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ASN Personnel Reform in the TNI AD

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Abstract: The role and position of Civil Servants (PNS) is very significant because they are an integral part of the state apparatus who are responsible for carrying out government tasks to achieve national goals. Civil servants function as public servants loyally to Pancasila and the 1945 Constitution. However, the performance of civil servants is often subject to negative scrutiny from various circles, and the mass media often report about lack of productivity, waste of state budget, lack of discipline, and low work ethic of civil servants. This stigma generally covers various government agencies. To overcome this problem, corrective steps need to be taken, including through human resource development. This aims to change society's negative views and strengthen civil servants in facing increasingly fierce local and global competition. Law No. 5 of 2014 concerning the State Civil Apparatus stipulates that the State Civil Apparatus must be considered a profession that has the obligation to manage and develop itself and is responsible for its performance. Employee performance is measured based on predetermined quality and quantity standards. Employees who perform well are considered as organizational assets who strive to continuously improve themselves, support organizational productivity, and motivate themselves systematically. Motivation development includes increasing knowledge, work skills, mental attitudes, and work environments that stimulate individual work satisfaction and willingness. TNI AD Civil Servants have a complementary role to TNI AD Soldiers, are responsible for non-combat administrative tasks, and have career development opportunities that are equivalent to the development of knowledge within the TNI AD organization. Organizations cannot avoid changes as a result of national policies. Therefore, civil servant organizations within the TNI AD need to adapt to changing situations and conditions in carrying out their duties. In facing developments in science and technology as well as intense competition, all components in TNI AD agencies, including TNI members and TNI-AD civil servants, need to support improving the quality of human resources through internal improvements, including human resource development. In carrying out the duties and functions of the Indonesian Army, quality human resource support is a must. The quality of human resources is a key factor for increasing the productivity and contribution of an organization or agency. Therefore, high motivation is needed to support increased employee work performance, although civil servant performance assessments cannot only be measured through Employee Performance Targets (SKP), because there is a gap between expected performance and actual performance. Nevertheless, hopes for the improvement of human resources within the Indonesian Army (TNI AD), especially the Civil Servants of the Indonesian Army (PNS TNI AD), have been bolstered with the enactment of

Law No. 20 of 2023 aimed at enhancing the professionalism of Civil Servants (ASN) in Indonesia, including Civil Servants within the Indonesian Army, and the introduction of Government Employees with Work Agreements (PPPK). This law highlights several crucial aspects of ASN management, such as strengthening the supervision of the merit system, determining the needs of PNS and PPPK, improving welfare, organizing honorary staff, and digitizing ASN management. Its main focus is to enhance transparency, accountability, and the quality of public services by eliminating nepotism, corruption, and political interference in ASN management to support the main tasks of the Indonesian Army. Specific measures like open promotions, the establishment of competency-based PPPK, and protection from political interference are expected to strengthen the merit system in bureaucracy, fostering healthy competition among employees to enhance their competence and professionalism. It is hoped that this law will create a more professional and efficient ASN within the Indonesian Army; nationally, the success of its implementation will depend on support from various parties in effectively managing the change. Overall, a merit-based human resource management approach is expected to shape a reliable and integrity-driven Civil Servant apparatus, PNS, and PPPK, in serving and supporting the primary tasks of the Indonesian Army as the frontline protectors and guardians of the nation. Therefore, this article will discuss the reforms in ASN personnel management within the Indonesian Army. Therefore, this article will discuss how to reform ASN personnel in the TNI AD.

Keyword: Performance, Reform, Personnel, Merit system, ASN management, Human Resources Development.

INTRODUCTION

The Civil Service System (Civil Service System) plays an important and strategic role in the bureaucratic structure of TNI AD agencies. The quality of staffing in an agency significantly influences the overall quality of the bureaucracy. Performance in bureaucratic services is becoming an increasingly strategic central policy issue because improvements in bureaucratic performance have a broad impact on organizational life. The successful implementation of bureaucracy requires increased performance and accountability of the state civil servants who man it.

