



MANAGEMENT OF WORK PROCEDURES OF THE MINISTRY OF SOCIAL AFFAIRS OF THE REPUBLIC OF INDONESIA FROM THE PERSPECTIVE OF CHANGE MANAGEMENT BASED ON THE MINISTRY OF SOCIAL AFFAIRS REGULATION NUMBER 2 OF 2025

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ABSTRACT

This study examines the organizational transformation of the Indonesian Ministry of Social Affairs (Kemensos) in response to Ministerial Regulation (Permensos) Number 2 of 2025, which implements Presidential Regulation (Perpres) Number 162 of 2024. Shifting from bureaucratic simplification to an emphasis on operational effectiveness and efficiency, this transformation is analyzed using a qualitative method combining document analysis (Permensos 1/2022 and Permensos 2/2025) and in-depth interviews. Key findings indicate the expansion of Kemensos's main structure from eight to ten primary units, notably introducing the Center for Social Welfare Data and Information and the Center for Education, Training, and Professional Development. These changes aim to enhance evidence-based policymaking and strengthen human resource capacity. The restructuring is expected to improve governance through clearer unit functions, faster task implementation, and more professional and accountable service delivery. Theoretically, this study contributes to the discourse on adaptive change management in the public sector. Practically, it offers guidance for governmental reform and serves as a model for other agencies pursuing institutional modernization.

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1. INTRODUCTION

On March 18, 2025, the Ministry of Social Affairs of the Republic of Indonesia (Kemensos RI) issued Minister of Social Affairs Regulation (Permensos) Number 2 of 2025 concerning the Organization and Work Procedure of the Ministry of Social Affairs. This regulation aims to align the organizational structure with the ministry's vision and improve coordination of work units for better social services (MoSA, 2025). Organizations around the world are facing rapid and complex change pressures, including technological advances and global market dynamics, so adaptation is the key to sustainability (Junaedi et al., 2023). Change management is now an absolute necessity for organizations to remain relevant and competitive, requiring a comprehensive strategy that involves all elements of the organization from leadership to operational staff (Sopha et al., 2023).

The ability to adapt quickly and efficiently to global change is critical to organizational survival and success (Pertiwi and Atmaja, 2021). A structured and systematic change management approach is needed to respond to challenges such as intense competition, technological advances, and market instability (Widjaja et al., 2023). Effective change management should be an integral part of an organization's culture, not just an occasional

response (Herlina et al., 2023). Leadership plays an important role in directing transformation, seeing change as an opportunity to learn and develop (Nisa et al., 2021).

The significance of change management is increasingly prominent due to its direct influence on an organization's ability to adapt and thrive amid global business uncertainty (Redjeki, 2021). Global challenges demand a careful response, so a comprehensive understanding of change management strategies is crucial (Lusianawati et al., 2024). This research aims to explore effective change management strategies, especially implementation practices that successfully respond to global challenges (Fathonah et al., 2023). It is expected that this research contributes to the change management literature and offers practical guidance for organizations to improve global competitiveness (Wartono, 2024).

Although the need for adaptation is recognized, many organizations face complex challenges such as cultural, regulatory, and infrastructural differences, making universal strategies difficult to implement (Nurhayati and Yasin, 2024). This emphasizes the importance of change management strategies that are not only responsive to global dynamics, but also flexible to the specific context of the organization (Malik, 2024).

Organizational growth also includes the development of human resources (HR) (Beuren et al., 2022). Change management strategies that emphasize employee learning and development can improve individual performance and motivation (Paul, 2023). Flexibility in workforce management, competitive compensation systems, and utilization of information technology are important elements (Budi and Syahril, 2024). Employee engagement is also a key factor in driving productivity and retaining talent in the digital era (Gallup, 2018). Strong leadership development shapes an inspiring work culture and drives the achievement of the organization's vision (Firman et al., 2023).

In this context, this study explains how the Ministry of Social Affairs of the Republic of Indonesia manages the management of organizational work procedures after the Permensos, as well as the factors that influence success or failure in the change process. This research is expected to contribute to the development of a change management model within the ministry, especially to realize a clean, professional and serving bureaucracy.

