



IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE IN THE PLACEMENT OF INDONESIAN ARMY MEMBERS IN STATE CIVIL APPARATUS POSITIONS IN MINISTRIES/INSTITUTIONS CASE STUDY OF THE MINISTRY OF STATE SECRETARIAT

Sherlyta Devia Dongoran¹ , Bobby W. Saputra²

Sekolah Tinggi Ilmu Ekonomi Harapan Bangsa, Bandung, Indonesia

mm-23078@students.ithb.ac.id, bobby@ithb.ac.id

ABSTRACT

This study examines the implementation of Good Corporate Governance (GCG) principles in placing Indonesian National Armed Forces (TNI) members into civil servant positions in Ministries/Agencies, specifically at the State Secretariat Ministry. The research focuses on assessing the impact of this placement on employee performance, with GCG aiming to improve efficiency, transparency, and accountability in the process. Using a qualitative approach and case study method, the study involves in-depth interviews with relevant stakeholders and analysis of internal documents. The findings suggest that placing TNI members in civil servant roles can enhance discipline, efficiency, and effectiveness, bringing in specialized expertise. However, challenges such as cultural differences, lack of bureaucratic experience, and potential conflicts of interest also emerge. The study emphasizes the importance of consistent GCG implementation, including transparent selection processes, accountability in performance evaluations, and robust training programs. It also suggests mitigation strategies to address integration challenges, such as orientation programs, forming integration teams, and fostering greater awareness. The research concludes that while the policy has positive and negative aspects, practical GCG application and proper mitigation are key to maximizing benefits and minimizing risks.

Keywords: accountability; civil servants; good corporate governance; ministry of state secretariat; placement of Tni members; transparency

INTRODUCTION

To improve the image, work, and performance of government agencies towards professionalism and support the creation of good governance, it is necessary to unify the direction and views of all levels of Government employees, which can be used as guidelines or references in carrying out both managerial and operational tasks throughout the task areas and organizational units of Government agencies in an integrated manner (Ali & Saputra, 2023; Wibowo & Kertati, 2022). Good Corporate Governance (GCG) is an organizational governance system that contains a set of rules governing the relationship between internal and other external interests regarding rights and obligations (Li et al., 2024; Nareswari et al., 2023; Pillai & Al-Malkawi, 2018). In other words, a system that regulates and controls organizations or agencies aims to increase added value for all interested parties (stakeholders). With the implementation of good corporate governance or GCG implementation, the management of organizational resources is expected to be efficient, effective, economical, and productive (Berenschot et al., 2022; Borgert et al., 2020; Habib

Saragih et al., 2024; Zulfikar et al., 2020). This is achieved by always being oriented towards organizational or agency goals and paying attention to stakeholders.

There are four main components in the GCG concept: Fairness, Transparency, Accountability, and Independence. GCG principles in Indonesia include transparency, accountability, responsibility, independence, and fairness. In its implementation, companies can refer to the general principles of GCG known as TARIF, namely Transparency, Accountability, Responsibility, Independence, and Fairness (Gao et al., 2023; He et al., 2024; Hunjra et al., 2024; Iftikhar et al., 2024; Özer et al., 2024; Yang et al., 2024). The State Civil Apparatus (ASN) is the backbone of running a country's government. ASN is vital in designing and implementing public policies to improve public welfare and encourage national development. ASNs must have high competence and strong professional ethics in their duties. ASN performance determines the effectiveness of the government in achieving these goals (Chairiah et al., 2020). According to Werdiningsih (2023), improving ASN performance is directly proportional to enhancing the quality of public services and overall community welfare.

The relationship between the military and civilians in government is complex and varies across countries. The military and civilian have different functions and roles but can complement each other in specific contexts. In some countries, the military has a significant role in civilian governance, especially in situations of national crisis or emergency. For example, in countries such as Turkey and Egypt, the military strongly influences the government and is often directly involved in politics (Alswaiti et al., 2023). However, this role is often controversial regarding issues of democracy and human rights.

In contrast, in countries with strong democratic traditions, such as the United States and the United Kingdom, the military tends to function as a completely separate institution from the civilian government. It primarily focuses on national defense and is subject to strict civilian control, with political and administrative decisions resting entirely with the democratically elected civilian government (Jones, 2024). This suggests balancing the need to maintain national security and respect for democratic principles.