Civil service reform is an urgent need, especially in line with changes in the order of political and social life. This reform demands that the state civil service achieve a high level of professionalism, competence and accountability. According to Effendi (2006), Indonesia appears to have paid little attention to administrative reform, especially in terms of personnel. Personnel reform appears to have stagnated after being implemented through Law No. 43 of 1999 concerning Personnel Principles. The focus of reform appears to be more on remuneration than increasing competence and professionalism.

Several surveys show that employees tend to prioritize material things, money, power and position rather than showing good achievements or performance (Jipolis, Vol.II, No.21 of 2007). This condition is not new and has been occurring for a long time in the Indonesian government bureaucracy. During the New Order era, politics greatly influenced the bureaucracy, while during the reform era, the bureaucracy was vulnerable to political intervention, disrupting the neutrality and independence of civil servants.

The behavior of civil servants who prioritize relationships with power rather than public service has resulted in low productivity, lack of innovation and lack of work ethic. Research shows that the work ethic and productivity of civil servants is only around 50% compared to private sector employees (Lemlit UNPAD, 2006).

The root of state civil service problems in Indonesia can be divided into two, namely internal problems of the civil service system itself and external problems that affect the

function and professionalism of the civil service. Internal problems can be analyzed through the personnel subsystem, including recruitment, payroll, performance measurement, promotion and supervision. Failure to reform these subsystems produces bureaucrats with moral decay and a lack of competence.

Even though reforms are already underway, the Indonesian government is trying to improve personnel management and public services simultaneously. These steps are expected to increase employee motivation and improve bureaucratic performance to restore public trust. Reform of the state apparatus is strengthened by Law No. 20 of 2023 as an amendment to Law No. 5 of 2014 concerning State Civil Apparatus. This reform is aimed at creating significant changes through accelerated evolution, by structuring, reviewing, controlling, repairing, refining and renewing systems, policies and legislation in the field of state apparatus, including improving morals in accordance with environmental demands.

METHOD

This research uses a literature review methodology. A literature review or also called a literature review is an activity to review or re-examine various literature that has been previously published by academics or other researchers regarding the topic that we will research (Mahanum, 2021). John W. Creswell (2015), explains that a library insight (literature review) is a written summary of articles from journals, books and other documents that describe theories and information both past and present, organizing the literature into topics and documents needed for a research proposal. Taylor and Procter (2010), also explained that a literature review or also called a literature review is an activity to review or re-examine various literature that has been previously published by students or other researchers regarding the topic that we will research. Sugiyono (2012) states that library research is a type of research that involves collecting literature that is relevant to the conditions and situations to be studied. Next, the information collected is used to discuss a situation. Scientific articles, books, magazines, research papers, copies of regulatory documents, and other types of literature can be used as sources of information.

RESULTS AND DISCUSSION

Analysis of Civil Service Reform

ASN TNI AD as an organizational resource has a very strategic position in the implementation of the state defense bureaucracy in the TNI AD. Personnel reform through a human resources approach views the entire personnel development cycle, starting from the planning, education and training, utilization and development and compensation determination stages as an integrated and inseparable process. Reforms in Law Number 20 of 2023 are directed at regulating the state civil service structure, professionalism and neutrality of state apparatus, decentralizing personnel authority while maintaining mobility and improving the welfare of civil servants. The facts show that the reforms carried out and implemented in the TNI AD have not produced appropriate results. There are still many problems that occur at every level of civil servant management, from recruitment to dismissal. Employee recruitment is still seen as if it is an annual project requirement and not as a need to improve the quality of state defense bureaucratic services. This indication is very real if we see that job analysis as a requirement for determining job requirements is still not available. This statement was also reinforced by Naqib (2000) who stated that the dominant factor causing the performance of civil servants to be ineffective and not provide optimal contributions, especially in providing services to the community, even giving the impression of being underemployed was because employee recruitment policies in government agencies were not based on workforce planning but is based more on factors of political interests and power (Herman, 2006). This situation is exacerbated by the existence of the KKN factor without calculation and consideration of abilities and expertise. Looking at the exams carried

