HUMAN RESOURCE REFORM IN REALIZING GOOD GOVERNANCE AT THE NATIONAL ARCHIVES OF THE REPUBLIC OF INDONESIA (ANRI)

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ABSTRAK

Bureaucratic reform is one of the government's efforts to realize good governance. This research discusses human resource reform carried out by the National Archives of the Republic of Indonesia (ANRI) to realize Good Governance using qualitative research methods and case study approaches. The data collection technique uses primary data taken from observations and interviews with 5 informants as well as secondary data taken from the results of documentation and literature review. The results of this study can be concluded that in realizing good governance, ANRI has carried out reforms that involve overhaul, change, improvement, and structuring activities well, especially in terms of HR reform. The supporting factors of HR reform at ANRI are the support of the commitment of organizational leaders, organizational culture factors, HR management development factors, infrastructure, and budget to realize good governance at ANRI. However, until now ANRI does not have an assessment center for employees and there is no grand design rule on employee talent management. In addition, there is no legal umbrella or policy that applies to the implementation of rewards and punishment at ANRI. There is a strategy for overcoming obstacles to human resource reform carried out by ANRI by compiling a grand design in HR development to map competencies and organizational needs by the strategic plan to get an overview of future HR needs

INTRODUCTION

Currently, public services provided by the government are in the spotlight of the wider community. In providing public services, the public expects government contributions through the implementation of policies in a professional, integrity, effective, and efficient manner to create quality public services that are expected by the community (Lindawaty et al., 2018). All government agencies also began to improve various government management programs to create quality public services.

Bureaucratic reform is one of the government's efforts to realize good governance (Radiansyah, 2020). In this bureaucratic reform program, there are 8 areas of change consisting of organization, governance, apparatus human resources, laws and regulations, supervision, accountability, public services, mindset, and work culture (Ridwan, 2018). In the science of public administration, bureaucracy has several meanings, including the government run by a bureau which is usually called officialism, the executive organs of government, and all public officials, both high and low officials. The meaning of bureaucracy as a government institution

arises because government institutions are generally always in the form of bureaucracy.

Currently, bureaucratic reform has become a demand of the public who expect that the apparatus and bureaucracy in the body of government agencies can be of better quality. There are several things behind the need for bureaucratic reform in government institutions, in particular, including the practice of Corruption, Collusion, and Nepotism (KKN) which is still ongoing today, the level of public services that have not met expectations, the level of efficiency, effectiveness, and productivity that has not been optimal from the government bureaucracy, the level of transparency and accountability of government bureaucracy is still low, and the level of discipline and work ethic of employees who are still ongoing low (Kadir, 2018). Therefore, it is hoped that this bureaucratic reform program can be carried out by structuring various government administration systems so that it is expected to bring changes to government performance. In addition, it is expected to realize a professional government bureaucracy with the characteristics of being able to serve the public, dedicated, high performing, integrated, free and clean from KKN (Corruption, Collusion, and Nepotism), prosperous, neutral, and upholding the basic values and code of ethics of the state apparatus.

One of the long-term goals of bureaucratic reform is to become a world-class government where in 2025 it is expected to produce quality governance by achieving bureaucratic reform goals gradually. The better the quality of governance, the better the development results characterized by the absence of corruption and violations, all programs and permits are completed properly and quickly, there is good communication with the public, the use of effective and productive time (working hours), the application of punishment and rewards that are carried out consistently and continuously, and the existence of tangible development results(Nurdin, 2019). However, until now the implementation process of the bureaucratic reform idea has not shown significant development.

Improvement of national policies in the field of apparatus will encourage the creation of institutions that are by the needs of the implementation of the main duties and functions of each Ministry / Institution and Local Government, effective government management, and HR management of the apparatus, as well as a system of supervision and accountability that can realize a government with high integrity (Zahra, 2019).

In implementing the bureaucratic reform policy, ANRI has established a working group that focuses on eight areas of change. This working group is part of the bureaucratic reform team consisting of a steering team, an implementation team, and a working group. The determination of this bureaucratic reform team has been outlined in the Decree of the Head of the National Archives of the Republic of Indonesia Number 98 of 2018 concerning the Bureaucratic Reform Team within the National Archives of the Republic of Indonesia (National Republic of Indonesia, 2010). The bureaucratic reform team is tasked with formulating policies and operational strategies for bureaucratic reform in a series of fundamental reforms and changes to the governance system and implementing them properly.

