



Analysis of Human Resource Management in Government Bureaucracy in Indonesia

Budi Rismayadi

Buana Perjuangan University, Karawang, Indonesia

Article Info	ABSTRACT
<p>Corresponding Author: Budi Rismayadi E-mail: budi.rismayadi@ubpkarawang.ac.id</p>	<p>This research aims to analyze human resource management (HR) in the context of government bureaucracy in Indonesia. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of bureaucratic reform in Indonesia has achieved progress in improving the performance of state apparatus and transforming public services. However, there are significant challenges related to uncertainty in publishing public service information and limited use of information technology. Bureaucratic transformation, especially in human resource management and the application of HR values, has formed a strong foundation for creating a more responsive and efficient work environment. To optimize the potential for this transformation, it is necessary to increase human resource capacity related to information technology and develop an organizational culture that supports innovation. In conclusion, Indonesia is on a positive path towards a bureaucracy that is more adaptive, innovative and oriented towards quality public services, provided that it needs to overcome the challenges that still exist.</p> <p>Keywords: Human Resource Management, Bureaucracy, Government, Reform</p>

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license



INTRODUCTION

Bureaucratic reform in Indonesia is a historical milestone that has significantly changed government paradigms and practices (Faedulloh, 2021). Driven by demands to increase the efficiency and responsiveness of public services, these reforms have resulted in a fundamental restructuring of bureaucratic structure and culture. The government has committed to eliminating administrative obstacles, increasing accountability, and minimizing harmful corrupt practices (Holle, 2011).

Key steps in bureaucratic reform include adopting information technology, simplifying administrative procedures, and improving the quality of human resources (Pratiwi et al, 2022). The implementation of the e-government system has had a positive impact on efficiency and transparency, speeding up administrative processes, and facilitating public access to government services. Increasing employee capacity through training and skills development is also the main focus, producing bureaucrats who are more competent and ready to face the demands of changing times (Hayat, 2014).

In this context, positive results of bureaucratic reform can be observed in increasing bureaucratic efficiency and increasing public satisfaction with public services (Fathya, In this context, positive results of bureaucratic reform can be observed in increasing bureaucratic efficiency and increasing public satisfaction with public services (Fathya, 2017). Although challenges remain, the steps taken mark the Indonesian government's commitment to creating an administrative environment that is more modern, efficient and oriented towards quality services. This transformation is an important foundation for realizing a government that is more responsive and supports sustainable development in Indonesia (Rodin et al, 2023).

Human resource management (HR) is a crucial aspect in the journey of bureaucratic reform in Indonesia (Madjid, 2021). Since the beginning of the reform era, the Indonesian government has demonstrated a strong commitment to overcoming mounting bureaucratic challenges, such as inefficiency, corrupt practices, and delays in handling services to the community. This paradigm change involves the application of fundamental HR values , recognizing that quality and skilled human resources are the main key in facing the dynamics of changing times (Thamrin, 2021).

Bureaucratic reform is not only focused on organizational restructuring, but also touches the core of every government institution, namely HR management. Increasing employee capacity and professionalism is the main focus, by providing relevant training and exploring the potential of each individual (Oktarina & Mustam, 2018). Implementation of fundamental HR values, such as transparency, accountability and participation, provides a strong foundation for the formation of an organizational culture that is responsive and oriented towards better service (Lengkong et al, 2018).

Apart from that, HR management also includes the implementation of a more objective performance evaluation system, stimulating employee motivation to give the best in their duties and responsibilities (Ramadhani et al, 2023). By positioning HR management as the backbone, the Indonesian government hopes to produce a bureaucracy that is more efficient, transparent and responsive to community needs. Overall, this effort shows the government's seriousness in embracing fundamental changes to create a bureaucracy that is modern, competitive, and capable of providing quality public services (Suartini, 2023).

Fundamental changes in the Indonesian government's paradigm, especially in Human Resources (HR) management, have become the core of the bureaucratic reform journey (Suryono, 2011). In facing the various challenges faced, the government has recognized the need to carry out comprehensive transformation in various sectors, including taxation, budgeting, treasury, and others. Focusing on HR management is crucial, because effective human resource management is the foundation for sustainable change (Sedarmayanti, 2018).

