IMPLEMENTATION OF BUREAUCRACY REFORM THROUGH IMPLEMENTATION OF APPARATUS HUMAN RESOURCES MANAGEMENT TOWARDS SOCIETY BUREAUCRACY 5.0

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Abstract

The utilization of technology in dealing with various problems in the noble public sector is carried out through society 5.0. This causes the need for multiple changes in the bureaucracy to run following society 5.0. Therefore, the researcher intends to examine the implementation of bureaucratic reform towards society 5.0 through the management of human resources of the Apparatus.The research was carried out using a qualitative approach with secondary data sources. The study results indicate that various problems occur in carrying out reforms, such as a culture of corruption, bureaucratic pathology, to the unprepared use of technology in the bureaucracy for public services. This causes the importance of bureaucratic reform that is carried out correctly to deal with various problems that will continue to emerge.

Keywords: Bureaucratic Reform, Society 5.0, Human Resources, Technology.

1. INTRODUCTION

Entering the era of society 5.0, technology has begun to pay attention to aspects of the humanities to create various tools in solving existing social problems. Of course, this requires optimal management of human resources (HR) to boost the credibility of the organization by increasing the efficiency of each bureaucratic Apparatus in the fields of information, communication, and technology (ICT), to facilitate the implementation of tasks in the future (Potocan et al., 2020). Then, as part of efforts to realize good governance, the human resources of the bureaucratic Apparatus must always be oriented to the use of technology in the administration of government services, simplification of various regulations, and in the process of bureaucratic reform. Efforts to improve governance's structural governance in the fields of institutions, management, and human resources are known as bureaucratic reform.Where the presence of desire in bureaucratic reform can be understood as a process to hasten change for the better to realize a clean, open, and accountable government administration bureaucracy (Khelifi, 2019).

Strengthening the capacity of human resources for Apparatus is needed by government organizations both at the central and regional levels to adapt to the era of developments. HR governance also has a strategic role in supportingIndonesia's bureaucratic reform success. The early stages of HR governance in the government sector have similarities with the private sector, namely, carrying out appropriate and accurate HR planning to achieve organizational goals (Sklyar et al., 2019). Then, human resource planning is the basis for preparing corporate work plans in the human resources work division. A process that is an essential part of HR planning is planning development by concentrating on education and training, transition and promotion, and filling vacancies in positions that require experienced experts. By implementing human resource development, an organization has indirectly adapted to environmental changes and the development of the era to build more qualified human resources because with this, the organization's performance will increase (Mian et al., 2020). In addition, Apparatus HR Development is necessary because it will make it easier for government agencies, both small and large, to achieve their goals related to the number of workers with the skills needed to assist organizational processes in attaining the desired goals and objectives. In essence, Building HR Apparatus includes the development of superior self-competence within the HR apparatus following the tasks and activities carried out and aims to develop aspects of superior intelligence, superior abilities, and superior mental attitudes (Nurhasan et al., 2020).

Structural improvements are needed to build a fast and agile bureaucracy in providing public services (Ashiq et al., 2021). Human resources in various types of public institutions need to improve their competence in e-resources management, managerial leadership, digital literacy, and research and carry out transformations in preparation for the increasingly rapid changes in creating a knowledge society. Then, the sustainability of bureaucratic reform must continue to be carried out to improve the quality of public services. It causes a sense of trust from the public in implementing services from government officials. Thus, bureaucratic reform is closely related to other aspects of reform, such as shifting mindsets, developing technology-based

public service structures, and improving regulations and leadership (Arfan et al., 2021).

An electronic-based government system with a bottom-up approach can be an alternative in an effective, efficient, and transparent management process.Therefore, innovation is needed for adaptation to changes and sustainable development of human resources for government officials to create public service innovations oriented towards the use of information technology.The public's desire for a transparent and accountable bureaucracy, coupled with increasingly uncertain environmental conditions, prompted the government to experiment with governance as part of its efforts to reform public sector administration (Rahmawati, 2020). So that the revitalization of the bureaucracy in carrying out the bureaucratic transformation that is oriented towards e-governance is carried out by developing innovation, building collaboration and synergy and responding to rapid environmental changes. In addition, the orientation of public services to the community plays a role in improving bureaucratic performance and becomes a strategic element in developing government bureaucratic services in the future (Roblek et al., 2020).Therefore, to enhance sustainable development, government apparatus must be able to improve their competence in the field of knowledge and technology and must have the creativity to anticipate various problems, both formal and informal, through the use of intelligent technology that has been widely used in the public sector, to maximize the productivity of the work it carries out. Thus, the application of artificial intelligence technology will provide benefits to help obtain information through data collection that can be used as a basis for decision making and improvement of automation systems in the future (Caiado et al., 2018).