In the Indonesian context, the relationship between the military and civilians has undergone significant changes from the New Order era to the Reformasi. During the New Order, the military had a dominant role in government and politics through ABRI Dwifungsi. This allowed the military to be directly involved in civilian affairs, including occupying strategic positions in government and parliament (Mills & Waite, 2017). However, after the 1998 Reformasi, this relationship changed drastically, with the abolition of Dwifungsi ABRI and the withdrawal of the military to purely defense functions, while the role of civilian governance was strengthened through various institutional reforms (Azwar & Suryana, 2021). In this era of Reformasi, bureaucratic reform and improving the State Civil Apparatus (ASN) performance became the government's primary focus. The placement of TNI members in ASN positions can be seen as part of a strategy to improve the quality of government, provided that its implementation must be by the principles of good governance. This study aims to analyze the impact of the placement of TNI members in ASN positions on improving performance at the Ministry of State Secretariat, which is expected to contribute to developing policies and practices in Indonesia.

Nonetheless, the assignment of TNI members to ASN roles continues to be governed by various laws and regulations. For instance, Law Number 34 of 2004 regarding the Indonesian National Army permits TNI members to hold specific civilian posts requiring specialized expertise, contingent upon presidential approval. Similarly, Law Number 5/2014 on the State Civil Apparatus offers a legal framework for such assignments, including relevant provisions and conditions.

Research on the implementation of GCG in the placement of TNI members in civil service positions at the Ministry of State Secretariat has significant relevance in academic and practical contexts. This study makes an important contribution to the academic literature by filling a knowledge gap regarding the specific impact of the placement of TNI members in civilian positions, which until now has not been studied much in depth in Indonesia. This study identifies the benefits and challenges faced in deploying members within the civilian bureaucracy and offers a new perspective in analyzing civil-military relations in Indonesia (Subroto & Indriati, 2024).

In a practical context, this research is highly relevant to policymakers and government practitioners. The research results can be used as a basis for formulating more effective policies related to the placement of TNI members in ASN positions. By understanding the impact of this placement on organizational performance and efficiency, policymakers can design better strategies to maximize the benefits and minimize the challenges that arise. For example, this research can provide recommendations on the type of training and orientation needed to help TNI members adapt to the civilian bureaucratic environment (Praditya, 2021).

Furthermore, this study can provide valuable insights for other ministries and agencies considering placing TNI members in ASN positions. By sharing this study's experiences and best practices, other agencies can avoid the same mistakes and adopt a more practical approach to deploying TNI members. This will help create better alliances between the military and civilians across the government, improving the overall performance and efficiency of the bureaucracy (Subroto & Indriati, 2024).

Research on implementing Good Corporate Governance (GCG) in placing TNI members in civil servant positions at the Ministry of State Secretariat is essential for understanding this complex issue. Previous studies, such as those by Subroto et al. (2024) and Azwar et al. (2021), highlight the importance of GCG principles in ensuring transparency and accountability in the placement process. Hidayat's research illustrates how effective GCG can enhance the integration of TNI members into civilian roles. At the same time, Prasajo emphasizes the challenges and benefits of this placement in improving public service efficiency. By examining these prior works, this study aims to fill a knowledge gap regarding the specific impacts of TNI member placements on governance and public performance, thus underscoring the significance of GCG in this context.

The main objective of this research is to analyze the implementation of Good Corporate Governance (GCG) in the placement of TNI members in the position of State Civil Apparatus (ASN) at the Ministry of State Secretariat by applying the four main components in the concept of GCG, namely Fairness, Transparency, Accountability, and Independence.

This research aims to provide a comprehensive picture of how the presence of TNI members affects work dynamics in the civil bureaucracy, as well as identify factors that support or hinder the success of the placement. By achieving these objectives, this research can significantly contribute to improving practices in Indonesia.

METHOD

This research focuses on the Ministry of State Secretariat as the main object of study to analyze the placement of TNI members in the position of state civil apparatus (ASN) and its impact on improving employee performance in the ministry. The placement of TNI members in ASN positions is an interesting phenomenon to study, especially in the context of how applying Good Corporate Governance (GCG) principles can support the success of this policy. This study aims to understand the dynamics that arise from the placement of TNI members, such as the adaptation process, the influence on work culture, and the impact on organizational efficiency within the Ministry of State Secretariat.

This research uses a qualitative approach with a case study method to explore complex and in-depth phenomena. This approach allows for rich data collection through in-depth interviews, participatory observation, and document analysis. Interviews were conducted with various resource persons, including TNI members placed in ASN positions, civil servants at the Ministry of State Secretariat, and policy experts. Participatory observation provided insight into the social interactions and work culture adaptations between TNI members and civil servants. Document analysis added legal and historical context, involving relevant policies and regulations, performance reports, and other official documents. These data collection techniques were designed to ensure accuracy and relevance in answering the research objectives.