out in the recruitment process, the recruitment of civil servants in the Indonesian Army is actually based on the number (formation) required and what level and educational qualifications are required. So in general, the civil servant recruitment system that has been running so far has not been carried out using a merit system that prioritizes competency, but is based solely on educational level and qualifications. The strong egotism and still prominent relations of brotherhood and affiliation, as well as the tendency to prioritize leadership references have also caused the recruitment process to not produce civil servants who meet the qualification requirements and good morals. Furthermore, related to the promotion system, until now there has not been a standard promotion system in the Indonesian Army. Promotion of employees within TNI AD agencies is determined based on the considerations of Baperjakat in each agency, in the form of Promotion (KP) or Position. Baperjakat considerations are generally based on rank seniority which is represented in the Rank Order List. Meanwhile, employee rotation is carried out over a five-year period and is usually not done completely, but only half-heartedly, for the reason that it does not interfere with work. Thus, in practice there is no standard pattern for both promotion and employee rotation that is applied in a standardized manner in each TNI AD agency. Reforms to the education and training system also still do not reflect the need to improve the quality of civil servants. Training within TNI AD agencies generally seems to be just a formality and has not been implemented optimally so that the objectives of organizing the training have not been achieved. Basically, the aim of training is to create civil servants who have competence in accordance with the job requirements. However, the materials and training models that are still carried out conventionally have not been able to realize this goal. Added to this is the problem of coordination between the Ministry of Defense and TNI AD training organizing institutions.

Very often information about education does not reach the lower levels in TNI AD agencies, so that civil servants get very few opportunities within the TNI AD environment. Regarding the combined scale salary system, it turns out that it does not guarantee a level of welfare that is able to support the performance of civil servants. Total civil servant revenues are very low, far below the salaries and allowances received by BUMN employees and legislative members. This worrying level of civil servant welfare greatly influences the performance and behavior of civil servants. The real problem lies in the imbalance between the needs that must be spent by a civil servant and the salary received. If you follow the logic of minimum existence, a civil servant's salary is as low as IDR 1,560,800, and he can only live for half a month. The salary increase which has so far been carried out in stages with a percentage of 8-15 percent is not a smart solution for civil servants being sufficient to meet their daily needs for a month. Even though Law no. 5 of 2014 concerning state civil servants in principle adheres to a merit system, but in terms of regulation and practice, civil servant salaries in Indonesia still do not reflect this. This can be seen, among other things, from various issues relating to the payroll system in Indonesia. The basic salary is not based on competency standards because position classification is still not based on a person's competency standards. On the other hand, the provision of allowances does not pay attention to duties, authority and responsibilities, as well as the principles of justice. The salary scale applied is perhaps the most complex salary system in the world because it uses a combined scale and the ratio between the highest and lowest basic salaries is too thin. In PGPS, based on PP No. 15 of 2019 concerning Civil Servant Salary Regulations, the lowest basic salary is IDR 1,560,800 (Gol. I/a with 0 years of service) and the highest salary is IDR 3,593,100 (Gol. IV/e with 0 years of service). Apart from that, there are structural allowances for echelon IV to echelon I officials.

In Law No. 5 of 2014 concerning the state civil apparatus, it is stated that "To increase productivity and ensure the welfare of ASN, this Law emphasizes that ASN have the right to receive a fair and decent salary in accordance with the workload, responsibilities and risks of

their work. Apart from that, ASN has the right to receive social security." However, in reality, it is felt that the remuneration system implemented for civil servants does not stimulate performance and productivity because:

1. The amount does not meet the needs of a decent living and conditions like this are thought to be a driving force for corruption
2. The salary structure and method of determining salaries is not linked to the weight of each employee's position, their competence and achievements
3. The salary levels, especially for managerial and professional positions, are far below those in the private sector and the lowest to highest ratio is too small (1:3)
4. A pension system that does not guarantee the welfare of civil servants after entering retirement.

