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ARTICLE

IMPLEMENTATION OF CHANGE MANAGEMENT IN FOSTERING ORGANIZATIONAL REFORM AT THE REGIONAL PERSONNEL AGENCY OF BANDUNG CITY

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Abstract.

This study aims to analyze the implementation of change management in promoting organizational reform at the Regional Civil Service Agency of Bandung City. Change management is an important aspect of organizational reform because it requires human resource readiness, adjustments to work systems, and the commitment of public officials to adapt to bureaucratic changes. This study employs a qualitative approach using a case study method. Data were collected through document analysis and literature review by examining relevant policy documents, institutional reports, regulations, and scientific literature. The analysis applies George C. Edward III's policy implementation theory, which consists of four dimensions: communication, resources, disposition, and bureaucratic structure. The discussion indicates that these four dimensions are interconnected in supporting the implementation of change management. Communication is necessary to ensure a shared understanding of the direction of change, resources support organizational readiness, disposition reflects the commitment of public officials, while bureaucratic structure ensures clear task distribution and effective coordination. This study emphasizes that organizational reform cannot be achieved solely through changes in policies and administrative procedures but also requires continuous improvement in personnel capacity and organizational commitment.

Keywords: Change Management, Organizational Reform, Policy Implementation, Regional Civil Service Agency, Edward III.

A. INTRODUCTION

Change is an inseparable part of the development of public organizations. The dynamics of the governmental environment and demands for improved service quality push organizations to adjust their structures, work systems, and civil servant behavior. Kurniawan (2019) explains that public organizations need to adapt to environmental changes and societal demands. However, the process of change does not always run smoothly, as it can trigger resistance from organization members. Therefore, organizational change requires structured management so that it can be accepted and implemented by all elements of the organization.

Change management is one of the approaches needed to direct the organizational adjustment process toward the desired state. Mulianingsih (2020) explains that change management strategies and transformational leadership are interconnected in driving organizational culture change. Leadership with a clear vision and strategic goals is required to guide organization members in navigating change. This indicates that the success of change depends not only on established policies, but also on the ability of leaders to build commitment and guide civil servants throughout the transition process.

Within the governmental environment, change management is closely linked to the implementation of bureaucratic reform. Purwoko (2017) states that the readiness of civil servants is a crucial aspect in supporting changes in personnel management and bureaucratic reform. Changes initiated through government policies do not always proceed as expected if they are not accompanied by the readiness of the individuals involved. In line with this, Vika (2021) shows that the implementation of bureaucratic reform in the area of civil servant human resources is still tied to various obstacles in achieving a profile of personnel who possess integrity, competence, professionalism, and high performance. Thus, the implementation of change management must consider both personnel readiness and the adjustment of organizational work systems.

These issues are relevant to examine at the Personnel and Human Resources Development Agency (*Badan Kepegawaian dan Pengembangan Sumber Daya Manusia* / BKPSDM) of the City of Bandung. As a regional apparatus responsible for managing personnel affairs and human resource development, BKPSDM holds an important position in supporting personnel management within the Bandung City Government. Carrying out these functions is closely tied to the need to adjust personnel policies, develop competencies, and improve the governance of civil servant human resources. This condition makes BKPSDM a relevant organization for observing how change management is applied to support the renewal of organizational systems and governance.

Based on this background, this study focuses on the implementation of change management in driving organizational reform at the Personnel and Human Resources Development Agency of the City of Bandung. The specific scope of this study lies in understanding the change processes carried out within the organization, the readiness of civil servants in facing change, and leadership support in driving organizational adjustments. This research aims to identify and describe the implementation of change management in driving organizational reform at the Personnel and Human Resources Development Agency of the City of Bandung.

B. LITERATURE REVIEW

Change Management

Change management is the process of managing organizational adjustments in response to environmental developments and the demands of achieving organizational goals. Change can encompass aspects of structure, work systems, human resources, and organizational culture. In public organizations, change management is required to ensure that planned updates can be applied in carrying out the organization's duties and functions. Mulianingsih (2020) explains

that change management strategies and transformational leadership are interconnected in driving organizational culture change.

Policy Implementation

Policy implementation is the process of executing established decisions or policies so that they can be realized in concrete actions. Edwards III explains that the success of policy implementation is influenced by four main variables: communication, resources, disposition, and bureaucratic structure. These four variables are interrelated in determining the success of policy execution. Therefore, implementation is not only concerned with the content of the policy, but also with how the policy is communicated, supported by resources, accepted by implementers, and carried out through the organizational structure.

C. RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study method. A qualitative approach was chosen to gain an in-depth understanding of the implementation of change management in driving organizational reform at the Regional Personnel Agency (*Badan Kepegawaian Daerah*) of the City of Bandung. According to Sugiyono (2016), qualitative research methods are used to examine the natural condition of objects, with the researcher serving as the key instrument. Meanwhile, Yin (2018) explains that a case study is a research method for examining contemporary phenomena in depth within a real-life context. Thus, the case study method is relevant for examining organizational change processes within a governmental institutional environment.

Data collection was carried out through documentation studies and literature reviews. The documentation study was conducted by reviewing official documents related to change management and organizational reform, such as government regulations, bureaucratic reform documents, agency performance reports, and personnel policy documents. According to Sugiyono (2016), documentation is a data collection technique used to obtain information through records of events, documents, and archives. Meanwhile, the literature review was conducted by examining books, scientific journal articles, and previous studies relevant to the research focus.