The study results were analyzed using qualitative methods to identify patterns and central themes from the data obtained. This analysis included data triangulation from multiple sources to provide validity and depth to the findings. The researcher evaluated how GCG implementation affects the effectiveness of the placement of TNI members in ASN positions, taking into account challenges such as work culture adaptation and alliance between military and civilian. Research conclusions and recommendations are compiled based on these findings, which are expected to provide practical guidance for policymakers and other government agencies in optimizing policies for the placement of TNI members in ASN positions. This research also contributes to developing better policies that support Indonesia's military and civilian bureaucracy.

RESULTS AND DISCUSSION

Analysis of Human Resources Governance Implementation

Analysis of the Implementation of Good Corporate Governance (GCG) in the Placement of TNI Members

The placement of Indonesian National Army (TNI) members as State Civil Apparatus (ASN) in the Ministry of State Secretariat is a strategic step that has significant implications for government structures and public performance. This placement process aims to utilize

the expertise and discipline of TNI members in carrying out administrative functions and public services. However, implementing Good Corporate Governance (GCG) in this placement process is very important to achieve optimal results. GCG is the basis for realizing transparency, accountability, and efficiency in every stage of ASN placement, including TNI members.

Good Corporate Governance (GCG) is an important framework for managing organizations, especially in the public sector and state institutions. Implementing GCG in Indonesia is becoming increasingly relevant, especially given the demand for increased transparency and accountability in managing state resources. In this context, GCG serves as a management tool and a form of commitment to ethics and social responsibility.

In the public sector, especially in placing members of the Indonesian National Army (TNI) in the position of State Civil Apparatus (ASN), the implementation of GCG has significant implications. This is because TNI members placed in ASN positions are expected to bring military experience and discipline to the management of civilian government. In this context, understanding and implementing GCG principles will contribute to the effectiveness and efficiency of public services. The importance of GCG in this context is to avoid conflicts of interest and ensure that TNI members are placed fairly and transparently, without political intervention.

One of the main challenges in implementing GCG is the strong organizational culture. An organizational culture that emphasizes hierarchy and authority often hinders the implementation of GCG principles, prioritizing participation and openness. Changing the organizational culture toward a more open and participatory culture is important in realizing effective GCG. Therefore, leadership must encourage a work culture supporting transparency and accountability within the Ministry of State Secretariat. Training and competency development are two aspects of implementing GCG that must be considered. Leaders and staff at the Ministry of State Secretariat must understand GCG principles and be able to implement them in daily practice. Structured training will help TNI members who become ASNs adapt to their new work environment and understand their role in the context of GCG.

Overall, implementing good corporate governance at the Ministry of State Secretariat and placing TNI members in ASN positions have a strong and relevant background. By paying attention to GCG principles, the ministry can improve government transparency, accountability, and public trust. Challenges faced in implementing GCG, such as organizational culture and a lack of training, must be overcome through collaborative efforts between leaders and staff. Thus, GCG can be implemented effectively, ultimately positively impacting the government's performance in serving the public.

Good Corporate Governance (GCG) is a concept that refers to a system that organizes and manages companies to increase added value and protect all stakeholders' interests. According to the Indonesian Institute for Corporate Governance, GCG includes a set of rules, practices, and processes that govern the relationship between management, the board of commissioners, shareholders, and other interested parties. In its theoretical framework, GCG

is built on several basic principles, including transparency, accountability, responsibility, independence, and fairness. These principles form the basis for exemplary GCG implementation in various organizations, including the public sector.

Transparency is one of the key aspects of GCG. It enables stakeholders to obtain accurate and relevant information about the organization's performance, helping prevent corrupt practices and abuse of authority. Transparent and open information allows all parties to understand the decision-making process, increasing public trust in government institutions. In the context of the placement of TNI members as State Civil Apparatus (ASN), transparency in the selection and placement process is very important to ensure that the policy is fair and accountable.

Accountability is another important principle in the GCG framework. This principle requires all parties in the organization's management to be accountable for the decisions and actions taken. Accountability in GCG encourages management to evaluate and report on performance and resource use periodically. In the context of a ministry, accountability may include financial reports, performance results, and implemented policies. With good accountability, the public can monitor and evaluate the government's performance in placing TNI members in ASN positions.