Based on the results of the bureaucratic reform index in 2019, strengthening the apparatus resource management system at ANRI experienced an increase in value of 12.29 from the previous year of 12.28 (Sucipto, 2019). However, there are several programs in strengthening the apparatus resource management system that are still not fully running, such as only a small number of work units that apply rewards and punishments based on providing performance

allowances and information about employee compatibility data that does not yet exist because they have not conducted an assessment for all employees (Sunarsi et al., 2019).

The assessment for ANRI employees has not been carried out optimally because this assessment activity is only prioritized for employees who have not been assessed at all (Luthfi et al., 2017). That way, employees who have conducted assessments rarely re-assess after the assessment expires, so that only about 50% of all employees have done the assessment. The frequency of assessment depends on the available collateral. Currently, ANRI does not have an assessment center for employees, so ANRI is still collaborating with third parties, namely BPOM for the implementation of employee assessments (Prastiwi, 2018). In addition, there are still budget constraints available to conduct employee assessments and there are no grand design rules on employee talent management.

RESEARCH METHODS

This type of research includes the type of case study research. Case studies will explore cases in detail with a specific setting or context. The researcher will describe the issue based on the selected case while taking into account the context of the case. Case study research will collect data at a certain period while still emphasizing the deepening of information from a particular case (Creswell, 2007).

The evidence used by researchers in data collection comes from various sources, including literature sources and any documents related to investigations, interview sources that focus on situations where participants are interviewed within a certain period, and direct observation of the field (Anggito &; Setiawan, 2018). So this study will focus on analyzing bureaucratic reform in the field of human resources in achieving good governance within the National Archives of the Republic of Indonesia (ANRI).

RESULTS AND DISCUSSION

History of the National Archives of the Republic of Indonesia (ANRI)

Archival institutions in Indonesia, which are widely known today, have existed since January 28, 1892, de facto, when Landarchief was established by the Dutch East Indies Government (Afidah, 2021). On that date also established the position of landarchivaris responsible for maintaining archives during the VOC period until the Dutch East Indies government period with the aim of scientific and administrative interests, besides that the smooth implementation of the government was helped. The first landarchivaris was Mr. Jacob Anne van der Chijs which ran until 1905.

In Indonesia during the period of national nationalism movement, especially during 1926-1929, Indonesia's demand for independence was rejected and repelled by the Dutch East Indies Government. To reject this, a special task was given to the Landarchief, namely: actively participating in scientific matters for the activities of writing the history of the Dutch East Indies, as well as supervising and securing some relics by the Dutch.

During the Japanese occupation period in 1942-1945, the name Landarchief was changed to the term Kobunsjokan and its placement under Bunkyokyoku. The Japanese occupation period became a quiet period in the field of archiving because at that time there was almost no heritage regarding archives (Dahlan, 2020). Therefore, during the Japanese occupation, the National Archives of the Republic of Indonesia did not have so many archival treasures.

When the proclamation of Indonesian independence, namely on August 17, 1945, juridically, the Indonesian archival institution had begun (Lita et al., 2018). However, inevitably, the growing position of the National Archives of the Republic of Indonesia is the result of experience from archival activities and organizations in the era of the Dutch Colonial government (landarchief) and some of its archival products. After the independence of the Republic of Indonesia, the Indonesian government took over the archival institution (landarchief) and placed it within the Ministry of Education, Teaching and Culture, later named the State Archives. However, the concept of the State Archives could not last long. On April 26, 1950, with the issuance of the Decree of the Minister of Education, Teaching and Culture number 9052/B, the name of the State Archives was changed to the name of the RIS State Archives. Prof. R. Soekanto, who is the head of the State Archives institution and is also the first native Indonesian to become the leader of the Indonesian archival institution for six years (Yunita, n.d.).

