Implementation of Human Resources Management According to a Good Governance Perspective in Indonesia

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Article Info	ABSTRACT
Keywords: Implementation, Human Resources Management (HRM), Good Governance, Government, Public Services	Good governance is the main basis for implementing government policies, including HR management, in order to achieve optimal efficiency, transparency and accountability. This research aims to investigate the implementation of human resource management (HR) based on a good governance perspective in Indonesia. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of good human resource management (HR) by practicing the principles of good governance has a positive impact on government administration. By implementing a transparent selection process, continuous training, and fair performance evaluation, organizations can build quality and skilled Human Resources. Fair welfare policies and structured career development opportunities also contribute significantly to employee satisfaction and increased productivity. In addition, instilling good governance values in organizational culture through employee involvement in decision making and an emphasis on work ethics increases organizational integrity and transparency. In conclusion, good HR management is the foundation for achieving good governance, producing responsive and high quality public services to the community.
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INTRODUCTION

Government bureaucracy is considered the spearhead that plays a crucial role in the implementation of public services and development. With the roles and functions it plays, the bureaucracy is expected to be able to become an institution that is accommodating and responsive to demands at both the local and global levels (Puspitawaty, 2020). The bureaucracy's ability to adapt to community dynamics and provide effective services is the main key in achieving development goals and community satisfaction (Sulia, 2015).

However, on the other hand, the bureaucracy is also faced with a number of internal problems that are complex and often difficult to resolve. Even though efforts to reconstruct the bureaucracy have been carried out in various forms, the challenges and obstacles that continue to arise mean that the transformation process has not been completely successful (Thamrin, 2021). The increasing workload, as well as demands to improve service quality

and efficiency, have made bureaucratic reconstruction an agenda that is still developing and demands serious attention (Setiawan, 2014).

This complex reality is the main factor in recommending the concept of good governance values by donor institutions as a new approach to reforming public bureaucracy (Kharisma, 2014). This value concept is considered a formula that can improve governance which has been entangled by latent problems such as "KKN," inefficiency, counterproductivity, and even dysfunctionalization in the Indonesian bureaucracy. These reform efforts are crucial in responding to the increasingly complex dynamics and demands of society (Haeryanto, 2014).

Good governance is a concept built on three main pillars, namely government, society and the business world. According to the United Nations Development Program (UNDP), there are several key principles that form the basis of good governance (Maranjaya, 2022). One of these principles is the existence of a legal and regulatory framework that underlies the implementation of activities in various sectors. The existence of this legal framework is the basis for ensuring transparency, accountability and justice in every policy and action taken by the government, society and the business world (Masnun, 2018).

Apart from that, another principle advocated by UNDP is the ability of good governance to ensure sustainable socio-economic development with a long-term and broad vision. This emphasizes the importance of integrating social and economic dimensions in every policy and development step (Arisaputra, 2013). By having a long-term vision, the government, society and the business world can work together to achieve sustainable development and have a positive impact on all levels of society. These principles create a solid foundation for good governance practices and serve as a guide in maintaining a balance between public interests and private sector interests in efforts to achieve sustainable development goals (Wibisono, 2014).

Even though the concept of good governance has the potential to bring positive change, it is important to recognize that these efforts will not achieve maximum results without paying attention to the Human Resources (HR) aspect (Keban, 2004). HR in the bureaucracy has a central role as a mobilizer and dynamist who must overcome the complex problems faced, remembering that HR is a key element in implementing good governance policies and practices (Kamelia & Veranita, 2022).

Therefore, a middle way that can be proposed as a solution is to optimally explore how the Human Resource Management system can be implemented. Capacity building, skills development, performance monitoring, and increasing transparency in HR management are important aspects to pay attention to (Retnowati, 2012). By making human resources the main focus, bureaucratic reform can be carried out comprehensively, ensuring that the human aspect in the bureaucratic structure also supports the realization of effective good governance (Oesman, 2010).

In the context of implementing Human Resources Management (HR) in the government environment, the crucial first step is selecting human resources that suit their interests and education (Hakim, 2014). This aims to ensure that employees have the abilities and skills that are relevant to their duties and responsibilities in providing services

to the community. However, political realities and the placement of officials in government structures sometimes do not fully pay attention to this aspect, which can have a negative impact on the effectiveness and efficiency of public services (Ramadhani et al, 2023).

