

## Bureaucratic Reform: Aligning the Basic Values of Profession and Competences of State Apparatus

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**Abstract:** Reform of the bureaucracy that exists today requires the Civil State Apparatus (ASN) to provide excellent service to the community. This study was conducted to see the alignment between the standards of competence which is used in ASN recruitment with the basic values of the ASN profession. By using the approach of the study of literature, secondary data collection as well as interviews, showed that the basic values of the ASN profession has not been used as guidelines in the formulation of standards of competence of ASN itself. This has led to uncertainty in the development of ASN, thus, inhibiting the purpose of bureaucratic reform.

**Key words:** State Apparatus (ASN), competency, basic value, profession, bureaucratic, reform

### INTRODUCTION

Discussing about the bureaucratic reform, foremost it must be seen the condition of bureaucracy in Indonesia at this time and what cause the bureaucracy in Indonesia is necessary to be reformed. Bureaucracy in Indonesia is synonymous with the complicated process, full of abuse of authority in the form of KKN (corruption, collusion and nepotism) low human resources quality, inefficiency, lack of law enforcement, the authorization of economic activities by individuals or certain groups, the difficult access for society to get services and etc. In addition, there is always distorted for control mechanisms and public participation to keep the development in order to be always in line with the interests of the society. This is due to the small opportunity for society to organize themselves outside the grip set by the government which then leads to a condition called civil society that is not fully formed. Furthermore, poor bureaucracy in Indonesia is not only happening in the public service sector but also touching the business organization where the bureaucratic process in Indonesia proved to “inhibit” the public who wish to conduct business.

The data above is a portrait of bureaucracy in Indonesia in the business sector. It can be seen that Indonesia (represented by Jakarta) has an average amount involved in the procedure as much as 13 sides/parts while for the East Asia and Pacific have average of only

Table 1: Comparison of bureaucracy in Indonesia and other countries

Indicators	Jakarta	East Asia and Pacific	OECD high income
Procedures (number)	13.0	7.0	4.7
Time (days)	46.5	25.9	8.3
Cost (percent of income per capita)	19.4	23.0	3.2
Paid-in min. Capital percent of income per capita)	31.0	9.8	9.6

Data world bank, doing business in Indonesia, 2015

seven parties/sections, even the OECD (Organisation of Economic Co-operation and Development) with high levels of income has a procedure that involves only an average of 4.7 part/sections. The data prove that Indonesia still has a bureaucracy or a procedure that needs much time, so, it creates the ineffectiveness and inefficiency of the bureaucracy (Table 1).

There are various problems that exist in the bureaucracy in Indonesia, especially in human resource management. The problems can be seen both from a statistical calculation of HR Personnel or civil Servants (PNS) and in terms of qualitative. Based on the quantitative side, the number of civil servants in 2010 reached 4.5981 million ([www.bkn.go.id](http://www.bkn.go.id)). According to the Minister of Administrative Reform and Bureaucratic Reform, EE. Mangindaan, the number of civil servants are included in the category of “moderate”. Currently total population of the Republic of Indonesia (RI) is at around 224 million people with the ratio of the number of civil servants to population is 1.94%.

The issue of civil servants in a bureaucracy does not only lie in the results of quantitative calculations. Various critical questions should be put forward in connection with the calculation of the number of civil servants, they are: Has the workload of civil servants been correctly analyzed, so, it is able to figure out the number of supply and demand of civil servants precisely? Have civil servants been spread evenly and well proportioned in terms of demographics and unit of research? Do the civil servants actually research according to organizational needs? and is there an exact and rational calculation of the contribution and performance of civil servants to the level of welfare and growth of republic of Indonesia? The list of skeptical questions can continue to grow. Therefore, the strategic response is necessary whether it is a study or a scientific research that is continuously conducted to answer all of staffing problems Irianto.

Related to the reform era and regional autonomy, Dwiyanto (2003) mentions that the performance of public services is one of the strategic dimensions in assessing the successful implementation of regional autonomy and governance reforms. The higher government's concern towards good governance, the performance of public services will become better. Naturally if the performance of the public service is then used to observe the performance of clocal governments and city governments in achieving good governance.

