

# Reformation of Bureaucracy in Personnel Recruitment to Improve Performance of Organization: A Study on Adjutant General of Indonesian Army in Bandung

Thomas Gabriel Joostensz<sup>1\*</sup> A. Yuli Andi Gani<sup>2</sup> Ratih Nur Pratiwi<sup>2</sup> Suryadi<sup>2</sup>

1. Student at the Doctoral Program of Administrative Science, Faculty of Administrative Science, Brawijaya University, Malang, East Java, Indonesia

2. Faculty of Administrative Science, Brawijaya University, Malang, East Java, Indonesia

\*E-mail of corresponding author: [tjoostensz\\_fiaub@yahoo.com](mailto:tjoostensz_fiaub@yahoo.com)

## Abstract

The research has an objective in describing and analysing of bureaucracy reformation in recruiting of personnel, performance measurement, hampering and supporting factors of reformation of bureaucracy in recruiting ideal personnel to improve organizational performance in Directorate of Adjutant General of TNI Angkatan Darat (Indonesian Army) organization in recent time. The result of the research showed when the reformation of bureaucracy in recruitment of personnel is conducted by considering of selection process of personnel recruitment, measurement of organization performance and hampering and supporting factor, then the performance of organization will improving.

**Keywords:** reformation of bureaucracy, recruitment.

## 1. Introduction

Reformation is an effort to make changes in order to achieve objective both in general or in more specific term. In general, the objectives of reformation are to increase the administrative performance of government bureaucracy (Caiden, 1970) or in the terminology of Lee (Zauhar, 2002) the reformation objective is to increase order, make perfect the methods and increase the performance. In more narrow term, the objective of reformation is perfecting the methods and increasing performance or in order to cure the administrative flaw or in terminology of Caiden is called '*public mal administration*' which consists of bureaucracy pathology and corruption in government (Caiden, 1982).

In the implementation, administrative reformation can be divided into two aspects in which: structural reformation and instrumental reformation. Structural reformation as stated by Zhijan (in Sumartono, 2007) in fundamental is structurally changing in governmental bureaucracy organization. While instrumental reformation is the one which could be viewed as changes of behavior of apparatus which need to be boosted to increase the productivity value and responsiveness to current system.

As part of governmental bureaucracy reformation program, Ministry of Defence of Republic of Indonesia has been adopted personnel management system based on competency, so that Tentara Nasional Indonesia Angkatan Darat (TNI AD) (Indonesian Army) which one of the branch of Ministry of Defence of Republic of Indonesia should integrate it into TNI AD personnel development system and include the recruitment of personnel in Directorate of Adjutant General of Army.

The researcher's interest in conducting the research in bureaucracy reformation in recruitment of personnel in Directorate of Adjutant General of Army was caused there is still a problem as showed in ineffectivity, which signed by minimum socialization, the low quality of human resources, minimum facility and infrastructure, which implies on the personnel recruitment pattern which not in direction of objectivities and transparency.

Normatively, internal reformation in TNI was signed by the issuance of Statutes of House of People Representative (Ketetapan MPR) Number VI and VII/MPR/2000 on New Paradigm of TNI, which followed by Law Number 2 of year 2002 on State Defense and Law Number 34 of year 2004 on TNI. The three laws become important starting point of internal reformation in TNI is more directed, clear and legitimated.

The legal bases of bureaucracy reformation in TNI are:

1. Permenpan (Rule of Minister of State Apparature Efficiency) Number 20 of year 2010 on Bureaucracy Reformation Road Map 2010-2014.
2. Decision of TNI's Chief of Staff Number Kep/692/IX/2011 dated 12 September 2011 on Executive Organization of RB TNI.

Bureaucracy reformation was weighted on Reformation of Management System of Human Resources and the policy of Zero Growth of Personnel (ZGP) in order to develop Minimum Essential Force (MEF). The policy of ZGP is contrasted with **MEF** which means TNI AD need to increase its human resources which in line with "Panca Tunggal Sasaran Pembinaan" (Five Objectives of Development) which are execution of bureaucracy reformation, increasing of unit operational readiness, increasing of Human Resources quality,

increasing of military personnel and civilian employee and their family's welfare, and increasing of administrative and law order per regulation. Meanwhile the concrete steps as bureaucracy reformation in process as follows: Personnel Planning (Restructurization of Human Resources Management System), Restructurization of Personnel's Strength and Composition, Recruitment of TNI AD's personnel and Carrier Development.

In strategic position, personnel promotion is conducted consistently by mechanism of competency test and position assembly is based on the Regulation of TNI's Chief of Staff Number 59/X/2008 dated 17 October 2008 on Administrative Direction on Deployment of TNI's Personnel and based on position competency based on morality, dedication, loyalty, academic, physical and psychology assessment. Test of competency is conducted transparently and measured by the reviewer which has capability in conducting the test.

The problem statements in this research are as follows:

1. How is bureaucracy reformation in personnel recruitment in organization of Directorate of Adjutant General of TNI Angkatan Darat in recent time?
2. How is measurement of organizational performance in Directorate of Adjutant General of TNI Angkatan Darat?
3. What factors of hampering and supporting in bureaucracy reformation in personnel recruitment Directorate of Adjutant General of TNI Angkatan Darat?
4. What is the model of ideal bureaucracy reformation in personnel recruitment to increase the organizational performance Directorate of Adjutant General of TNI Angkatan Darat?