As a replacement for Prof. R. Soekanto, Drs. R. Mohammad Ali included the State Archives in the Historical Institute at the Ministry of Education, Teaching and Culture. The implementation of these changes was carried out with the issuance of Ministerial Decree number 130433/5, dated December 24, 1957. The State Archives was renamed the National Archives, according to the Decree of the Minister of Education, Teaching and Culture number 69626/a/s.

For the National Archives, 1967 was a very important period, because according to Presidential Decree 228/1967 dated December 2, 1967, the determination of the National Archives to be a Non-Departmental Government Institution directly to the President, this institution is responsible (Utomo, 2018). For the time being, the budget of the State Secretariat is divided into the budget of this institution. MPRS Leadership Letter No. A.9/1/24/MPRS/1967 also became stronger as the National Archives was designated as a Non-Departmental Government Institution, in the letter affirmed if the National Archives became a technical apparatus of the government not contrary to the 1945 Constitution, but perfected the work under the Presidium of the Cabinet.

With the existence of Presidential Decree No. 26 of 1974, it expressly states, that if the National Archives is changed to the National Archives of the Republic of Indonesia and has a position in the Capital of the Republic of Indonesia and directly to the President this institution is responsible. Based on this decision, the National Archives of the Republic of Indonesia is juridically valid as a Non-Departmental Government Institution.

Duties and Functions of ANRI

While the National Archives of the Republic of Indonesia (ANRI) has the following functions:

a. Conduct studies and formulate national policies in the field of archiving;
b. In carrying out the duties of the institution, coordination is carried out regarding functional activities;
c. Facilitating and fostering the activities of government agencies in the field of archiving;
d. Organizing guidance and services in general administration in the world of general planning, equipment and household, finance, public relations, organization and management, law, personnel, coding, administration and archives;

e. Fostering national archives;

f. Protect, save, and manage static archives of a national nature;

g. Organizing a national archival information system and network.

In addition to the duties and functions mentioned above, the National Archives of the Republic of Indonesia (ANRI) is also authorized in the following matters including:

a. Macro preparation of national plans in the field of archiving;

b. Establish and run national archives with the aim of macro providing support in development;

c. Make determinations in the field of archives regarding information systems;

d. Other authorities that exist and have been exercised based on the provisions and regulations in the law are:

   - Formulate and implement existing policies in the field of archiving.

   - Salvage and preserve archives and utilize archival source manuscripts.

Employee Competencies at ANRI

Competence is the key to ensuring that civil servants have knowledge, skills, and attitudes that are by the times (Rohida, 2018). The competence of ANRI's employees is seen from 2 scopes, including the scope of core business and the scope of management support. In the scope of ANRI's core business, employees must have competence in records management, archive utilization, archive conservation, and national archival development. This was explained by Istianti as a research resource person as follows:

"The areas of expertise (competencies) that must be possessed, seen from 2 major scopes at ANRI: first in ANRI's core business, namely archive management, archive utilization, and archive conservation (Dimas, 2018). In addition, how to develop archives nationally; second, management support, namely facilitating archive conservation, archival coaching, records management, and archival information systems are national."

Based on the informant's explanation, in supporting ANRI's core business, there are several competencies that employees must have which can be seen from their educational background. In addition, employees must also have basic knowledge of dynamic records management and competence in other archival fields both in the scope of managerial competence, technical competence, and social structural competence (Kompri, 2017). This is as explained by several speakers as follows:

"All employees have at least knowledge of the basics of dynamic records management because the daily work done will produce dynamic archives (Umi, In-depth Interview, 2023)."

Based on the results of the interview data, it can be concluded that the competencies possessed by ANRI employees are currently adjusted to the educational background of employees and the work carried out, as well as archival competencies consisting of managerial competencies, sociocultural competencies, and technical competencies (Rahmawati &; Indrahti, 2017).

Human Resources Development Model at ANRI

Effective and sustainable management of Human Resources (HR) is the key to organizational success. Therefore, an innovative and sustainable HR development model is needed (Rahmawati &; Indrahti, 2017). ANRI has an HR development model that has been implemented to date, including conducting training, workshops, seminars, formal education

learning/continuing assignments, independent biotech, e-learning, and so on. This is explained through the following interview results:

"HR development model: (1) Continuing education (scholarship/independent); (2) Functional training (in cooperation with coaching agencies); (3) Self-training specifically for managerial and cultural soft skills (in collaboration with third parties) to fill competencies that are still lacking in assessment by conducting consultations related to the material (Widiyaningsih, In-depth Interview, 2023)."

