Human Resource Management Reform in Indonesian Civil Service: The Challenge of Bureaucratic Reform in Indonesia

The problem of Indonesian bureaucratic has been emerged during Soeharto’s Era. Indonesia faces many issues in terms of inefficient government bureaucracy. The main issues of bureaucratic in Indonesia is low performance of civil servants, abuse of authority for private benefit, the high levels of corruption, and poor quality of public servant. Therefore, the Indonesian government has an agenda in reforming bureaucratic which was started in the Ministry of Finance in 2004. The aims of bureaucratic reforms are to develop clean, efficient, effective and productive bureaucracies. In addition, the reform is designed to make bureaucracy transparent and accountable to the public.

Human resource management is one area of change which is really important to achieve the aims of bureaucratic reform. It should be changed because the problems of human resource management influence public servant performance. During Soeharto’s Era, the problems of human resource management are complex such as lack of employee productivity, imbalanced allocation of human resources, lack of employee development, salary system is not based on performance, lack of professionalism, inadequate performance and discipline, lack of transparency in recruitment, promotion and rotation process. Therefore, the government has decided to reform the policy because it is fundamental to empowering productive bureaucracies, and to provide excellent servants to society. Indeed, Maher and El Bedawy (2014), the changing nature of work in public sector organisations requires a new approach of human resource management, which will enhance public servant and support organisational objectives.

According to the grand design of second wave of bureaucratic reform from 2009 to 2014, the government has decided to reform all aspects of human resource management policy. The priority programs are re-structuring employee recruitment and promotion system, improving professionalism of the civil servant by developing career development based on competency, embedding discipline and work ethics, improving employee welfare by remuneration system, as well as improvement of the pension system. Those programs definitely can improve quality of civil servant, professionalism, as well as discourage corruption, nepotism and collusion. Therefore, bureaucracy in Indonesia can be clean, effective, efficient and transparent. The programs should be implemented in all government agencies of both central and local governments.

However, the implementation of bureaucratic reform especially in human resource management is not easy because it needs commitment and support from top level through to low level officers. The government faces many issues and challenges to be solved comprehensively. Some studies show that lack of commitment of institutional leaders to implement reforms is one challenge. Besides that, there are some challenges of the priority program including the remuneration system, lack of performance management, and failure to be match the employee competencies to the right jobs, as well as ineffective training. Bureaucratic reform in human resource management still needs continued improvement and high commitment from all levels in the organisation to achieve the objectives of bureaucratic reform.

Accordingly, this essay will analyse the key concept of bureaucratic reform in Indonesia, particularly structuring human resource management policy. The first section provides an explanation of second wave of bureaucratic reform in human resource management from 2009 to 2014. Then, the second section will provide the challenges and main issues in the implementation of reform. The last
section will explain bureaucratic reform planning from 2015 to 2019 in order to improve the implementation of human resource management from the previous period.

Bureaucratic Reform in Human Resource Management

Bureaucratic reform is an effort to change fundamentally in the system of the governance. Bureaucratic reform has been released by Indonesian government which purpose is to create transparent bureaucracy in order to serve the public and to become accountable (Azhar 2013). Besides that, the main purpose of bureaucratic reforms in Indonesia is to achieve good governance, enhance the quality of public servants, and improve professionalism of apparatus (PermenPanRB No 81/2010). According to Horhoruw et.al (2013), bureaucratic reform is the main priority of the Long Term National Development Plan (RPJP) 2010-2014 in Indonesia. Bureaucratic reform has a fundamental basis to be implemented across all government agencies and ministries due to presidential regulation according to Grand Design Bureaucratic reform, with a 15 year time frame which was released in 2010. The Grand design of bureaucratic reform focuses on 8 changes areas, which consist of organisation, business process, Human Resource Management, supervision, accountability, public servant delivery, as well as mind-set and working culture. Meanwhile, Ministry of Apparatus Empowerment and Bureaucratic Reform (MAEBR) has the authority to control, monitor and evaluate the bureaucratic reform implementation in all government agencies and ministries (Pratiwi 2014).

