

The Urgency of Upgrading the Class of the Banyumas Regency DLH UPTD

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Abstract

The purpose of this study is to analyze the urgency and feasibility of upgrading the Banyumas Regency Environmental Service UPTD from class B to class A in order to improve community services, accountability, and environmental management effectiveness. This research employs content analysis to describe and illustrate data findings in a case study of the Regional Technical Service Unit (UPTD) of the Banyumas Regency Environmental Service. The post-bureaucracy theory is used as the main theoretical framework. Data collection focuses on examining the urgency and feasibility of upgrading the UPTD from class B to class A. The analysis shows that upgrading the UPTD class at the Banyumas Regency Environmental Service is urgently needed to improve community services, guidance, empowerment, and responsiveness to environmental complaints. The transformation of the UPKP into a Waste and Environmental Management Unit (UP2LH) is justified, as it has met the requirements for a class A UPTD under Article 24 paragraph (3) letter a of the Minister of Home Affairs Regulation Number 12 of 2017. These requirements include carrying out two or more functions, covering more than one sub-district, and having a workload exceeding 10,000 effective working hours per year. The upgrade aims to enhance accountability, performance, and effectiveness in environmental management, in line with the post-bureaucracy paradigm that prioritizes public interest, quality, and value.

Keywords

Class Improvement, Banyumas, UPTD DLH Class, Urgency



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INTRODUCTION

A bureaucracy is an organization that shares tasks among technical specialists, giving the organization full operational capacity and whose activities are coordinated by coherent rules, hierarchies, and written documents (Jakobus et al., 2022; Kanter, 2019). Bureaucracies have advantages. In particular, they are logical and technically

efficient (Monteiro & Adler, 2022). But bureaucrats also have problems; in particular, they can be difficult to change and can substitute resources for resources (Meier et al., 2019; Williams, 2021). The concept of bureaucracy actually attempts to apply organizational principles aimed at improving managerial efficiency, although excessive bureaucracy tends to have negative impacts (Gruber, 2023; Kallio et al., 2020; Martela, 2019; Tompkins, 2023). Mozlis added that within a bureaucracy, there are rules, organizational structures, and sound processes based on technical knowledge and maximum efficiency (Muslih, 2021). From a negative perspective, bureaucracy is interpreted as a complex process that is time-consuming, expensive, and generates complaints, ultimately deeming the bureaucracy inefficient and even unfair.

Barzelay (1992) describes the history of what he calls the bureaucratic reform movement, formed by progressive reformers in the United States (Barzelay, 2019). This new concept of bureaucratic change emphasized delivering value to consumers, less concern for price control and efficiency. Table 1 below summarizes the main principles of bureaucratic and post-bureaucratic methods, as follows:

Table 1 Comparison of Bureaucratic and Post-Bureaucratic Paradigms

Bureaucratic Paradigm	Post-Bureaucratic Paradigm
Public interest	Results on societal values
efficiency	Quality and value
administration	product
control	Winning compliance with norms
Determination of functions, authority and structure	Identify mission, services, customers, and outcomes
Cost justification	Value delivery
Enforcement of responsibility	Building accountability Strengthening working relationships
Following rules and procedures	Understanding and applying norms Identifying and solving problems Continuously improve the process
Operating the administration system	Separate services and control Support built for norms Expand customer options Encouraging collective action Provide incentives Measurement and analysis results

	Enrich feedback
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Source: Barzelay & Armajani (1992)

The post-bureaucratic model emphasizes practices, missions, services, outcomes, community values, building accountability, and strengthening partnerships. Future bureaucracies must improve and standardize systems and service delivery (Denning, 2019; Ingaggiati et al., 2025). They have proven themselves as modern organizations that are fast, accurate, and precise while maintaining quality, cost, and timeliness in producing work products.

In Law Number 23 of 2014, regional governments in the implementation of government affairs carried out by regional governments and regional people's representative councils according to the principles of autonomy and assistance tasks with the principle of broadest possible autonomy assisted by regional apparatus. The basis for the implementation of regional autonomy is concurrent government affairs, namely government affairs whose implementation is divided between the Central Government, Provinces and Districts/Cities. Concurrent government affairs that are the authority of the region consist of Mandatory Government Affairs and Optional Government Affairs. Meanwhile, Mandatory Government Affairs consist of Government Affairs related to basic services and Government Affairs that are not related to Basic Services. One of the Mandatory Government Affairs that is not related to Basic Services is the Environmental sector. This indicates that the Environmental sector is one of the important sectors and deserves attention down to the grassroots, because the sector or government affairs in the environmental sector must be implemented or organized by all regions.

