



## Executive Summary

Many policies and strategies have been created and implemented to improve governance within ministries and public institutions throughout the Reformed Era. However, one crucial aspect that should not be overlooked in relation to Bureaucratic Reform policies is the role of Strategic Human Resource Management (SHRM) elements in shaping their implementation. These elements range from hard elements, such as organizational structure, to soft elements, such as skills. Consequently, they also influence the perceived outcomes of the policies themselves.

Looking back at Jokowi's presidency, he was a leader who prioritized Bureaucratic Reform efforts. This can be seen in his fourth priority work program during his second term, which was "Bureaucratic Reform" During this period, he introduced one of the most revolutionary bureaucratic policies. He ordered the simplification of the bureaucracy within ministries and institutions (K/L) from five echelons to only two. He instructed that this be carried out by reassigning or transferring structural positions (JS), such as lower administrative positions (JA) that mainly focused on administrative work, into functional positions (JF). However, the implementation process of this policy was not always smooth. Issues in human resource management—such as cultural values, communication strategies, and career development for civil servants—have been identified in past research (Fitrianingrum et al., 2020; Katharina, 2021; Sanjaya & Darma, 2023). These issues not only caused confusion and resistance but also created the potential for counterproductive outcomes.

The challenges mentioned earlier did not hinder ambitions for Bureaucratic Reform and the reorganization of the State Civil Apparatus (ASN) management system during Jokowi's second term. Instead, they encouraged the creation of new laws and regulations, such as the amendment of the ASN Law—from Law No. 5 of 2014 to Law No. 20 of 2023—and the Position Equalization policy. These changes and efforts to simplify bureaucracy aim to dismantle the perception that ASN management and public service are slow and rigid. However, to address these issues, studies on existing laws and their implementation impacts are required.

An analysis of various laws related to the Position Equalization policy shows a gap within the policy framework. A literature review also indicates that Indonesia still lacks the application of SHRM theory or models in analysing ASN management legislation, even though Law No. 5 of 2014 was based on SHRM approach. Therefore, this paper seeks to bridge that gap by revisiting the SHRM framework, evaluating previous ASN management policies designed using it, and offering recommendations suited to the current era. It examines shifts in ASN management during Jokowi's presidency, challenges faced at the start of Prabowo's administration, and proposes reform and management policy alternatives based on the seven SHRM elements from McKinsey's 7S model. In conclusion, understanding the intricacies of bureaucratic reform policy, especially concerning ASN management, requires an understanding of policy history, its implementation, the current social, political, and economic climate, and, finally, SHRM. This paper comes in to offer some policy alternatives that can contribute improving governance and develop ASN skills.



**Position Equalization: What's Next in Line for Bureaucratic Reform and ASN Management Policies?**

Davina Alexandra Sosotya, Dr. Ambar Widaningrum, MA

Universitas Gadjah Mada, 2025 | Diunduh dari <http://etd.repository.ugm.ac.id/>

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**Keywords:** Position Equalization Policy, Bureaucratic Reform, ASN Management