In the era of technological disruption until the emergence of industrial revolution 4.0, government officials play a vital role in government administration. In contrast, in the industrial revolution 4.0, it takes commitment and self-awareness to build a bureaucratic culture to maintain public trust. To create highly competitive human resources, it is necessary to increase skills, education, and training and improve work culture. Historically, in the era of the industrial revolution 4.0, various types of technology led to changes in human work culture towards digitalization and automation. To achieve the goals of society 5.0, it begins with creating a "human-centric society" that encourages community economic development and provides solutions to improve the community's quality of life. When in the industrial era 4.0, all information collected through the network will be analyzed directly by humans, entering the era of society 5.0 most of the amount of information from sensors in physical space will be accumulated into one in cyberspace which will be analyzed using artificial

intelligence where the results of the analysis will be via feedback will be given back to humans who are in physical space in various forms that are generated. Then, because of the different complementary components, both the industrial revolution era 4.0 and the society 5.0 era will affect all human activities. Therefore, to encourage innovative governance, the quality of content must be improved, along with the speed of publication, while maintaining the accuracy of data and information (Mosteanu&Faccia, 2020).

If traced back, basically, the various stages of society start from society 1.0, which is defined as a group of people who hunt and gather in harmony with nature. Then, society 2.0 is the concept of a group of agricultural cultivation, organizational progress, and state development. Furthermore, Society 3.0 is the concept of a society that can encourage industrialization and facilitate mass production through the industrial revolution. Meanwhile, the Society 4.0 concept will identify an information society that creates more excellent added value by connecting intangible assets through information networks. Then, the current era of society 5.0 is a breakthrough in the concept of an information society built on society 4.0 and aims to create a prosperous human-centered society where everyone will enjoy life to the fullest (Mavrodieva& Shaw, 2020).

In essence, society 5.0 has the primary goal, namely to create prosperity through economic growth and technological developments for all levels of society. The era of society 5.0 refers to the concept that applies technology to the industrial revolution 4.0, which pays attention to the humanities aspect to give birth to ways of solving social problems. Then, society 5.0 is a form of social intelligence that can firmly integrate physical space and cyberspace. Thus, the era of society 5.0 can be understood as a form of community life that combines data through information technology to encourage the improvement of human resource intelligence in developing various opportunities that can be implemented based on the humanities aspect to solve various social problems (Hwang & Fu, 2020).

In the context of the bureaucracy in Indonesia, it is now clear that the orientation of public services is still not running optimally due to various factors that need to be addressed. It is an important note for the government to continue improvingthe efficiency of its public sector. *First, the problem of corruption in the bureaucracy has become part of feudalism which is still maintained in the bureaucratic system because various public decisions made through the government bureaucracy are never separated from the top-down pattern. Second, the large number of bribes involving political officials and bureaucratic officials is a real threat to the noble cultural values of the nation because it is contrary to the state's goal of realizing prosperity for the whole community.*

Third, there is still the dominance of convoluted bureaucratic pathology in public services and has not been minimized optimally. Thus, a holistic and comprehensive understanding by the bureaucratic Apparatus of the pattern of corruption relations that often occurs is believed to be necessary to reduce the occurrence of corruption in the public service sector. In addition, the inability of the bureaucracy to support the creation of the era of society 5.0 is also a very complex dynamic in Indonesia.This is because, in the Society 5.0 era, the bureaucracy in Indonesia must be able to understand the various uses of big data as a source of information supported by technology and the readiness of actors in the policy-making process and must also pay attention to other humanitarian aspects for the community (Saksono&Manoby, 2021).

Through the various explanations above, the researcher is then interested in discussing the implementation of bureaucratic reform through the implementation of human resource management of the Apparatus towards bureaucratic society 5.0.