Training and development of human resources is an important aspect in overcoming this problem. Through training, employees can be introduced to the latest rules and developments in government regulations. With a good understanding of the regulations implemented, HR will be able to carry out their duties more effectively and avoid the potential for being entangled in legal cases due to not understanding the applicable regulations (Hanggraeni, 2012). Thus, human resource development not only increases individual competence, but also protects the interests of the government and society from unwanted legal risks. This effort is a proactive step to ensure that government human resources operate in accordance with legal standards and provide quality services to the community (Santoso, 2016).

The aim of this research is to investigate the implementation of Human Resources (HR) management based on a Good Governance perspective in Indonesia. This research aims to understand the extent to which HR management practices refer to the principles of good governance, with a focus on policies, recruitment processes, employee development and performance evaluation. It is hoped that the benefits of this research will provide a deeper understanding of the effectiveness and transparency of HR management in the context of good governance in Indonesia. It is also hoped that the results of this research can contribute to stakeholders, governments and organizations to improve the quality of human resource management, create better governance and ensure optimal public services in accordance with the principles of good governance.

METHOD

This research focuses on a descriptive-qualitative approach, where researchers analyze the thinking process inductively and understand the implementation of human resource management according to a good governance perspective in Indonesia. The qualitative approach emphasizes exploring hidden meanings behind reality, and descriptive methods are used to provide systematic, factual and accurate descriptions of the phenomena investigated (Moleong, 2014). The aim of this research is to produce an in-depth picture of digital leadership as an effort to develop adaptive organizations in the digital era. Data collection in this research involved primary and secondary data sources. Primary data was obtained from the informants involved and related documentation, while secondary data came from sources such as books, journals and other related research. The data analysis technique used is descriptive analysis, where data obtained from various sources is processed and described in detail (Yulianah, 2022. This analysis involves information from various sources, including literature, interviews and field data, which is ultimately used to formulate conclusions related to the implementation of human resource management according to the perspective of good governance in Indonesia.

RESULTS AND DISCUSSION

After the reform of the Government of the Republic of Indonesia, the main focus has been on building a clean and transparent government, aimed at preventing societal turmoil and national disintegration. The principles of good governance are actively implemented in autonomous regions, where the central government strictly instructs their implementation. In addition, various state institutions such as the Ombudsman, Corruption Crime Court (TIPIKOR), Corruption Eradication Commission (KPK), Financial Transaction Assessment and Analysis Center (PPATK), and so on, have been established to monitor, evaluate and take firm action against violations of the law. .

These institutions play an important role in ensuring that Human Resources (HR) used in public services comply with the principles of good governance. In this way, the public can have confidence that the public services provided by the government are in accordance with the expected ethical standards and quality. This effort is a concrete step towards realizing good governance at the national and regional levels, where quality human resources and transparent services are the main foundation in building public trust in government institutions.

The Government of the Republic of Indonesia is not only focused on establishing supervisory institutions, but has also taken concrete steps by creating rules and regulations that support the achievement of good governance. The existence of these rules and regulations aims to protect the public from potential abuse of authority, whether intentional or not. Clear regulations provide a strong legal foundation to ensure that the government operates in accordance with the principles of transparency, accountability and efficiency.

With structured rules, the government can provide clear guidelines for the implementation of public services and administrative actions. This not only creates a more controlled environment, but also provides legal certainty to the public. In addition, these rules provide a basis for taking action against violations and irregularities that may harm society. Thus, strengthening rules and regulations is an integral part of the government's strategy in creating good governance and realizing good governance at all levels of government, providing guarantees that the authority possessed by public service providers is used in line with the interests of the community and the principles of good governance.

In an effort to build good governance, the role of adequate human resources (HR) in the government environment is a key factor. As stated by Jiang et al. (2012), there are three policies in HR management practices, namely knowledge, motivation and opportunities to contribute. Knowledge includes an in-depth understanding of the principles of good governance, public service ethics, as well as the latest understanding of applicable regulations and rules. Motivation becomes an internal drive for HR to actively participate in building good governance, while upholding the values of transparency, accountability and efficiency. Meanwhile, opportunities include an organizational environment that supports and provides opportunities for human resources to make maximum contributions in realizing good governance.

