

## MANAGEMENT OF STATE CIVIL APPARATUS HUMAN RESOURCES IN AN EFFORT TO REALIZE GOOD GOVERNANCE

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### ABSTRACT

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The State Civil Apparatus is a milestone in the implementation of Reform in realizing good governance and is the spearhead in carrying out government and development tasks in order to achieve a just and prosperous society. Good governance is a fundamental principle in managing government that is effective, transparent, accountable, participatory, responsive and fair. This study aims to analyze the excellent management of human resources (HR) for state civil servants and their role in realizing good governance. This research uses a qualitative approach with descriptive methods. The results of the study show that the human resource problems of civil servants in Indonesia are quantitative in nature where a large number of ASNs are in fact unable to provide good and qualitative services which include recruitment, employee status, discipline and productivity. Furthermore, to realize good governance, it is necessary to manage human resources for apparatus which includes job analysis, analysis of employee needs, competency tests, an open recruitment system, holding of training and education for human resource development, promotions carried out openly based on performance and increasing the welfare of civil servants.

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### 1. INTRODUCTION

The management of a company's human resources, often known as HRM, is an essential tool for the business to use in pursuing its varied objectives (Hasanudin 2023a). When it comes to the public sector, the large duty of the bureaucracy in terms of providing services to the community needs to be supported by a human resources (HR) apparatus that is both professional and competent (Idrus, 2022). Human resource management is one of the pillars of improvement in the context of bureaucratic reform. Other pillars include institutional and systemic considerations (Mersa (2020). According to Hasannudin & Budiharjo (2021) research, the primary purpose of HRM for the bureaucracy is the effective and efficient exploitation of HR apparatus starting from the planning stage and continuing all the way through the HR termination stage.

The bureaucratic reforms that have been rolled out for a long time actually have a fundamental goal in the form of changing the mindset (mindset) of the human resources of the apparatus and the current system that can control the organization, management, human resources of the apparatus, supervision, and public services (Ashari, 2010). This fundamental goal has been the focus of the bureaucratic reforms that have been rolled out for a long time. On the other hand, this primary purpose has, to this point, been hampered by institutional shortcomings in the form of a propensity to prefer a structural approach over a functional approach (Hasanudin, 2023b). According to Junus et al. (2022), the quality and capability of human resources is the most essential aspect in organizational management. This includes the formulation of the vision, mission, and organizational strategy, as well as the analysis of workload.

Apparatus human resources play a vital part in a government system because of their function as a mover and organizer of government tasks. Therefore, according to Faladinta et al. (2015), the fundamental building blocks of bureaucratic reform as a whole need to begin with reforms in the management and management of human resource employees. According to Akny (2014), there is an immediate need to carry out the reform of human resource management for this apparatus in order to gain a professional, high-performing, and prosperous apparatus in support of the attainment of good bureaucratic administration.

It is the responsibility of the apparatus to carry out the daily wheels of government, which include the state and government apparatus as servants of the state and servants of the community (Nurwulandari et al., 2022). They are tasked with and responsible for administering the state and development, as well as always serving and being loyal to the interests, values, and aspirations of the struggle of the nation and its people. The obligation of formulating strategic actions and creative endeavors to generate social welfare in

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a manner that is just, democratic, and dignified has been assigned to the State Civil Apparatus in its capacity as a government administrator (Solong, 2020).

ASN are selected people who occupy important and strategic positions so that their role is very important in the development and progress of a nation. It even becomes a policy maker in regional and nation development. The position and role of ASN in every government organization is very decisive, because ASN is the backbone of government in carrying out national development. As servants of the state and servants of the community who must serve their duties and provide the best possible service to the community (Aprilya, 2013).

Good Governance has emerged as a basic principle in contemporary public administration, emphasizing the need for effective, transparent and accountable governance practices. It includes principles such as accountability, rule of law, participation, responsiveness and equity in the management of the public sector. One important factor that influences good governance is the management of human resources within ASN (Saggaf et al, 2018).

ASN plays a central role in implementing government policies and delivering public services to the community. Quality and ASN are very important in ensuring efficient and effective governance. Therefore, the management of human resources in the state civil apparatus needs to have high standards, with the aim of cultivating excellence to achieve good governance (Suhanda, 2016). In recent years, the concept of "human resource excellence" has received increasing attention as a means of enhancing the overall performance and effectiveness of the state civil apparatus. Human resource excellence refers to the implementation of comprehensive strategies and practices aimed at recruiting, developing, and maintaining qualified and motivated ASN (Suderajat, 2012).

