THE EFFECT OF BUREAUCRATIC SIMPLIFICATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AND CAREER DEVELOPMENT AS INTERVENING VARIABLES AT BPS JAWA TIMUR PROVINCE

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Abstract. This study aims to examine the effect of bureaucratic simplification on employee performance with job satisfaction and career development as intervening variables at the Central Statistics Agency (BPS) of Jawa Timur Province. The research method is applied with a quantitative approach through Structural Equation Modeling analysis. The population in the study was the team leader at the Central Statistics Agency throughout Jawa Timur with a sample of 217 employees. Primary data collection was carried out using an online questionnaire distributed to respondents. The results of the study concluded that bureaucratic simplification has been implemented within the scope of the BPS of Jawa Timur Province but has not provided an optimal performance impact and requires further adjustments to achieve the expected results. Bureaucratic simplification has a major impact on employee performance through the level of job satisfaction. Bureaucratic simplification has the potential to improve performance through career development, but still requires a number of improvements in its implementation, especially in terms of socialization and improvement of the mutation or job rotation system.

Keywords: Bureaucratic simplification, employee performance, job satisfaction, career development

I. INTRODUCTION

In a world of constant change and uncertainty, human resources (HR) are the main pillar of organizational success. The ability to manage and develop HR effectively is crucial for organizations to face challenges while taking advantage of opportunities. One of the fundamental processes in HR management is performance appraisal, which not only serves as a measurement tool, but also becomes the basis for competency development and continuous improvement of HR quality through constructive feedback.

This commitment to performance-based human resource management is realized by BPS Jawa Timur as a trusted statistical data provider. Amidst the complexity of challenges and demands for quality services, BPS Jawa Timur places employee performance as a critical factor that directly affects the quality of data - a vital element in strategic decision-making. In line with Government Regulation No. 30/2019, the performance appraisal of civil servants in this institution is designed to align individual targets with organizational goals holistically. By implementing routine, objective, and bias-free performance evaluations, BPS Jawa Timur not only ensures performance accountability, but also creates a work ecosystem that encourages optimal achievement of organizational goals.

Based on the empirical data in Figure 1, it can be identified that during the last 3 years the value of work results did not reach the predetermined target. The average employee

performance for three years showed a decline. In 2022 the average value of work results in the main aspect was 98.07 then decreased to 97.70 in 2023 and again decreased to 97.19 in 2024. This decline is caused by many things both from internal and external employees.
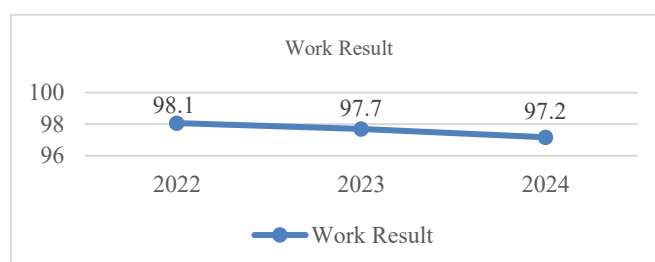

Figure 1. Realization of Employee Performance at BPS Jawa Timur Province, 2022-2024
Source: BPS Jawa Timur Province, processed 2025

Ability Motivation Opportunity theory (Appelbaum et al, 2000) states that performance is influenced by ability, motivation, and opportunity, with opportunity closely related to organizational factors. Gibson (2012) adds that individual, psychological, and organizational aspects are the main determinants of performance. The implementation of

bureaucratic simplification starting in 2021 is an organizational factor that has a considerable impact on employee performance.

The Central Bureau of Statistics (BPS) both at the center and in the regions has simplified the bureaucracy by removing several nomenclature of structural positions and replacing them with functional positions, including BPS Jawa Timur Province. The Ministry of Administrative Reform and Bureaucratic Reform Regulation No. 25 of 2021 emphasizes bureaucratic simplification as part of bureaucratic reform, aiming to increase the effectiveness and efficiency of governance through an electronic-based government system. However, the implementation of this policy has not fully had a positive impact as seen from the 2024 Data Needs Survey which shows a decrease in consumer satisfaction with BPS Integrated Statistical Services to 98.48% from 99.81% in 2023, and data access from 100% to 98.13%.