Even though the bureaucratic conditions in Indonesia have not completely undergone major fundamental changes, great efforts have been made to transform government organizations. This initiative includes restructuring the bureaucratic structure, by reducing administrative excesses and increasing process efficiency (Pardede & Mustam, 2017). At the same time, the government is also trying to develop a work culture that is more responsive, transparent and service-oriented. The application of fundamental HR values, such as professionalism, integrity and participation, is the foundation for this cultural change (Faladinta et al, 2015).

Although changes in the bureaucracy have not yet reached their peak, these steps reflect the government's seriousness in establishing a solid foundation towards a more modern and efficient government (Mersa, 2021). Through this transformation, it is hoped that the government can provide better public services, be more responsive to community needs, and build a more trustworthy administrative system. The journey of bureaucratic reform is a crucial step in improving government governance and providing a positive impact on state development (Kurniawan & Suswanta, 2020).

This research aims to investigate and analyze human resource management in government bureaucracy in Indonesia with the main aim of understanding the related challenges, successes and best practices. This research aims to provide in-depth insight for policy makers, practitioners and academics. Through a better understanding of the dynamics of HR management in a bureaucratic context, it is hoped that this research can make a significant contribution in formulating more effective policies, improving organizational performance, and optimizing public services for the Indonesian people. The benefits of this research involve providing informed views and evidence-based solutions that can improve efficiency, transparency, and accountability in human resource management in the government sector.

METHOD

Based on Moleong's (2014) understanding, a qualitative approach is a research process that focuses on collecting descriptive data through words or statements from individuals and observed behavior. Sources of qualitative data include displays in the form of spoken or written words witnessed by researchers, as well as objects that are analyzed in depth to gather the meaning contained in the document or item. This approach emphasizes contextual and interpretive understanding of the data obtained. In the context of a data collection approach, this research uses observation as a systematic method to record and document the symptoms studied (Yulianah, 2022). Interviews are used as an interactive technique of verbal questioning between researchers and respondents, allowing a deeper understanding of individual perceptions and experiences. Meanwhile, a documentation approach is used to recover data from documents as a source of information, with a tendency to collect secondary data. This approach allows researchers to holistically understand the phenomenon being studied through descriptive and contextual data. In addition, the use of observation, interviews and documentation methods provides a rich and comprehensive variety of approaches, strengthening the validity and reliability of the research. Thus, a qualitative approach as described by Moleong (2014) provides a strong methodological basis for exploring and analyzing human resource management in government bureaucracy in Indonesia.

RESULT AN DISCUSSION

Fundamental changes in the government paradigm, especially regarding Human Resources (HR) management, continue to develop over time. Before the reform era, human resource development practices in government bureaucracies were often characterized by unsustainability and a lack of objective management approaches. During this period, employee welfare and development was often not the main focus, causing inequality in increasing the capacity and quality of human resources in the government environment.

However, since the implementation of the reform, there has been a significant paradigm shift. More serious and focused attention is given to human resource development as an essential component in bureaucratic management. Bureaucratic reform brings a change in mindset, where the quality and capacity of human resources is recognized as a long-term investment for the progress and effectiveness of government. Improving welfare, training and career development become an integral part of human resource management strategies, creating an environment that supports professional growth and employee empowerment. As a result of this transformation, a paradigm shift in HR management in the Indonesian government has paved the way for increased efficiency, transparency and accountability.

To date, Human Resources (HR) management in Indonesia has experienced three periods of change that reflect the evolution of concepts and approaches in managing the workforce. The journey began with the era of the Personnel Department, where the main focus was limited to administration and payroll. Then, the era of Strategic Human Resources emerged, where the role of HR was increasingly recognized as a strategic business partner in achieving organizational goals. The importance of this paradigm shift is reflected in the transition to the Talent Management era. In this period, HR management is no longer limited to purely administrative aspects, but includes talent management and career development strategies. Organizations now understand that investments in human capital development contribute significantly to innovation, productivity and competitiveness.