2. METHOD

This study will use a qualitative approach to see the relationship between the governance of human resource development for the Apparatus and bureaucratic reform towards a bureaucratic society 5.0. Data were obtained through various research results and previous reports as a secondary data source.

3. RESULT AND DISCUSSION
1. The Development of the Society for the Bureaucratic System

Along with the pace of technological development and the creation of innovation, good governance in Indonesia has not been adopted in people's daily lives because there is no platform prepared for the era of society 5.0. Saksono&Manoby's research explains that governance in Indonesia has not been able to run optimally to encourage the realization of the age of society 5.0.In addition, this study also provides several recommendations, namely improving internet infrastructure that reaches remote areas, preparing legal frameworks, cooperation with state institutions and corporations, and strengthening research-based innovative policies that support the creation of bureaucracy towards the era of society 5.0 in Indonesia.

The concept of society started from society 1.0 when people hunted and looked for food and a pattern of life that was very closely related to the natural life around them. Meanwhile, in society 2.0, the design of community life tends to the concept of agricultural cultivation. Furthermore, in the Society 3.0 era, community life evolved to the idea of industrialization.Then, in the Society 4.0 era, the concept of community life was dominated by

information system patterns. Next, towards the era of Society 5.0, every country in the world is expected to be able to adopt a concept of community life in the age of technology and information, which is marked by the development of Artificial Intelligence, Robotics, Automation, Big Data, and the Internet of Things.

Thus, the changing era accompanied by increasingly rapid technological developments has brought significant consequences for every organization, including organizations in the government sector. Responding to these changes to realize the dimensions of national development, including human resource development, development of leading sectors, and regional development, can be carried out through the management ofapparatuses and bureaucratic reform.Government bureaucracy has developed into an essential weapon in modern society, where the sustainability of bureaucratic reform is a logical consequence of the state's main goal to achieve people's welfare. Implementing bureaucratic reform of the human resources apparatus has a strategic and vital role in supporting the smooth running of national development. Without good bureaucratic reform, any targets that have been set to achieve national development will be challenging to achieve. Therefore, in bureaucratic reform, it is crucial to continue to make improvements through various kinds of regulations, modernize human resource management policies for Apparatus at the central and regional levels by adjusting the tasks of government organizational functions in response to rapid changes in the era.To realize good governance, it can be done by increasing the human resources of the Apparatus and integrating the use of technology for the implementation of government services, simplifying various regulations and reforming the bureaucracy.

Bureaucratic reform is carried out to create an accountable, clean and transparent bureaucracy and demands to adapt to the development of the era and technology. A responsible bureaucracy is carried out with the hope that every activity and output carried out by the bureaucratic Apparatus can be correctly and adequately accounted for to the public according to the applicable laws and regulations.Then, it is hoped that a clean bureaucracy will make every government employee have high integrity and be free from all forms of political interest and acts of corruption. Furthermore, a transparent bureaucracy is expected to make the HR management of government apparatus open to the public, starting from implementing the recruitment system, employee placement, promotion system and job transfers to developing employee competencies following the needs and demands of the duties and functions of government organizations.

Bureaucratic reform of the human resources of the Apparatus carried out must be able to adapt to every dimension of change in government

administration to realize national development. Bureaucratic reform of the Apparatus HR is a fundamental prerequisite for creating superior quality government human resources, more professional, high-performance, clean and accountable so that they can face all forms of changes in global developments in the future.HR Apparatuses capable of administering government, construction, and public services are urgently needed to keep up with the times and technology and increasingly competitive conditions in all aspects of social life. Apparatus can make an optimal contribution to the public through increasingly qualified human resources and make government organizations superior in adapting to global changes and demands from the crowd.So that human resource governance is needed to increase the credibility of government organizations through the development of human resources for Apparatuses with a competency-oriented orientation towards ICT, which plays an essential role in supporting the implementation of tasks in the future.