Road map of bureaucratic reform showed that human resource management is an essential part of reform. The reform is expected to create the civil servant to be clean from corruption, collusion, and nepotism, professional, provide excellence servants and lastly more prosperous. Hope (2001 in Antwi and Analoui 2007) argued that human resource management and development is an essential of implementing reform in the public sector reform especially in the developing countries such as Indonesia. Maher and El Beldawi (2014) claimed that public sector has a big challenge to be more efficient and cost effective in delivering servants. They believed that human resource in public sector has the same functions with human resource in private sector, where the functions should be more strategic rather than bureaucratic rules. Therefore, according to Grand Design Bureaucratic Reform 2010 to 2014, the government released 7 accelerated programs to reform in human resource management system which consists of structuring employee recruitment and promotion system, improving professionalism of civil servant by developing career development based on competency, embedding discipline and work ethics, improving employee welfare by remuneration system as well as improvement of the pension system. Importantly, bureaucratic reform is expected to create the civil servant to be clean from corruption, collusion, and nepotism, professional, provide excellence servants and lastly more prosperous.

This essay will explain in depth the main areas of change in human resource management policy which brings improvement of quality civil servants. The main areas of changes are:

1. Recruitment and promotion system

Recruitment of a civil servant is the first step to select the best candidates which have a good capability, integrity, responsibility and willingness for serving the country and society. The most important process of civil servant recruitment is fairness and openness to whole community and there is not discrimination in the selection process. Tjipotoherijanto (2012), recruitment process should be fair and open in order to get potential candidate. However, nepotism practice is always the basis for recruiting civil servant particularly during Soeharto Era. Ford and McLaughlin (1986) argued that nepotism can be defined as the employment of relatives in the same organisation. The implication of nepotism is low level of bureaucratic performance because the process of recruitment is not based on
quality and capability of the civil servant but because of family matters. Madelin (2006 in Soetrisno et.al 2014) has conducted research about recruitment process in Indonesia, He found that the practice of bribery and nepotism in the recruitment process. He believed the recruitment with nepotism impact on the civil servant performance.

Since human resource management reform has been launched by the government. Ministry of Apparatus Empowerment and Bureaucratic Reform (MAEBR) has released the regulation of Minister of Apparatus Empowerment and Bureaucratic Reform No 17/2014 about additional allocation of formation and recruitment of civil servant candidate in 2014. The government has tried to minimise the practice of nepotism in the recruitment process by applying merit system. According to Law No. 5 of 2015, merit system is the process of recruiting and promoting the government employees based on their ability, qualification, competence, and performance with fairly and reasonable regardless of politics, race, colour, religion, gender, marital status, age and disability condition. Additionally, the recruitment should be transparent, objective, competitive, free from corruption, collusion and nepotism (KKN), no-discriminatory and free from charge. Therefore, the government uses different method to recruit and select civil servant candidate by using technology information. The government use on-line registration and CAT (Computer Assisted Test) in the process of national civil servant candidate recruitment. This regulation is believed to eliminate corruption, collusion and nepotism, as well as pander practice. Moreover, the government also established National Committee for Recruitment Civil Servant Candidate. One of responsibilities of the committee is to produce test material which cooperates with consortium with state Universities in order to ensure objectivity and accountability in the implementation of recruitment in the central and local area.

Indeed, the government assures the recruitment process based on the merit system can obtain the civil servant candidates who have a good quality and capability to support bureaucratic performance. Gosset (2002 in Soetrisno et.al 2014) claimed the merit system gives positives changes in the process of recruitment and it increases moral responsibility of the employee. Based on the Gosset (2002 in Soetrisno et.al 2014) research, this system can avoid political intervention for the recruitment selection process due to the process is definitely transparent and open to public. Importantly, this system definitely provides same rights for Indonesian people to be civil servant without distinguish skin, sex, age, religion and race.

Another interesting discussion of human resource management in Indonesia is promotion for echelon I and echelon II. According to Law No. 5 of 2014 about state civil apparatus that explain completion of high leadership positions in major, mid-level ministry, and pratama conducted openly and competitively among civil servants by taking into account the requirements of competence, qualifications, rank, education and training, job title track record, and integrity as well as other requirements that are needed in accordance with the provisions of the legislation. The process of selection echelon I and echelon II which is known as open bidding. Azhzhahiri (2012) explained the purpose of open bidding system is to give an opportunity for employees from outside organisation to follow the recruitment in order to get position. This system arguably supports promotion system to be objective and accountable because every ministry must establish team selection committee which consist of official from the ministry (40%) and from academics and professional (60 %) to select the candidate echelon I and echelon II.