This study aims to explore the management of human resources in the state civil apparatus, with a focus on achieving excellence in human resources and their role in realizing good governance. The findings from this study are expected to provide valuable insights and recommendations for policy makers and administrators of the state civil apparatus involved in human resource management. In addition, this research aims to contribute to existing knowledge about human resource management in the civil service and its relationship to good governance, thereby providing a basis for further research and policy development in this field.

## **2. METHODS**

The author employs a qualitative technique of description. (Sugiyono, 2011) Using this method, the author attempts to describe, analyze, and construct meaning for extant phenomena. The descriptive approach can be interpreted as a method for resolving problems by displaying a picture of the current condition of the subject or object of research, such as individuals, institutions, groups, and society, based on observable facts and so on. Data collection techniques using library research, specifically data collection techniques using a variety of literature such as books, periodicals, and previous research reports. By utilizing the literature, it is anticipated that the writer will be able to obtain information about the research techniques to be employed, thereby avoiding duplication.

## **3. RESULTS AND DISCUSSION**

### **A. HR Issues Apparatus in Indonesia**

The problem with ASN in the bureaucracy is not merely the outcomes of quantitative calculations, as many people believe. It is expected that the ASN will be able to offer improved support to the local community as the number of members grows. ASN must also be able to position themselves closer to the (interests of) the community in order to take use of their very big number of members. The reality, on the other hand, demonstrates that despite the fact that the quantity is high, the quality of the ASN is at a low level, which, in the end, impacts the amount of efficacy that the government possesses.

The problems that occur with the government's human resources are not just a matter of the amount of human resources; rather, they are a matter of the quality and performance of the government's human resources. At this moment, the government's human resources department is struggling with a lot of challenging problems. The problem of issues in government human resources management encompasses all phenomena connected to the operation of government management functions relating to human resources. A number of issues were brought to light, including the following: (1) recruitment, through job auctions conducted at the central, provincial, and regional levels regarding the rules of the game and the transparency of the open recruitment process; (2) the status of honorary employees, which includes aspects of policies provided by the government that can accommodate the interests of honorary employees;

and (3) the work discipline of government human resources, particularly the disciplinary behavior of ASN and other government employees.

The aberrant behavior of officials appears to be exacerbating Indonesia's difficulty with the quality of its bureaucratic human resources. Most of the national news has focused on the negative actions of the apparatus while on duty, such as corruption and tax evasion. On the other hand, it appears that the country has diverted resources away from the growth of its numerous other important industries in order to pay its officers in very high numbers.

Several issues in the Indonesian bureaucracy necessitate substantial attention, both numerically (making sure enough ASNs are classified "properly") and qualitatively (the behavior and performance of ASNs). If not, then RI's red tape is stifling the state's ability to compete globally. When compared to its neighbors, RI lags in a number of areas, including its ability to entice investors and the volume of tourists it receives. To put it another way, Rhode Island is not a country that immediately attracts attention. One factor in explaining this phenomena is the efficiency with which bureaucracy and human resources deliver services.

In reality, the Indonesian government has issued a number of laws and a set of rules in the personnel sector in an effort to solve various human resource difficulties in the apparatus. It would appear that the government has issued enough laws and regulations in the area of human resources for the bureaucracy to effectively control employee conduct and output. To influence the conduct of highly disciplined, productive, and effective public officials, more than a purely legal-formal approach is required.

As a result, Indonesia's public sector HRM for bureaucracy requires a non-legal-formal or multi-perspectives strategy. The bureaucracy relies on the formal, legal side to self-regulate, and this includes HR practices. This emphasis on the law is a key difference between public and private HRM. However, the legal-formal approach to human resource management in the public sector needs to be bolstered by other components, particularly those connected to politics, economics, society, culture, and other facets. In this setting, a hypothetical model of public sector HRM taking into account different points of view can be built.

## **B. Management of State Civil Apparatus Human Resources in realizing good Governance**

In order to realize the success of bureaucratic reform to realize good government, the concept of developing apparatus resources is needed. Human resource development can be interpreted as an effort to prepare employees (human resources) so they can move and play a role in the organization in accordance with the growth, development and change of an organization.

The state of the bureaucracy which is still in the process of reform often has a negative connotation such as prolonged affairs, lengthy procedures from one desk to another. This resulted in an inefficient bureaucracy, slow, filled with KKN and unable to carry out the task of bringing the life of society and the nation to achieve its goals and ideals. For this reason, within the bureaucracy, commitment is needed to develop ASN human resources. Human resource development must be carried out in a sustainable manner.