Performance achievement is always linked to job satisfaction because job satisfaction can increase motivation to deliver optimal performance. Interestingly, the BPS Jawa Timur 2025 Survey shows that 76.9% of employees are satisfied working in the Technical team and 80.2% are satisfied with teamwork, although this score is still below the 100% target. There is a positive correlation between bureaucratic simplification and the level of employee job satisfaction. The simplification policy, which aims to improve the efficiency and effectiveness of the bureaucracy, is in practice able to simplify workflow, provide creative freedom, and encourage competency development, all of which are important elements in building job satisfaction.

BPS Jawa Timur has implemented bureaucratic simplification by eliminating echelon IV positions and consolidating echelon III positions, leaving two main structural positions at the district/city level, while other positions were transferred to functional positions. The organizational structure before simplification was pyramidal with many levels, but after simplification, direction went directly from the head of the office to the functional work teams. This change poses challenges to career development, especially for employees who previously held structural positions. The unclear direction and differences in career development mechanisms between the hierarchical structural system and the competency-based functional system caused confusion, especially for employees who were used to linear career development.

The transformation from a structural to a functional position system at BPS Jawa Timur Province creates significant challenges in filling strategic positions, where Echelon IV officials must now go through the Intermediate Functional stage as a prerequisite for occupying the position of Head of Office - a process that extends the career development path. Career development can support employees to reach their full potential through improved skills, knowledge and experience. Through training and work experience, employees can improve their competencies and facilitate optimal task completion. Research by Arismunandar et al (2020) and Ady (2022) reinforces the premise that investment in career development has a positive impact on employee performance.

Several empirical studies have examined the relationship between bureaucratic simplification and employee

performance. Research by Mulyati and Setyawati (2024) at the Directorate General of Food Crops shows that bureaucratic simplification has a positive impact on employee performance, with job satisfaction as a mediating variable. Similar findings were reinforced by Pratama et al's study (2022) at BPS Maluku Utara Province. However, not all studies provide consistent results. Apriyanti (2023) criticized by emphasizing the need for supporting interventions; without this, simplifying the bureaucracy cannot increase job satisfaction due to communication problems, training, and employee resistance. This is reinforced by Wahyuni (2021) who states that there is no direct relationship between bureaucratic simplification and employee productivity.

Measuring the performance of Jawa Timur Province BPS employees requires an in-depth understanding of the factors that influence it, especially after bureaucratic simplification. The research entitled "The Effect of Bureaucratic Simplification on Employee Performance" with job satisfaction and career development as intervening variables is relevant. This study explores the direct impact of bureaucratic simplification on employee performance and examines the role of job satisfaction and career development as mediators, making this study unique and important to understand the dynamics of performance at BPS Jawa Timur.

Ability Motivation Opportunity Theory

Today, it must be recognized that human resources are the most crucial issue for organizations, because human resources allow other resources to function properly. In order for human resources to function properly and optimally, it is necessary to evaluate the completion of the assigned tasks. Employee performance evaluation includes work results, duration, and employee attitudes which are then known as performance appraisal. One of the theories related to performance is Ability Motivation Opportunity Theory (Appelbaum et al, 2000) which explains that performance is influenced by ability, motivation, and opportunity.

Theories of Organizational Change

A popular theory of organizational change is Kurt Lewin's Force-Field Analysis or Three-Step Model (Burnes, 2004), which emphasizes three main stages of organizational change: (i) Unfreeze, which is a preparatory stage where the organization needs to create awareness of the need for change, reduce resistance, and identify driving forces and restraining forces. (ii) Change which is the stage of implementing change through restructuring processes, values, or systems. This stage requires participatory leadership, training, and intensive communication to ensure adaptation. (iii) Refreeze, which is the stabilization of change by integrating new habits into the organizational culture, for example through formal policies or reward systems. Organizational change is often faced with disruption, meaning that the change disrupts the status quo and forces the organization to adapt or face a decline in performance. Huber (2021) states that organizational changes, especially those involving digital transformation and simplification of procedures, often experience a phase of temporary performance decline before achieving the expected results.

Bureaucratic Simplification

Based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021, bureaucratic simplification is one of the strategic components in bureaucratic reform which aims to create more effective and efficient governance. The implementation of this policy is carried out by optimizing the use of electronic-based government systems (e-government) and includes three main steps, namely organizational restructuring, position equalization, and work system transformation.

The simplification of bureaucracy in BPS is identical to the application of the lean management concept (Kim et al, 2006), which is a systematic approach to optimizing service processes through quality and efficiency improvement. This concept, as explained by Gasperz (2006), focuses on the elimination of waste and non-value-added activities through a continuous improvement mechanism. Lean Project Management in Yogasara (2024) has principles, namely: 1) Serve People; 2) Create Value and Eliminate Waste; 3) Build Knowledge and Continuosly Improve; 4) Apply System Thinking; 5) Communicate and Collaborate Effectively; and 6) Simplify.