2. RESEARCH METHOD

This research uses descriptive qualitative methodology with a single case study approach. The aim is to analyze the management of the work procedures of the Ministry of Social Affairs of the Republic of Indonesia (Kemensos RI) in the perspective of change management based on Permensos Number 2 of 2025. Qualitative research was chosen because it allows the search for meaning, understanding, concepts, characteristics, symbols, and descriptions of a phenomenon in a narrative, not numbers or variables (Dr. Umar Siddiq, 2019). This approach also allows researchers to understand natural phenomena such as behavior and perceptual actions descriptively (Sugiyono, 2012).

This research was conducted at the Ministry of Social Affairs Office in Jakarta, starting on May 20, 2025 until the research results stage in July 2025. The qualitative research design, which is naturalistic in nature, has been determined from the beginning and includes the dimensions of place (the Jakarta Office of the Ministry of Social Affairs), actors (Analyst of the OSDM Bureau of the Ministry of Social Affairs, Head of the Secretary General of the OSDM Bureau, Expert Staff of the Ministry of Social Affairs), and activities (interviews of the change management process and adjustments to the Minister of Social Affairs Regulation Number 2 of 2025). Research subjects were purposively selected as key, main, and additional informants (Dimiyati, 2013).

The research data is in the form of words, sentences, or discourse obtained from interviews (Moeleong, 2007), focusing on the organizational change management of the Ministry of Social Affairs of the Republic of Indonesia with reference to Permensos Number 2 of 2025. Primary data sources are interviews with analysts of the OSDM Bureau of the Ministry of Social Affairs, while secondary data sources include copies of Permensos Number 2 Year 2025, books, and related journals.

Data collection techniques include interviews, observation, and documentation (Sugiarti, 2020). Interviews were conducted to extract in-depth information from the resource persons, especially the Analyst of the OSDM Bureau of the Ministry of Social Affairs of the Republic of Indonesia. Observation was used to complement and verify the results of interviews, focusing on social situations, site conditions, and activities that reflect the change management process (Arikunto, 2006). Documentation, such as copies of Permensos No. 2 Year 2025, photographs, and interview recordings, were used to support data validity (Sugiyono, 2015).

Data analysis used the Miles and Huberman model, which consists of three stages: data reduction, data presentation, and conclusion drawing (Gunawan, 2013). Data reduction involves summarizing, selecting key points, and finding themes or patterns (A Michael Huberman, 1992). Data presentation is done in a narrative manner to facilitate understanding (Albi Anggito, 2018). Drawing conclusions is the result of research that answers the research focus based on data analysis and is presented in descriptive form (Gunawan, 2013).

In general, the stages of this qualitative research include pre-fieldwork (drafting, licensing, selection of informants), fieldwork (submission of permits, initial observations, data collection through interviews and documents), and data analysis (Moleong, 2009).

RESEARCH INSTRUMENTS	INFORMANT STATEMENT	PURPOSE OF THE INTERVIEW
Can you explain about the Ministry of Social Affairs' previous work procedure policy, namely Permensos Number 1 Year 2022?	1. Mr. Arif (OSDM Bureau Analyst) 2. Mrs. Emy (Head of OSDM Bureau)	The Ministry of Social Affairs' previous work procedure policy was Permensos Number 1 of 2022, which was based on Presidential Regulation Number 110 of 2021. The main focus is on simplifying the bureaucracy, in line with the government's reform agenda. This regulation is considered effective in achieving work and accelerating problem handling.
What is the basis for the change from Permensos Number 1 of 2022 to Permensos Number 2 of 2025?	1. Mr. Arif (Analyst of OSDM Bureau) 2. Mrs. Emy (Head of OSDM Bureau)	Permensos No. 2 Year 2025 is based on Presidential Regulation No. 162 Year 2024, aimed at increasing the effectiveness and efficiency of the ministry's operations in line with bureaucratic reform. This change has been officially approved by the MenPAN-RB, ensuring regulatory compliance and legitimacy.
Regarding the addition of new units, what are the main priorities of the Ministry of Social Affairs with this change?	1. Mr. Arif (OSDM Bureau Analyst) 2. Ms. Emy (Head of OSDM Bureau) 3. Mr. Rifa'i (Expert Staff)	The addition of the Center for Social Welfare Data and Information and the Center for Education, Training, and Professional Development in Permensos No. 2/2025 confirms the Ministry of Social Affairs' priority on data-based policies and improving internal professionalism. The more specific unit nomenclature also reflects a response to current social challenges. These changes reinforce the Ministry of Social Affairs' commitment to data-driven policies and continuous human resource development, making the ministry more effective and efficient in carrying out its duties.

