

Perception of the State Civil Apparatus in the Face of the Prabowo-Gibran Government's Expenditure Efficiency Policy at the Ministry of Home Affairs and the Regions

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Abstract

This study aims to analyze the perception of functional State Civil Apparatus including Widyaiswara, Administrators, and Supervisor of the Implementation of Regional Government Affairs on the spending efficiency policies launched by the Prabowo-Gibran administration within the Ministry of Home Affairs and local governments. Expenditure efficiency policies are seen as an effort to create fiscal governance that is effective, effective, and by economic principles and state administrative laws. The study used a descriptive quantitative approach with a sample of 18 respondents for Widyaiswara, 60 respondents for Administrators, and 28 respondents for Supervisors of the Implementation of Local Government Affairs who were selected purposively. Data were collected through a closed-ended questionnaire and analyzed using descriptive statistics. The results of the study show that most State Civil Apparatus have a positive perception of the direction of spending efficiency policies, especially in the aspects of allocation efficiency and operational expenditure control. However, concerns were also found regarding the impact of the policy on the capacity to implement work programs and employee welfare. These findings recommend the need for a more intensive policy communication strategy and the involvement of functional State Civil Apparatus in formulating and evaluating the implementation of expenditure efficiency.

Keywords: Perception of the State Civil Apparatus, Expenditure Efficiency, Prabowo Gibran, Ministry of Home Affairs

1. INTRODUCTION

The government's spending efficiency policy is one of the main focuses in the governments of Prabowo Subianto and Gibran Rakabuming Raka. To realize more effective and sustainable budget governance, the government encourages budget cuts that are not considered a priority of needs, as well as diverting budgets to national strategic

programs. This policy certainly has a direct impact on various layers of bureaucracy, especially in the Ministry of Home Affairs and local governments which have been at the forefront of the implementation of programs and services to the Indonesian people.

Law Number 17 of 2003 concerning State Finance mandates that state financial management must be carried out orderly, comply with laws and regulations, and be efficient, economical, effective, transparent, and responsible. In addition, the principles of good governance and the rule of law as stipulated in Law Number 30 of 2014 concerning Government Administration require that every policy-making is based on the principles of proportionality and legal certainty. Through a strong juridical foundation, the spending efficiency policy carried out by the government is expected to be implemented well even though in some aspects it has experienced budget cuts.

The efficiency of government spending is an important factor in realizing healthy and sustainable state financial governance. From a public economic perspective, spending efficiency is associated with the concepts of allocative efficiency and productive efficiency, which is the government's ability to optimally allocate resources by public priorities and carry out spending at the lowest possible cost without reducing the quality of output (Musgrave & Musgrave, 1989). In the Indonesian context, spending efficiency policies are becoming increasingly relevant in line with fiscal challenges and the need to accelerate national development under the Prabowo-Gibran administration.

However, the success of the implementation of the expenditure efficiency policy is greatly influenced by the perception and support of the state civil apparatus, especially those who occupy functional positions such as Widyaiswara, Administrator, and Supervisor of the Implementation of Local Government Affairs. The state civil apparatus in these functional positions has a very important role in supporting bureaucratic reform and the implementation of government policies. Therefore, their perception of spending efficiency policies is very important to understand, considering that these perceptions can affect performance, motivation, and policy implementation in the field.

In Indonesian governance, the Ministry of Home Affairs has the main task of supervising and fostering local government to be in line with national policies and able to provide effective public services. The functions and duties of the Ministry of Home

Affairs related to the development of local government include: (a) formulating policies for decentralization and regional autonomy, (b) fostering and supervising regional financial governance, (c) strengthening the capacity of local government apparatus, (d) facilitating bureaucratic reform in the regions.