The civil servant career reform system has also not been implemented carefully. There are still many obstacles faced in each category of the applicable career system. For example, existing civil servants cannot pursue a career at a higher level in the TNI AD, Ministry of Defense, central and regional government agencies, because of the limited number of civil servant positions given by the TNI AD agency, then the reason for the conditional situation is the unavailability of civil servants, which hinders civil servants' careers at the level of office, which is higher outside the TNI AD agency. In fact, often these policies only become political commodities and become the basis for legitimacy to prevent civil servants from being able to advance to higher levels of office even though the requirements for formal education and rank have exceeded the positions provided in the TNI AD on the grounds that there are no replacement civil servants for cadre formation.

Some of the reforms that have been and are being carried out by the government related to the State Civil Service are performance-based budgeting, where every budget made by a government agency must reflect the performance that will be achieved. This reform of performance-based budgeting is actually contained in Law NO. 17 of 2003 concerning State Finance. With this provision, each agency must have performance measures in the budget it makes. Each individual in the agency concerned must also have an individual performance contract. Every year every government agency is required to prepare a Government Agency Performance Accountability Report (LAKIP) which reflects the achievements achieved in the current year. The State Administration Institute has also issued basic provisions regarding Performance Management for both organizations and civil servants. Performance management provisions as regulated in Law no. 17 of 2003, in LAKIP and in these performance management guidelines do not seem to provide maximum results for agencies and civil servants. Because basically this performance indicator is not used as a basis for assessing individual performance for promotion and salary. Individual performance assessments based on SKP (employee performance targets) should be used as performance indicators that influence salary and compensation in accordance with applicable regulations. Another reform that has been carried out in the personnel sector is the performance allowance reform which has been carried out in several ministries and other government institutions. This reform began in 2010 at the Ministry of Defense and the TNI, providing performance allowances, remuneration reform has produced quite positive changes. Although it must be acknowledged that this reform is not easy because it requires changing the culture and mindset of TNI AD civil servants. although it must be noted that this spirit of reform does not become a deep passion for civil servants in order to improve performance, but only the spirit of increasing performance allowances.

Challenges and Policy Implications

Examining the many problems that occur even though reforms have been rolled out, various improvements are still needed in the civil servant management system and process towards the desired direction of change. Improvements must be carried out in an integrative

and comprehensive manner so that they touch all aspects of personnel. It is hoped that personnel management will be able to create superior and professional quality civil servants in carrying out their duties as providers of defense bureaucratic services.

To produce good civil servant candidates, the recruitment process is the main lever. At the recruitment stage, the requirements and recruitment process also do not reflect the actual employee competencies needed. Therefore, there are several recommendations for changing the recruitment system. In terms of recruitment, a job analysis must first be carried out for each position and job in all sectors and at all levels. This is to find out the job requirements that are needed and must be met by civil servant candidates. These position and job requirements are revealed in the examination material which reflects the competencies possessed by the applicant.

Another direction of change is the need to accurately calculate the existing condition of civil servants at this time. This existing condition reflects not only the number of employees to (workload ratio), but also the qualifications possessed by the employees. This mapping need is relevant to the number and competence of civil servant candidates who will be recruited. So that civil servant recruitment is not just an annual project because there is a budget and formation for civil servants in every sector and level of government. Recruitment must be based on a needs assessment that has been carried out carefully. In terms of implementation, the recruitment process must be carried out by an independent professional institution to prevent bureaucratic situations that are required by KKN, and also to produce the best civil servant candidates.

Furthermore, regarding the employee promotion and rotation system, in practice it faces various obstacles due to several reasons, namely:

1. Until now, not all units have job competency standards for civil servants
2. The implementation of civil servant performance assessment measurements has not been carried out according to the regulations.
3. Rank is actually the main measure in employee promotion, even though rank in civil servants does not automatically reflect competence.

Starting from the various problems above, the urgent thing that must be realized immediately is the realization of the actual preparation of a performance assessment system, not just a formal assessment.

It is very difficult to find a measure to say that civil servants in the Indonesian Army have the characteristics of professionalism in their performance. Because professionalism in performance has measurements that can be quantitatively measured and comparable.