Data analysis used the interactive model by Miles et al. (2013), which encompasses three stages: data condensation, data display, and conclusion drawing and verification. These stages were used to organize, categorize, and interpret the information obtained from documents and literature to generate an understanding of the implementation of change management in driving organizational reform.

Data validity was ensured through source triangulation comparing information across various official documents, regulations, agency reports, and relevant scientific literature. This step was taken to ensure the consistency of information and reduce reliance on a single data source.

D. RESUL AND DISCUSSION

Communication

Communication is an important factor in the implementation of change management because it relates to conveying information regarding the direction, goals, and policies of change to all elements of the organization. Edwards (1980) explains that communication encompasses three indicators: transmission, clarity, and consistency of information.

In the implementation of organizational reform within the Bandung City Government, communication plays a crucial role in ensuring that the change agenda can be understood and executed by every regional apparatus. This is reflected in the Decree of the Mayor of Bandung Number 061/Kep.1154-Bagor/2026 concerning the Implementation of the Bureaucratic Reform Roadmap within the Bandung City Government for 2025–2029. This policy serves as the foundation for implementing bureaucratic reform for regional apparatuses, including agencies handling personnel affairs.

When linked to Edwards III's communication indicators, the existence of the roadmap demonstrates the formal transmission of policy direction. However, clarity and consistency of communication still require attention so that the policy is not only understood at the leadership level, but also translated into the daily task execution of employees. Thus, communication in change management is not sufficient through policy delivery alone, but must be supported by continuous coordination and socialization.

Resources

Resources relate to the availability of supporting factors needed in policy implementation. Edwards (1980) identifies human resources, information, authority, and facilities as essential elements for successful implementation.

In the context of organizational reform at the Regional Personnel Agency (*Badan Kepegawaian Daerah*) of the City of Bandung, human resources hold a strategic position because organizational change is directly tied to personnel management, competency improvement, and adaptation to evolving work systems. Implementing change requires employees who possess the capability to understand and carry out new policies.

In addition to employee competence, information support and work facilities are also needed to assist the change process. The use of information technology in personnel administration, for instance, requires infrastructure readiness and the ability of civil servants to operate the systems used. Therefore, resource availability is not only viewed from the number of employees, but also from the alignment of competencies and facility support with the needs of organizational reform.

Disposition

Disposition relates to the attitude, commitment, and willingness of implementers to carry out policies. According to Edwards (1980), implementation success is determined not only by the capability of implementers, but also by their willingness and commitment to achieving policy objectives.

In the implementation of change management, the commitment of leaders and employees is a vital factor because organizational reform demands adjustments to work patterns, organizational culture, and the respective responsibilities of civil servants. Change will not run optimally if it remains merely a formal organizational agenda without the support of the individuals involved in it.

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At the Regional Personnel Agency of the City of Bandung, commitment to change needs to be manifested through leadership involvement in directing the reform process and employee willingness to adapt to new policies and work systems. This shows that the success of change management depends not only on the existence of policies, but also on the acceptance and dedication of civil servants in executing them.

Bureaucratic Structure

Bureaucratic structure relates to the division of tasks, authority, work procedures, and coordination among organizational units. Edwards (1980) explains that an inappropriate bureaucratic structure can hinder policy implementation, particularly when there are convoluted procedures or fragmentation of responsibilities.

In driving organizational reform, bureaucratic structure plays a role in ensuring that the execution of change aligns with the duties and functions of each work unit. In an organization handling personnel affairs, the division of authority and coordination are critical because the personnel management process involves various functions, ranging from workforce planning and competency development to performance management.

The existence of the Bandung City Government Bureaucratic Reform Roadmap for 2025–2029 also highlights the importance of a planned direction and framework for implementing reform. From Edwards III's perspective, this framework needs to be supported by a clear division of responsibilities, appropriate standard operating procedures, and inter-unit coordination so that changes are not carried out partially. Thus, bureaucratic structure does not merely function as a formal organizational arrangement, but also serves as an instrument to integrate various change initiatives so that organizational reform goals can be achieved.

E. CONCLUSION

Based on the discussion, the implementation of change management in driving organizational reform at the Regional Personnel Agency (*Badan Kepegawaian Daerah*) of the City of Bandung can be analyzed through George C. Edwards III's four dimensions of policy implementation: communication, resources, disposition, and bureaucratic structure. These four dimensions demonstrate that the success of organizational reform is determined not only by the existence of policies, but also by the organization's ability to communicate the direction of change, provide adequate resources, build civil servant commitment, and ensure that the division of tasks and coordination run effectively.

Communication is necessary to ensure that change policies are understood by all elements of the organization. Resources serve as a supporting factor in aligning civil servant competencies and work facilities with the demands of change. Disposition relates to the commitment of leaders and employees in accepting and executing change. Meanwhile, bureaucratic structure plays a role in ensuring that the division of authority, work procedures, and inter-unit coordination proceed in a well-directed manner.

Thus, change management is an essential component in driving organizational reform, as the reform process cannot be achieved merely through changes to policies and administrative procedures, but also requires human resource readiness, organizational commitment, and continuous adaptation of work systems.

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