In developing employee competence, ANRI receives information from supervisory agencies such as BKN, KASN, PANRB, and the Ministry of Law and Human Rights. As explained by the resource person as follows:

"Competency development is not only from formal channels but there are informal channels by participating in free online workshop/seminar invitations. Those who are invited for competency development are usually coaching agencies, namely BKN, KASN, PANRB, and Kemenkumham (Istianti, In-depth Interview, 2023)."

There is a priority scale in conducting education and training (Diklat) for ANRI employees for human resource development as explained as follows:

"The priority scale of training is seen from (1) Have/have not done training (per person at least 20 jp/year). Prioritized to employees who have not at all; (2) According to the needs/suitability of work units based on tasks and functions; (3) Employee absenteeism (if discipline will be prioritized) (Widiyaningsih, In-depth Interview, 2023)."

In strengthening the system and quality of employee education, ANRI supports employees who want to continue their formal education both at home and abroad. In addition to formal education, some trainings are followed online through a platform, one of which is ASN Talent developed by LAN, as explained below:

"In competency development in the era of 4.0/digital transformation, ANRI supports that direction by providing opportunities for employees to participate in competency development. Example: participating in training/biotech on digitizing archives and developing SRIKANDI at ANRI. Strengthening the education quality system, ANRI supports. Especially for employees who are still D3 by offering scholarships from other agencies. In addition, with courses, S2, and S3 abroad in particular. The output is also already there (Shobri, In-depth Interview, 2023)."

Based on the results of interviews with resource persons, the employee development model that has been implemented by ANRI can be concluded as follows:

a. Up-Skilling, where ANRI has improved the competence and skills of employees by attending job-relevant training both internally and externally to improve the soft skills and hard skills of each employee.

b. Re-Skilling, although not all employees have re-skilling to support their performance, some ANRI employees have re-skilling by continuing their formal education studies, attending seminars or archival workshops, and conducting biotech and independent training. Re-skilling is expected to determine what skills will be needed in the future and then compare them with the skills of current employees.

c. Continuous Learning, ANRI has a continuous competency development strategy by adapting to changes in technological advances, where employees utilize online platforms

and applications as a form of independent learning methods to improve employee competence.

d. Mindset Change, in response to the development of technology and information, some ANRI employees have conducted digital skills training which is accessed online or through workshops.

Personnel Information System at ANRI

In supporting digital transformation in the organizational environment, ANRI has used the e-performance application to monitor employee performance and as a form of employee daily performance reporting, namely by using an information system called ASLI CAKEP (Employee Performance Record Application). This was explained by the resource person as follows:

"The performance application (original saucy) is a form of employee daily performance reporting submitted to superiors to report the results of daily work accompanied by an attachment of proof of work. If it is not approved by the superior, it will be returned (Umi, In-depth Interview, 2023)."

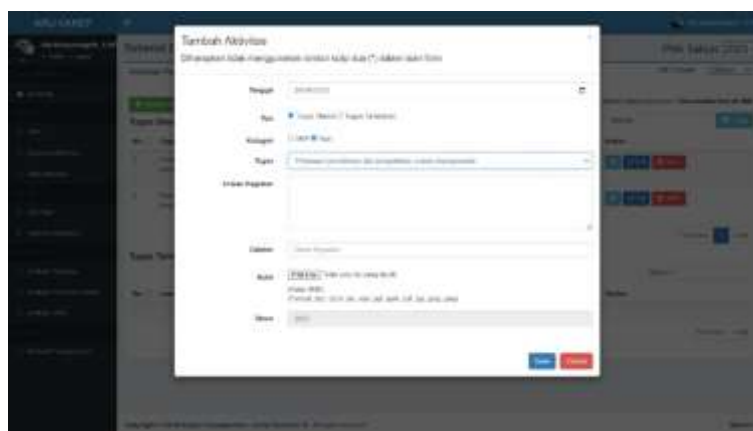**Figure 1**
ORIGINAL CAKEP Application Display