Job Satisfaction

Job satisfaction is a psychological state experienced by workers as an affective response to their work, which is manifested in the form of positive or negative emotions and the level of acceptance of various aspects of the work and organizational environment. Robbins (2003) argues that job satisfaction represents a comprehensive affective evaluation of the job that arises from the comparison between the ideal expectations of workers and the reality of the rewards received in the work environment. Rivai and Sagala (2015) suggest that job satisfaction is the result of a subjective assessment that represents the psychological state of workers, either in the form of acceptance or rejection of the work situation. There are two main elements in job satisfaction, namely work values, which represent goals and principles that are considered important in carrying out tasks, and the fulfillment of basic individual needs. Levi (2002) identified five aspects that determine job satisfaction, namely: work itself, relationship with supervision, coworkers, promotion, and salary or wages.

Career Development

Rivai (2015) illustrates that career development is an effort to improve one's work skills that are achieved in order to achieve the desired career. Kadarisman (2015) defines career development as a systematic planning process carried out by individuals to achieve certain positions in future organizational or government structures, including a series of preparatory activities and competency development. Furthermore, career development is an effort or activity carried out by individuals and organizations to improve the quality, competence, and potential of individuals, so that they can achieve their desired career goals and make their lives better in the future. According to Rivai (2015), career development indicators are as follows: career needs, training, fair treatment in career, career information, promotion, transfer and workforce development.

Based on Career Development Theory (Brown, 2005), the five stages in career development are: (i) Growth, which is the initial stage where individuals develop interests and abilities (ii) Exploration, which is the stage where individuals try out various career roles (iii) Establishment, which is the stage where individuals begin to build a stable career (iv) Maintenance, which is the stage where individuals maintain and develop their careers (v) Decline, which is the stage where individuals begin to reduce their involvement in work.

Employee Performance

Kasmir (2019) views performance as a concrete output that reflects work achievements and professional behavior in completing responsibilities during a certain period of time. This is in line with Robbins (2003) who identified three key determinants that affect employee performance, including aspects of motivation, individual competence, and work environment conditions.

Performance evaluation serves as an organizational strategic mechanism with many critical functions, including improving job quality, the basis for making human resource placement decisions, career development planning, identifying training needs, adjusting the compensation system, mapping employee competencies, ensuring equal employment opportunities, optimizing vertical communication, shaping organizational culture, and implementing an objective reward and punishment system. Bernardin & Russel (2013) have six criteria used as performance measurement indicators, as follows: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact.

Bureaucratic simplification synonymous with lean management focuses on eliminating waste, increasing customer value and continuous improvement. Bureaucratic simplification also focuses on effective and efficient governance by optimizing the use of electronic-based government systems (continuous improvement). With the simplification of bureaucracy, it will have an impact on employee performance, namely increasing work efficiency because simpler and standardized work processes make it easier for employees to complete tasks more quickly and effectively. In addition, it can reduce the workload caused by the elimination of unnecessary activities. This is supported by research conducted by Mulyati, Yeti and Setyawati (2024) which states that bureaucratic simplification has a positive effect on employee performance.

H1: Bureaucratic simplification has a positive effect on employee performance at BPS Jawa Timur Province.

Bureaucratic simplification has an influence on employee performance through job satisfaction. By reducing administrative barriers and building a more comfortable working environment, organizations can increase employee job satisfaction, which in turn leads to improved performance. Employees who work with simpler and easier procedures will increase job satisfaction. Previous research by Mulyati and Setyawati (2024) conducted at the Directorate General of Food Crops supports this, which shows that bureaucratic simplification has a positive and significant effect on performance, and bureaucratic simplification has a positive and significant effect on performance through job satisfaction.

H2: Bureaucratic simplification has a positive effect on employee performance through job satisfaction at BPS Jawa Timur Province.

Simplification of bureaucracy affects employee performance through career development by easing access to career development opportunities and increasing transparency in the promotion process. This encourages employees to be more active in developing their skills and planning their careers. Good career development ultimately improves employee competence, motivation and commitment, which in turn leads to improved performance. This is supported by a study conducted by Ady and Wahdaniah (2022) which revealed that career development affects employee performance.

H3: Bureaucratic simplification has a positive effect on employee performance through career development at BPS Jawa Timur Province.