Unclear performance measurement has the impact of unclear job promotion standards. A person is promoted in a position not based on his performance, but rather based on his loyalty and closeness to a superior. In fact, until now we do not have a stock of names of officials and employees with the competency and performance that are the basis for promotion.

Regarding performance assessment, an important instrument in this case is the existence of a performance agreement between a civil servant and his unit, and between a unit and his agency. This is actually a performance contract concept, but the implementation of this performance contract is not yet optimal. Achieving the indicators will also determine the rewards and punishments that will be given, this also becomes an important record in a person's performance and promotion. Furthermore, regarding the education and training system (training). Even though it has been arranged in such a way, the implementation of training still raises various problems, namely:

1. Issues of the Quality of Training Implementation

The quality of training is determined by several things, including the training implementing organization, training curriculum, training facilities or infrastructure, and training instructors. The problems that are often faced are related to limited human

resources to participate in training and limited training facilities and infrastructure. Another problem that arises is that the majority of training organizations still use conventional methods with lectures or class discussions with instructors who do not have the competence to present the material in an interesting way. Experimental methods have not been widely applied within TNI AD agencies, so the training carried out has not optimally increased the competency of ASN TNI AD.

2. Utilization of Training Alumni

The results of the training implementation are still being questioned by many parties, because the utilization of training alumni is still very low. So the implementation of training seems useless because training alumni are not given tasks that are in accordance with the skills and knowledge provided during the implementation of training and are just mere formal activities.

3. Budget Issues

The implementation of training is also hampered by the problem of an insufficient budget to organize models and provide appropriate materials.

Based on the problems above, it is necessary to have careful planning regarding the material and knowledge that will be conveyed in training, so that training is not just a routine but can actually equip and improve employee competence.

Even though Law Number 5 of 2014 concerning State Civil Apparatus in principle adheres to a merit system, the salary arrangements and practices for civil servants in the Indonesian Army still do not reflect this. This can be seen, among other things, from various issues relating to the payroll system. The basic salary is still not based on competency standards. This is because position classification is still not based on civil servant competency standards. On the other hand, this type of allowance does not take into account duties, authority and responsibilities as well as the principles of justice. The amount of allowances received by civil servants is difficult to measure.

As a performance trigger, it is also necessary to implement a reward and punishment system for employees so that it will better reflect the principles of fairness in performance appraisal. Rewards will provide a reaction to employees to maintain and even further improve work performance and performance. On the other hand, punishment will cause a reaction to leave or not repeat bad attitudes in doing work. If this can be realized, it is not impossible to achieve an increase in employee performance which will have an impact on the productivity of the TNI AD organization as a whole.

Another internal problem in the personnel system is weak supervision of employee behavior and discipline. As a system, personnel sub-systems are interrelated. This means that the lack of clarity in the recruitment, salary, performance measurement and promotion systems also has an impact on monitoring employee behavior and discipline. This relationship is like a vicious circle whose end is difficult to determine. Weak enforcement of supervision is caused by the absence of performance standards and heavy promotion by affiliates. Another desired direction of growth for civil service reform is strengthening supervision of codes of ethics and behavior for civil servants. In this context there are dimensions that must be considered. First, related to the institution that will carry out supervision, second related to the substance of supervision. Reflecting on practice in several countries, supervision of civil servants is carried out by independent, professional institutions (such as the civil service gift commission, civil service property commission). Meanwhile, regarding the substantive dimension, it can include supervision of codes of ethics and behavior, supervision of receiving gifts, and supervision of the performance of civil servants. In relation to the Bureaucratic Reform that is taking place in the Indonesian Army, it should be noted that this has given rise to a number of problems: First, the reform is not inspired by a spirit to improve performance, employees only have a desire for an increase in the performance allowance they will receive, so it is feared that it has no relevance to

improvement. performance. Second, the performance allowance reform which was carried out in stages also gave rise to jealousy among other civil servants who received the same performance allowance even though the civil servants were not performing. Third, to date there has been no evaluation of the implementation and results of the performance allowance reform carried out for civil servant personnel in the TNI AD.