Furthermore, to realize good governance, it is necessary to manage human resources for apparatus which includes job analysis, analysis of employee needs, competency tests, an open recruitment system, holding of training and education for human resource development, promotions carried out openly based on performance and increasing the welfare of civil servants.

Job analysis is an important step in developing apparatus human resources (HR) to achieve good governance. This helps ensure that each position has a clear job description, enabling proper selection of employees, development of appropriate competencies and objective performance appraisal. Job analysis also helps in designing employee development programs that suit the needs of the organization. By understanding the qualifications and competencies required in each position, the government can develop effective training programs to enhance the skills and knowledge of civil servants, so that they are ready for the tasks faced in a changing environment.

Employee needs analysis is important because it helps the government to plan workforce needs in order to support government tasks that are oriented towards good governance. By conducting an analysis of staff needs, the government can identify shortages or surpluses of staff in various units or sections of the state civil apparatus. Through staffing needs analysis, governments can identify whether there is a need to recruit new employees, acquire employees through internal shifts, or implement appropriate employee development programs. By understanding labor requirements, governments can take appropriate steps to fill vacancies, develop existing employees, or carry out organizational restructuring if necessary.

Competency test is an evaluation process to measure a person's level of competence and skill in carrying out duties and responsibilities related to his work. By conducting competency tests, the government can identify individual strengths and weaknesses in terms of knowledge, skills, and work

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attitudes that are relevant to the job being carried out. This competency test may include written tests, interviews, or simulations of relevant work situations. By using appropriate evaluation tools, the government can measure and evaluate the extent to which employees have the necessary competencies in carrying out tasks related to good governance.

An open recruitment system is an approach in managing human resources for apparatus that puts forward the principles of transparency, equality of opportunity and fairness in recruiting new employees. In an open recruitment system, the recruitment process is carried out openly to the public, without any discrimination or particular preferences. An open recruitment system is an approach in managing human resources for apparatus that puts forward the principles of transparency, equality of opportunity and fairness in recruiting new employees. In an open recruitment system, the recruitment process is carried out openly to the public, without any discrimination or particular preferences.

HR development training (Human Resources) is a training and development program organized to improve the skills, knowledge and competence of employees in the state civil apparatus. The purpose of this training is to optimize the human resources potential of apparatus, broaden their understanding of duties and responsibilities, and improve the quality of public services. Through human resource development training, employees will be given training that is relevant to organizational needs and given the opportunity to improve their skills and knowledge so that they are able to make a better contribution to realizing good governance.

Promotions carried out openly on a performance basis refer to a promotion process based on the achievement and quality of an employee's performance. In this approach, promotions are not solely based on seniority or personal relationships, but on measurable and proven work performance. By implementing performance-based open promotions, the government can ensure that employees who have superior performance and high competence get the opportunity to get promoted, motivate them to continue to improve the quality of work, and ensure that promotions take place in a fair and transparent manner.

Increasing the welfare of ASN (State Civil Apparatus) refers to efforts to improve the conditions and lives of employees in the state civil apparatus. This includes salary increases and benefits, health care, social security, career development opportunities and other welfare programs. The purpose of improving ASN welfare is to provide proper rewards to employees who work well, increase their motivation and productivity, and maintain the sustainability and attractiveness of the ASN profession. With the increasing welfare of ASN, it is hoped that they will be able to work better, provide better public services, and as a whole support the realization of good governance in government.

#### **4. CONCLUSION**

Bureaucratic reform is a means of a country to achieve good governance. In implementing bureaucratic reform, the most important thing is managing the human resources of the state civil apparatus. superior human resource management in an effort to realize good governance involves several important factors. First, job analysis is needed to understand the duties and responsibilities that must be carried out by employees in achieving good governance. Second, an analysis of employee needs allows identification of employee deficiencies and strengths, as well as taking appropriate steps to meet the appropriate workforce needs. Third, the competency test is a tool for evaluating employee capabilities and determining the necessary development steps. Fourth, an open recruitment system ensures that employee selection is based on objective qualifications and competencies, avoids nepotism and builds public trust. Fifth, HR development training provides relevant training to improve employee skills and knowledge, so that they can make a better contribution in achieving good governance. And finally, increasing the welfare of ASN is important to provide proper rewards, increase motivation, and maintain the attractiveness of the ASN profession. In combination, superior human resource management by integrating these factors will support efforts to realize effective and transparent good governance in government.

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