II. RESEARCH METHODS

The research method used is quantitative research, which is a type of research that processes and analyzes numerical data to test hypotheses, find patterns, relationships, or differences between variables. The variables used in this study are: Bureaucratic Simplification (X) as an independent variable, Employee Performance (Y) as the dependent variable, and Job Satisfaction (Z1) and Career Development (Z2) as intervening variables.

The research location will be carried out in all work units of the BPS of Jawa Timur regency/municipality. The number of regency/municipality BPS in Jawa Timur is 38 work units plus 1 Jawa Timur Provincial BPS work unit.

The population in this study were team leaders because they were in direct contact with the bureaucratic simplification process. The number of teams in each regency/municipality work unit was 8 teams, while in the provincial work unit there were 13 teams so that the sample population used amounted to 317 employees in all work units at BPS Jawa Timur Province.

Sampling was carried out using the Simple Random Sampling method where the number of samples was determined based on the Hair et al (2014) formula with the 10:1 rule, namely a minimum of 10 samples for each indicator so that the minimum number of samples used was: 21 indicators x 10 samples = 210 samples.

In this study, the data collection method used was a questionnaire with an index scale study which had 5 alternative answers for each question. The scale used is the Likert Scale with the following weighting: Strongly Agree with a score of 5, Agree with a score of 4, Agree enough score 3, Disagree score 2, Strongly Disagree with score 1.

The analysis in this study was carried out using descriptive statistical analysis and inferential statistical analysis. Descriptive analysis is used to map the basic characteristics of each variable through the presentation of data in the form of tables, graphs, and descriptive statistical measures, making it easier to understand the pattern and distribution of data. In addition, inferential statistical analysis in this study was conducted using the Stuctural Equation Model (SEM) approach. Structural Equation Model is abbreviated as SEM with the Partial Least Square approach.

PLS is explained through two equations, namely the inner model and outer model. The outer model (measurement model) serves to determine the specification of the relationship between latent variables and their indicators. Meanwhile, the inner model (structural model) serves to determine how to measure latent variables. Outer model evaluation is carried out by testing internal consistency reliability (Cronbach's Alpha and Composite Reliability), convergent validity (indicator reliability and AVE), and discriminant validity (Fornell-Lacker Criterion). The loading factor value indicates the amount of correlation between measurement items (indicators). The structural model is tested with respect to the Goodness of Fit Criteria using Q-square.

Hypothesis testing is done through the bootstrapping menu on smart-PLS and can be seen in the Path Coefficients table of ρ-values and t-statistics. If the ρ-value <0.05 and the significance value is 5% and the t-statistic value> 1.96 the path coefficient is considered significant (Hair et al., 2014). Meanwhile, to determine the magnitude of the influence of the relationship can be seen in the path coefficient.

III. RESULT AND DISCUSSION

This research uses SEM-PLS, which can be used for testing even without a strong theoretical basis, and also ignores some data distribution assumptions such as the normal assumption. In addition, SEM PLS can be used for many latent variables and indicators with a small sample size. Partial Least Square (PLS) model evaluation is done by outer model evaluation and inner model evaluation.

A. Outer Model Evaluation

Outer model testing is a measurement model to assess validity, measurement model parameters (convergent validity, discriminant validity, composite reliability and Cronbach's alpha).
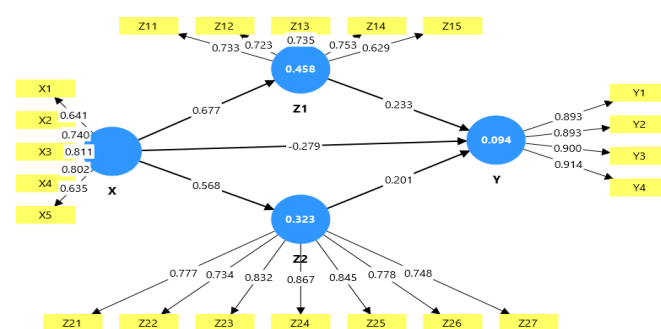

Figure 2. Path Diagram (Boostraping)
Source: Processed Data Using SmartPLS 4.0, 2025

Convergent validity

The processing results using SmartPLS 4.0 can be seen that the outer model value or the correlation between the construct and the variable there are several indicators whose loading factor value is <0.70, namely X1, X5 and Z15 while the others are above 0.70. According to Chin as cited by Ghozali (2017) the outer loading value between 0.50 - 0.60 is considered sufficient to meet the requirements of convergent validity. The

data above shows that there are no variable indicators whose outer loading value is below 0.50 so that they can still be said to be valid.