Strengthening ASN Professionalism

The government, in this case the Pan/RB Ministry together with the DPR, in 2023 has issued law regulation number 20 of 2023 concerning ASN which has two elements, namely PNS and PPPK. This law regulates the State Civil Apparatus including ASN within the TNI by setting limits. terms used in its setting. The main regulatory points contained in this Law are: 1) strengthening supervision of the Merit System, this law emphasizes strengthening supervision of the merit system in ASN management, including ASN within the TNI. This is an important step to ensure that ASN within the TNI work based on merit and quality, not nepotism or corruption. 2) determining the needs for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), this law also determines the needs for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). It helps the government in planning and allocating human resources efficiently. 3) welfare of civil servants and PPPK, another important point is improving the welfare of civil servants and PPPK. This covers various aspects, from salaries to work facilities, all of which aim to improve the quality of life of ASN. 4) arrangement of honorary staff; and 5) digitalization of ASN Management including transformation of ASN Management components. ASN employees consist of PNS and PPPK. ASN employees act as planners, implementers and supervisors of the implementation of general government tasks and national development through the implementation of professional public policies and services, free from political intervention, and free from practices of corruption, collusion and nepotism. The government provides an updated legal basis for regulating personnel in the public sector, including ASN who work in TNI agencies. This law provides significant changes in personnel management and has a widespread impact on ASN as well as increasing legal accountability, law no. 20 of 2023 brings changes in the recruitment, selection and placement of ASN. The government is committed to implementing a more transparent, objective and accountable process in managing human resources in the public sector, including within the TNI. This is expected to reduce the practice of nepotism, corruption and abuse of power in the employment process.

This law pays special attention to improving the welfare of ASN. By enforcing clearer regulations regarding salaries, allowances and other facilities, the government is trying to create a more stable and motivating work environment for ASN. This is expected to improve the performance and dedication of civil servants. And also introduce a stricter legal accountability mechanism for ASN. By affirming ethical and moral obligations, it aims to create a work environment that is free from practices that could harm the public interest. It is hoped that stricter sanctions will be an effective deterrence and suppress acts of corruption and other ethical violations among ASN. In the context of employment law, Law no. 20 of 2023 also provides a basis for implementing the principle of meritocracy, the selection and placement of ASN will be based more on qualifications, experience and competence, which should improve the quality of public services. This is in line with the spirit of increasing the efficiency and effectiveness of public administration. The importance of transparency and accountability in personnel management is also reflected in this law, namely that the government is required to provide clear information regarding personnel policies, performance evaluations and ASN development policies. Thus, this law not only creates new rules but also increases the level of openness in personnel management in the public sector. Although law no. 20 of 2023 provides many positive aspects, it is important to remember that its successful implementation depends on a number of factors, including support from various

parties, effective change management, and consistent compliance with established rules. The government must ensure that this better system is not just a theory, but can also be implemented effectively in the field.

HR management, in the ASN law, provides a solution by strengthening the implementation of an integrated merit system, namely by: first, merit-based recruitment; second apply. Open Promotion system (open career system) which prioritizes competition and competency in filling positions; third, establishing the State Civil Apparatus Commission (KASN) which is specifically tasked with enforcing and overseeing the implementation of the merit system; Fourth, presenting Government Employees with a Work Agreement (PPPK) to create a new atmosphere in government; and Fifth, stricter performance-based rewards and punishment; and Sixth, protection from political interference.

To produce good civil servant candidates, the recruitment process (compiling and determining requirements, and procurement) is the main lever. At the recruitment stage, the problem that arises is that there is no standard pattern in recruiting employees

because there is still dependence on political decisions. Apart from that, the requirements and recruitment process also do not reflect the actual employee competencies needed. Because of this, there are several changes brought about by the ASN Law in the recruitment system. In terms of recruitment, a job analysis must first be carried out for each position and job in all sectors and all levels to find out the job requirements that are needed and must be met by prospective civil servants. These position and job requirements are revealed in the reflective examination material competencies possessed by the applicant.

