

ABSTRACT

This study aims to gain an in-depth understanding of the implementation of cross-functional team collaboration as an impact of the bureaucratic simplification policy regulated by Ministerial Regulation (Permenpan RB) Number 7 of 2022, with a case study focus on the Division of Economic Affairs and Natural Resources (SDA) at the Regional Secretariat of Semarang City. In practice, however, the implementation of this policy still faces various challenges, including employee resistance, lack of policy dissemination, and weak leadership in promoting a collaborative team-based work culture. This research adopts a qualitative approach using a case study method. Primary data were collected through in-depth interviews with seven informants, comprising structural officials, specific functional officers, and staff members within the Division. Secondary data were obtained from official policy documents and relevant institutional reports. Thematic analysis was employed through a systematic process of coding, categorization, and triangulation to ensure the validity and depth of analysis. The findings reveal that employee understanding of the cross-functional team concept remains low, characterized by individualistic work patterns and hierarchical structures. Workload distribution is uneven, inter-departmental coordination is minimal, and communication tends to follow a top-down pattern. Furthermore, dissemination of the new work system by the Civil Service and Human Resource Development Agency (BKPP) is highly limited. These conditions have created disparities in workload distribution and have negatively affected employee motivation and well-being. The study highlights the importance of policy support, functional training, organizational communication, and performance based incentive systems to ensure the sustainability of bureaucratic reform. The research contributes to the literature on public sector management by identifying the practical challenges of cross-functional collaboration in local bureaucratic contexts in Indonesia, while offering actionable recommendations to improve the effectiveness of public organizations through collaborative teamwork.

Keywords: *cross-functional teamwork, bureaucratic simplification, public organization, collaboration, bureaucratic reform, Economic and Natural Resources Division.*