Figure 2
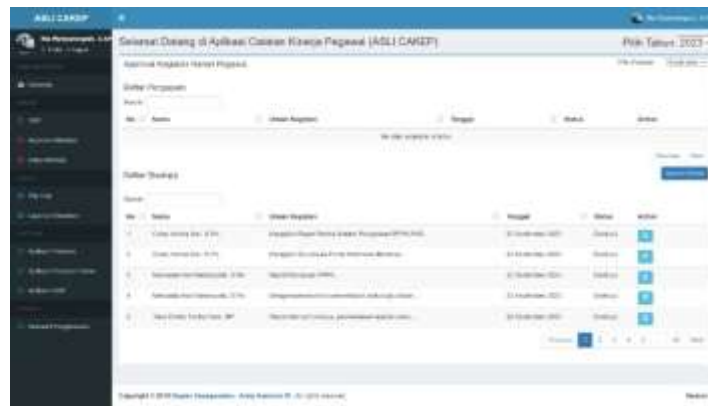**Menu Display Add Daily Employee Activities**

Figure 3
Display of Employee Daily Activities Approval Menu

In addition to having a daily performance information system, ANRI also has an employee administration information system commonly called SIAP that can be accessed by employees. As explained as follows:

"SIAP is an employee administration information system that can be accessed by each employee, it is an ANRI employee information system that contains profiles, family data, position history, appreciation history, disciplinary records, credit scores, and performance appraisals. Evidenced by supporting documents (Umi, In-depth Interview, 2023)."

Based on the results of interviews with resource persons, ANRI currently has a new vision, especially in terms of digital transformation in the organizational environment by utilizing Information and Communication Technology in bureaucratic work processes, namely using the e-performance application to monitor employee performance and as a form of reporting employees' daily performance using an information system called ASLI CAKEP (Employee Performance Record Application) (Supardal, 2016). In addition to having a daily performance information system, ANRI also has an employee administration information system commonly called SIAP that can be accessed by every employee. By carrying out digital transformation, it is expected to realize a superior, effective, efficient, and professional government system.

Supporting Factors for the Implementation of HR Reform at ANRI

Based on the speaker's explanation, some factors can affect the implementation of HR reform at ANRI, namely:

Leadership Factors

Based on the results of interviews with resource persons, organizational leadership style is one of the factors in the implementation of HR reform at ANRI, this is explained as follows:

"RSDM implementation factors are achieved: (1) HR management, how HR management can influence; (2) What kind of system/governance/business process; (3) Leadership support (organizational policy); (4) Budget (Widiyaningsih, In-depth Interview, 2023)."

Good leadership is leadership that integrates relationships between people. By integrating and improving both, leadership will be effective, that is, able to achieve organizational goals on time (Pantow & Waleleng, 2017). Effective leadership can carry out management functions

well, including carrying out planning well. Effective leadership always utilizes cooperation with its members to achieve organizational goals and listen to employee complaints In this way, leaders will get a lot of help from their employees, enthusiasm, and energy which will cause a sense of shared spirit and a sense of unity (Abdullah, 2020).

Organizational Work Culture Factors

Based on the results of interviews with resource persons, organizational work culture is one of the factors in the implementation of HR reform at ANRI, this is explained as follows:

"The work culture at ANRI is by what is stated in ASN's core values known as "BerAkhlak". Moral Values (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative) are firmly held and implemented by ANRI's human resources. ANRI's human resources must have a character that serves, not is served (Desti, In-depth Interview, 2023)."

By applying ASN's core values known as "BerAkhlak", to become superior human resources must be skilled, dynamic, and master the development of technology, information, and communication in the field of archives and information, so that they can compete not only at the local level (Sukirdi et al., 2020). ANRI's human resources also play a major role in taking responsibility for what has been done by agencies or organizations.

HR Management Factors

Based on the results of interviews with resource persons, HR management is one of the factors in the implementation of HR reform at ANRI, this is explained as follows:

"The factors are organizational reform, training (sharing sessions), regular training patterns, having HCDP for employee development (Umi, In-depth Interview, 2023)."

It can be concluded that the supporting factor of HR management is to develop human resources through training, seminars, workshops, to learning tasks by continuing education to a higher level (Indajang et al., 2020).