## 2. Literature Review

### 2.1. Bureaucracy reformation

Thoha (2009, pp.15), bureaucracy has a meaning of a system to manage big organization so that achieving efficient, rational and effective management. La Palombara (1967, in Indradi 2010) stated that bureaucracy are whom in general has position in managerial role which has legitimation to govern both in central bodies or in the fields, which in general depicted in the terminology of state administration as middle management. Bureaucracy is identical to state apparatus which has 3 (three) main dimension in which: structure, human resources and management.

Osborne and Gaebler (1996), Federickson (1997) admitted that in changing society, the state apparatus need to change their behaviour to be more conducive in line with society development. It means, government either institutionally and apparatus as personal is expected to be able to adopt by leaning of structure, flexibility, responsiveness and the ability to cooperate with all parties.

Rewansyah (2012) stated that bureaucracy reformation is an main changes effort in a system with objective to change structure, behavior, and procedure, and effective supervision. Sedarmayanti (2009) stated that bureaucracy reformation is a significant changes of bureaucracy elements such as organizational, apparatus human resource, procedure, accountability, apparatus, supervision and public service which done in purpose to position themselves (bureaucracy) in order to fit themselves with dynamics environment. The changes is done to conduct role and function of bureaucracy as accurate, fast and consistent in order to produce the usefulness as stated in constitution.

### 2.2. Reformation of apparatus human resources / employee

Caiden define administrative reformation as follows: *Administrative reform means any change of principles, organization, structure, methods or procedures which is aimed at improving the administrative process.*

The meaning of administrative reformation could be enriched by taking the opinion of de Guzman and Reforma (1994) which stated the administrative reformation is a change which planned or in purpose to the government organization, which become innovation, and directed to do improvement to the efficiency and effectivity of public service. According to Teering (1999): *Administration is a complex of human, material, financial, organizational and procedural elements combined in a dynamic interaction in relation with a given political, economical, social, historical (etc) setting in order to satisfy the general interest of a country, and by this its development*".

Study from World Bank in the countries which in transition showed the similar result in which the execution of administrative reformation take on wide area and personnel reformation became its area. In explaining of bureaucracy reformation objectives, Dror (1968) also showed the occurrence of personnel restructuring aspect on it; because the objective of bureaucracy reformation can be divided into: 1) Saving and efficiency; 2) Tackling the structural weakness such as Collusion, Corruption and Nepotism, changes, and fitting of component of administrative system; 3) Changing of work schedule between administrative and politic system; and also 4) Changes of relationship between administration system and peoples.

Administrative reformation scope which is wide also mentioned by Leeman (1976) which include reformation in drawing the decision, procedure, communication, and adaptability. While stating of the position of personnel reformation in administrative reformation, Caiden (1991) was more viewed as administrative

reformation. The objectives of administration reformation is achieving of practical optimum and satisficing optimum. Practical optimum is achievement of best performance in certain condition while satisficing optimum is achieving of performance which most satisfying in certain condition. Both conditions only can be achieved by efficient and organized apparatus. Because of this, personnel reformation becomes inherent part of administrative reformation. Another argument which put personnel reformation in the frame of wider administration reformation according to Mascarenhas (1997) because personnel reformation which conducted by many countries basically to free the employee from bureaucracy hurdle, increasing control authority to their job, and creating flexibility. This purpose only can be achieved if personnel reformation is put into wider perspective of reformation.

Litvack (2000) stated that the objective of personnel reformation is building the process to improve the rule and incentive in order to get employee which has capability and motivation and efficiency so that they able to serve people better. In other word, personnel reformation is not only related to state employee or apparatus, but also to the related system and organization.

Siegel and Myrtle (1985) stated "*Public service's emphasis on merit prescribes that there be competition in all aspects of personnel decision making, of which recruitment, selection and placement are the first stage*". It showed that conducted transparent, accountable, and based on competency's recruitment and selection can be slowly increasing of capability of government apparatuses. Only by system of recruitment and selection which based on merit system, the employee candidates which has high competency can be recruited. It mean, by high level of competency and capability, it can be acquired independent governmental employee in servicing and push the equilibrium of political pressure and carrier development and able to throw away corruption and nepotism.

### **2.3. Merit System in Personnel Recruitment**

Siagian (2001) stated that recruitment is a process to search, find, and attract the candidate to be employed in and by an organization. Recruitment can be takes a form of hiring new employee or repositioning of employee from other organization. Pragasam (2004) stated that recruitment is a basic thing to created relationship between applicant with an opportunity. According to Gatewood and Feild (2001), the objectives of recruitment is to increase the number of applicant with realistic cost, fulfilling social and legal responsibility of organization related to demographic composition of workforce, helping to increase succes level of selection process by decreasing of not qualified applicants.

Gordon (1982) explained that merit system by concerning of competency on the job and reject patronage related to political and loyalty connection. Ito (2002) explained that merit system is a principle which become foundation of universal reformation model, which based on equality and quality.

### **2.4. Performance of Organization of TNI**

According to *The Sage English Dictionary & Threasures, Word Web Dictionary & Threasures*, the meaning of *performance* (noun) is:

1. *Any recognized accomplishment.*
2. *The act of performing, of doing something successfully, using knowledge as distinguished from merely possessing it.*
3. *Process or manner of functioning or operating.*

According to Robin in *Perencanaan Sumber Daya Manusia Untuk Organisasi Profit Yang Kompetitif* (Planning of Human Resource for Competitive Organization Profit) (Nawawi, 2003) performance is the answer of question "What result which will be achieved in the future after someone do something". While according to Schermeson, Hunt and Osborn (Nawawi, 2003) stated that performance is quantity and quality of task achievement, whether was done indivisually, team or by one organization.