Rosmiati (2015) conducted research in Education Department of West Java Province. The research has shown that open recruitment systems can positively changes for the organisation because the selection can abolish corruption, collusion and nepotism because there is no intervention from any party. Candidates also should phase several test phases which have level of test difficulty which consists of administration selection, competency selection which divided into three parts.
including managerial competency, technical competency and social cultural competency, and interview. Team selection committee usually involves third party to assess the competency of the candidates or uses assessment centre method. Interview of candidates also conducted with team selection committee. Interview is a process to know deeply motivation, attitude, and character of candidates. The last process of open recruitment is to search the track record of the candidates. Candidates should have a good integrity as long as they become civil servant. It can be assumed that open recruitment brings a good impact for bureaucratic in Indonesia because the priority of selection is to get the best officials based on the relationships between competence, qualifications, rank, education, office track record, and integrity.

2. Remuneration System

During new order, civil servant in Indonesia receive low salary which impact on their performance and productivity and lead to corruption. According to Filmer and Lindauer (2001), low salary is responsible for high level of corruption in various level of the government office. Salary of civil servant is half of essential minimal monthly needs. Meanwhile, Simanungkalit (2012) added that low salary also causes all problems of civil servant management causing high social and economic cost. Moreover, Bennington and Habibir (2003), argued that many civil servants focus on getting allowances such as project honoraria, therefore civils servants neglect the main tasks in order to get allowances projects, and many activities are reformulated into projects. Therefore, the government attempt to solve the problem by adjusting payment system or known with remuneration system. The remuneration system is one of the programs to improve employee welfare in order to enhance performance of civil servant. Wargadinata (2010) explained that remuneration as an important aspect which enhances productivity of civil servant to give better services and also prevent civil servant to conduct corruption.

The first ministry which conducted remuneration system is Ministry of Finance in 2004. With remuneration system, civil servant receives payments based on the position. The Minister of Finance strongly believed that remuneration can make civil servant avoid corruption because they get high salary rather than before remuneration system has been implemented, such as in directorate general of taxes which is vulnerable of corruption. Wargadinata (2010) reported that the low salary is no longer proportional with responsibility, risks and work load in Ministry of Finance. Therefore, the house of representative approved the remunerations for Ministry of Finance during for 2004-2009, if this system can be proven to reform bureaucracy in Indonesia, so this system would be implemented in other government agencies and ministries. In 2014, remuneration has been given to the 73 ministries/institutions in order to increase employee motivation regarding bureaucratic reform implementation.

The principle of remuneration system is proportional and fairly where civil servants get payments as a reward for employee positions. Simanungkalit (2012), reforming in compensation system is a strategic program in bureaucratic reform. This system has some objectives to make bureaucratic reform to be successful, namely (1) able to motivate Civil Servant to continuously have high performance to support attempts to achieve high level of productivity; (2) able to keep Civil Servants and their families having prime physical ability and mental condition to get satisfaction and high working spirit; (3) able to control employee expenses, so every expending always be in balance with gain in form of wanted productivity. The most important thing is able to avoid civil servant to conduct bribes and corruption in government. The priority of ministries/institutions which get remuneration is institution in the field of law and state comptroller because those institutions are vulnerable with corruption, collusion and nepotism.
3. Professionalism of Civil Servant

Institution government definitely needs professional civil servant because the implementation of government policies and strategies depend on capacity and capability of civil servant (Gebrekidan 2011). The bureaucratic reform has initiated by the government because the performance of civil servant is low due to incompetence and lack of knowledge to accomplish the task. Based on the research from Indonesian Political, Economic, and Risk Consultancy in 2000, bureaucracy in Indonesia obtained a score 8.0 out of 10 the worst. Therefore, improving professionalism of civil servant urgently needed for quality of bureaucracy and for giving excellent services to public.

The main purpose of bureaucratic reform in human resource management system is to build civil servant to be professional. Mutiarin (2011) explained that the main essential points of bureaucratic reform is the professionalism of apparatus, every apparatus or civil servant must have skills and knowledge to support their work and evaluated skills and knowledge regularly with the need of institution and environment. Therefore, the government prepares action plans to achieve the accelerated program of civil servant professionalism. The action plans consist of several programs which consist of giving training and education based on competency, improving civil servant competency which certification, mutation and rotation based on competency, and measuring individual performance periodically and filling position for functional position. According to Law No. 5 of 2014, functional position is a group positions that contains the functions and duties related to functional services based on expertise and specific skills. All the civil servants are encouraged to filling position for functional position in order to enhance professionalism the human resource effectively and efficiently with the needs of the government institution.