3. RESULT AND ANALYSIS

This research identifies that Permensos No. 2 of 2025 is a fundamental strategic step in reorganizing the Ministry of Social Affairs organization, as an adjustment to Presidential Regulation (Perpres) No. 162 of 2024. The aim is to improve the performance, responsiveness, effectiveness and efficiency of the ministry in facing social challenges.

3.1. Identifying the Work Procedure Structure of the Ministry of Social Affairs Regulated in Permensos No. 2 of 2025

From a change management perspective, organizations around the world face pressure due to the rapid pace of change, including technology, global market dynamics, and customer expectations, making adaptation the key to survival (Junaedi et al., 2023). The previous Permensos No. 1 of 2022 focused on simplifying the bureaucracy, which was considered effective in speeding up the handling of problems (Interview with Ms. Emy as Head of the OSDM). However, Permensos No. 2 of 2025, which is based on Presidential Regulation No. 162 of 2024, is more oriented towards improving operational effectiveness and efficiency through simplifying structures, strengthening roles, and digitizing systems (Interview with Mas Arif as Analyst of OSDM). This shift in focus shows the Ministry of Social Affairs' adaptation to more modern governance. Effective change management requires a systematic and planned approach to ensure success (Kosasih et al., 2024).

3.2. Implementation of the Ministry of Social Affairs Work Structure Policy in the Perspective of Organizational Change Management

The implementation of Permensos Number 2 of 2025 involves expanding the main structure of the Ministry of Social Affairs from 8 to 10 units, with the addition of the Social Welfare Data and Information Center and the Center for Education, Training, and Professional Development (Interview with Mrs. Emy as Head of the OSDM). These additions reflect the Ministry of Social Affairs' commitment to strengthening data as the basis for evidence-based policies and increasing the capacity of sustainable and professional Human Resources (HR) (Interview with Mas Arif as Analyst of the OSDM). This is in line with the view that organizational growth also includes the development of human resources as valuable assets (Beuren et al., 2022). The more specific unit nomenclature also reflects the need to be responsive to the latest social policy developments. Strong leadership is critical in driving transformation and shaping an inspiring work culture (Firman et al., 2023). The implementation of this new structure has made the governance of the Ministry of Social Affairs more effective, efficient and accountable through clearer unit functions, faster task processes, better data-based decisions and increased HR professionalism (Interview with Mr. Rifa'i as Expert Staff of the Ministry of Social Affairs). Effective change management must be an integral part of the culture of the organization itself (Herlina et al., 2023).

4. CONCLUSION

Permensos No. 2 Year 2025 marks a strategic and comprehensive transformation for the Ministry of Social Affairs (MoSA), driven by Presidential Regulation (Perpres) No. 162 Year 2024. These changes are primarily aimed at improving the effectiveness and efficiency of the ministry's operations, in contrast to the bureaucratic simplification focus of the previous MOT (No. 1 of 2022).

The organizational structure of the Ministry of Social Affairs was expanded from 8 to 10 main units, with the addition of the Social Welfare Data and Information Center and the Center for Education, Training, and Professional Development. These additions demonstrate the Ministry of Social Affairs' commitment to strengthening evidence-based policies through accurate data and increasing the capacity of professional human resources (HR), as the foundation of more modern governance. The implementation of this new work structure, which is also characterized by a more specific unit nomenclature, is believed to make the governance of the Ministry of Social Affairs more effective, efficient and accountable. This is achieved through clarity of unit functions, acceleration of task processes, improved quality of data-based decisions, and increased professionalism of human resources, all of which contribute to the responsiveness of the Ministry of Social Affairs to community needs. These changes are in line with the principles of modern change management: proactive adaptation to a dynamic environment, a systematic approach to restructuring, and recognition of the importance of leadership, data, and people development in driving successful organizational transformation.

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