Through a well-structured, well-structured governance planning for the development of Apparatus HR, in the future, it will be able to create a bureaucratic era of society 5.0, which is a concept of government bureaucracy with the quality of human resources of Apparatus who have superior knowledge, superior skills and superior attitudes and mentality.Adapting to the changes and developments of the era, it has become an obligation for government officials to have an advantage in knowledge, which means knowing the development of knowledge information from local, national, and international levels. Then excel in skills, meaning that the competencies possessed can utilize all forms of technological infrastructure to support the smooth running of the tasks and functions of the existing work.Excellence in mental attitude means that every government employee in carrying out his duties and functions supported by the use of technology still pays attention to the humanism side when providing services to the community in the context of taking a role as problem-solving for all forms of social problems that occur due to changes in the era that cause complexity of issues in the public sector.So that society 5.0 bureaucracy, which is the bureaucracy of the future, needs the development of knowledge supported by the use of technology and competent human resources of government officials together to be able to contribute optimally to various sectors of community social life.

Effective management of government and human resources supported by a system of supervision and transparency will encourage potential improvements in the mindset and culture of each bureaucrat towards a more competent, efficient, and accountable culture. In addition, the implementation of bureaucratic reform of human resources is expected to reduce the number of corruption and increase the effectiveness of the

management of public policies and services and the efficiency of employees.So that all levels of society will feel the results of national development. Then, efforts to create a society 5.0 bureaucracy will ultimately increase public trust in the government. The situation in the process will impact the ideal picture of the bureaucracy, namely the ability to adapt to the times and technology, as well as being a bureaucracy that is sensitive to various types of community demands. The higher public expectations of bureaucratic performance are one of the impacts of the increasingly advanced development era so that the bureaucratic Apparatus must be able to build a responsive and aspirational bureaucratic culture in fulfilling public desires.

The demands from the community and the needs of the development of the era both at the national and global levels for the quality of competence of professional government human resources in carrying out government duties and functions, development and community services make the urgency of bureaucratic reform of the human resources apparatus as something that cannot be postponed anymore.Therefore, it is necessary to build a good governance planning management for the development of human resources for government apparatus to support the availability of human resources who have professionalism, high performance and excel in knowledge, skills and mental attitudes in the future. Based on these conditions, human resources in various types of public institutions should increase their competence in e-resources management, managerial leadership, digital literacy and carry out leadership transformation to change the bureaucracy to face the challenges of renewal and the demands of a changing era.

2. Apparatus HR Governance Towards Society Era Bureaucracy 5.0

As an essential instrument in the governance of Apparatus HR, one of the efforts made by the KemenPANRB to strengthen bureaucratic reform is through human resource development planning. In its orientation, the implementation of human resource development planning for Apparatus aims to produce qualified civil servants possessing fundamental values, professional competence, free from political intervention, and not involved in collusion or nepotism practices. Government apparatus as a scientific discipline is expected to manage and improve themselves and be accountable for their success by using a merit system framework (competency-based) in the implementation of HR management for government officials. Thus, competence plays an essential role in growing HR productivity in technological advancement that allows it to achieve organizational goals. To support the success of the Apparatus in carrying out government duties and functions, every employee must have work professionalism which is

strengthened by the implementation of a merit system-based Apparatus HR development plan.

KemenPANRB has regulated the creation of Apparatus HR through a merit system that compares the skills, performance, and competencies required for a role with the level of competence and performance possessed by applicants at the recruitment, appointment, and promotion stages that are combined transparently and competitively. Furthermore, civil servant career selection is focused on skills, competencies, performance appraisals, and the needs of government departments while still paying attention to issues of integrity and morality. Honesty and compliance with regulations, willingness to collaborate, and optimal service delivery to the community are measures of the integrity aspect.Meanwhile, the application and practice of religious, cultural, and social principles are used to determine the element of morality. The main target of the KemenPANRB is to improve the competence of the human resources of the Apparatus, including technical competition, managerial competence, and socio-cultural competence. Educational specializations, practical professional preparation, and specialized work experience can assess technical competence. Education level, management training, and leadership experience will assess managerial competence.Work experience in a pluralistic society in terms of religion, ethnicity, and culture will determine socio-cultural competence to provide a national perspective. In addition, competency improvement will also be carried out through opportunities to work in other agencies in the central and local areas as well as through the exchange of public and private employees with a maximum period of one year in coordination with the State Administration Agency (LAN) and the State Civil Service Agency (BKN). As a result, various KemenPANRB initiatives are implemented in strengthening bureaucratic reforms with high productivity in the face of competition in a period of increasingly rapid growth and development.