Responsibility is also an essential element of GCG. This principle asserts that every individual must act in the organization's and other stakeholders' best interests. Responsibility includes the obligation to make appropriate and ethical decisions and maintain the organization's integrity in the context of TNI deployments; this responsibility is particularly decisions that are not based solely on political considerations or personal interests but also take into account the interests of the community and the sustainability of the organization.

Independence is the principle to be considered in the GCG. This principle emphasizes the need for objective and fair decision-making not influenced by outside interests. Independence in organizational management will reduce the risk of conflicts of interest and increase public trust. In the ministry, independence can be achieved by ensuring that strategic positions are not filled based on political affiliations or personal relationships but on relevant competencies and qualifications.

Diversity in management is also important to support GCG implementation. The principle of fairness in GCG ensures that all stakeholders have equal rights to be involved in decision-making and benefit from implemented policies. Diversity in the management team includes educational background, experience, gender, and culture. In the context of deploying TNI members, diversity will enrich perspectives and approaches in ASN management so that policies are more inclusive and responsive to community needs.

By consistently applying GCG principles, Kemensetneg can ensure that the placement of TNI members in ASN positions is transparent, accountable, and fair. This will build public trust in Kemensetneg and improve the quality of governance. However, it is important to remember that this is a sensitive and controversial policy.

One of the fundamental reasons for placing TNI members in ASN positions is their experience and discipline. They are trained to work in stressful situations and have good managerial skills. This aligns with Hidayat's (2021) thoughts that integrating TNI members into the ASN structure can bring a new perspective to government management. Given the increasing demand for fast and responsive services, this placement is also expected to improve the performance and effectiveness of public services at the Ministry of State Secretariat.

However, the process of placing TNI members into ASN positions is not free from challenges. One of the main challenges is the potential conflict of interest and public perception of this integration. The placement of TNI members in ASN positions can raise doubts in the community regarding their ability to adapt to the civilian bureaucratic culture. Transparency in the selection and placement process of TNI members is essential to build public trust. Good GCG can help overcome such doubts by ensuring the placement process is fair and based on meritocracy.

The importance of training and development for TNI members appointed to ASN positions cannot be ignored. Adequate orientation and training programs must be prepared for them to adapt to a different bureaucratic environment. Structured and sustainable training can help TNI members understand their duties and responsibilities in ASN positions and build the skills needed in public services. With proper training, TNI members are expected to contribute optimally to carrying out government functions.

Analysis of Work Culture Dynamics

Integrating TNI members in the Ministry of State Secretariat (Kemensetneg) is important in realizing an alliance between the military and civilians in supporting the government. One is work culture, where military work culture is characterized by high discipline, rigid hierarchy, and a focus on orders and compliance. TNI members are trained to act quickly, efficiently, and effectively in emergencies, emphasizing loyalty and dedication to the country.

The work culture of civil bureaucracy tends to be more flexible, collaborative, and process-oriented. The bureaucratic system emphasizes procedures, transparency, and accountability in decision-making. However, the fundamental differences in work culture between the two sectors may pose challenges and mitigations in the integration process, including:

a. Challenge

The challenge of integrating TNI members in the Ministry of State Secretariat (Kemensetneg) is not an uneasy one. The challenge is a more flexible and collaborative civilian bureaucratic environment from a rigid and hierarchical military organizational culture. The fundamental difference lies in the decision-making system. In the military, orders and instructions from superiors are executed firmly and quickly. The process in the State Secretariat is more complex, involving discussions and negotiations between various parties. This can be an obstacle for TNI members who are used to the command system.

Another challenge arises in communication and collaboration. TNI members, who are used to formal and straightforward communication, may have difficulty adapting to

the more relaxed and informal communication style at Setneg. Different approaches to work can also be an obstacle. ASNs focus on procedures and rules, while TNI members are more accustomed to direct and quick actions.

Finally, negative perceptions of the military among civil servants can be a stumbling block. Distrust and prejudice can hinder the formation of harmonious working relationships. To overcome these challenges, a joint effort from all parties is needed. TNI members must be willing to learn and adapt to the Setneg organizational culture. Meanwhile, ASN needs to open up and accept the presence of TNI members as part of the team. Increased communication and collaboration and efforts to build trust and mutual understanding are key to the successful integration of TNI members in Setneg.

b. Mitigation Strategy

A comprehensive and structured strategy is needed to overcome the challenges of integrating TNI members in the Ministry of State Secretariat (Kemensetneg). One important step is to organize a unique orientation and training program for TNI members who will join Setneg. This program should be designed to help them understand the work culture of the Ministry's civil bureaucracy, procedures, and work systems. In addition to the orientation program, ongoing coaching and development are very important. Through this program, TNI members can improve their communication, collaboration, and adaptation skills to the civilian bureaucratic environment. They can also learn the skills needed to work effectively in multidisciplinary teams.