The shift in main focus from the personnel department to more strategic business partners is clear evidence of a transformation in HR management. Bureaucratic reform also encourages the development of HR management systems and strengthening change management as an integral part of organizational improvement. By viewing HR as a strategic asset, governments and organizations as a whole strive to improve employee competence, welfare and motivation to support the achievement of broader goals. Along with this development, HR management in Indonesia continues to evolve to be more adaptive, responsive and oriented towards achieving long-term success.

In the current era, the concept of knowledge management has become the main pillar in the development of an organization's Human Resources (HR). Involving empowerment and development of intellectual capital, this approach places information and knowledge as a common need in achieving effectiveness and competitive advantage. The application of HR values, such as professionalism, integrity and accountability, is a crucial foundation in this transformation. The government is the main driver in spurring this change by encouraging employees to internalize these values. This step forms the basis for creating a work environment that focuses on quality service and takes into account the interests of the community. In this context, knowledge management is not only a tool to increase productivity, but also a way to ensure that the knowledge and information possessed by employees can be integrated effectively in decision making and carrying out daily tasks.

Human resource development through knowledge management not only includes the acquisition and distribution of information, but also prioritizes continuous learning and collaboration between individuals. By providing wider access to knowledge, organizations can create a culture of innovation that encourages employee creativity and adaptability. As a result, this approach not only empowers individual human resources, but also increases the capability of the organization as a whole in facing the dynamics of change in the current

work environment. Several steps taken in implementing HR values in bureaucratic reform include:

1. Management change

Bureaucratic reform is an initiative that aims to create an effective and efficient bureaucracy, involving changes in human resource management (HR), institutions and organizational business processes. One of the main focuses in this reform is to improve human resource management so that it is more adaptive, responsive and oriented towards achieving public service goals. Changes in HR management involve strategic steps such as improving recruitment, training, performance appraisal and employee career development, with the aim of increasing HR competency and capacity.

Apart from that, bureaucratic reform also highlights the importance of institutional changes to create organizational structures that are simpler, more efficient and responsive to community demands. Cutting excessive bureaucracy and simplifying administrative processes are crucial steps in creating a more flexible and adaptable work environment. In addition, performance accountability and supervision are strengthened to ensure that every step taken by the bureaucracy is in accordance with established ethical standards and policies.

Bureaucratic reform is not just internal change, but also about improving relations between government and society. By increasing transparency and accountability, bureaucratic reform aims to build public trust in government institutions. Overall, changes in HR management, institutions and organizational business processes are an integral step in creating a bureaucracy that is able to answer the challenges of the times and provide better public services to the community.

2. Development of an HR management system

The 2015-2019 bureaucratic reform Road Map is an important basis for efforts to perfect and improve the quality of bureaucracy in Indonesia. One of the central points expressed in the road map is the determination of the formation and procurement of Candidates for Civil Servants (CPNS) which is carried out very selectively. This selective approach aims to create and realize a professional and dignified state civil apparatus, in line with the government's vision to improve bureaucratic performance and provide more effective public services.

The decision to determine the formation and procurement of CPNS selectively reflects the government's commitment to building a civil service force that is qualified and in line with needs. This selectivity involves a more stringent selection process, taking into account the qualifications, competence and integrity of prospective employees. Thus, recruiting CPNS is not only seen as an effort to fill empty positions, but as a strategy to strengthen the foundation of government human resources.

Apart from that, the points in this Road Map also emphasize the importance of creating a work environment that supports professional development and dignity for civil servants. The development of a professional apparatus is not only focused on improving individual quality, but also on implementing ethical values, transparency and accountability in every aspect of their duties and responsibilities. By providing a professional and dignified apparatus, the government hopes to fulfill the public's expectations for public services that are more efficient, responsive and in accordance with high ethical standards.