Based on the research Centre for Population Studies, University of Gajah Mada (Dwiyanto, 2003; Larasati, 2013) the performance of poor service can be characterized such as, dissatisfaction of society generally lies in the time, cost and method of service, the occurrence of discrimination in services is commonly associated with affiliate friendship, political affiliation or ethnic and even religious, the negative things in government institutions are the chain of bureaucracy, bribery and extortion become something that can be acceptable and considered reasonable, service orientation is not directed to people who use services, although, it tends to the interests of government and superiors, never developing a culture of service to replace the culture of power during this last, the underlying principle of the service system is not based on trust but even distrust, so, the applied procedure is not to facilitate but on the contrary is to control the behavior of the public and authority to serve is distributed across many bureaucratic unit that profit-oriented. The success of bureaucratic reform can be initiated by the seriousness of the bureaucracy itself in human resource management. Therefore, it is the right time for the bureaucracy in Indonesia for no longer compromise in the recruitment, selection and placement of job or position for staff and officials, performance appraisal, rotation and

movement to build capacity, characters and competence of individuals. The human resource functions should be explicitly conducted rationally and objectively.

**Literature review:** Bureaucracy has various definitions and therefore, to more easily understand it, the bureaucracy are classified into three categories: rational bureaucracy contained in the terms of Hegelian bureaucracy and Weberian bureaucracy, pathology bureaucracy contained in terms of Marxian bureaucracy and neutral bureaucracy that is not associated with the notion of good or bad. Rational bureaucracy was revealed by Max Weber Max who thinks about the concept of the ideal type of bureaucracy. However, the disadvantage of rational bureaucracy is the lack of role of bureaucracy and bureaucratic influence in political life.

**Bureaucracy:** Rational bureaucracy only emphasizes how the bureaucratic machinery should be rationally executed. Weber argues that there are four main characteristics of ideal type of bureaucracy, they are: The existence of a hierarchical structure including delegation of authority from top to bottom in the organization, existence of a series of job positions, each of which has the duty and responsibility of the firm there are rules, regulations and standards of formal governing the working procedures of the organization and the behavior of its members, presence of personnel who are technically qualified are hired on the basis of a career with promotion on the basis of on qualifications and performance (Santoso, 1997).

Pathology bureaucracy has always been associated with inaction and convoluted procedures. Organizations that implement this bureaucracy are often considered cruel because they have strange rules, arbitrary and oppressive. Laski noted that the bureaucracy is a system of government in which power is possessed by the hands of state officials who "organize such that harm or endanger citizens". Meanwhile, Robert Michels defines the bureaucracy as a structure which should take the form of oligarchy. Therefore, this view is often defined as the Iron Law of Oligarchy. Another definition about the bureaucracy was also noted by Crocier in his research about the bureaucracy in France, 'bureaucratic organization is an organization that can not correct its behavior by learning from mistake's (Santoso, 1997).

Besides bureucaracy implies bureau-rationality and bureau-pathology as explained before, the bureaucracy can also be interpreted in terms of value-free that is in a limited sense and not related in the sense of good and bad. This limited understanding of governmental

bureaucracy is in line with the terms used by Almond and Powell (Santoso, 1997). They see the governmental bureaucracy as a group of formally organized offices and duties, linked in a complex grading subordinates to the formal role-makers.

Riyadi (2008) explained that bureaucracy is an element of administrative state that executes the governmental functions such as regulation, licensing, public service and supervision towards the utilization of exist resource. The role, functions and authority that are possessed makes bureaucracy become the appropriate organization. In regard to governance, the characteristics and scope of research and its authority, bureaucracy controls broad and startegic aspects. Bureaucracy controls the authorization of accesses such as natural resources, budgets, employees, projects and access to knowledge and information that is not owned by another party.

According to Weber by Harmon and Mayer (1986) the bureaucracy is the most suited organization for modern society to create efficiencies in their lives. This suitability begins with the development foundation of bureaucracy on the top of value and a source of power that is legal-rational. Therefore, it is expected there will be no discrimination against any citizen.