Widyaiswara

As part of the State Civil Apparatus coaching system in the regions, Widyaiswara plays the role of the main facilitator in the development of the competencies of managerial and functional officials. This role is very closely related to the function of the Ministry of Home Affairs in regional development, especially in the implementation of budget efficiency policies in the regions, increasing the capacity of regional officials to manage public finances, and facilitating bureaucratic reform in the regions.

Administrator

The administrator is one of the structural positions in the state civil apparatus that has important responsibilities in the implementation of policies and administrative management in government work units. Based on Government Regulation Number 11 of 2017 concerning Civil Servant Management, the Administrator has the function to lead the implementation of all public service activities as well as government administration and development. In the context of government expenditure efficiency policies, the Administrator plays the role of the implementer and controller of the budget at the operational level. They are responsible for preparing work plans and work unit budgets (RKA-SK), ensuring that programs and activities are carried out following the principles of efficiency and effectiveness, and evaluating the use of the budget.

Supervisor Of The Implementation Of Local Government Affairs

The Supervisor of the Implementation of Local Government Affairs has an important role in supporting government policies, especially in the context of the implementation of effective, transparent, and accountable local government. The main functions of the Supervisor of the Implementation of Local Government Affairs include supervision, evaluation, and providing recommendations on regional policies to remain in line with national policies set by the central government. The Supervisor of the

Implementation of Local Government Affairs has an important role in supporting the duties and functions of the Ministry of Home Affairs, especially in the supervision and evaluation of the implementation of local government. The Supervisor of the Implementation of Local Government Affairs is tasked with ensuring that national policies implemented in the regions run well, under applicable regulations, and have a positive impact on the community.

2. LITERATURE REVIEW

Government Efficiency Policy

The spending efficiency policy is part of the fiscal reform that aims to increase the effectiveness of state spending and ensure the allocation of resources to sectors that have a high economic and social impact (Musgrave & Musgrave, 1989). The Indonesian government has been encouraging efficiency in recent years by cutting operational spending, digitizing services, and strengthening performance-based budgets (Ministry of Finance, 2021). The Prabowo-Gibran administration expressed a commitment to continue fiscal austerity through a more focused approach to productive spending, especially in the food, energy, and defense sectors.

Perception of State Civil Apparatus in The Implementation of Public Policy

The perception of the State Civil Apparatus plays an important role in the successful implementation of public policies. According to Robbins and Judge (2017), Perception is the process by which individuals organize and interpret their sensory impressions to give meaning to their environment. In the context of public policy, the State Civil Apparatus can be a receiver, implementer, or even an obstacle to implementation depending on how they understand and assess the policy. Previous studies have shown that understanding, engagement, and perception of justice in policy greatly influence the response of the state civil apparatus (Winarno, 2012; Dwiyanto, 2015).

The Role of Functional Positions in Governance

Functional positions of the State Civil Apparatus such as Widyaswara, administrator, and supervisor of the implementation of local government affairs are important elements in the modern bureaucratic system. Widyaswara functions as a competency developer of the State Civil Apparatus through education and training; the administrator leads the policy implementation unit; Meanwhile, the Supervisor of the Implementation of Local Government Affairs is in charge of supervising the implementation of local government affairs (Ministry of PANRB, 2022). The success of efficiency policies is highly dependent on the integration and synergy of the roles of these three positions in carrying out technical, administrative, and supervisory functions.

Economic and Legal Theory in the Context of Spending Efficiency

Theoretically, the efficiency of public spending can be explained through classical economic theory that emphasizes the optimization of resource distribution (Samuelson & Nordhaus, 2001). On the legal side, spending efficiency is supported by regulations such as Law Number 17 of 2003 concerning State Finance and Law Number 30 of 2014 concerning Government Administration, which regulates the principles of efficient and responsible state financial management. This indicates that efficiency policies are not only administrative but also legalistic and normative.