According to Kamus Besar Bahasa Indonesia Edisi Ke III (Complete Dictionary of Bahasa Indonesia) (February 2008) mentioned that the meaning of kinerja (performance) is something achieved, shown achievement, work ability (on the tool). Kinerja is translation of English word "*performance*". Measurement (in meaning of performance measurement) means a process or activity of comparing certain objects by giving weight to the objects by certain ways.

Mathis (2002) stated that "performance basically is what was done or not to be done by the employee". According to Rivai (2004) performance is actual behaviour which was performed by every one as work achievement according to their role in the company.

According to Mathis (2002), the fators which influence the performance of individual employee are: (1) their ability (individual); (2) motivation; (3) accepted support; (4) availability of job which they do; and (5) their relationship with organization.

Based on above understanding, it can be concluded that performance is quality and quantity from individual or team output on certain activity which caused by natural capability or one obtained from learning

proses and desire to achieve something, and in order to know high or low of someone performance need to do performance assessment.

According to Akdon (2006) the requirements need to be fulfilled in performance measurement are as follows:

1. Specific and clear to avoid difficulty in integrating of performance measurement system.
2. Can be measured objectively both qualitatively or quantitatively.
3. On relevant aspects.
4. Flexible and sensitive to the changes.
5. Effective in the means of easy to be found and analyzed.

According to Vincent Gasperz (2006), the performance indicator as a whole need to be related to the mission and objective need to be achieved by depending on the ability in measuring the result and priority improvements which are useful to internal customer and external stakeholder and policy maker.

### 3. Research Thinking Frame

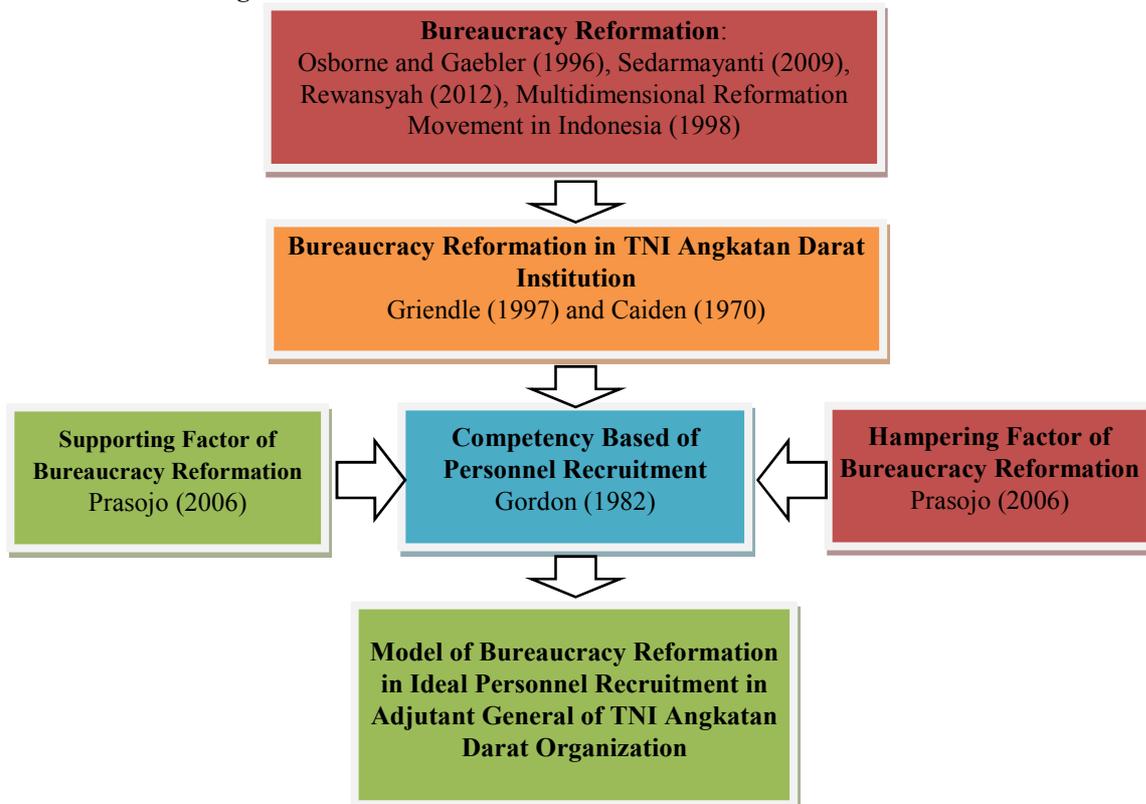


Figure1. Research Thinking Frame  
Source: Treated Data (2013)

### 4. Location and Methods of Research

The chosen location of research was Directorate of Adjutant General of TNI Angkatan Darat by consideration as follows: Directorate of Adjutant General of TNI Angkatan Darat in Bandung is central organization which supervises and manages Adjutan General of TNI Angkatan Darat organization in the level of KODAM (Regional Military Command) in all over Indonesia.

The research is a kind of qualitative approach one. The data collection was conducted by observation and interview as primary data and documents tracking as secondary data. Data validity was tested by 4 (four) criteria, in which: credibility, dependability, confirmability, and transferability. The process of data analysis followed Interactive Data Analysis model by Miles and Huberman (1992). Data analysis was goes thru 3 (three) stages, in which: data reduction, data presentation and drawing conclusion.