Then lay the foundation for open competition among civil servants in the process of filling positions, both in the Ministry of Defense and the forces, which is carried out openly among civil servants who meet the position requirements and job competency standards. With a promotion system like the one above, civil servants have the same opportunity to hold positions at the Ministry of Defense and Force levels. It is hoped that this open promotion can strengthen competition among civil servants, mobilize the knowledge and mobility of civil servants, and strengthen the implementation of the Unitary State of the Republic of Indonesia (NKRI). If this is implemented, then civil servants who are incompetent and unable to compete will automatically be eliminated.

To strengthen the merit system in the bureaucracy, ASN employees consist of PNS and PPPK. Unlike honorary employees, PPPK are appointed based primarily on competency, competition and performance. The presence of PPPK emphasizes that not all employees who work for the government have to have civil servant status, but can have the status of term-term contract employees. The formation of PPPK aims to create a new work culture among bureaucrats that places the appointment, filling of positions, provision of compensation/remuneration, and dismissal of employees based on their competency, competitive nature, and performance-based. With the presence of PPPK in the agency

The government, including the TNI, will further foster a competitive atmosphere among employees. PPPK is recruited through certain selections to carry out government tasks. PPPK recruitment is not like civil servants who are recruited from college graduates with a certain age limit to become civil servant candidates who then undergo education and training before becoming civil servants. PPPK are recruited based on competency and government needs, there is no minimum age limit to carry out certain government tasks. PPPK management is carried out starting from determining needs, procurement, performance assessment, salaries and benefits, competency development, awarding, discipline, termination of work agreements, and protection. PPPK cannot immediately be appointed as a civil servant. If you want to change your status to become a civil servant, you must resign as PPPK, and must follow all the processes and fulfill the requirements to be appointed as a civil servant. The ASN Law does not limit the positions that can be filled by PPPK, but PPPK was held to strengthen the base of functional positions in bureaucratic administration, including in

the TNI. Because it is contract based (minimum 1 (one) year), PPPK's career pattern is different from PNS. Unlike hierarchical civil servants, PPPK careers are tiered according to their competence and expertise.

If compared to the civil service system in Korea, all positions that can be filled by civil servants can also be filled by PPPK. Likewise in Germany, several types of government jobs can be filled by either civil servants or PPPK. PPPK is not new in Indonesia, through the Law on Teachers and Lecturers and the Law on Medicine, teachers, lecturers and doctors who work in government agencies including the Ministry of Defense and the TNI can be classified as PPPK.

To build the state civil apparatus reliable professionals of the future, then it is time for the government to take a merit-based human resource management approach completely and consistently in preparing each it is hoped that the ASN policy and management through this new regulation will become a guide for the management of ASN, especially ASN in the Indonesian Army.

CONCLUSION

The mindset of civil servants who only work without performing and consider it just an ordinary routine has made it difficult to change the quality of bureaucratic services within the Indonesian Army. It is not surprising that the competency of civil servants is still inadequate, this cannot be separated from staffing arrangements that are not carried out seriously. It can be said that civil service reform for the Indonesian Army's ASN is the most important agenda in overall bureaucratic reform. The TNI AD's ASN personnel reform is a sub-system of state bureaucratic reform so that the success or failure of personnel reform will determine the quality of the ongoing bureaucracy in improving the quality of civil servants. It turns out that civil service reform is not as easy as turning over the palm of your hand, because basically system changes must be accompanied by changes in the mindset and cultural patterns of state civil servants who in fact do not yet have a culture as service providers. Objectively, the reforms carried out at the level of recruitment, training, promotion, compensation and dismissal are still hampered by many things, personnel reform is seen as synonymous with merely improving remuneration, employee professionalism as the expected outcome of the implementation of reform has not actually materialized.

With the passing of law no. 20 of 2023 regarding civil service and state civil service law cases creates a stronger and more modern legal foundation for human resource management in the public sector. Although challenges and changes in organizational culture may arise, this step is a significant step forward towards administering a more professional, accountable and responsive government, the aim of which is to improve personnel governance and improve public services, especially in the Indonesian Army.

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