The formation of an integration team consisting of representatives of TNI and ASN members can also be an effective solution. This team can facilitate communication, coordination, and resolution of problems that arise during the integration process. Finally, efforts to increase awareness and understanding of the role and contribution of TNI members in Kemensetneg are significant. This can be done through various activities, such as seminars, workshops, and internal campaigns. Increasing awareness and understanding is expected to build trust and ease negative perceptions of the presence of TNI members in the State Secretariat. By implementing these strategies, the integration of TNI members in the Ministry of State Secretariat can run smoothly and produce positive alliances for both parties.

Integrating TNI members into the Ministry of State Secretariat is a strategic step in strengthening alliances between the military and civilians. However, fundamental differences in work culture between the two sectors can pose challenges. The right mitigation strategy can help overcome obstacles and smooth the integration process so that TNI members can optimally support the duties and functions of the Ministry of State Secretariat.

One approach to ensuring GCG in the deployment of TNI members is to involve various stakeholders in the selection process. Involving an independent party in the evaluation process can increase the credibility of the placement of TNI members. Involving a third party in the selection process can reduce the risk of subjectivity and create more

accountable results. In addition, effective communication between TNI and relevant ministries is also important to ensure that all parties understand the purpose and benefits of the deployment.

In addition to challenges, there are also opportunities to place TNI members in ASN positions. With the new perspectives and experiences of TNI members, the Ministry of State Secretariat hopes to introduce innovations in public services. TNI members accustomed to working in teams and under pressure can be agents of positive change in the civilian government environment. This opportunity can be utilized to improve collaboration between units in the ministry and drive overall performance improvement.

The Ministry of State Secretariat (Kemensetneg) seeks to manage differences in work culture between military and civilians with several strategies, including:

1. **Orientation and Training Program:** Kemensetneg provides a unique orientation and training program for TNI members who will join. This program helps them understand the work culture of the civilian bureaucracy, procedures, and work systems at the Ministry.
2. **Coaching and Development:** The Ministry of State Secretariat provides ongoing coaching and development to help TNI members improve their communication, collaboration, and adaptation skills to the civilian bureaucratic environment.
3. **Formation of the Integration Team:** The Ministry of State Secretariat established an integration team consisting of representatives of TNI and ASN members. This team facilitates communication, coordination, and resolution of problems that arise due to differences in work culture.
4. **Increased Awareness and Understanding:** The Ministry of State Secretariat seeks to raise awareness and understanding of the role and contribution of TNI members in the State Secretariat. This effort aims to build trust and defuse any negative perceptions.

By implementing these strategies, the Ministry seeks to create a harmonious working environment and support the integration of TNI members in carrying out the duties and functions of the Ministry.

Competency and Performance Analysis of TNI Members:

TNI members, with their unique backgrounds and experiences, have great potential to contribute to the performance of the Ministry of State Secretariat. Their competencies, such as managerial skills, leadership, and experience in crisis management, can add significant value to various aspects of the ministry's operations. Here is the explanation:

a. Managerial Skills

1. **Experience in a Structured Organization:** TNI is known for its highly structured and disciplined organizational structure. TNI members' experience working in a complex hierarchical system with a transparent chain of command can help them understand and carry out administrative tasks at the Ministry of State Secretariat.

2. **Resource Management:** To carry out its duties, the TNI must efficiently manage human resources, logistics, and equipment. These skills can be applied to managing resources at the Ministry of State Secretariat, including budgeting, procurement, and staff management.
3. **Planning and Organizing:** TNI is trained to plan and organize complex military operations. These skills can assist in formulating structured and targeted strategies and work plans at the Ministry of State Secretariat.

b. Leadership

1. **Authoritative Leadership:** TNI members are trained to be firm, authoritative leaders who can motivate subordinates. These leadership qualities can help them lead work teams and motivate the Ministry of State Secretariat staff to achieve set targets.
2. **Effective Communication:** Effective communication is critical to successful operations in a military environment. TNI members have good communication skills, both oral and written, which can assist in conveying information and instructions in a clear and structured manner at the Ministry of State Secretariat.
3. **Quick and Decisive Decision-Making:** In emergencies, TNI members are trained to make quick and precise decisions. These skills can help the Ministry of State Secretariat deal with urgent situations that require quick action.