These three aspects are interrelated and need to be integrated holistically in HR management in government. By implementing policies that pay attention to knowledge,

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motivation and opportunities, the government can create a conducive work environment, where human resources can optimally play a role in supporting and implementing the principles of good governance. Thus, the development of good governance is not only limited to structures and regulations, but also involves the active role and commitment of human resources to achieve effective governance and serve the community well.

Rahman et al. (2013) underline that Human Resources (HR) management is not just a routine activity, but an integral process that includes several key elements. First, selection is a crucial first step in ensuring that the human resources obtained are in line with the needs and goals of the organization. Through a careful selection process, organizations can find individuals who have skills and talents that match job demands. After selection, training and development is the next step in ensuring that human resources remain relevant and competent in facing changes in the work environment and evolving job demands.

Motivation is also an important factor in HR management. Efforts to understand and meet individual needs and motivation can improve HR performance and engagement. Human resource maintenance, including welfare management and conflict handling, is also important to create a stable and productive work environment. All aspects of HR management are directed at achieving alignment with the organization's strategy and goals. By ensuring that HR has the appropriate skills, optimal levels of motivation, and is managed well, an organization can achieve effectiveness and efficiency in achieving its goals and vision. Thus, HR management is not just an administrative task, but also a strategic approach that supports organizational growth and sustainability.

Creating strong Human Resources (HR) in government in accordance with a good governance perspective requires a holistic approach involving a number of strategies and practices. The following are several ways to achieve strong human resources in the context of good governance:

1. Quality Selection and Recruitment

To establish a transparent and objective selection process to create Human Resources (HR) that comply with the principles of good governance, the government needs to implement concrete steps. A transparent selection process involves providing clear and open information regarding the criteria, stages and assessment weights used in employee selection. Transparency also includes providing constructive feedback to selection participants. Meanwhile, objectivity can be achieved by establishing assessment standards that can be measured objectively, by ensuring that the selection panel consists of competent and independent individuals. In addition, the use of standardized and tested evaluation tools can help minimize subjective bias in the selection process. These steps will make the selection process an instrument that supports justice, meritocracy and accountability, so that the individuals selected will have the qualifications, competencies and values that are in line with the principles of good governance.

2. Continuous Training and Development

In the context of developing strong and good governance-oriented Human Resources (HR), it is important to provide sustainable training programs. The training program must be designed comprehensively, including updating knowledge and increasing skills that are

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relevant to technological developments, regulations and dynamics of the work environment. This ongoing training aims to accommodate rapid changes in job demands and evolving work environments. In addition, this program can provide human resources with a deep understanding of the principles of good governance, work ethics, and best practices in public services. By instilling a culture of continuous learning, the government can ensure that human resources remain relevant and ready to face future challenges, while making them constructive agents of change in supporting good governance.

3. **Employee Participation and Engagement**

Encouraging active participation and employee involvement in organizational decision making is an important strategy in building strong Human Resources (HR), while embracing the principles of good governance. By creating an environment where every employee is valued and has the opportunity to contribute, organizations can benefit from diverse perspectives and experiences. This active participation not only includes strategic decision making, but also involves employees in designing innovative solutions to challenges faced by the organization. A strong participative culture creates employees who feel responsible for the organization's success, increases motivation, and strengthens the bond between HR and the organization's mission. Through active participation, organizations can stimulate more effective collaboration, generate creative ideas, and overall, create a work environment that is dynamic and oriented towards good governance.

4. **Fair and Transparent Performance Evaluation**

Implementing a clear, fair and transparent performance evaluation system is a key aspect in building trustworthy Human Resources (HR) and in line with the principles of good governance. By designing measurable and objective evaluation criteria, organizations can provide clear guidance to employees regarding expectations and standards that must be achieved. Transparency in the performance evaluation process creates an environment where each individual can understand how the assessment was conducted, avoiding uncertainty and feelings of unfairness. The importance of fairness and transparency in the evaluation system not only ensures compliance with the principles of good governance, but also increases employee motivation and performance. By providing access for all relevant parties to review and understand evaluation results, organizations can create greater trust and provide opportunities for employees to participate constructively in improving their performance. Thus, a good performance evaluation system is the basis for building a healthy work culture and supporting good governance in HR management.