3. RESEARCH METHOD

This study uses a descriptive quantitative approach that aims to describe and analyze the perception of the functional state civil apparatus towards the expenditure efficiency policy in the Prabowo-Gibran administration. This approach is used because it can measure the tendency of individual attitudes and perceptions systematically using numerical data (Sugiyono, 2017)

The population in this study is the functional state civil apparatus within the Ministry of Home Affairs and local government which consists of the positions of Widyaswara, administrator, and supervisor of the implementation of local government affairs. The sample was as many as 18 respondents for Widyaswara, 60 respondents for administrators, and 28 respondents for the supervisor of the implementation of local government affairs using the purposive sampling technique, which included questions

related to budget efficiency policies, implementation challenges, and the impact of these policies. The analysis was carried out on the distribution of participants' scores, the most difficult questions to answer, and the answer patterns that emerged.

3. RESULTS AND DISCUSSION

On February 26, 2025, the government of President Prabowo Subianto entered the implementation phase of various strategic policies aimed at improving efficiency in the management of the State Revenue and Expenditure Budget (APBN) and the Regional Revenue and Expenditure Budget (APBD). One of the main policies that is in the spotlight is Presidential Instruction Number 1 of 2025 which aims to make efficiency in the implementation of the State Budget and Regional Budget. This policy emerged in response to the fiscal challenges facing Indonesia, including the increasing state debt burden, the need for funding for priority programs such as free lunches for children and pregnant women, and the push for more effective and transparent bureaucratic reform.

Data collected in the period from February 19 to February 24, 2025, shows a significant variation in budget savings targets, ranging from Rp100 trillion to Rp750 trillion, with various allocations of efficiency funds, such as to reduce the state debt, increase civil servants' salaries, or fund social programs. The government also implements concrete steps such as reducing spending on official trips, and ceremonial events and digitizing public services to achieve this target. However, this policy has not gone unnoticed by critics, such as potential disruptions to important public services and a lack of transparency in the use of funds.

On the other hand, bureaucratic reform is one of the main pillars in supporting budget efficiency. Prabowo's administration carries the concept of a "zaken cabinet" filled with non-partisan professionals, the formation of a national talent pool, and conflict of interest management as part of the reform agenda. In the context of state civil apparatus training, the role of Widyaiswara—a professional lecturer in the development of state civil apparatus competencies is crucial, but it also faces challenges due to budget efficiency policies.

Analysis of Widyaiswara's Response to Budget Efficiency Policy

The majority of Widyaiswara are worried that budget efficiency can hurt the quality of the State Civil Apparatus training program. However, some see the positive side, namely the more effective use of the budget. This shows that Widyaiswara has an important role in ensuring that efficiency does not sacrifice the quality of learning. Most of the Widyaiswara felt dissatisfied because of budget limitations that could hinder innovation in the training of the State Civil Apparatus. However, some are satisfied because this policy can direct the budget to programs that are more in line with needs. This emphasizes the importance of Widyaiswara's role in ensuring that budget efficiency continues to support the quality of State Civil Apparatus training.

Analysis of Administrators' Responses to Budget Efficiency Policies

Question	Result
How satisfied are the administrators with the budget efficiency policies implemented?	40% of the answers are correct
What are the main challenges that administrative officials face in implementing budget efficiency?	51,67% of the answers are correct
What are the positive impacts of the behavior of administrator officials who implement budget efficiency well?	63,33% of the answers are correct
What is the purpose of the establishment of the National Talent Pool in bureaucratic reform?	66,67% of the answers are correct
How do administrator officials respond to the Prabowo Government's budget efficiency policy?	66,67% of the answers are correct

Table 1. Respondent results

From the table above, it can be stated that:

- a. **Lack of understanding of the impact of budget efficiency:** Many participants had difficulty explaining the satisfaction and impact of these policies, suggesting that the evaluation aspect of the policy was still poorly understood.
- b. **Poorly identified implementation challenges:** Low scores on questions about implementation challenges indicate the need for further training on real constraints in implementing budget efficiency.

c. Understanding of the concept of the National Talent Pool is not optimal:

Although it is part of bureaucratic reform, many participants still do not understand the purpose of the establishment of the National Talent Pool.