### 5. Result of the Research and Discussion

#### 5.1. Bureaucracy reformation in personnel recruitment in Directorate of Adjutant General TNI Angkatan Darat organization

Bureaucracy reformation in personnel recruitment which has been conducted by Directorate of Adjutant General

TNI Angkatan Darat organization in recent time is based on bureaucracy reformation in TNI Angkatan Darat in form of implementation of Restructurization Progam of Human Resources Management System. One of them is development of availability and selection system. Generally, bureaucracy reformation is related to personnel recruitment in Directorate of Adjutant General TNI Angkatan Darat which is not optimally conducted eventhough already implement online system because not all level already implement it well. The programs which made by Directorate of Adjutant General TNI Angkatan Darat after reformation was initiated in TNI AD, has an objective to implement the program to support the establishment of bureacracy reformation.

Implementation of bureaucracy reformation program of Adjutant General is adjusted to changes area as improvement of policy of Bureaucracy Reformation Program in TNI Angkatan Darat which was marked by issuing of President Regulation Number 81 of Year 2010 on Grand Design of Bureaucracy Reformation 2010-2025 and Permenpan (Regulation of Minister of State Apparature Efficiency) Number 20 of Year 2010 on Road Map of Bureaucracy Reformation 2010-2014, for Directorate of Adjutant General to implement Restructurization of Personnel Human Resources Management System. The person in charge for implementation of Personnel Human Resources Management System is Director of Adjutant General of Angkatan Darat and is supported by Satker (work unit) related to and in level of Kodam (Regional Military Command) and was held by Head of Adjutant General Kodam.

Because of the task and responsibility of TNI AD will become bigger and complex in the future, it is absolut to do anticipation and need to be understood by all personnel in order to establish organization of TNI which effective, efficient, transparent, and accountable.

*5.1.1. Personnel recruiting process in implementing of selection of soldier and civil servant candidate admission on Directorate of Adjutant General of TNI Angkatan Darat organization*

Personnel recruiting process in implementing of selection of soldier and civil servant candidate admission on Directorate of Adjutant General of TNI Angkatan Darat organization in which developing of Availability and Selection System by:

1. Strategic target in which establishment of availability and selection system which able to accommodate achievement of personnel availabilty as need which meet the presetted standard quality.
2. Activities which implemented by conducting restrukturization of sub-sub system in conducting personnel recruitment such as: (a) Improving of system and methods of conducting personnel recruitment. (b) Guarantee establishment of objectivity and transparency in conducting of personnel recruitment of TNI Angkatan Darat by not disobeying the representation of regions. (c) Increasing of utilization of information technology as more optimal campaign facility.

Conducting of recruitment and selection always obeying of basic policy of employment management by implementing laws procedure by principles of:

1. Implementing Merit Sytem in Personnel recruitment
2. Selection and commissioning of personnel based on the need
3. Implementing tight control system starting from low until high level
4. Conduct job establishment as written in Job Description

To know the personnel recruitment process in conducting selection of soldier and civil servant candidate admission on Ditajenad (Directorate of Adjutant General of TNI Angkatan Darat) organization as conclude in Table 1 as follows:

Table 1. Personnel recruitment process in conducting admission selection

No	Old	New
1.	Not implement Merit System in personnel recruitment, always use spoil system.	Implementing of Merit System in Personnel Recruitment, eventough still need improvement.
2	Selection and Commissioning of Personnel was not considering of organization need.	Selection and Commisioning of Personnel is based on organization need.
3.	Implementation of Untight Control System starting from low until high level so that introducing sponsorist.	Implementation of Tight Control System starting from low until high level, eventough still need improvement.
4.	Not establish job execution as written in Job Description.	Establish job execution as written in Job Description.

Source: Resulting of analysis of Ditajenad's documents.

*5.1.2. Activity of admiting selection in KODAM region by using On-Line System*

Restructurization of personnel recruiting system for TNI Angkatan Darat via *on-line (e-recruitment)*, in which: (1) Increasing and perfecting and also maintaining of the results of development of Recruitment System Application via online (*e -recruitment*); (2) Conducting of training and refreshing of officer which directly involve in recruitment via online (*e-recruitment*); (3) Implementing recruitment and selection system by on-line;

(4) Following-up the implementation of Peraturan Panglima TNI (Chief of Staff Regulation) Number Perpang/45/VII/2008 dated 21 Juli 2008 on Main Book of Direction of Personnel and Human Resources Development; (5) Evaluating to technology application as Recruitment Information System; (6) Conducting evaluation and continuing campaign and selection directly to the prominent schools in order to get qualified human resources for TNI Angkatan Darat.

Assessment standard in implementing fair and transparent selection of soldier candidate admission has been conducted as regulation in effect, such as getting optimal result in admission of Taruna Akmil (Military Academy Cadets) referring to KASAD Regulation Number Perkasad/146/IX/2007 date 28 September 2007 on Bujukmin Penerimaan Taruna Akmil (Main Book of Direction of Military Academy Cadets Admission) and other regulation in effects.

Table 2. Bureaucracy reformation on personnel recruitment

No	Old	New
1.	From organizational structure side has 7 (seven) 7 section (unit)	Only have 4 (four) section/ unit.
2.	From hierarchical side has longer structure	From hierarchical side has quite shorter structure
3.	There is Leader's assistant element. Coordination and command to lower level by leader's assistant.	There is no Leader's aistant, command and coordination line i directly under Head of Section.
4.	Budget support to conduct the activity of personnel recruitment is not programmed yet.	Budget support to conduct the activity of personnel recruitment as available formation.
5.	Activity of selection in KODAM area is not utilize <i>on-Line System</i>	Activity of selection of admission in the area of KODAM is using <i>on-line system</i> , eventhough it is not spread out well on KODIM (District Military Command) in Eastern part of Indonesia.
6.	Standard of assessment in conduting of fair and transparent of selection of admission of soldier candidate still far from the hope, and is not too objective.	Standard of assessment in conducting of selection of admission of soldier candidate is fair and transparent.