The supporting factors for the implementation of HR reform at ANRI, will support the realization of elements of good governance within ANRI, including:

Accountability

Based on the results of interviews with resource persons, there are values of accountability elements within ANRI in realizing good governance, namely:

"The results of ANRI's accountability value evaluation are considered to be still in the good category because they refer to external assessments (Istianti, In-depth Interview, 2023)."

Therefore, one form of accountability at ANRI is the existence of financial statements that receive the title of Unqualified Fair (WTP) and get good category values by referring to external assessments. It can also be said that ANRI has complied with applicable laws and can be accounted for by the public. In addition, ANRI has carried out monitoring and control in terms of bureaucratic performance, due to evaluations carried out at the end of each year.

Transparency

Based on the results of interviews with resource persons, the value of elements of openness within ANRI in realizing good governance, namely:

"As stated in the public information disclosure, ANRI is included in the informative category (quite transparent with ANRI's core business) (Istianti, In-depth Interview, 2023)."

So in terms of public information disclosure, ANRI can be said to be included in the informative category. Based on this, ANRI has fulfilled aspects of transparency where there is

access to information so that it can be reached by the public, as well as the existence of policies that are open to supervision.

Participatory

Based on the results of interviews with resource persons, the value of community involvement elements within ANRI in realizing good governance, namely:

"There is a public complaint service related to abuse of authority in ANRI, pungi, corruption, etc. through the ANRI website. There is a complaint box, email, letter directly to the head of ANRI, and for all agencies using a report span (Widiyaningsih, In-depth Interview, 2023)."

ANRI has involved the public in the implementation of policies made by ANRI including public complaint services related to abuse of authority in ANRI such as pungli, corruption, etc. through the ANRI website as well as ANRI's complaint box and email as a form of supervision of employees.

Rule of Law

Based on the results of the interviews, the values of the rule of law elements within ANRI in realizing good governance, namely:

"Conduct counseling if there are employees who have problems/employee discipline. Examples: verbal and written warnings, right down to punitive measures. Conducted professionally and included in the performance record (Shobri, In-depth Interview, 2023)."

Based on the implementation of good governance elements that have been carried out by ANRI, ANRI employees have played a role as agents of Democratic Governance that are expected by the community. This can be seen from the state civil apparatus at ANRI has played an active role in realizing the values of good governance such as the elements of accountability, participation, and transparency to the public. So that the community is also involved in the implementation of government activities and public services.

Inhibiting Factors in the Implementation of Human Resources Reform at ANRI

There are several inhibiting factors in the implementation of HR reform at ANRI as explained by several speakers as follows:

a. Mastery of Information and Communication Technology (ICT) competencies of employees who are not yet qualified.

"Employee competencies that have not met, ICT mastery, especially for seniors, budget for employee application development (because the current application is still partial) (Widiyaningsih, In-depth Interview, 2023)."

Based on the results of interviews with resource persons, one of the inhibiting factors in the implementation of HR reform at ANRI is that there are still unfulfilled employee competencies, especially in mastering technology for senior employees due to a generation gap, causing a competency gap in the digital field.

b. Have not conducted regular assessments of employees

Based on the results of interviews with resource persons, until now ANRI has not conducted routine assessments of employees, as explained as follows:

"Ideally, every 2 years every employee conducts an assessment. At ANRI, it is not ideal, because it prioritizes people who have not been assessed at all. When viewed from the percentage, it is still 50-50 (Istianti, In-depth Interview, 2023)."

Several reasons make employee assessment cannot be carried out ideally, namely budget constraints and the absence of an assessment center at ANRI. This was mentioned in the interview as follows:

"We are working with third parties because there is no assessment center. The cost of the assessment is not small, therefore employees targeted for certain purposes (for promotion/demotion are prioritized) (Umi, In-depth Interview, 2023)."