In Banyumas Regency, government affairs related to the environment are carried out by the Banyumas Regency Environmental Service. This institution is structured into four main sectors, namely the Green Open Space Sector, the Environmental Control Sector, the Environmental Management Sector, and the Waste Management Sector. To optimize its functions, the Environmental Service is supported by several Regional Technical Implementation Units (UPTD) that are spread across different areas of the regency. Each UPTD has the classification of Class B and is responsible for managing cleanliness and parks in its respective working areas.

The Ajibarang Area Cleanliness and Parks Management Unit oversees 4 sub-districts, while the Banyumas Regional Cleanliness and Parks Management Unit is also responsible for 4 sub-districts. Similarly, the Kembaran Area Cleanliness and Parks Management Unit manages 4 sub-districts within its coverage. The largest coverage is handled by the Purwokerto Regional Cleanliness and Parks Management Unit, which

supervises 6 sub-districts. In addition, the Sumpiuh Regional Cleanliness and Parks Management Unit covers 4 sub-districts, and the Wangon Area Cleanliness and Parks Management Unit is responsible for 5 sub-districts.

With the 6 UPKP, the Banyumas Regency Environmental Service through UPKP based on Banyumas Regent Regulation Number 8 of 2018 carries out the management of the cleanliness of public facilities, protocol roads, city parks, maintenance and care of parks, assistance in the establishment of waste banks; as well as community empowerment in cleanliness and parks with each UPKP having a working area covering 4-6 sub-districts in Banyumas. Considering the complex Environmental sector, often requiring a quick response and being so close and impacting people's lives, So the UPTD Cleanliness and Parks Management Unit (UPKP) at the Banyumas Regency Environmental Service needs to be overhauled so that the Environmental Service services are increasingly felt by the community as a form of "state presence" in the community. Therefore, the 6 UPKP at the Banyumas Regency Environmental Service will be upgraded to class A by adding their duties and functions. So that the UPTD at the Banyumas Regency Environmental Service changes from the Cleanliness and Parks Management Unit (UPKP) to the Waste and Environmental Management Unit (UP2LH).

The purpose of upgrading the UPTD at the Banyumas Regency Environmental Service from a Class B Cleanliness and Parks Management Unit (UPKP) to a Class A Waste and Environmental Management Unit (UP2LH) is to improve services to the community. The Banyumas Regency Environmental Service has 4 (four) Divisions that carry out 11 (eleven) sub-sectors in the environmental sector according to the Attachment to Law Number 24 of 2014 concerning Regional Government which is the authority of the regency. Therefore, to improve services to the community, the UPTD which is an extension of the service must be able to carry out more than one task and function of the service. The second objective is to improve guidance and empowerment to the community regarding PPLH (Environmental Protection and Management). To balance the rapid investment activities actualized in various sectors, such as housing, industry, tourism, or trade which are increasingly penetrating all corners of Banyumas Regency, UP2LH is directed to be the front guard in providing guidance and empowerment to the community regarding Environmental Protection and Management. In addition to raising awareness among the public and investors in Banyumas Regency, it also helps educate the next generation to be more aware of environmental protection. The third objective is to improve the response to complaints about high investment activities that often cause friction with the community and

often the problems that arise are related to the environmental sector. With limited personnel at the service level, the first handling in efforts to handle complaints can be carried out by the UP2LH by mapping problems in the field to be forwarded to the service and/or minimal handling of problems in the field, which if necessary follow-up by service personnel, can be forwarded to the service for joint follow-up. UP2LH with service personnel.

METHODS

This research uses the technique content analysis by describing/illustrating the results of data analysis in a case study of an organization, namely the Regional Technical Service Unit (UPTD) of the Banyumas Regency Environmental Service. Using the theory post bureaucracy (post-bureaucracy) as a theoretical framework. This research will collect various data related to the urgency of upgrading the UPTD class from class B to class A to determine the feasibility of such an upgrade.

FINDINGS AND DISCUSSION

UP2LH, which originated from UPKP at the Banyumas Regency Environmental Service, was established to streamline and streamline the duties and functions of the Banyumas Regency Environmental Service. Given the vast area of Banyumas Regency, administratively, Banyumas Regency consists of 27 sub-districts, 301 villages, and 30 urban villages. Banyumas Regency has a total area of 139,115.30 hectares and 4.05% of the total area of Central Java Province. The largest sub-district area is Cilongok District, which covers 9.78% of the area of Banyumas Regency or around 13,600.36 hectares, and the smallest area is West Purwokerto District, which covers 0.57% of the area of Banyumas Regency or 798.83 hectares.

The human resources available at the Banyumas Regency Environmental Service are still relatively limited, with only three Environmental Supervisors and one Environmental Counselor actively serving. This limitation makes it difficult for the institution to optimally oversee all environmental affairs across the regency, especially given the wide scope of duties and the increasing complexity of environmental issues. In response to this challenge, the Regional Environmental Protection and Management Unit (UP2LH) was established as a supporting institution to strengthen the implementation of environmental management at the regional level.