Source: Result of analysis of Ditajenad's documents.

Aspect of organizational structure, there is a different organizational structure of TNI AD before reformation, the organizational structure of TNI AD has big structure, and also on hierarchical aspect which tend to be more longer comparing with new structure of reformation, which has more simple organizational posture.

From the side of hierarchical, it shown that before reformation the structure is much bigger compare to the era of reformation of TNI AD, which also has implication on command line, before reformation it tends to be hierarchical which means the command line should went to several stages as structure. By structural changes in reformation era, it cut short the hierarchical line and budget efficiency in funding the structure.

Changes of structure from the long one before to short one is implemented in the activity as follows:

1. Selection of admission soldier candidate yang before conducted in the range of almost 3 months, can be cutdown into less than 1 month.
2. Process of reccomendation and giving of decision of awarding state commendation is shorter.

In the era of reformation, by by not existing of leader's assistant, the command and coordination line is not always goes thru the leader's assistant in the form of:

1. Giving command and direction from Director of Adjutant General directly to all Head of Sub Directorate without going thru Leader's Assistant first.
2. Passing ofadvices and input from Head of Sub-Directorate of Adjutant General directly to Director of Adjutant General and without involving Leader's Assistant.

Assessment standard in conducting of fair and transparent selection of soldier candidate admission in the form of conducting following activities:

1. Allocation of soldier admission to training center is adjusted to the allocation approved by Ministry of Defence.
2. Conducting of selection activity in soldier admission is free from Corruption, Collusion and Nepotism.
3. The number of soldier accepted in recruitment is in accordance with formation of need of Angkatan Darat (Army) personnel.

## 5.2. Measuring and Assessment of Organization Performance in Directorate of Adjutant General of TNI Angkatan Darat

### 5.2.1. Performance measurement

Measurement of organization performance in Directorate of Adjutant General of TNI Angkatan Darat by objective and transparent Performance Assessment System include morale integrity, work competency, and

intellectual capability and physical fitness aspects. Performance Assessment System is using measured instruments, by conducting activity as follows: (1) Perfecting system and method of personnel performance assessment; (2) Optimize procedure of performance assessment either directly continuous or indirectly periodic; (3) Increasing of data on value of personnel matrices program by computer; (4) Perfecting of software on performance assessment.

Beside of this, performance assessment in Directorate of Adjutant General TNI Angkatan Darat organization also conduct Position Analysis and its implementation by the objective of activity in establishing of solid carrier development pattern in the organization scope which can be used as guidance in personnel development system, by conducting the following activities: (1) Conducting supervision on unit work load and position work load assessment in the Directorate of Adjutant General as study on implementation of unit validation. (2) Conducting up dating system on management information of position analysis as parameter or measuring tool to assess work load of unit and individu. (3) Following up of implementation of Regulation of Chief of Staff of TNI Number Perpang/59/X/2008 dated 17 October 2008 on Guidance on Administration of Utilization of Soldier of TNI Angkatan Darat.

### 5.2.2. Performance assessment

Assessment on individual performance based on competency by establishing of soldier quality which ha self esteem as Soldier of People, Soldier of Struggle, National Soldier and Professional Soldier, by conducting: (1) Assessment on position competency of personnel of Adjutant General as input and consideration in development of personnel carrier in the scope of Adjutant General; (2) Conducting assessment of competency of personnel position as evaluation on individual performance and work unit performance; (3) Perfecting of Direction on Carrier Development Basic Pattern; (4) Development of network, making application, and personnel training which manned the system in electronization of data base to competency assessment for every personnel; (5) Asuming personnel in order to position personnel thru competency test to certain position and rank; (6) Giving reward for every achieving personnel and punishment for every personnel which break the law and need to be equal before law; (7) Establishment of implementation of basic pattern of regulation on development of carrier the Officer of Adjutant General consistently, objective, transparent and accountable in accordance with carrier development pattern in effect and based on competency assessment.

Also, conducting of Work Load Analsi of Work Uni in the scope of Directoate Adjtant General, with the activity objective on establishment of organization formation in the scope of Directorate of Adjutan General (TOP/DSP/DSPP) and their detail task in accordance with conducted activity: (1) Continuing of analysis and evaluation to work load in every special unit which recently conducting organization validation. (2) Planning and preparing of personnel according to right quality and quantity to manning organization as right sizing and zero growth policy.

To know the measuring of performance of organization of Directorate of Adjutant General of TNI-AD is concluded in Tabel 3 as follows:

Table 3. Measuring of Organization Performance in Directorate of Adjutant General of TNI Angkatan Darat

No	Old	New
1.	Implementation of job on-time, eventough still have an image of tolerancy.	Implementation of job on-time with high discipline.
2.	Result of performance evaluation still in manual forms.	Result of performance evaluation already in computerized forms.
3.	Feedback still not fully functioning to conduct performance management.	Feedback in conducting performance management.
4.	Accurate data and information, still not computerized.	Accurate data and information, already in computerized forms.
5.	Performance assesment was not adopting Laporan Kinerja Instansi Pemerintah (LAKIP) (Report of Performance of Government Institutions).	Performance assesment already adopting LAKIP.