c. Experience in Crisis Management

1. **Mental Resilience:** TNI members are trained to deal with complex and stressful situations. This mental resilience is critical in dealing with crises and high work pressure at the Ministry of State Secretariat.
2. **Emergency Handling:** TNI has experience handling various emergencies, such as natural disasters, riots, and terrorism. This experience can help manage crises at the Ministry of State Secretariat, such as protests or riots within the ministry.
3. **Coordination and Collaboration:** In crisis management, TNI must be able to coordinate and collaborate with various parties, both internal and external. These skills can help build good working relationships with various related agencies in the Ministry of State Secretariat.

d. Contribution to the Performance of the Ministry of State Secretariat

1. **Improving Work Efficiency and Effectiveness:** TNI members' competence can help improve work efficiency and effectiveness at the Ministry of State Secretariat.
 2. **Improving Organizational Resilience and Stability:** Crisis management experience can help improve organizational resilience and stability in the Ministry of State Secretariat.
- Improving the Quality of Public Services:** The

managerial and leadership skills of TNI members can help improve the quality of public services at the Ministry of State Secretariat.

TNI members' competencies, such as managerial skills, leadership, and experience in crisis management, can significantly improve the Ministry of State Secretariat's performance. They can also assist in improving the efficiency, effectiveness, resilience, and quality of public services in the ministry.

Analysis of the Impact of Placement of TNI Members on Employee Performance

The placement of TNI members in civil servant positions at the Ministry of State Secretariat (Kemensetneg) can affect civil servants' performance in various positive and negative ways. Here are some analyses:

Positive Impact

1. **Improved Discipline and Efficiency:** TNI members are known for their high discipline and dedication to duty. Their presence can encourage a more structured, efficient, and timely work culture. This can improve the productivity and effectiveness of civilian employees' work.
2. **Specific Expertise:** TNI members have expertise in security, logistics, and crisis management that could benefit the State Secretariat. Their presence can strengthen Kemensetneg's ability to handle tasks requiring expertise in state event security, logistics management, and emergency situation coordination.
3. **Experience in Leadership:** TNI members have experience in leading and managing military organizations. Their presence can provide civilian employees with new perspectives and different leadership experiences, assisting in developing leadership and management in Setneg.

Negative Impact

1. **Differences in Work Culture:** Military and civilian work cultures differ significantly. TNI members can cause incompatibility and friction and hinder employee collaboration.
2. **Lack of Bureaucratic Experience:** TNI members may not be familiar with Setneg's civilian bureaucratic system and work procedures. This may make it difficult for them to adapt and perform tasks effectively, decreasing work efficiency and productivity.
3. **Potential Conflict of Interest:** The placement of TNI members in ASN positions can lead to potential conflicts of interest, especially if they are involved in decision-making related to the military or security. This can hinder an objective and transparent decision-making process.

Determining Factors

1. **Selection Criteria:** The selection criteria for TNI members placed in ASN positions is crucial to ensure they have the competencies and experience relevant to the tasks at

Setneg. A rigorous and transparent selection process will minimize potential negative impacts.

2. **Adaptation and Training Program:** A comprehensive adaptation and training program for TNI members who become ASN is essential to help them adapt to the civilian work culture, understand the bureaucratic system, and improve their ability to carry out their duties in Setneg.
3. **Communication and Collaboration:** It is important to build good communication and collaboration between TNI members and civilian employees at Setneg. Integration programs, coaching, and joint activities can help build mutual understanding and respect for differences in work culture.

The placement of TNI members in civil servant positions in Kemensetneg can positively and negatively impact servant performance. To maximize the positive impact and minimize the negative impact, strict selection criteria, comprehensive adaptation and training programs, and good communication and collaboration among employees should be applied. This will help create a harmonious working environment and support the overall performance of the Ministry of State Secretariat.

The Ministry of State Secretariat (Kemensetneg) has a regular evaluation system to assess the performance of TNI members who have become civil servants. Although detailed information on the evaluation mechanism is not available in the source provided, some important points can be inferred:

1. **Periodic Evaluation:** The Ministry of State Secretariat has a periodic evaluation system demonstrating its commitment to monitoring and assessing the performance of TNI members who become ASN.
2. **Objective and Transparent Evaluation:** Evaluations are conducted objectively and transparently to ensure that performance assessments are not based on subjectivity or bias but on clear and measurable standards.
3. **Purpose of Evaluation:** The evaluation aims to ensure that TNI members who become ASN can carry out their duties and responsibilities in the ASN position. This means that the evaluation assesses technical performance and their ability to adapt to the work culture of the civil bureaucracy, carry out tasks with integrity, and comply with the ASN code of ethics.