The ideal characteristics of bureaucracy according to Weber by Harmon and Mayer (1986) are as follows: Consisting of relationships assigned between positions that are usually shown by titles such as supervisors, senior analyst, coach and other titles, the purpose or plan of the organization is divided into tasks that are distributed among various positions as an official obligations, the legitimate authority to carry out the obligations is given to an office. The authority is approved by the belief in the rule of law. In a system, compliance is based on a set of principles, not on someone, the lines of authority and position are regulated according to a hierarchical order which takes the form of a pyramid. The hierarchy shows that every employee is responsible to his superiors for decisions of his subordinates and over own decisions. A system of rules and regulations, common but firm, formally defined, regulates the actions and functions of office in organization, Procedures in the organization are formal and impersonal-apply to everyone. The impersonal procedure is designed to keep a rational assessment of an official does not deviate to perform its obligations, It requires an attitude and procedure for applying the discipline system, so that, cooperation and efficiency in the organization is maintained, members of the organization must be able to separate between personal life and the life of the organization, the selection of

employees in the organization is based on technical qualifications not political connections and family connections and Although, the research of the organization is given based on technical skills but the promotion is based on seniority and job performance. After a trial period, officials obtain a fixed position and protected from arbitrary dismissal. Employment in the organization is a lifelong career, so, it provides security in the office.

The ten ideal characteristics result the rational decision making and administrative efficiency. Experienced experts are people who have competence to make technical decisions. In general, the main functions of the bureaucracy in the state is ensuring the country life and becoming a tool of the people in achieving the ideal goals of a country. To carry out these functions, the government bureaucracy has principal tasks as follows:

- Providing routinely public services to the public such as licensing services, document creation, protection, maintenance of public facilities, etc.
- Empowering the communities to achieve progress, such as education, consulting, coaching, providing capital and business facilities, etc.
- Organizing the development for community such as building transport infrastructure, telecommunications and trade

Hegel by Setiyono (2013) revealed that the bureaucracy is an institution that has organic neutral position in the social structure and serves as a liaison between the state which manifests public interest and civil society that represents special interests in society. While by Pasolong (2008) said that bureaucracy is an organization designed to complete administrative tasks by coordinating the research of many people systematically. Furthermore, Muhaimin b y Setiyono (2013) said that bureaucracy is the whole government officials, both civilian and military duty to help the government (to provide public services) and receive a salary from the government because of their status. Meanwhile, Blau and Page by Santoso (1993), said that bureaucracy as a type of an organization is intended to achieve great administrative tasks by coordinating systematically the research of many people.

Bureaucracy as a component of the government must be returned to focus only on the functions, duties of public service. Bureaucracy must be neutral and not as a political tool, so it, is free to research together and interact with service users which is essentially a service to the public interest.

**Bureaucratic reform:** National bureaucratic reform is an effort of reconstructing gradually and systematically the main functions of government in order to strengthen the utilization of state apparatus whose quality is increasing and springy, covering institutional or efficient institutions through the clear governance (transparent), filled by professional HR have high accountability to the community and generate qualified public servant (Tamin, 2004).

Bureaucratic reform can be defined as the government's efforts to improve its performance through a variety of ways to observe the principles of effectiveness, efficiency and accountability. According Sarundajang (2012), the purpose of the implementation of bureaucratic reform is to enhance the professionalism and the integration of government bureaucracy through strengthening the legislation, behavior changes, organizational management, structuring the management, the implementation of organizational culture, structuring HR management, strengthening accountability, improved public service quality, eradication of corruption, implementation of monitoring systems, performance evaluation and monitoring bureaucracy which increasingly involves community participation.

Strategic acceleration of bureaucratic reform should be directed to solve the problems of the bureaucracy. The inefficient organizational structure of the Ministry/Institution and the local government with the result that the service functions, governance and development run to become less effective. The lack of availability of some competence of human resources that are required. Non-compliance of various subsystems of state administration that is among the planning system, budgeting system, procurement of goods and services, delivery system of public service and the reporting system of performance accountability. The poor quality of most public services which is partly due to the lack of clarity in the standard operation, the excessiveness of extortion and the bureaucrats that are not responsive enough towards the constitutional rights of citizens that should be served (Islamy, 1998).