5. **Adequate Welfare and Facilities**

Ensuring fair welfare policies is a crucial element in forming Human Resources (HR) that are in line with the principles of good governance. This involves establishing salary policies that are in line with industry standards and organizational capabilities, ensuring that each employee is fairly rewarded commensurate with his or her contribution and responsibilities. In addition, welfare policies that include health insurance and work facilities that support productivity can improve employee welfare. Providing safe, comfortable and adequate work facilities, as well as providing appropriate health coverage, creates an environment where employees can focus on their tasks without the burden of worries

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regarding personal well-being. With a fair welfare policy, organizations not only ensure the physical and mental well-being of employees, but also build strong relationships between HR and the organization, supporting good governance in human resource management.

6. **Organizational Culture that Promotes Ethics and Integrity**

Building an organizational culture that encourages ethics and integrity is a key step in upholding the principles of good governance at every level and function of the organization. This involves creating an environment where good governance values, such as transparency, accountability and openness, are at the core of the work culture. The importance of ethics and integrity is reflected in every decision and action, creating a solid foundation for internal and external trust. Ensuring that good governance values become an integral part of organizational culture also involves developing internal policies that support work ethics, as well as communicating these values consistently to all members of the organization. By creating a culture that emphasizes integrity and ethics as basic principles, organizations not only create the foundation for effective HR management, but also build a strong and trustworthy reputation in the eyes of the public. So, by strengthening organizational culture, good governance can become increasingly manifest in every aspect of the organization's operations.

7. **Employee Empowerment**

Encouraging employee empowerment is a key strategy in building strong Human Resources (HR) and in line with the principles of good governance. This involves giving each individual appropriate responsibility and autonomy, creating an environment where employees feel they have a stake in decision-making and the direction of the company. By providing responsibilities in accordance with their respective skills and capabilities, organizations provide opportunities for employees to develop and take an active role in achieving organizational goals. Apart from increasing the sense of ownership of the tasks and projects carried out, this empowerment also stimulates positive contributions, creativity and innovation from employees. Employee empowerment creates a collaborative work culture, where each individual is valued and recognized for their contribution, while supporting the principles of good governance by involving all members of the organization in the decision-making process. Thus, employee empowerment is not only the key to improving individual performance, but also makes a significant contribution to the overall success of the organization.

8. **Career Development Opportunities**

Providing clear and structured career development opportunities is an important step in building quality Human Resources (HR) and in line with the principles of good governance. By defining clear career paths and providing structured guidance, organizations provide clarity to employees regarding the steps they can take to achieve their career goals. This not only includes training and development of relevant skills, but also provides opportunities for participation in challenging and developmental projects. Through this approach, organizations provide concrete support in planning and achieving individual career goals, creating high motivation and improving performance. Additionally, structured career development opportunities also create transparency in performance appraisals and

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promotions, ensuring that every employee has a clear route to their career growth. By paying attention to career development, organizations not only cultivate competent employees, but also build a strong foundation to achieve the principles of good governance by creating a work environment that is fair, transparent, and oriented towards personal and professional growth.

In the end, good governance and excellent service can be achieved through the basic principle that "with good human resource management, good human resources will be obtained." This principle is a fundamental pillar in building effective and sustainable governance. By ensuring good human resource management, leaders and staff can have a deep understanding of applicable regulations and rules. In an environment like this, the potential for legal violations due to ignorance can be minimized. Through investment in developing HR knowledge and skills, both leaders and staff can carry out their duties with confidence and responsibility. Thus, harmony between good human resource management and achieving good governance is a necessity to create public services that are quality and responsive to community needs.

CONCLUSION

The implementation of good human resource management (HR) is a crucial foundation in achieving good governance and excellent public services in the government environment. From transparent selection and recruitment to employee empowerment and providing career development opportunities, good governance principles are reflected in every aspect of HR management. Implementing fair welfare policies, transparent performance evaluations, and building an organizational culture that encourages ethics and integrity are the foundations for ensuring that human resources have the knowledge and competencies that suit the demands of a dynamic work environment. Alignment between good HR management and good governance principles not only creates an efficient work environment, but also reduces the risk of misunderstanding the applicable regulations and rules. Thus, strengthening HR management is the main key in realizing effective, transparent and responsive governance, making the government more capable of providing quality services to the community.

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