Before bureaucratic reform has been initiated, the training and development for civil servant don’t emphasises of specific skills and knowledge which support their main job, the training just emphasises on general skills and abilities in order to get promotion (Dewi and Winarsih 2011). Moreover, substance training not enhanced professionalism and capacity of civil servants. Therefore, according to accelerated program of bureaucratic reform, all of ministries and government institutions should conduct training based on competency in order to create employee to be professional. Implementing effective training base on employee competency, civil servants will get more skill and knowledge and they can support organisation effectively (Gie 2003 in Dewi and Winarsih 2011).

The Research of bureaucratic reform in 10 local governments has shown that most local governments have developed competency standard and formulated training based on competency and organisational needs (Pratiwi 2014). In addition, Ministry of Finance and Ministry of State Secretariat have conducted assessment centre for Echelon I, II, III, IV based on competency dictionary and job competency standard. The result of assessment will be used for developing employee soft competency with training, course or certification. Some ministries also prepare to conduct training need analysis. Training needs analysis identifies training needs at employee, departmental or organisational level in order to help the organisation to perform effectively. The aim of training needs analysis is to ensure that training addresses existing problems, is tailored to organisational objectives, and is delivered in an effective and cost-efficient manner (Chartered management institution 2006).

Another program to improve civil servant professionalism is new performance appraisal. During new order, DP3 (Job List Implementation Assessment) was used to assess the performance of civil servant. However, DP3 appraisal is difficult to assess civil servant performance because the elements to be measured are intangible and it is hard to be assessed. The criteria of performance appraisal are work behaviour instead of civil servant’s productivity to achieve objectives of the
organisation. According to Baharuddin et al. (2014), there are eight dimensions to be measured in DP3 are loyalty, obedience, honesty, cooperation, work achievement, initiative and leadership. It can be seen from those dimensions that DP3 appraisal focus on personality or behavioural assessment instead of performance of civil servant, job result, and job performance. Moreover, DP3 appraisal is not based on the job target which should be achieved by civil servants and process of assessment tend to biased, subjective and formalities. Putranto (2001 in Dewi and Winarsih 2011) claimed that subjectivity appears in the performance appraisal in DP3 because it is difficult to certain standards to determine the score to be given.

Therefore, one of the actions plan in bureaucratic reform to assess performance of civil servants is to use another method which known “the employee target work (SKP). The regulation of SKP is Government Regulation Number 46 of 2016, performance appraisal for civil servant consists of two dimensions namely “the employee target work (SKP) and behaviour working, the weight rating of SKP is 60 % and behaviour working is 40 %. According to government regulation number 46 of 2016, the purpose of performance appraisal is to ensure objectivity to assess the employee based on their performance. Every civil servant must set clear target work for one year, thus civil servant should achieve the target which has been approved by his/her superiors. The interesting point is employee should be involved actively to determine the target. Assessment of SKP carried out by comparing the actual work with the target has been set in early year. Therefore, civil servant is gradually encouraged to achieve the target in order to obtain a high score.

The essential point to support SKP appraisal is the implementation of sanctions, civil servants will receive disciplinary sanctions if they do not achieve minimum targets. For example, if the civil servant just achieves 25 % to 50 % of the target listed in SKP, they will obtain discipline sanction such as delay promotion for one year. Then, if the civil servant just achieved target under 25 % of target listed, thus they will get lower level demotion for three years (Government regulation Number 53 of 2010). It can be concluded that, the changing of performance appraisal is expected to improve civil servant to be professional in doing the main job, because they will get motivation to accomplish the job appropriate with the target in the SKP and there is a punishment if they cannot achieve the target. Moreover, the result of the employee performance appraisal is also expected to increase performance of organisation. Importantly, the system of performance appraisal of civil servant which is open, it is expected to increase motivation and work productivity and creating interaction between staff and supervisor in order to get the objectivity of assessment and job satisfaction every civil servant.