Overlapping the legislation either vertically or horizontally. It causes difficulty in coordination and cooperation among government agencies, both at central and regional levels.

In carrying out the bureaucratic reform is not easy, certainly it is encountered many obstacles both external and internal environment. Here, are some the frequently encountered problems of bureaucratic reform such as public services are poor due to rampant corruption, low morale and motivation of researchers and resources and less equipment (Kyarimpa, 2009).

According to Effendi (2010) and Thoha (2007) to create a bureaucracy that is efficient, effective and

Table 2: The relationship between the goals of bureaucratic reform in Indonesia with targeted areas of changes

Areas of change	The goals of bureaucratic reform
Change management (mindset and culture set)	Government that free and clean from corruption
Strengthening supervision	
Strengthening accountability performance	
Structuring and strengthening organization	Effectiveness and efficiency of government activities
Structuring HR management	
Structuring the legislation	Improvement quality of policy making
Structuring management	
Improving the quality of public services	Improvement of quality of public services

responsive in order to support democratic governance and national economy, the government should implement a institutional strategy of bureaucratic reform aims to: Strengthen the institution of bureaucratic reform; Improve public services by implementing a performance-based management; Build the capacity of the state apparatus to create maximum public services; Create organization and human resources that are professional, apolitical, neutral, transparent and accountable.

The concept of bureaucratic reform is often associated with the concept of administrative reform. However, bureaucratic reform is basically a part of the state administration reform caiden by Effendi (2010); Riyadi (2008). In a broad sense, Wallis argued that "Administrative reform means an induced, permanent improvement in administration" Wallis. Unfortunately, in fact, permanent improvements through reform efforts deal with irony. Gerald Caiden in his book "Administrative Reform Comes of Age" by Effendi (2010) revealed that the reform of administrative system never reaches the main problem but it is only a mere formality. The reform is not adequately wide and deep. In fact, the Final Report of Evaluation of Policy Reforms 29 shows that there are countries which do not give sufficient attention to the administrative reform. Within the Ministry of National Development Planning Agency.

Table 2 illustrates the relationship between the goals of bureaucratic reform in Indonesia with targeted areas of changes. Ministry of National Development Planning Agency describes some indicators of RB program that has been used such as Indeks Persepsi Korupsi (IPK), Opini BPK (WTP), Integrity of Public Service, Peringkat Kemudahan Berusaha, Government Effectiveness Index and Instansi Pemerintah Yang Akuntabel (SAKIP). They have not provided yet a comprehensive picture of the achievement by sampling in certain towns. They are also unable to describe the condition entirely. Other indicators, WTP opinion does not ensure that there is no corruption in the government/local government. Although, some sharing indicators can still be used but bureaucratic development effort requires more comprehensive indicator.

**Competence:** According to Spencer and Spencer (1993), competence is deep and inherent part of one's personality and be able to predict the behavior and performance for competence to encourage certain behavior and performance. Competence also be criterion-referenced which is able to predict those have a good or bad performance as measured by a certain criteria or standards.

Ulrich (1998) stated that the competence and commitment are seen as the determining factors of an organization's intellectual capital. Ulrich argues: "Intellectual capital = Competence×Commitment" and in this case the competence or human capital is seen as different combinations of knowledge, skills, innovation and ability of individual in the organization that can be used to produce professional services. A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation.

**Underlying characteristic:** Means the competence is a fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situations and job tasks (Guion and Hough, 1991). Five types of competency characteristics are:

- Motives; The things a person consistently thinks about or wants that cause action. Motives "drive, direct and select" behavior toward certain actions or goals and away from others
- Traits; Physical characteristics and consistent response to situations or information
- Self-concept; A person's attitudes, values or self-image
- Knowledge; Information a person has in specific content areas
- Skill; The ability to perform a certain physical or mental task

Causally related means that a competency causes or predicts behavior and performance. Competencies always include an intent which is the motive or trait force that cause actions toward an outcome. Behavior without intent doesn't define a competency. Action behaviours can include thought where thinking precedes and predicts behaviour. Criterion-referenced: means that the competency actually predicts who does something well or poorly as measured on a specific criterion or standard.