The UP2LH carries out a series of strategic duties and functions that directly touch community needs and regional cleanliness. Its responsibilities include the management of public facility cleanliness as well as the maintenance of protocol roads to ensure order and comfort in public spaces. In addition, the unit also plays a vital

role in city park cleanliness management and the care and maintenance of gardens, which not only beautify the urban landscape but also support ecological balance through the availability of green open spaces.

Beyond physical cleanliness, UP2LH contributes to community-based environmental empowerment. This is done through assistance in establishing and developing waste banks, thereby encouraging community participation in waste reduction and recycling. The unit is also tasked with handling wild waste, especially those not managed by TPST, TPS3R, or PDU, to prevent environmental pollution. Furthermore, UP2LH plays a role in facilitating the distribution of processing outputs from TPST, TPS3R, or PDU, while also assisting in performance development of these waste management units within its working area.

UP2LH's duties extend to supporting environmental care movements, whether initiated by the government, organizations, or the community. The unit also provides assistance in organizing outreach, guidance, and socialization on environmental awareness, particularly targeting community organizations. Equally important, UP2LH is responsible for managing environmental complaints in its working area and reporting the results directly to the Head of the Environmental Service, ensuring that every environmental issue raised by the community can be followed up properly.

In carrying out its duties and functions, UP2LH produces goods/services for the community, namely: 1) cleanliness of public facilities, protocol roads, and city parks in the UP2LH work area, 2) care and maintenance of parks, 3) assistance and guidance of waste banks in the UP2LH work area, 4) handling of wild waste that is not handled by TPST in the UP2LH work area, 5) supervision and facilitation of the implementation of TSPT/TPS3R in the UP2LH work area so that TSPT/TPS3R can continue to operate optimally to serve waste management in the community, 6) assistance to environmental care movements in the UP2LH work area, 7) implementation of environmental counseling, guidance, and socialization for community institutions in the UP2LH area, 8) follow-up on the management of environmental complaint stalls in the UP2LH work area.

The direct contribution or benefit to the community with the existence of UP2LH is to maintain cleanliness in public facilities, protocol roads, and city parks, care for and maintain parks, accompany residents in the formation and organization of waste banks, handle and prevent the generation of wild waste, facilitate the organization of TPST/TPS3R in the UP2LH work area, accompany and provide counseling to residents regarding Environmental Management and Protection (PPLH) and manage public complaints related to the environment. In addition to contributing to the community,

UP2LH also contributes to the local government. The work system at the Banyumas Regency Environmental Service is effective and efficient, and services will be cheaper or less budget-intensive, compared to when all activities/tasks are centralized at the Environmental Service.

An institution will be able to function well if the management system is supported by human resources (HR), funds/costs, and facilities and infrastructure. To support the upgrade of the UPTD class from class B to class A with additional tasks and functions and a change in nomenclature to the Waste and Environmental Management Unit (UP2LH), personnel are needed. In general, in fulfilling personnel/HR, structural positions can be filled, namely holding the position of head of UP2LH and Head of Administration Sub-Division, as well as functional positions holding specialist positions. These functional positions consist of Environmental Supervisor-First Expert and Environmental Extension Officer-First Expert. Therefore, the need for personnel (human resources) at UP2LH will be filled through CPNS recruitment for functional positions and promotions and/or transfers for structural positions.

In order to implement operational services and performance, UP2LH is committed to providing adequate office facilities and infrastructure. These facilities and infrastructure are designed to support operational and administrative activities so that they can provide a good contribution to the community. Analysis of the Office Infrastructure fulfillment plan has been carried out by considering several aspects, including needs, current conditions, development plans, budgets, and priorities. The office infrastructure needed by the UPTD Waste and Environmental Management Unit (UP2LH) to support the Sarpras fulfillment plan includes: improving adequate office building facilities to make employees and the public comfortable when visiting, as well as technological devices that support work to be more effective and efficient. In addition to office infrastructure, UP2LH also requires supporting technical infrastructure. Supporting technical facilities and infrastructure are physical and non-physical facilities used to support the operational activities of an organization. Supporting technical infrastructure in UP2LH is in the form of vehicles used for mobilization both in waste management tasks, garden maintenance and other tasks that require these vehicles. This infrastructure is also very important so that the performance of the UP2LH can be carried out well and reach every area under its authority.