In addition, Kemensetneg provides an exceptional coaching and development program for TNI members who have become ASN. This program helps them adapt to the civil bureaucracy's work culture, improve their competence, and develop their professionalism in ASN positions. The program can be linked to the evaluation system, and the evaluation results can be used to identify the development and training needs of TNI members.

Although specific information on the evaluation mechanism is unavailable, existing information indicates that Kemensetneg has a structured and comprehensive evaluation system. This system ensures that TNI members who become ASN can contribute maximally to carrying out the ministry's duties and functions.

Key Findings

The integration of TNI members in the bureaucratic structure of the Ministry of State Secretariat (Kemensetneg) is a strategic step that is full of potential and challenges. An in-depth analysis of the placement of TNI members in ASN positions at Kemensetneg shows that there are positive and negative opportunities that need to be carefully considered. On the one hand, the presence of TNI members can bring fresh air in the form of increased discipline, efficiency, and effectiveness of work, as well as specific expertise that can enrich the ministry's performance. On the other hand, differences in work culture, lack of bureaucratic experience, and potential conflicts of interest are obstacles that need to be overcome with the right strategy.

The placement of TNI members as State Civil Apparatus (ASN) in the Ministry of State Secretariat (Kemensetneg) brings various potentials, both positive and negative. On the positive side, their presence can improve discipline, efficiency, and work effectiveness within the ministry. They also bring specific expertise that can enrich the diversity of competencies in Setneg and bring fresh and innovative leadership views. However, potential negative impacts also need to be considered. Differences in work culture between the military and civilian bureaucracy, lack of experience in a bureaucratic environment, and potential conflicts of interest are challenges that need to be addressed wisely in placing TNI members in ASN positions at Setneg. With a deep understanding of these positive and negative potentials, the placement of TNI members can be directed to make an optimal contribution to improving the performance and effectiveness of the Ministry of State Secretariat. The following are the main findings of the analysis that has been carried out:

The placement of TNI members in ASN positions at the Ministry of State Secretariat (Kemensetneg) has both positive and negative potential.

On the Positive Side

Improve discipline by instilling discipline in them that leads to increased punctuality, adherence to rules and procedures, and better work ethics. This will create a more structured and directed work atmosphere, making the work process more efficient and productive. Furthermore, efficiency, the experience of TNI members in managing limited resources and carrying out tasks efficiently in a military environment, is needed to help optimize budget use, manage human resources more effectively, and implement more planned and structured work strategies.

Next is work effectiveness. In this case, TNI members are trained to complete tasks quickly and precisely, even in difficult and stressful situations. This can increase work effectiveness, especially in emergencies or tasks with tight deadlines. In addition, by bringing specific expertise and leadership perspectives, the placement of TNI members in the Ministry of State Secretariat (Kemensetneg) can create new leadership that has the potential to improve discipline, efficiency, and work effectiveness.

Thus, the presence of TNI members in the Ministry of State Secretariat can significantly improve work performance and effectiveness and strengthen the Ministry of State Secretariat's position in carrying out its duties and functions.

On the Negative Side

Significant differences exist between the work cultures of the military and civilian bureaucracy. The military has a rigid hierarchical structure, emphasizing compliance and formal communication. Meanwhile, civilian bureaucracies are more flexible and emphasize collaboration and informal communication. This can lead to mismatches in working and communication, so achieving good adaptation and integration takes time and effort. In addition, there is a lack of bureaucratic experience in a civilian environment. However, TNI members have substantial experience in a military environment, so they are less familiar with the bureaucratic systems and procedures in Setneg.

This may hinder the understanding and execution of administrative tasks, as well as interaction with seasoned civil servants, which can result in potential conflicts of interest. Implementing the right strategy—through orientation and training programs, forming integration teams, and establishing mechanisms to prevent conflicts of interest—can tackle these issues. This ensures that the involvement of TNI members in Kemensetneg leads to positive contributions while addressing existing conflicts and challenges.