**Analysis of the Supervisor of the Implementation of Local Government Affairs
Response to Budget Efficiency Policy**

Aspects	Result
The most influential factor in the perception of the supervisor of the implementation of local government affairs on the efficiency of government spending	Average score of 0.36 (only 36% of participants answered correctly)
One of the obstacles in the supervision of regional expenditures faced by the Supervisor of the Implementation of Local Government Affairs	Average score 0.39
One of Prabowo-Gibran's policies is to improve the efficiency of government spending.	Average score 0.68
One of the main challenges in achieving the efficiency of the Prabowo-Gibran administration's spending	Average score 0.71.
According to public economic theory, efficiency in government spending means	Average score 0.75.

Table 2. Respondent results

From the results above, it can be described as follows:

- **Understanding of Government Spending Efficiency**
 - a. 72% of participants answered that spending efficiency means optimizing budget use.
 - b. 28% still have a poor understanding, considering efficiency as budget cuts without considering the quality of public services.
- **The principle of "Value for Money" in Budget Management**
 - a. 65% of participants understood that this principle had to do with resource optimization.

- b. 35% still don't understand this concept and choose an inappropriate answer.

- **The Impact of Efficiency on Society**

- a. 80% of participants answered that spending efficiency has an impact on improving community welfare and better public services.
- b. 20% of participants had inappropriate perceptions, such as thinking that efficiency caused a budget deficit.

- **Challenges in Efficiency Implementation**

- a. 50% of participants identified weak supervision as the main obstacle in managing regional spending.
- b. 30% cite a lack of transparency in budget allocation as a significant barrier.

4. CONCLUSION

The budget efficiency policy in Prabowo Gibran's administration in 2025 offers an opportunity to optimize state resources, but it also faces significant challenges. Varied goals and inconsistent targets reflect the need for more careful planning. The negative impact on public services and projects in the archipelago's capital shows the need for a balance between efficiency and sustainability of development. Bureaucratic reforms, while innovative with digitalization and the "zaken cabinet," must avoid contradictory measures such as the addition of ministries.

For Widyaaiswara, this policy is a test of adaptation. With digital training methods, they can support efficiency without sacrificing quality, provided they have adequate policy support. Transparency and accountability remain key so that this policy is not only fiscally efficient but also gains public legitimacy. The government is advised to strengthen communication, evaluate impacts periodically, and involve stakeholders such as Widyaaiswara in budget planning to ensure long-term success.

Public policy is the government's main tool in overcoming social problems and improving people's welfare. The implementation of public policy is highly dependent on the professionalism and competence of the State Civil Apparatus. Therefore, the State Civil Apparatus needs to continue to improve the capacity and integrity of the TugState Civil Apparatus. Thus, the State Civil Apparatus can be an agent of change in creating an

effective, efficient, and responsive government to the needs of the community. At the regional level, administrator positions such as the Head of Leadership have a key role in translating national policies into concrete actions that are by local conditions. With an adaptive and innovative approach, they can ensure that central government policies can run well and provide optimal benefits to the people in the region.

Based on data analysis from the Supervisor of the Implementation of Local Government Affairs, it can be concluded that the participant's understanding of the efficiency of government spending is quite good, but there are still several aspects that need improvement. To increase the effectiveness of the spending efficiency policy, some recommendations that can be given include:

- a. Improving Budget Literacy: Training for the State Civil Apparatus and Stakeholders Related to Value-for-Money State Financial Management.
- b. Strengthening Public Financial Supervision: Increasing Transparency and Accountability in Regional Budget Management.
- c. Utilization of Digital Technology: Implementation of Data-Based Systems in Monitoring and Evaluating Budget Use.

With these measures, it is hoped that the government's spending efficiency policy can run optimally without sacrificing the quality of public services.

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