In carrying out the operational tasks of the Environmental Service, especially through the UPTD Sanitation and Parks Management Unit (UPKP), the division of

work areas is an important aspect to ensure the effectiveness and efficiency of services. Each UPKP has a work area coverage consisting of several sub-districts, this division takes into account geographical factors, population size, and the level of need for environmental services. So that the coverage area of the UPKP will also be the coverage area of the UP2LH. The following table illustrates the coverage area of the service of each UPTD Waste and Environmental Management Unit (UP2LH) in Banyumas Regency:

Table 2 Coverage Area of UP2LH DLH Banyumas Regency

UP2LH	Service Area Coverage	An area	Number of Villages	Total Population
Ajibarang Region	Ajibarang District	69,84 Km ²	15	107,790 people
	Cilongok District	136,10 Km ²	20	131,829 people
	Pekuncen District	81,10 Km ²	16	79,196 people
	Gumelar District	9,394.90 Ha	10	55,726 people
Banyumas Region	Banyumas District	41,75 Km ²	12	55,528 people
	Kalibago District	40,26 Km ²	12	58,785 people
	Patikraja District	45,95 Km ²	13	62,391 people
	Somagede District	43.70 Km ²	9	39,672 people
Twin Region	Sokaraja District	30,28 Km ²	18	91,988 people
	Kembaran District	26.64 Km ²	16	82,897 people
	Sumbang District	53,42 Km ²	19	97,756 people
	Baturraden District	45,77 Km ²	12	55,894 people
Purwokerto Region	East Purwokerto District	8,39 Km ²	6	58,451
	South Purwokerto District	13,75 Km ²	7	74,305 people
	West Purwokerto District	7,99 Km ²	7	53,447 people
	North Purwokerto District	9,69 Km ²	6	48,264 people

	Karanglewas District	34,93 Km ²	13	69,197 people
	Kedung Banteng District	56,34 Km ²	14	64,508 people
Sumpiuh Region	Sumpiuh District	61,96 Km ²	14	60,896 people
	Tambak District	52,80 Km ²	12	52,972 people
	Kemranjen District	62,90 Km ²	15	76,639 people
	Kebasen District	52,63 Km ²	12	71,324 people

Source: BPS Banyumas Regency, Banyumas Regency in Figures 2024

With the distribution of work areas within each Technical Implementation Unit (UP2LH), fieldwork is expected to be more effective and efficient. This division of areas also allows each unit to focus more on addressing environmental issues according to the specific characteristics and needs of its respective work areas. Through this approach, the quality of services provided by the UP2LH can be continuously improved to support the creation of a clean, healthy, and orderly environment throughout Banyumas Regency.

Based on the Regulation of the Minister of Home Affairs Number 12 of 2017 concerning Guidelines for the Establishment of Classification of Branch Offices and Regional Technical Implementation Units, specifically Article 24 paragraph (3) letter a, it is explained that: Class A district/city UPTD is formed if: 1) the scope of its duties and functions includes 2 (two) or more functions in the office/agency or its work area is more than 1 (one) sub-district and 2) the total workload is 10,000 (ten thousand) or more effective working hours per year or more. The table below will explain the number of working hours in each UP2LH, namely as follows:

Table 3 Analysis of the Workload of the UP2LH Environmental Service Banyumas Regency

No	UP2LH	Total Crew Calculation (Hours)	Number of Personnel (people) Required
1	Purwokerto Region	166.703	162
2	Twin Region	43.273	40
3	Banyumas Region	36.367	33
4	Sumpiuh Region	32.806	29
5	Ajibarang Region	47.790	44

6	Wangon Region	35.681	33
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As seen in the table above, it can be concluded that all UP2LH areas have a workload of more than 10,000 (ten thousand) effective hours.

CONCLUSION

Based on an in-depth analysis of the urgency of upgrading the UPTD class at the Banyumas Regency Environmental Service, it can be concluded that in order to improve services to the community, improve guidance and empowerment to the community regarding Environmental Protection and Management (PPLH) and improve responses to complaints, there needs to be additional tasks for the UPTD Cleanliness and Parks Management Unit (UPKP) of the Banyumas Regency Environmental Service so that it changes the UPKP into a Waste and Environmental Management Unit (UP2LH). Based on the data obtained and the analysis that has been carried out, upgrading the UPTD class from class B to class A is important because it has met the requirements. In accordance with Article 24 paragraph (3) letter a of the Regulation of the Minister of Home Affairs Number 12 of 2017, it explains that a class A district/city UPTD is formed if the scope of its duties and functions includes 2 (two) or more functions in the service/agency or its working area is more than 1 (one) sub-district and the total workload is 10,000 (ten thousand) or more effective working hours per year or more. These requirements have been met by the UPKP of the Banyumas Regency Environmental Service, thus making it urgent to upgrade the UPTD's class. The primary purpose of upgrading the UPTD's class is none other than to benefit the community. The upgrade is expected to improve accountability, performance, and effectiveness in resolving issues related to the Environmental Management System (PPLH). This aligns with the principles of the environmental management paradigm.post bureaucracy(post-bureaucracy) where in this paradigm government organizations prioritize the interests of society, build accountability, improve products, quality and value.

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