Tabel 1. Average Variance Extracted (AVE) Results

	Average variance extracted (AVE)
X	0.532
Y	0.810
Z1	0.512
Z2	0.638

Source: Processed Data Using SmartPLS 4.0, 2025

The results of data processing in this study resulted in an AVE value that meets the value limit. All variables are above 0.50 so that all variables can be declared to meet convergent validity and can be continued to the next research stage.

Composite Reliability
Composite Reliability is the part used to test the reliability of variable indicators. Variables can be said to fulfill composite reliability if the composite reliability value of each variable is> 0.60 (Ghozali, 2017). The Composite Reliability value for each variable is as follows:

Tabel 2. Composite Reliability Test Results

Variabel	Composite reliability (rho_a)	Composite reliability (rho_c)
X	0.818	0.849
Y	0.925	0.945
Z1	0.766	0.840
Z2	0.911	0.925

Source: Processed Data Using SmartPLS 4.0, 2025

The value of rho_a (adjusted Cronbach's Alpha) and rho_c (Composite Reliability) of all variables in the table above is more than 0.60, which means that each variable has met composite reliability so it can be concluded that all variables have a high and good level of reliability.

B. Inner Model Evaluation
Testing the inner model using the Goodness of Fit Criteria using Q-square, which is a test that shows how well the resulting observation value is. Good of Fit assessment is known from the Q-Square value. The higher the Q-Square, the better the model can be said or the more it fits the data. The calculation results of the Q-Square are as follows:

$$Q\text{-Square} = 1 - [(1 - R^2 1) \times (1 - R^2 2) \times (1 - R^2 3)]$$
$$= 1 - [(1 - 0.090) \times (1 - 0.458) \times (1 - 0.323))$$
$$= 0.666$$

Based on the results of the above calculations, the Q-Square value is 0.666 or 67% This shows the amount of diversity of research data that can be proposed by the research model by 67%, while the remaining 33% is explained by other factors that are outside this study. Ghozali (2017) and Hair et al. (2014) emphasize that in PLS-SEM, Q^2 is more widely used because it

focuses on prediction. From these results, it can be stated that this research model has good goodness of fit.

C. Hypothesis Test
Hypothesis testing is done by comparing t count with t table or by looking at the p-value. The research hypothesis can be declared accepted if the p-value <0.05 or t count> t table, the significance value α = 5 percent for the t table that can be used (one-tailed) is 1.96. Comparison of t count with t table is used to determine whether there is an influence between variables. The t value and p-value are obtained from the results of boostraping using Smart PLS 4.0 software. The results of processing using smart PLS for direct effects are as follows:

Tabel 3. Direct Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X -> Y	-0.279	-0.283	0.102	2.724	0.006

Source: Processed Data Using SmartPLS 4.0, 2025

From the results of the hypothesis test contained in the table above, it is known that the bureaucratic simplification path coefficient has an influence on employee performance. The p-value that forms the relationship between bureaucratic simplification and employee performance is 0.006, which means the p-value <0.05 and is reinforced by the t-count or t statistics of 2.724 (t-count> 1.96). It can be concluded that, bureaucratic simplification has a significant effect on employee performance.

Furthermore, the indirect effect of bureaucratic simplification variables on employee performance through job satisfaction and career development as intervening variables was tested. Based on data processing using SmartPLS 4.0, the results of the indirect effect analysis between variables in the research model are as follows:

Tabel 4. Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X -> Z1 -> Y	0.158	0.155	0.075	2.100	0.036
X -> Z2 -> Y	0.114	0.117	0.059	1.919	0.055

Source: Processed Data Using SmartPLS 4.0, 2025

Based on the table above, it is found that:
1) *The relationship between bureaucratic simplification on employee performance through job satisfaction*

From the table above, it can be seen that bureaucratic simplification on employee performance mediated by job satisfaction has a positive effect with a path coefficient of 0.158. The calculated t value or t statistics is 2.100 which means greater than 1.967 and the p-value is 0.036 which means the p-value <0.05. It can be concluded that bureaucratic simplification has a positive and significant effect on employee performance when mediated by job satisfaction.
2) *The relationship between bureaucratic simplification and employee performance through career development*

From the table above, it can be seen that bureaucratic simplification on employee performance mediated by career development has a positive effect with a path coefficient of 0.114. The calculated t value or t statistics is 1.919 which means it is smaller than 1.967 and the p-value is 0.055 which means the p-value> 0.05. It can be concluded that bureaucratic simplification has a positive but insignificant effect on employee performance when mediated by career development. So that the career development variable did not succeed in mediating the relationship between bureaucratic simplification and employee performance.