A characteristic is not a competency unless it predicts something meaningful in the real world. A characteristic or credential that makes no difference in

performance is not a competency and should not be used to evaluate people. The criteria most frequently used in competency studies are superior performance. This is defined statistically as one standard deviation above average performance, roughly the level achieved by the top 1 person out of 10 in a given working situation. Effective performance this usually really means a "minimally acceptable" level or research, the lower cutoff point below which an employee would not be considered competent to do the job.

Using the Iceberg Model, Spencer and Spencer (1993) explained that the competence of knowledge and skills tend to be seen in a person while the motives, traits and self-concept is often not visible at the surface and at the center of a person's personality so it would be difficult to assess and develop. While the knowledge and skills competency are easier to develop where training becomes one of the most effective methods to develop one's abilities.

**Competence of state apparatus:** The substance contained in the Law of ASN affirms that the State Apparatus (ASN or Aparatur Sipil Negara) is a form of profession that requires principles, basic values, code of ethics and code of conduct and competence development. The state Apparatus consists of Civil Servants (PNS or Pegawai Negeri Sipil) and Government Contractor (PPPK or Pegawai Pemerintah dengan Perjanjian Kerja). The changing governance paradigm towards good governance keeps rolling in various aspects such as supporting governance that is integrated with accountability of governance. Thus, to support the task of the government and the development, it is necessary for Civil Servants (PNS) as part of the state apparatus to be more professional have moral, free of corruption, ethical and responsible. The civil servants are demanded to have a good competitive competence involving the mastery of knowledge, skills and attitudes which is often abbreviated as KSA. According to the Law No. 5 of 2014 on the state apparatus notes that the ASN consists of PNS and PPPK, therefore, there is a possibility the existence of employees that are not from civil servants.

In fact the problem of competence is still a major issue that must be continually concerned and solved because the one third of civil servants, currently about 4.5 million people have been recruited through K1 and K2. The problem is compounded by the 5 year plan of moratorium that has a risk at the level of competence of the state apparatus. In addition, another trigger of problem in competency of civil servants is the minimum training in Indonesia where civil servants will only get a

training for a period of 26 years. When compared with Singapore which has a number of training up to 100 h per year, it is an indication that the government never pay attention to the quality of civil servants (Expert: Permasalahan PNS adalah kompetensi).

Based on Law No. 5 of 2014 on the state apparatus that regulates the development of employee competency through education and training in Article 70 mentions that every employee of the state apparatus has the right and opportunity to develop competencies. The development of competence can be applied through education and training. During the orientation of Civil Servants (PNS), the integrated process of education and training is conducted to develop moral integrity and honesty, passion and motivation of nationalism and nationality, superior personality traits and responsible and reinforce the professionalism and competence. To develop the competence of ASN, government departments are required to plan the development of competence in the annual research plan and budget in order to develop the career of civil servants particularly.

Mutiarin and Zaenudin (2014) stated that, the majority of ASN (state apparatus) is still applying the conventional way of working with only carrying what is usually done by their predecessors without any desire to undertake an innovative breakthrough. In addition, the placement office is still patterned with a paternalistic based on seniority and not on the basis of competence. Implementation of the competency test in detail still hits the ratification of implementing regulations. However, competency test not only contains knowledge test and the mastery of basic tasks but also covers the mastery of information technology, verbal skill and mastery of foreign languages for prospective office holders. Competence can be used as a basis for employee selection processes (recruitment), performance management, personal development plan and career development.

Therefore, knowing the performance of the bureaucracy in Indonesia is still inadequate, it is necessary to increase the competence of apparatus either individual or group in order to increase productivity and professionalism. In this case competence leads to the competence of the bureaucracy that is the ability possessed by the ASN employee in performing the duties and obligations given based on their respective fields. The increase of competence is essential for the state apparatus to actualize the professional and reliable service because of the strategic role of ASN as a driver of the state administration as well as the spearhead in the direct communication with the public. The civil servants with the strategic role and position are expected to develop

continuously by improving the quality and competence. In fact, Indonesia at this time with the increase of competencies when people are being evolved from traditional to modern is expected to assist people who are in the bottom layer to get a fair and accountable service.

