Transformasi Organisasi di Kementerian Komunikasi dan Informatika Melalui Pengalihan Jabatan Struktural ke Jabatan Fungsional = Organizational Transformation at the Ministry of Communication and Informatics through the Transfer of Structural to Functional Positions

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Abstrak

Pada masa pemerintahan Presiden Jokowi dan Wakil Presiden K.H Ma'ruf Amin, terdapat salah satu prioritas kerjanya tahun 2019-2024 mengenai penyederhanaan birokrasi. Momentum penyederhanaan birokrasi bersamaan dengan pembangunan SDM dan pemindahan ibu kota dalam menghadapi tantangan global yang ada saat ini. Tantangan tersebut dapat terlihat dengan adanya perubahan cara kerja secara drastis melalui transformasi digital yang menuntut SDM di pemerintahan/ASN untuk mempunyai keahlian dan kompetensi agar dapat bekerja dengan cepat, adaptif dan inovatif. Kementerian Kominfo mendukung pelaksanaan pengalihan jabatan ini, meskipun kebijakan pengalihan jabatan tersebut awalnya diragukan dapat terlaksana atau tidak oleh banyak pihak dan perlu adanya penyesuaian-penyesuaian di masa yang akan datang. Kementerian Kominfo sendiri termasuk dalam klasifikasi Kementerian kelompok 2 dengan susunan organisasi yang cukup kompleks. Adapun penelitian ini bertujuan untuk menganalisis dan mengidentifikasi proses transformasi organisasi di Kementerian Kominfo melalui pelaksanaan pengalihan jabatan struktural ke jabatan fungsional. Pendekatan penelitian menggunakan post-positivist dengan teknik pengumpulan data kualitatif melalui wawancara mendalam pada berbagai pihak di Kementerian Kominfo dan studi pustaka. Hasil penelitian ini menunjukkan Kementerian Kominfo melakukan proses transformasi organisasi melalui pengalihan jabatan dengan empat dimensinya, yaitu reframing, restructuring, revitalization, dan renewal. Proses transformasi organisasi ini telah menghasilkan pengalihan jabatan struktural ke jabatan fungsional di Kementerian Kominfo sebanyak 611 pegawai. Pada proses transformasi organisasi ini Kementerian Kominfo telah berupaya untuk melaksanakan pengalihan jabatan sesuai instruksi Presiden dan kondisi dilingkungannya. Masalah dan tantangan yang dihadapi dalam proses transformasi melalui pengalihan jabatan di Kementerian Kominfo meliputi komunikasi pembentukan tim kerja khusus, kekosongan mengenai tambahan fungsi manajemen dan batasan yang jelas terkait dengan koordinator dan subkoordinatornya setelah pengalihan jabatan, penetapan SOTK yang harus segera dilakukan, dan keseimbangan antara ketersediaan dengan kebutuhan keterampilan yang ada setelah pengalihan jabatan ......During the administration of President Jokowi and Vice President K.H Ma'ruf Amin, there was one of the work priorities for 2019-2024 regarding the simplification of the bureaucracy. The momentum of simplifying the bureaucracy coincides with the development of human resources and the relocation of the capital city in facing the global challenges that exist today. This challenge can be seen in the drastic change in how things work through digital transformation which requires human resources in the government / ASN to have the skills and competencies to work quickly, adaptively and innovatively. The Ministry of Communication and Informatics supports the implementation of this transfer of positions, although the policy of transferring positions was initially doubted whether or not it could be implemented by many parties and there needs to be adjustments in the future. The Ministry of Communication and Informatics itself is included in the classification of the Ministry of Group 2 with a fairly complex organizational

structure. This research aims to analyze and identify the organizational transformation process in the Ministry of Communication and Informatics through the implementation of the transfer of structural positions to functional positions. The research approach used post-positivist with qualitative data collection techniques through in-depth interviews with various parties in the Ministry of Communication and Informatics and literature study. The results of this study indicate that the Ministry of Communications and Informatics carried out an organizational transformation process through the transfer of positions with four dimensions, namely reframing, restructuring, revitalization, and renewal. This organizational transformation process has resulted in the transfer of structural positions to functional positions in the Ministry of Communication and Informatics as many as 611 employees. In the process of organizational transformation, the Ministry of Communications and Informatics has attempted to carry out the transfer of positions according to the President's instructions and conditions in their environment. The problems and challenges faced in the transformation process through the transfer of positions at the Ministry of Communication and Informatics include communication of the formation of a special work team, vacancies regarding additional management functions and clear boundaries related to the coordinator and sub-coordinator after transferring positions, the determination of SOTK that must be carried out immediately, and the balance between availability with the existing skills needs after the transfer