Source: Result of analysis of Ditajenad's documents.

Data on the table above give information that measurement of organization performance on Directorate of Adjutant General of TNI Angkatan Darat in the era before and after reformation of TNI shows difference which merely on communication and information technology. In the era before reformation, the measurement of performance still uses manual way while in the era of reformation it shift to computerized one in managing of administration and management.

Some aspects on performance measurement on Directorate of Adjutant General TNI Angkatan Darat can be described as follows:

1. From the aspect of conducting the job on-time by high discipline with the activities of:
  - a. Working hour starts on 07.00 until 15.30 and every personnel has an obligation to sign up on the presentation list, doing *finger printing* and attends morning and afternoon shows up rites.
  - b. Permit granting is controlled tightly.
  - c. Giving opportunity to soldier and civil servant to get on leave by obeying guidance from rules established by Ministry of Defence and National Civil Service Agency.
2. Viewed from computerized performance evaluation results, the reformation was conducted by:
  - a. Conducting update of personnel data by using integrated personnel information system.
  - b. To make easy and rapid activity of personnel carrier development, it has been developed online personnel data system all over in Indonesia.
  - c. Selection of soldier candidate admission has been employs e-recruitment system.
3. Related to feedback aspects to conduct performance management by activity:
  - a. Every year budget is referred to personnel need formation proposed by subordinate units.
  - b. In every task implementation always refers to task detail and analysis of each workload.
  - c. Effort to increase personnel performance was conducted gradually, step-by-step and continuous.
4. While from the performance assessment aspect based on LAKIP are as follows:
  - a. Assessment of personnel data was based on LAKIP system which established by Central Government.
  - b. Assessment of military personnel and civil servant performance was based on input and output according to each personnel work area.

In assessing performance, the activity is conducted continuously objectively and transparent.

### **5.3. Hampering and Supporting Factors in Bureaucracy Reformation in Personnel Recruitment to Increase Performance of Directorate of Adjutant General TNI AD Organization**

#### **5.3.1. Hampering factors**

Hampering factors in bureaucracy reformation in personnel recruitment to increase performance of Directorate of Adjutant General TNI AD organization which was identified are low information system and technology mastery and competency of human resources also low.

Capability and competency of member of TNI AD and PNS (Civil Servant) TNI AD which are low need to be overcome by developing Education and Training Pattern with objective to increase quality of soldier/Civil Servant to be professional in their task and responsibility of position, by conducting: (1) tiered and continuous education by branch and specialist education; (2) gradual, step-by-step and continuous training started from personal training until unit level; (3) tour of duty and tour of area as transparent, objective and periodic.

#### **5.3.2. Supporting factors**

Some factors which supporting bureaucracy reformations in personnel recruitment to increase performance of Directorate of Adjutant General of TNI AD are as follows:

1. Culture of military bureaucracy which already attached to.
2. Military code of ethic which promote discipline and high work ethics.
3. Effort to increase academic ability continuously.
4. Positioning of personnel in accordance wit skill and competency they owned.

#### **5.4. Existing Model**

Existing model of bureaucracy reformation in recruitment of personnel to increase organizational performance in Directorate of Adjutant General of TNI Angkatan Darat can be shown in Figure 2.