So it can be concluded that the assessment for ANRI employees has not been carried out optimally because this assessment activity is only prioritized for employees who have not been assessed at all (Muhawarman et al., 2017). That way, employees who have conducted assessments rarely re-assess after the assessment expires, so only about 50% of the total number of employees have carried out assessments.

c. Unimplemented reward and punishment implementation policies

Reward and punishment policies have an important role in an organization because they can affect employee behavior and performance and can motivate employees to achieve organizational goals (Kentjana &; Nainggolan, 2018). However, until now the implementation of rewards and punishments at ANRI does not have an existing legal or policy umbrella. This is explained based on the following interview results:

"There are no reward and punishment regulations, so it becomes a record when assessing the merit system which is our weakness. Even though it has been carried out, based on references to the ASN Law. Rewards already exist in all units even though there are no rules (still based on employee initiatives) (Widiyaningsih, In-depth Interview, 2023)."

Based on the statement of the source, it can be concluded that in the implementation of rewards and punishments, only a few work units implement reward policies based on the initiative of the employees themselves because there is no legal or policy umbrella (Heni Septiani, 2019).

Strategy to Overcome Barriers to Human Resource Reform at ANRI

Based on interviews with resource persons, there are strategies to overcome obstacles to HR reform at ANRI, namely:

a. Conducting HR development and HR transformation

"Strategy to overcome obstacles: compile a grand design for HR development in 5 years, so that the results of employee assessments are made mapping/competency gaps and organizational needs according to the strategic plan. So ANRI gets an overview of future HR needs (next 5-10 years). If it has been taken based on mapping, it will be intended for promotion (Widiyaningsih, In-depth Interview, 2023)."

Currently, ANRI has carried out human resource development by conducting training, workshops, seminars, formal education / continuing learning assignments, independent biotech, and so on. The transformation of HR becomes a process of fundamental change in the way organizations treat, manage, and develop HR. HR transformation can include skills development, changes in work culture, and increased efficiency in employee management. By transforming human resources, it is expected to have an adaptive, competent, and motivated workforce.

b. Cooperate with other agencies

"When constrained by budget, ANRI collaborates/utilizes offers from other agencies to provide all employees who are interested in developing their competencies (Shobri, Indepth Interview, 2023)."

Based on the results of interviews with resource persons, in meeting budget needs, if you experience a budget shortfall, ANRI collaborates and utilizes offers from other agencies to support employee competency development. Collaborating with other agencies can provide access to new knowledge, skills, and experiences. By utilizing cooperation with other agencies, organizations can optimize the use of their resources, increase efficiency, and achieve their goals without having to overcome all obstacles themselves (Akbar, 2018). This supports the achievement of organizational goals while maintaining financial stability and sustainability of the programs implemented.

CONCLUSION

ANRI employees have now played a role as agents of Democratic Governance who have played an active role in realizing good governance values such as the elements of accountability, rule of law, participation, and transparency to the public. So that the community is also involved in the implementation of government activities and public services at ANRI. In realizing good governance, ANRI has carried out reforms that involve reshuffle, change, improvement, and restructuring activities, especially in terms of HR or employee reform. ANRI has an HR development model that has been implemented to date, including conducting training, workshops, seminars, formal education learning/continuing assignments, independent biotech, and e-learning. In addition, ANRI has a new vision, especially in terms of digital transformation in the organizational environment by utilizing Information and Communication Technology in bureaucratic work processes, namely using e-performance applications to monitor employee performance and as a form of employee daily performance reporting. However, until now ANRI does not have an assessment center for employees. So that the assessment has not been carried out optimally because this assessment activity is only prioritized for employees who have not done an assessment at all and there are no grand design rules on employee talent management. In addition, there is no legal umbrella or policy that applies to the implementation of rewards and punishments at ANRI;

Human Resources Reform at ANRI can be realized because of supporting factors including the support of organizational leadership commitment, organizational culture factors, HR management development factors, infrastructure, and budget to realize good governance at ANRI. In addition to supporting factors, there are inhibiting factors in the implementation of Human Resources reform at ANRI, including employees who have not mastered Information and Communication Technology well, especially among seniors, and the existence of a considerable gap, especially in the generation and competence of the employees themselves;

The strategy for overcoming obstacles to human resource reform carried out by ANRI is to compile a grand design in HR development to map competencies and organizational needs by the strategic plan to get an overview of future HR needs. In addition, ANRI continues to develop HR competencies and digital transformation in the organization itself. If constrained by budget, ANRI collaborates or utilizes offers from other institutions to develop employee competence.

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