**The Challenges of Bureaucratic Reform in Indonesia**

The implementation of bureaucratic reform from 2010 to 2014 still leaves many challenges which should be improved gradually and continuously in the next period. Some of the strategic issues from 2010 to 2014 are bureaucratic is not entirely clean and accountable; bureaucratic has not been efficient and effective, as well as poor quality of public servants. Although corruption index in Indonesia improves in the last three years, Indonesia still faces high corruption levels; the position of Indonesia is 117th position out of 175 states throughout world (TII 2015 in Suharto 2015). Lack of support and commitment from top leaders in the organisation/institutions to implement the reform is one factor which influences the quality of human resource management implementation. Meanwhile, bureaucratic leader actually plays an important part in determining a successful bureaucratic reform (Suharto 2015).

Moreover, according to road map bureaucratic reform 2015 to 2019, there are some challenges of managing human resource in the government institution during bureaucratic reform from 2010 to 2014 which impact on poor productivity, capacity, performance, and work ethos of civil
servant. Firstly, the placement of civil servants position do not match with the competency, there is a gap between employee competency with the job competency requirements, as a result the performance of employee is not optimal which impact on poor public servants. Horhoruw et.al (2013) argued that some employees have skills to support organisation performance, but sometimes they are often mismatched to jobs or stifled by the regulations. Another issue is some institutions cannot identify competency correctly for a position, so it influences training need analysis program to improve employee competency. Horhoruw et.al (2013) explained that job depth and indicator of competencies are not well defined, so it impacts on career development. The interesting point of civil servant placement for strategic position particularly in local government is political interest or political intervention.

Secondly, remuneration is not a reward system to motivate employee to be professional. Remuneration system is not linked on the employee performance and productivity. Wargahadibrata (2010) claimed that remuneration should be given for civil servants who have a good performance. However, every employee in some institution will get remuneration although they have bad performance. Employee will get full remuneration every month if they always present in the office although they are not productive. The amount of remuneration will be reduced slightly, if the employee late to start working or they are absent in the office. The employee is discipline to present in the office because they do not want any reduction in their remuneration. However, they do not care about their performance because there is no punishment if they have bad performance and not productive in the office. It can be assumed that the system of punishment or reward still become an issue for civil servants. The government should implement reward and punishment system such as by improving remuneration role as an incentive to be given for civil servants who conduct achievements and show the best performance. Then, if they cannot indicate a professional performance, so the amount of remuneration must be reduced gradually.

Thirdly, training and development for civil servants has not been able to encourage the performance of bureaucracy. The result of training cannot give a huge contribution to bureaucratic reform. Many education and training centre in the government institution has not been able to identify training needs for employee competency, so the output of the training is not optimal. Meanwhile, training is an important aspect to improve professionalism of civil servant to be able to provide servant excellence to public. Minister of Apparatus Empowerment and Bureaucratic Reform (MAEBR), AsmanAbnur (2016), explained that 60 % of civil servants have low skills to support their job because of problem recruitment process and lack of employee competency development. Therefore, training need analysis should be implemented to analyse training in order to improve employee competency. Moreover, according to grand design bureaucratic reform from 2005 to 2019, leadership training still has not been able to encourage the performance of bureaucracy, so the curriculum and method of training should be improved specifically resulting in a great leader who has vision to improve organisational performance.

Fourthly, the implementation of bureaucratic reform is also hampering particularly in the local government because of political intervention and lack of commitment from local leader to implement bureaucratic reform regarding to placement of strategic position in local government institutions. Suharto (2015) claimed that bureaucratic reform cannot be implemented successfully during 2009 to 2014 because of some challenges such as low commitment of local leaders at central and local levels to implement human resource management completely. Moreover, Suharto (2015) argued that a strong character of leader is an important role to change bureaucratic culture. However, the most challenges of bureaucratic reform in the local government closely related to local political interest of the leader. According to Vice of The Civil State Apparatus Commission, Irham Dilmy (2015), Head of
the region often uses bureaucratic to political interest in the region. It can be seen in some regions that strategic position in the local government is given to the regional head supporters without considering competency. Indeed, giving strategic position is a part of reciprocation from the regional heads to their supporter during the campaign period. Although, Law No. 5 of 2014 about State Civil Apparatus has launched by the government to remove unprofessional behaviour such bureaucratic politicisation issue, but the issue is still common in the local government. Another issue also happens in local government such as recruitment of employee from outsourcing and honourer without standard operational procedure (SPO), standard competency and transparency.