#### **Internalization of ANEKA values for the state apparatus**

**(ASN):** Internalization of ANEKA (Accountability, Nasionalism, Public Ethic, Commitment to Quality and Anti-Corruption) value for the participants of pre-service training in assuming the state apparatus position in the future is required to actualize the professionalism apparatus because the role of state apparatus in creating world-class bureaucracy and becoming a professional can not escape from the attitudes and behaviors that are owned by the state apparatus itself. Therefore, ANEKA value is a basic value that must be owned by the state apparatus in carrying out and executing his duties. Internalization of ANEKA value must be able to touch the deepest hearts of a state apparatus. Therefore, the acts of state apparatus will always rely on the ANEKA value, then it creates the professional state apparatus.

As an evidence of the ANEKA implementation, the training participants are required to prepare the actualization of activity, it starts from the seminar design of actualization where the state apparatus based on the draft of actualization have to conduct a variety of activities that are able to reflect the ANEKA value.

Unfortunately the formulation of ANEKA value has not been applied into the competency standards of civil servants both in competency standards and the criteria of competence test for Candidate of Civil Servants (CPNS) which has been the basis for formulating the competence of civil servants both managerial and technical that is still based on Peraturan Kepala (Perka) Badan Kepegawaian Negara (BKN) No. 7 of 2013 on the Guideline of Managerial Competency Standards for civil servants and No. 8 of 2013 on the Guidelines of Formulation of Technical Competency Standard for civil servants. Both rules focused on the competence of civil servants was issued in 2013 whereas after the law of the state apparatus was issued in 2014, the Head of BKN has not yet issued the new regulations related to the standards of managerial and technical competence that must be possessed by the state apparatus.

#### **MATERIALS AND METHODS**

The methodology used in this study is mixed methods. This study is a combination between qualitative

and quantitative research (Creswell, 2011). Supported by Teddlie and Tashakkori (2009) mixed methods combines qualitative and quantitative approaches that have emerged after the extended debate between two paradigms that guide researchers. Both paradigms are the positivist/empirical that becomes the conceptual basis of quantitative methods and constructivist/phenomenology that is the basis of qualitative methods.

The populations of the study are employee in DCIT sitar and for the total population are 52 employees. This study used a consecutive sampling that very similar to convenience sampling except that it seeks to include all accessible subjects as part of the sample. This non-probability sampling technique can be considered as the best of all non-probability samples because it includes all subjects that are available that makes the sample a better representation of the entire population. Data collection method uses questionnaire: Literature review, researchers read various references as the basis of the analysis, they are the Law No. 5 of 2014 On the State Civil Apparatus. Peraturan Kepala (Perka) Badan Kepegawaian Negara (BKN) No. 7 of 2013 on the Guideline of Managerial Competency Standards for civil servants. Peraturan Kepala (Perka) Badan Kepegawaian Negara (BKN) No. 8 of 2013 on the Guidelines of Formulation of Technical Competency Standard for civil servants. Books, journals and articles related to the competence of organization particularly in the public sector.

**Secondary data collection:** Organization and the applicable management of civil servants. Strategic Plan (Plan) of Badan Kepegawaian Negara (BKN) in 2015. The description of last existing office and the descriptions of office based on the contents of relevant worker. Data and information from the discussion of top leaders. Bureaucratic reform based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 20 of 2010 on the road map of bureaucratic reform 2010-2015.

Data analysis method uses two ways, they are: quantitative data analysis uses a correlation method. It is a study to determine the relationship and the level of relationship between two or more variables without influencing the variables so there is no manipulation of variables (Fraenkel and Wallen, 2008). Qualitative data analysis uses triangulation which helps the validity of data through combining the data sources or using different data collection method. Triangulation is a method of cross-checking data from multiple sources. The cross-checking data is commonly used in triangulation technique. It the best way to eliminate differences in the construction of reality that exist in the context of a study when collecting data about the various events and relationships of the various views (Creswell, 2011).