3. Procurement and control

The work unit of the Directorate of State Apparatus and Bureaucratic Transformation has a strategic role in coordinating and synchronizing the implementation of state apparatus policies in Indonesia. Its duties involve a number of main functions, including coordination and synchronization of policy implementation which includes monitoring, evaluating and controlling apparatus performance. In an effort to increase bureaucratic efficiency and effectiveness, this directorate also has responsibility for compiling cross-sectoral Development Strategic Initiatives which are the basis for national development planning.

The coordination and synchronization carried out by this work unit aims to achieve harmony between various agencies and sectors in implementing government policies. In this way, every step and decision taken can be more integrated and provide maximum impact. Monitoring and evaluating bureaucratic performance is an important instrument for measuring the effectiveness of policy implementation and providing constructive feedback for continuous improvement.

The preparation of strategic development initiatives across sectors is a form of commitment to direct national development towards the government's vision and mission. This directorate plays a role in formulating strategic plans that accommodate the needs and aspirations of various sectors, creating an integrated and holistic framework. Thus, this work unit not only functions as a supervisor, but also as a director in forming a bureaucracy that is adaptive, innovative, and able to respond optimally to the dynamics of national development.

In implementing bureaucratic reform, Indonesia has taken a number of important steps to improve the performance of the state apparatus and realize a better transformation of public services. These efforts reflect the government's commitment to responding to public demands for more efficient and responsive public services. However, significant challenges still need to be overcome. One of the main problems is uncertainty in publishing information related to public services, which can affect transparency and public trust.

Apart from that, limitations in the use of information technology are also obstacles that need to be considered. Optimal use of information technology can speed up administrative processes, increase accessibility and strengthen transparency. Therefore, increasing human resource capacity related to information technology and the role of innovation in bureaucratic transformation are important aspects in overcoming this obstacle.

The transformation of bureaucratic reform in the Indonesian government also reflects profound changes in HR management and the application of HR values. These steps create a strong foundation to support changes in organizational culture towards public services that are more oriented towards the interests of society. With continuity in implementing reforms and handling challenges wisely, Indonesia has the potential to achieve significant progress in facing the dynamics of change in this transformational bureaucratic era.

In closing, harmony between reform efforts, use of information technology and optimal human resource management is the key to the success of bureaucratic transformation in Indonesia. With strong commitment and targeted action, Indonesia can overcome challenges and open an era of bureaucracy that is more adaptive, innovative, and able to provide high-quality public services to the community.

CONCLUSION

Indonesia has taken significant steps in implementing bureaucratic reform, with a focus on improving the performance of the state apparatus and transforming public services. Although these efforts reflect the government's commitment to responding to public demands for more efficient services, there are still a number of challenges that need to be overcome. Uncertainty in publishing public service information and limited use of information technology are obstacles that need to be taken seriously. Bureaucratic transformation in government includes deep changes in human resource management (HR) and the application of HR values. These steps have the potential to create a work environment that is more responsive, efficient and oriented towards the interests of society. To overcome these challenges, it is necessary to increase human resource capacity related to information technology and encourage innovation in bureaucratic transformation. With consistency in implementing reforms and handling challenges wisely, Indonesia has the potential to achieve significant progress in this transformational bureaucratic era. Continuity in improving transparency, accessibility and quality of public services, along with building a more responsive organizational culture, will be the key to successful bureaucratic transformation in the future. Thus, Indonesia is on the path to optimizing its potential and presenting a bureaucracy that is more adaptive, innovative and oriented towards quality public services.

