced coordination in task execution, the utilisation of information technology, and the adoption of cross-unit teamwork. Using the George C. Edwards III paradigm for analysis:

- a. Although communication has been effective through a variety of channels and consistently provided both formally and informally, implementers have not yet reached a common understanding.
- b. Resources show sufficient facilities and quantity, but human resource capacity—particularly in data analysis and regulatory comprehension—remains constrained.
- c. The strongest determinant is implementer disposition, which is defined by a high level of dedication and flexibility in adjusting to the new work system.
- d. In compliance with Kutai Kartanegara Regent Regulation Number 6 of 2025's mandate on the clear division of tasks within teamwork and the existence of guidelines or business processes as a reference (SOP), the bureaucratic structure has been streamlined.

The results of Nvivo coding strengthen these findings by showing that the success of policy implementation is more determined by organizational readiness, particularly in terms of the disposition of implementers.

2. Factors that facilitate and hinder implementation

This policy's implementation is supported by the following factors:

- a. Implementers' positive attitude
- a. A flexible and encouraging bureaucratic framework
- c. Assistance with facilities and information technology

The *DPMPTSP*'s work system policies are implemented mostly because of these factors. In the meantime, inhibitory elements consist of:

- a. Poor policy communication
- b. Inadequate capability for human resources

These two elements affect how consistently and optimally policies are implemented. Overall, Kutai Kartanegara Regent Regulation No. 6 of 2025 has been implemented well, thanks to the bureaucratic framework and implementers' strong support. However, small challenges like communication clarity and human resource capability have prevented it from operating at its best.

The following are the suggestions made in light of the study's findings:

- 1) The government of Kutai Kartanegara Regency, specifically the *DPMPTSP*

With an emphasis on enhancing human resource capacity and the calibre of policy communication, the Kutai Kartanegara Regency Government, in particular the *DPMPTSP*, must reinforce the implementation of its work systems. To increase the efficiency of task execution, efforts can be made to optimise policy distribution and offer continuing training and technical assistance, especially in the field of data analysis.

- 2) For researchers in the future

The extent of the locations and the analytical methodology employed in this study still have limits. Future researchers are therefore encouraged to conduct studies with a wider focus, such as comparing regional government agencies, or use a quantitative approach to quantify the success of policy implementation. To obtain a more thorough grasp of the dynamics of local government work systems, future study could also incorporate more sophisticated analytical techniques like mixed methods or organizational network analysis.

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