**Table 3: Correlation analysis**

Descriptions/Indicators	Competencies	Mission of DCIT
<b>Competencies</b>		
Pearson correlation	1.000	0.380
Sig. (2-tailed)	-	0.024
N	235.000	235.000
<b>Mission of DCIT</b>		
Pearson correlation	0.380	1.000
Sig. (2-tailed)	0.024	-
N	235.000	235.000

The state apparatus must be competent for the demands of duties, subjects, functions, authority and responsibilities that must be implemented. The demands are providing public services; implementing the good corporate governance in an effort to compensate the rapid changes of the strategic environment, both the internal environment of the organization and the external environment of the organization; developing the science, technology and the ongoing globalization era that can not be rejected and prevented and implementing the regional autonomy.

It can be seen from App 1 that the test for candidates of civil servants in 2014 has used 12 kinds of competences adapted a model from Spencer and Spencer competences in which the model has 20 competencies that are divided into six groups, namely: Achievement, influence, managerial, problem solver, helping/service and personal effectiveness. Although, it only uses some competences from Spencer and Spencer Model, the six major competences mentioned above have been represented.

Competencies are required by the state apparatus because it relates to the effectiveness of individual performance in the research in order to assist the institutions achieve the planned objectives. Each institution would have different missions in order to achieve the objectives, therefore, it can be said that competences must be possessed by each state apparatus in order to actualize the mission of the institution.

The relation between the competence and accomplishment of the institutional mission has been conducted a quantitative research using a sample of organization or institution in Department of Communication and Information Technology (DCIT) Indonesia. The study was conducted by distributing questionnaires to 235 people as samples. The study was aimed at analyzing whether the competence of employees is related to the planning of man power planning as well as with the mission carried by DCIT itself. The results of data processing are discussed in Table 3.

The result of data analysis shows that the correlation between competences possessed by employees of man power planning and DCIT missions, it can be interpreted that competences possessed by employees have correlation 0.380, it means that competences has a weak relation with the embodiment of DCIT missions.

In other hand If it uses t-test anaysis, the result can be seen as: Based on the results in Table 3, it can be seen

$t_{\text{count}}(3.832) > t_{\text{table}}(2.037)$  which can be interpreted that the competences have a positive and significant influence in actualizing the missions defined by DCIT.

Based on these results, it can be assumed that competencies possessed by the state apparatus as an individual are useful to improve its performance and help the institution where their research to achieve its objectives through the actualization of short-term missions (Table 4).

Table 4: T-test (parial) between the competences and the embodiment of DCIT missions

Models	Competencies→mission of DCIT
$t_{\text{hitung}}$	3.832
$t_{\text{tabel}}(0,05)$	2.037
Sig.	0.001
$\alpha$	0.05
Information	Ho rejected
Conclusion	Significant

Also, based on the Table 5 and 6 regarding the values of the profession of state apparatus that some indicators appear repeatedly on the different basic values such as responsibility, honesty, fairness and discipline. Thus, totally there are only 30 unique indicators that comppile the ANEKA values. Based on Table 5, it can be seen that ANEKA is still not used optimally as a basis for the development of the state apparatus because the test of recruitment and selection process have not yet applied the values espoused by competences of ANEKA. In other words, there are inconsistencies between the process being undertaken by the (prospective) state apparatus with the values that must be adopted by those individuals, although, competencies possessed by the state apparatus should be derived from ANEKA in order to enable the creation of state apparatus in line with the demands of bureaucratic reform.