REFERENCES

1. Faedlulloh, D. (2021). Birokrasi, Disrupsi, dan Anak Muda: Mendorong Birokrat Muda menciptakan Dynamic Governance. *Jurnal Transformative*, 7(1), 112-127.
2. Faladinta, H., Mustam, M., & Maesaroh, M. (2015). Analisis Aspek-Aspek Manajemen Sumber Daya Manusia PNS Dinas Pendidikan Kota Semarang dalam Rangka Reformasi Birokrasi. *Journal of Public Policy and Management Review*, 4(3), 324-386.
3. Fathya, V. N. (2017). Reformasi manajemen SDM aparatur di Indonesia. *GOVERNMENT: Jurnal Ilmu Pemerintahan*, 49-56.
4. Hayat, H. (2014). Peningkatan Kualitas Sumber Daya Manusia Aparatur Pelayanan Publik Dalam Kerangka Undang Undang Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara. *Civil Service Journal*, 8(1 Juni).
5. Holle, E. S. (2011). Pelayanan Publik Melalui Electronic Government: Upaya Meminimalisir Praktek Maladministrasi Dalam Meningkatkan Public Service. *Sasi*, 17(3), 21-30.
6. Kurniawan, A., & Suswanta, S. (2020). Manajemen Aparatur Sipil Negara Dalam Mewujudkan Tata Kelola Pemerintahan Yang Baik. *Kemudi: Jurnal Ilmu Pemerintahan*, 5(01), 134-148.
7. Lengkong, A. I., Lopian, M., & Singkoh, F. (2018). Pengembangan Kualitas Sumber Daya Manusia Dalam Meningkatkan Kinerja Aparatur Sipil Negara Di Kantor Kecamatan Kawangkoan. *Jurnal Eksekutif*, 1(1).
8. Madjid, U. (2021). Manajemen Sumber Daya Aparatur di Era Reformasi Birokrasi.
9. Mersa, S. (2021). Kajian Strategis Manajemen Sumber Daya Manusia pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Metro. *Jurnal Tapis: Jurnal Teropong Aspirasi Politik Islam*, 16(2), 48-56.

10. Oktarina, A., & Mustam, M. (2018). Manajemen sumber daya aparatur sipil negara (ASN) dalam rangka reformasi birokrasi di badan kepegawaian pendidikan dan pelatihan daerah (BKPPD) Kota Pekalongan. *Journal of Public Policy and Management Review*, 7(2), 40-54.
11. Pardede, A. C., & Mustam, M. (2017). Manajemen sumber daya manusia pegawai negeri sipil dalam rangka reformasi birokrasi di kabupaten Semarang. *Journal of Public Policy and Management Review*, 6(4), 122-140.
12. Pratiwi, S., Faradila, N., & Iashania, Y. (2022). Pelatihan Dan Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kualitas Pelayanan Publik. *Nusantara Innovation Journal*, 1(1), 28-37.
13. Ramadhani, M. A., Setiawan, Z., Fadhilah, N., Adisaputra, A. K., Sabarwan, D. N., Maranjaya, A. K., & Tawil, M. R. (2023). *Manajemen Sumber Daya Manusia: Mengoptimalkan Potensi dan Kinerja Organisasi*. PT. Sonpedia Publishing Indonesia.
14. Rodin, R., Novalia, M., Rosalina, V., & Himatujaria, L. (2023). Kebijakan pengembangan dan peningkatan mutu sumber daya manusia kearsipan di Dinas Perpustakaan dan Arsip Daerah Kabupaten Rejang Lebong. *Al-Kuttab: Jurnal Kajian Perpustakaan, Informasi dan Kearsipan*, 5(2), 22-43.
15. Sedarmayanti, H. (2018). *Manajemen sumber daya manusia; reformasi birokrasi dan manajemen pegawai negeri sipil*. Reflika Aditama.
16. Suartini, N. K. (2023). Optimalisasi Manajemen Sumber Daya Manusia Pada Pegawai Negeri Sipil: Praktik Terbaik Dan Tantangan. *Ganaya: Jurnal Ilmu Sosial dan Humaniora*, 6(4), 809-819.
17. Suryono, A. (2011). *Manajemen Sumberdaya Manusia: Etika dan Standar Profesional Sektor Publik*. Universitas Brawijaya Press.
18. Thamrin, M. (2021). Manajemen Sumber Daya Manusia Telaah terhadap Road Map Reformasi Birokrasi Indonesia. *Jurnal Manajemen Dan Bisnis Indonesia*, 7(1), 9-16.
19. Yulianah, S. E. (2022). *Metodelogi Penelitian Sosial*. CV Rey Media Grafika.