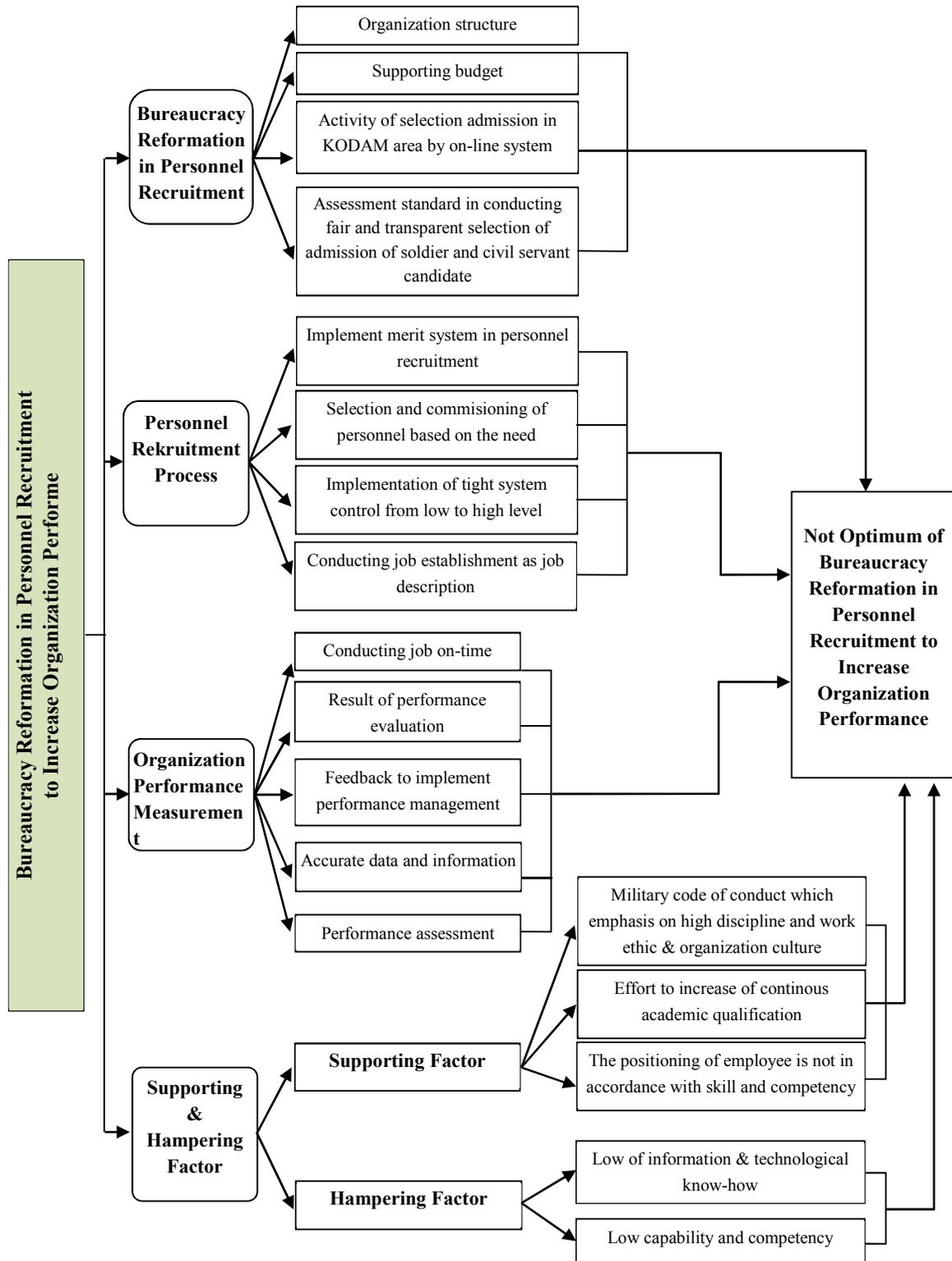


Figure2. Existing model of Bureaucracy Reformation in Recruiting of Personnel to Increase Organization Performance

#### 5.4. Recommended Model

Based on the weakness of above existing model, researcher has recommended the model of bureaucracy reformation in recruitment of personnel to increase performance of Directorate of Adjutant General of TNI AD. The model gives more guaranteed on effativity of conducting of pesonnel recruitment by Directorate of Adjutant General of TNI AD to the ociety, because there is simplification in process of personnel recruitment.

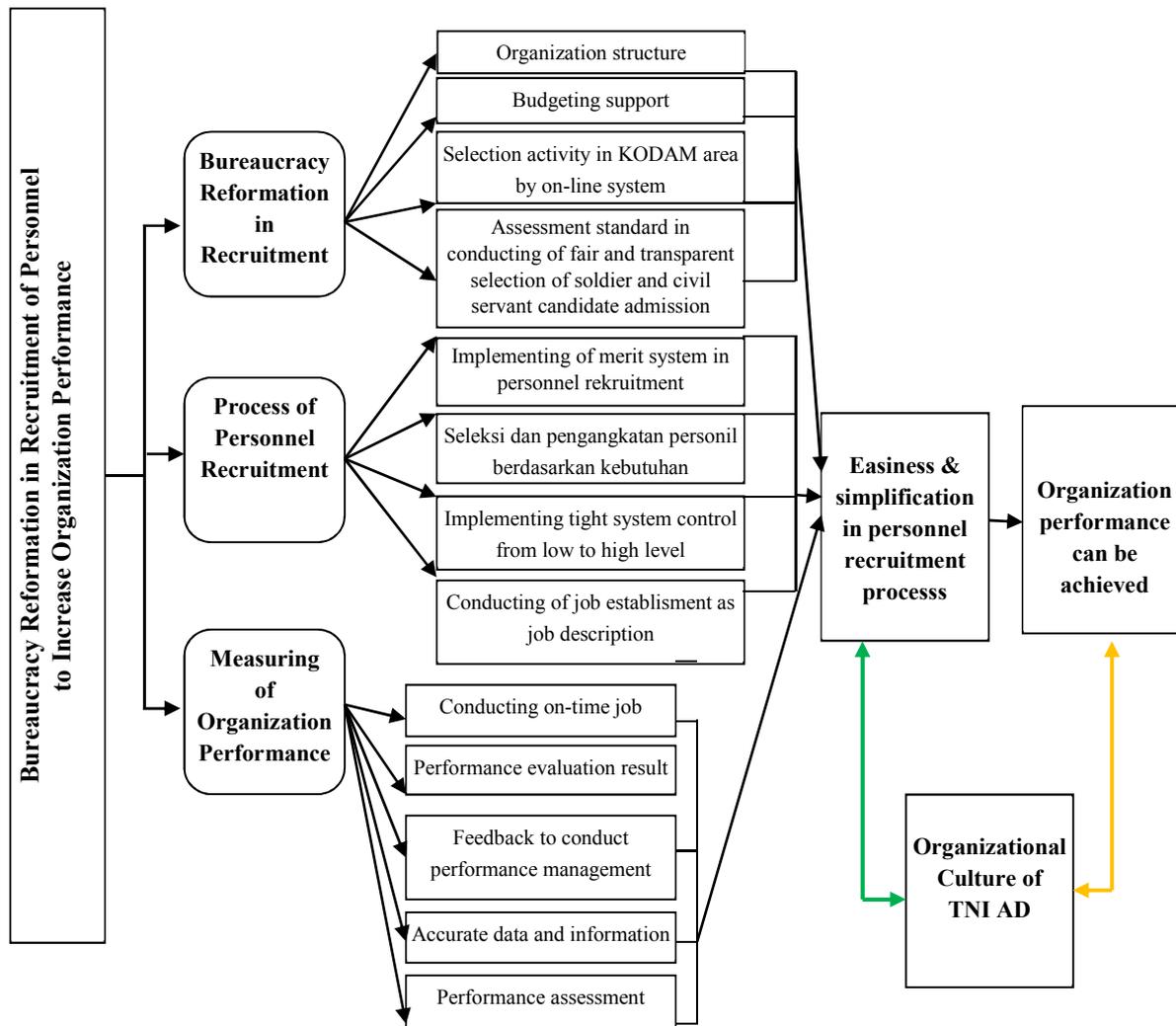


Figure3. Recommended model of bureaucracy reformation in recruitment of personnel to increase organization performance

### 7.1. Conclusion

Bureaucracy reformation in personnel recruitment based on competency by considering of organizational structure, system and standard of assessment will establish qualified personnel of TNI in Directory of Adjutant General of TNI Angkatan Darat.