Table 5: Comparison between entry test competence of civil Servants with Spencer and spencer competence

Entry test competence of civil servants 2014	Spencer and Spencer competence	Statements
Analytical thinking	Analytical thinking	I can make the job priority based on the level of interest I am aware of the possible consequences of an action I can organize, sort and analyze the system or an extraordinarily complex job
Personal integrity/commitment to the organization	Organizational commitment, organizational awareness	I make active efforts to adapt and respect the norms of the organization I have the awareness to help colleagues in completing tasks I understand and support the mission and goals of the organization I am willing to sacrifice for the survival of the organization
Spirit of achievement	Achievement orientation	I took the initiative to achieve labor standards that have been established I am constantly trying to improve performance I am consistent in developing the job
Creative/initiative/proactive	Initiative	I do not easily give up if a plan or a job is not running smoothly I anticipate potential problems by extra effort
Orientation on service/concern on customer satisfaction	Customer service orientation	I follow up the needs, requests and complaints from the public I try to fix the problems relating to public service in earnest I try to build long-term relationships with the public I provide counseling to the public to deal with difficult issues
Orientation to others/empathy	Interpersonal understanding	I understand the feeling of my colleagues I understand the unrevealed minds, awareness and someone's feeling I was able to show a balanced view on a person's strengths and weaknesses specifically I understand the problems experienced by my colleagues
Adaptability/flexibility	Flexibility	I look at the situation objectively I change the behavior or approach according to the situation I can adapt my strategy and objectives according to the situation I make a big and long-term change to respond to changes in the situation I resist the allurements to deal with the inappropriate behavior I set my own tension level effectively
Self-control ability and the ability to work independently	Self control	I am able to control emotions and give constructive actions to respond to existing problems and thoroughly
The willingness and ability of self-learning continuously/attention to the task	Concern for quality and order	I maintain a working environment that is organized with table, file and others in a good arrangement  I showed the general attention to the rules and clarity I monitor the quality of my own work or others in accordance to the existing procedures I develop and use information systems/technology to organize and maintain the ability to track information
The ability to cooperate with the group	Teamwork and cooperation	I try to work cooperatively in groups I respect the opinion of others I always ask for feedback or ideas in the decision making within the group I am able to create a friendly atmosphere for the survival of groups
The ability to mobilize and coordinate other person/group leader	Team leadership	I am able to arrange meetings, control the time and complete the assigned task I use the authority fairly in treating each member of the group I make sure the group works well and in accordance to the procedure I have the charisma to communicate a vision that evokes passion and commitment to the vision of the group



**Table 6: Indicators of civil servants basic values**

Civil servants basic values	Indicators
Accountability	Responsible; Honest; Clarity target; Neutral; Putting public interests first; Fair; Transparent; Consistent; Participatory
Nasionalism	Deity; Humanity; Unity; Democracy; Justice
Public ethics	Honest; Responsible; High integrity; Meticulously; Discipline; Respect; Polite; Obey the laws and regulations; Obey orders; Keep secrets
Commitment to quality	Effectiveness; Efficiency; Innovation; Quality oriented
Anti-corruption	Honest; Discipline; Responsible; Hard work; Simple; Independent; Fair; Brave; Care

## CONCLUSION

Based on the description before, the competences play an important role for the Reform of state apparatus (ASN). The results indicates that the competency of state apparatus as an individual has two the main benefit, first it is one of the key elements to improve performance and then it help DCIT achieve short-term objectives outlined in the organization's mission. Therefore, both DCIT and the state apparatus are necessary to do the development of staffing systems and organizations so every individual can improve its competence.

In addition, the ANEKA value of the profession of State Apparatus (ASN) has still not optimally used as a basis for the development of ASN itself. It can be seen from two sides, such as the ANEKA value as profession of ASN and the alignment between the basic values of ASN profession and staffing activities. Based on ANEKA as the value of profession, it is required to detail each value and competence. According to the data analysis of pre-position of state appartaus which uses the new pattern, it shows inconsistency results between ASN knowledge and the presentation of self-actualization. This could be caused by the lack of understanding on the ANEKA value, instructional system design has not applied the ANEKA value and the existing learning activities remains unclear structure and purpose. Therefore, the study of the basic values of ASN profession needs to be conducted to generate a reference regarding the competence of state apparatus. On the other hand, the development of state apparatus, the competences can be used in terms of recruitment, career systems, remuneration, performance appraisal and also the future development of state apparatus in order to fit with the mission of the formation of ASN.

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