Then, the revitalization of the Apparatus HR bureaucracy is carried out by transforming the bureaucracy into e-governance through the development of innovation, building collaboration and synergy, and responding to very rapid environmental changes and the development of the technological era. With the realization of a society 5.0 bureaucracy through competency-based governance planning for human resource development, it is hoped that there will be improvements in terms of the extent to which the government apparatus is free from corruption, collusion, and nepotism.The reason is that acts of corruption have resulted in violations of the community's economic and social rights, which can cause social, economic, and welfare problems. Bureaucratic society 5.0 will encourage the production of high-quality public services for the

needs of countries struggling against tighter global dynamics. In addition, the capacity and responsibility of the bureaucracy for its success will increase, and the mindset and culture that represents integrity and performance will increase in the future.

The development of the era and technology will encourage the government to make the bureaucracy clean and accountable so that it will impact the realization of government officials with superior skills, superior mental attitudes and superior knowledge. To improve a clean and responsible bureaucracy, every HR apparatus must have unique skills and expertise in using technology so that the performance of the bureaucracy can run optimally and the public can account for the results.This is a significant effort to maintain public trust in the bureaucracy itself in the future. Thus, in carrying out governance planning for human resource development, Apparatus to become a society 5.0 bureaucracy needs to be carried out through clean, transparent and accountable bureaucratic reform efforts in a sustainable manner. Therefore, bureaucratic reform efforts can be carried out by planning for developing human resources for Apparatus with the transformation towards e-governance through innovation, collaboration, building synergies and making the bureaucracy responsive to changing eras and rapid technological developments in the future.

Then, Society 5.0 Bureaucracy seeks to make the development of the state apparatus sustainable for technological developments and social changes in society to make the human resources of the Apparatus competitive in realizing national development goals. The integrated use of technology in the government bureaucracy will create Apparatus HR with a combined performance system between the bureaucracy at the central and local levels.Using an electronic-based government system to streamline the bureaucracy can be a strategic initiative to realize an effective, reliable and transparent government. This will result in a strong government bureaucracy and encourage the implementation of integrated national development policies and programs, taking into account the interrelationships between economic, social and environmental factors. HR development of Apparatus that is oriented towards excellence in knowledge and skill competence will manage integrated ICT safely and reliably.Meanwhile, the development of government apparatus with superior mental attitude can manage services in an innovative, adaptive and responsive manner through a humanistic attitude towards all forms of change and the wishes of the community's needs. Human resource development governance is needed by increasing the competence of state apparatus in the use of ICT to contribute optimally to realize good governance.

1. *Towards Society Bureaucracy 5.0*

The development of an increasingly fast era and technology has encouraged the bureaucracy to

make changes through the governance of the development of human resources for the Apparatus. Human resources as the driving force and dynamics of government are at the forefront of making changes in realizing a competent state apparatus, namely HR personnel who have superior managerial skills and expertise, to accelerate the development of good governance.Due to the dynamics of environmental change that increasingly requires analytical skills to produce information, it is essential to develop government bureaucracy human resources by increasing continuous learning skills. Strengthened with ICT skills, knowledge literacy and media literacy, and an understanding of big data and artificial intelligence. To improve the sustainable development process, motivation for employees to continue to learn and expand their knowledge about work in other units will make an employee not only master one field, but can master and know how to carry out work in all fields.

Nowadays, the government should focus on developing human resources for apparatuses with significant technical knowledge and skills that are substantially relevant and contextualized with the times. Substantial knowledge is the mastery of knowledge which includes cognitive and analytical abilities. Meanwhile, contextual knowledge is the ability of human resources to understand the environmental conditions of the organization, including the natural, social, cultural, and work climate.The bureaucracy must also be able to adopt technology and have knowledge related to big data that is integrated into all units in the bureaucracy. So it is necessary to internalize academic culture into the bureaucracy so that the human resources of the Apparatus have a learning mentality and are motivated to increase their knowledge and abilities in utilizing technology. In addition, future human resources personnel must have mental skills, social skills, and manual skills. Cognitive skills, namely mastery of one's expertise in dealing with phenomena and events that appear around the world, and the ability to conduct an accurate study of events that occur.Social skills, namely the ability to get along with other people and collaborate.