Recruitment proces in conducting of selection of Soldier and Civil Servant Candidate Admission in Directory of Adjutant General of TNI Angkatan Darat by considering of everal aspects uch as: Implementation of Merit System, Selection based on the need, Implementation of system control and implementing job establishment as job description that will produce organization performance.

Supporting factors need to be maximized and hampering factor of bureaucracy reformation in personnel recruitment need to be minimalized in order to increase organization performance.

### Literatures

- Akdon, 2006. *Strategic Management For Educational Management (Manajemen Strategik untuk Manajemen Pendidikan)*. Bandung: Alfabeta.
- Caiden, Gerald E. 1970. *Administrative Reform*. London: Allen Lane Pinguin Press.
- \_\_\_\_\_. 1982. *Public Administration*. Second Edition. California: Palisades Publishers.
- \_\_\_\_\_. 1991. *Administrative Reform Comes of Ages*. Berlin: Water de Gruyter.
- Gasperz, Vincent. 2006. *Perencanaan Strategis untuk Peningkatan Kinerja*. Jakarta: Gramedia Pustaka Utama.
- Gordon, J.R. 1993. *A Diagnostic Approach to Organizational Behavior*. Fourth Edition. Allyn and Bacon. Boston.
- Grindle, Merilee S. 1997. *Getting Good Government*. Harvard University Press. Harvard.
- Indradi Sjamsiar Syamsuddin. 2010. *Etika Birokrasi dan Akuntabilitas Sektor Publik*. Agritek YPN Malang.

- John Kotter, 2008. *Teori Kepemimpinan*. Online: [http://transdimensi.blogspot.com/2008/07/ teori-kepemimpinan.html](http://transdimensi.blogspot.com/2008/07/teori-kepemimpinan.html). Diakses : 20 Februari 2009
- Mathis, R.I. 2006. *Human Resource Management*. New Jersey: Prentice Hall.
- Miles, Matthew B., dan Huberman, A. Michel. 1992. *Analisa Data Kualitatif*. (Terjemahan TjetjepRohidi). Jakarta: UI Press.
- Nawawi H. 2003. *Pengawasan Melekat di lingkungan Aparatur Pemerintah*. Jakarta :Erlangga.
- Osborns, D. and T. Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. New York: Addison Wesley.
- Prasojo Eko. 2006. Reformasi Birokrasi di Indonesia: Beberapa catatan kritis, Jurnal Bisnis dan Birokrasi , Volume XIV/I/Januari 2006.
- Rivai, Veithzal, 2004. *Kiat memimpin dalam abad ke-21*. Jakarta: PT. Radjagrafindo Persada.
- Robbins, Stephen P. 2002. *Teori Organisasi: Struktur, Desain, & Aplikasi (Terjemahan)*. Penerbit Arcan. Jakarta.
- Rewansyah Asmawi. 2012. *Reformasi Birokrasi dalam rangka Good Governance*. PT. Rizky Grafis. Jakarta.
- Siagian, Sondang. P. 2001. *Kiat Meningkatkan Produktivitas Kerja*. Rineka Cipta. Jakarta. Bumi Aksara.
- Sumartono. 2007. *Reformasi Administrasi dalam Pelayanan Publik*. Pidato Pengukuhan Jabatan Guru Besar dalam Bidang Administrasi Negara pada Fakultas Ilmu Administrasi Universitas Brawijaya.
- Sedarmayanti. (2010). *Reformasi Administrasi Publik, Reformasi Birokrasi, dan Kepemimpinan masa depan*. Refika Aditama. Bandung.
- Thoha, Miftah, 2009, *Birokrasi Pemerintah Indonesia di era Reformasi*. Kencana, Prenada Media Group. Jakarta.
- UNDP. 2003. *Public Administration Reform*.
- Wikidpedia (2013) *E-Governance*. From Wikipedia, the free encyclopedia diunduh dari <http://en.wikipedia.org/wiki/E-Governance> diakses Jumat, 01 Februari 2013
- Zauhar, Soesilo. 2002. *Reformasi Administrasi: Konsep, Dimensi, dan Strategi*. Bumi Aksara. Jakarta.

#### **Laws and Regulations**

- Permenpan Nomor 20 Tahun 2010 tentang *Road Map* Reformasi Birokrasi 2010-2014.
- Keputusan Panglima TNI Nomor Kep/692/IX/2011 tanggal 12 September 2011 tentang Organisasi Pelaksana RB TNI.
- Peraturan Panglima TNI Nomor 59/X/2008 tanggal 17 Oktober 2008 tentang Petunjuk Administrasi Penggunaan Prajurit TNI dan berbasis kompetensi jabatan dengan tetap berlandaskan pada penilaian moralitas, dedikasi, loyalitas, akademik, jasmani dan psikologi.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