The analysis shows that the simplification of bureaucracy at BPS Jawa Timur Province has not fully optimized employee performance. This finding contradicts previous research (Taufik & Supriadi, 2022; Pratama et al., 2022) which states that bureaucratic reform directly improves performance. This discrepancy is mainly caused by two critical factors: inadequate employee learning and partial digital innovation.

As a pilot work unit, BPS Jawa Timur implemented changes quickly but was not supported by adequate training programs, which triggered resistance and confusion of procedures among employees. Meanwhile, digital innovation has not been fully integrated with operational needs. The dominance of senior employees (>25 years of service) in the leadership team hinders technology adaptation due to the tendency of resistance to change.

AMO (Ability-Motivation-Opportunity) theory reinforces these findings where the Ability aspect of increasing HR competence is not balanced with the speed of reform and Opportunity: digital systems and structural improvements are not yet optimal. Meanwhile, in the motivation aspect, change has not yet become a driver of work motivation. Based on Lewin's Change Model, BPS Jawa Timur in the Unfreeze phase (preparation for change) was carried out hastily, and not yet fully supported by comprehensive resistance mitigation. In the Change phase, communication and participative leadership have not been optimal because old work patterns still persist at the middle management level.

This challenge suggests the need for a more holistic approach-not only focusing on formal restructuring, but also strengthening aspects of learning, technological adaptation, and organizational culture-for bureaucratic transformation to truly achieve its goal of improving institutional performance.

The analysis proves that bureaucratic simplification at BPS Jawa Timur Province has succeeded in improving employee performance through increased job satisfaction, with job satisfaction acting as an effective mediator. This finding is in line with research by Mulyati and Setyawati (2024) and Pratama et al (2022) which showed a positive relationship between bureaucratic simplification and performance through job satisfaction. This success is supported by a supportive work environment, including the provision of adequate facilities such as laptops for each employee and coworking spaces, as well as digital transformation that simplifies administrative processes.

The structural change from a pyramid pattern to a coaching-based team system creates more intense two-way communication, equitable distribution of responsibilities, and faster feedback. Each employee now has clearly defined roles and responsibilities, eliminating overlapping work. These results reinforce the AMO (Ability-Motivation-Opportunity) Theory, where bureaucratic simplification improves employee ability through reduced task complexity, motivates through job satisfaction, and provides opportunity through more efficient workflows, ultimately optimizing overall organizational performance.

This study reveals that bureaucratic simplification tends to improve employee performance through career development, although the effect is not strong enough to be statistically generalized. This finding contradicts previous research that states a positive relationship between career development and performance. The implementation of career development programs at BPS Jawa Timur still faces challenges, especially in adjusting to individual needs and the clarity of the position rotation system.

Within the framework of AMO Theory (Ability-Motivation-Opportunity), simplifying the bureaucracy has created more transparent career development opportunities, but the ability and motivation aspects have not been fully optimized. Senior employees who are accustomed to the hierarchical system have difficulty adapting to changes in career paths, in accordance with Career Development Theory, which shows that most respondents are at the maintenance stage. Thus, while simplifying the bureaucracy opens up new opportunities, a more comprehensive approach to competency development and reward systems is needed to strengthen its impact on performance.

IV. CONCLUSIONS

Based on the research findings and analysis of the effect of bureaucratic simplification on employee performance with job satisfaction and career development as intervening variables at BPS Jawa Timur Province, it can be concluded that bureaucratic simplification has been implemented within BPS Jawa Timur Province but has not yet had an optimal performance impact and requires further adjustment to achieve the expected results. The process of simplifying the bureaucracy cannot take place instantly, but requires gradual adjustments to ensure changes can be implemented and have a positive impact on employee performance. In addition, bureaucratic simplification is proven to increase employee job satisfaction, which in turn has a positive impact on performance. Employees feel more valued and motivated when work processes become simpler, and support a good working atmosphere. Although bureaucratic simplification is proven to provide opportunities for employee career development at BPS Jawa TimurJataim Province, it has not been able to have an impact on improving performance for sure. Bureaucratic simplification has the potential to improve performance through career development, but still requires a number of improvements in its implementation, especially in terms of socialization and improvement of the mutation or rotation system.

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