Meanwhile, manual skills refer to a person's ability to use his limbs and senses to produce high-value and innovation-oriented creative goods and services. In the process, innovation is needed to adapt to changes and develop human resources for government officials to create public service innovations oriented towards the use of information technology. Thus, government officials' specific skills and abilities can be the basis for developing a professional mindset, as demonstrated by their capability in identifying community needs, setting goals, and prioritizing programs based on community needs and expectations. As a result, the bureaucracy will be better able to respond to any problems, show flexibility in all circumstances, and maintain public trust. Thus, the existence of commitment and self-awareness is needed by every government apparatus to build a bureaucratic culture so as not to lose public trust.

The bureaucracy of society 5.0 and having superior knowledge and skills in utilizing technology must also excel in mental attitude. The professionalism of the human resources of the Apparatus is not only limited to expertise in technology and high knowledge but must be balanced with ethical behavior. This is because the human resources of the Apparatus work for the benefit of the individual and the use of the community. It takes a change in bureaucratic culture that is responsive and aspirational in responding to every form of public demand so that HR Apparatus needs to internalize these values into the mental attitude of bureaucratic apparatus behavior that provides services to the community.Changes in the mindset and mental attitude of HR towards modernity in the bureaucracy of society 5.0, in the future, must be able to produce a bureaucracy with a work culture that is sustainable, effective, humane, disciplined, and competent. This is the basis of efforts to integrate human resource governance into dynamic governance based on the principles of anticipatory, reflective, and creative thinking that benefits government organizations. So that they are not only well positioned institutionally to deal with public issues but also have the mental capital to face potential challenges and increase public trust.

Fundamentally, the bureaucracy of society 5.0 will play a role as a bureaucracy based on characteristics that are more concerned with the community. Every state apparatus that is a bureaucrat as a public servant must understand and have a high awareness of attitude, that work orientation is to fulfill the community's interests to the fullest.Bureaucratic Apparatus in the era of society 5.0 must-have personal capacity in the form of professional ethics and morality based on the values of social life rooted in the value system that lives in the community, not being a tool of artificial intelligence from technology or otherwise using technology to steal a personal advantage. Bureaucracy in the era of society 5.0 is vital to be realized through the development of knowledge supported by technology and the quality of apparatus resources to contribute to various public sectors.

The development of the era and technology, in general, will affect the development of human resources of the Apparatus to become human resources with superior skills and superior mental attitudes. Fundamentally, the development of the era and technology will encourage Apparatus HR to have outstanding skills in utilizing technological sophistication in producing high bureaucratic performance while still presenting an attitude of humanism in providing services to the community and solving public problems.Then, the development

of human resources for apparatuses with superior skills and mental attitudes is also influenced by a transparent bureaucracy. Meanwhile, a transparent bureaucracy will impact developing the competence of human resources of government officials in creating bureaucratic Apparatus that has expertise supported by a mental attitude that serves and is free from acts of corruption that can be a severe threat to the state in realizing people's welfare. However, the development of the era and technology will not automatically produce the human resources of Apparatus with superior knowledge. In this context, innovation is needed to adapt to the changing period and governance of human resource development oriented towards the use of technology.

4. CONCLUSION

Based on the results and discussion above, it can be seen that the strengthening of bureaucratic reform in the creation of human resources for the Apparatus towards the era of society 5.0 in Indonesia has been carried out by the KemenPANRB through a merit system that compares the skills and competencies of a position at the stages of recruitment, appointment, and promotion, while still taking into account the integrityand moralityaspect. However, strengthening bureaucratic reform towards the era of society 5.0 in Indonesia has encountered various obstacles related to the still-dominant bureaucratic pathology, a culture of corruption, and the unpreparedness of the bureaucracy for the use of technology and information in the orientation public services to the community. Therefore, the Planning for the development of Apparatus HR by the KemenPANRB in strengthening bureaucratic reform towards the Society 5.0 era must be carried out appropriately by responding to various obstacles that occur and all forms of environmental change and developments of the times.

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