Indonesian government realise that bureaucratic reform from 2010 to 2014 is still not applied successfully and it is not fully in line with public expectation and business community. There are some problems in public servants and the performance of apparatus is not optimal. Therefore, the government evaluate the program of bureaucratic reform together with local government. Consequently, the government has created an improvement of road map bureaucratic reform 2015 to 2019 with strengthening eight areas of change.

The government conducted evaluation of bureaucratic reform from 2009 to 2014. There are some problems should be improved in continuing bureaucratic reform from 2015 to 2019 which stated in the road map and action plan. The government has decided to improve some elements of human resource management policy in order to strengthen its role in managing civil servants in Indonesia. The priorities agenda are finishing the regulation of implementation Law State Civil Apparatus, acceleration of implementation Law State Civil Apparatus consistently, setting employee formation based on organisational needs, recruitment based on the competency, creating training to support employee performance, open promotion system and employee placement based on competency, remuneration system based on the employee performance, strengthening reward and punishment, strengthening assessment centre, creating career pattern, improving training quality to support employee performance, measuring gap competency, strengthening culture of integrity, performance, and public servants and strengthening the system social assurance, and lastly strengthening personnel information system.

The main target of bureaucratic reform from 2015 to 2019 consists of a clean and accountable bureaucracy, an effective and efficient bureaucracy, and a bureaucratic which provides quality public servants. The government expects that the challenge of human resource management reform can be solved by launching a new road map for bureaucratic reform from 2015 to 2019. The government also believes that reform in human resource management can encourage improvement of government quality in the central and local level. Therefore, the commitment of government agencies is truly needed to achieve the main target of bureaucratic reform. Moreover, monitoring and evaluation are important factors to control the effectiveness of bureaucratic reform in every government agencies. It can be concluded that bureaucratic reform should be conducted by all government agencies with high commitment to do eight areas of changes, so the main target of bureaucratic reform can be achieved successfully in 2019.

**Conclusion**

Human resource management policy plays a crucial role in improving government institution performance. The reform of human resource management is very urgent and important because many civil servants in Indonesia have poor performance, unproductive, not disciplined, low professionalism, and lack of competency. Thus, those effect on various problems of bureaucracy in
Indonesia. Human resource management reform is definitely needed in order to improve capability and accountability of civil servants and to make the civil servant more professional. Thus, Indonesian government has an agenda to reform the human resource policy from 2009 to 2014. Various strategies or policies have been implemented to encourage improvement in various areas in human resource management. The policies are moderately significant to improve professionalism of civil servant in Indonesia. The policies are recruitment and promotion system, remuneration system, and programs to improve employee competency. It can be seen that a new recruitment policy and promotion policy have been successful to select the best candidate to be civil servant based on merit system or based on ability, qualification, and competence of the candidate. The process of recruitment also uses online registration and information technology to avoid corruption, collusion, and nepotism. Another policy to improve professionalism of civil servant is remuneration policy. The policy is believed to encourage motivation employee to be more productive because they get more salary. Remuneration has been shown to increase employee discipline. Importantly, there are some valuable programs in managing civil servant to be professional including giving training and education based on competency and new performance appraisal.

On the other hand, after five years the agenda reform has been implemented, the bureaucratic performance is still low and the level of corruption is still high. It cannot be denied that the reform particularly in human resource management faces many challenges because lack commitment and support from local leaders and weaknesses of policies that needs to be improved comprehensively in the next period of bureaucratic reform. Lack of commitment and support from leaders in the reform of human resource management which significantly impacts on professionalism of civil servant. It can be seen in some agencies that the placement of civil servant positions does not match with the competencies. Meanwhile, the weaknesses of remuneration policy also become an issue, because remuneration is not based on employee performance but based on the employee position. Lastly, implementation of training cannot be optimal because the institution has not been able identify training needs for improving employee competency. Thus, the training cannot hugely contribute to improve employee competency. In addition, the more significant challenges of reform in Human resource management particularly in local government is political interest or political institution. It can be seen that political intervention in strategic level of position in local government institution.

In can be concluded that human resource management reform during 2009 to 2014 period contributes moderately to improve professionalism of civil servant. However, there are some challenges to be considered by the government. Thus, it needs improvement and strengthening in many aspects to make the human resource management reform give hugely contribution to enhance civil servant to be productive, innovative, and accountable. Indeed, cooperation and commitment from all parties in the government from top leaders until staff strongly needed for the purpose of acceleration of bureaucratic reform in Indonesia.

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