Implementation of Good Corporate Governance (GCG)

In this case, the principles of GCG are fundamental in placing TNI members in ASN positions within the Ministry, especially the Ministry of State Secretariat, by paying attention to the principles of Good Corporate Governance (GCG) to ensure a transparent, accountable, and fair process. The GCG principles applied include

a. Transparency

The first transparent process is the publication of selection criteria and procedures for TNI members who will occupy ASN positions in the Ministry. The requirements must include education, work experience, and required competencies. This information can be published through the State Secretariat website or announcements. Second, Pubilkasi Laporan Penerimaan periodically publishes the number of TNI members needed to place TNI positions in the ASN environment, in this case, through official announcements or direct calls.

b. Accountability

In this case, the Head of the Ministry of State Secretariat oversees the selection and placement process of TNI members in ASN. Thus, the process can be conducted fairly, objectively, and following applicable laws and regulations. In addition, a periodic evaluation system is used objectively and transparently to assess the performance of TNI members who have been placed in ASN positions and ensure that they can perform their duties and responsibilities in these positions.

c. Responsibility

The special, unique development program for TNI members who have been placed in ASN positions assists them in adapting to the work culture of the civil bureaucracy, improving their competence, and developing their professionalism in these positions. In addition, TNI members must emphasize the importance of ethics and integrity in performing duties in the ASN position. Thus, TNI members can comply with the ASN code of ethics and uphold the values of integrity in performing their duties.

d. Independence

In the procedure, the authorized leader forms an independent selection team of representatives from various parties, such as ASN, academics, and professionals. This team selects TNI members who meet the criteria and competencies to occupy ASN positions. As for facilities, Kemensetneg has a transparent and easily accessible complaint system that allows it to receive reports from the public regarding alleged violations of ethics or integrity by TNI members in the selection to occupy ASN positions.

e. Fairness and Equality

In this case, the Ministry of State Secretariat provides equal opportunities for all TNI members who meet the criteria to participate in selecting ASN positions through an objective, transparent, and discrimination-free selection process. In addition, Kemensetneg implements a fair and transparent compensation system for all ASNs, including TNI members who have occupied ASN positions based on their performance and contribution.

Differences in work culture between military and civilian bureaucracy

In terms of Challenges

Work culture is a significant challenge in integrating TNI members into the civilian environment. Adjustments to hierarchy and procedures, communication and collaboration, perception, and trust are also challenges. However, placing TNI members within the Ministry of State Secretariat (Kemensetneg) is a strategic step that offers great potential but also presents its challenges.

Adjustment to hierarchy and procedures is one of the challenges faced by an ASN led by a member of the TNI. Think of it this way: The military has a rigid and centralized hierarchical structure, like a pyramid with a transparent chain of command, and obeying orders is a priority. Meanwhile, civilian bureaucracies tend to be more flexible and decentralized, emphasizing collaboration and participation in decision-making. In contrast, TNI members used to a rigid military structure must adapt to the different hierarchical structures in Setneg, understand more complex bureaucratic procedures, and learn to collaborate with various parties in decision-making.

In addition, communication and collaboration tend to be formal, clear, and structured, emphasizing orders and instructions. However, in the civilian bureaucracy, communication emphasizes dialogue, openness, and relaxed collaboration. In contrast, TNI members need to learn to communicate more collaboratively, dialogically, and flexibly and establish harmonious working relationships with civil servants.

On the other hand, perception and trust are also some challenges that affect a work culture oriented toward compliance, discipline, and measurable performance. However, integrity, transparency, accountability, and public service are prioritized in the civilian bureaucracy. This creates a negative perception of TNI members who are too rigid and less flexible and have the potential to cause conflicts of interest, which can reduce civil servants' trust in TNI members. To overcome this challenge, efforts are needed to build open communication by introducing TNI members to the values and work culture in the civilian environment and showing that TNI members can contribute positively to the civilian bureaucratic environment.

Mitigation Strategy

Several strategies can overcome the challenges, including orientation and training programs, coaching and development, formation of integration teams, and raising awareness and understanding. This is necessary because the Ministry of State Secretariat (Kemensetneg) plays an important role in facilitating the adaptation of TNI members to the work culture within the State Secretariat.

The following are mitigation strategies to overcome these challenges. First, the Orientation and Training Program is a unique orientation program designed to introduce TNI members to the work culture, systems, and procedures within the State Secretariat. This program may include:

1. Introduction to the values and work culture of the State Secretariat: Explains the values such as integrity, transparency, accountability, and public service that form the basis of the work culture at Setneg.
2. Explanation of organizational structure and hierarchy: Provided an understanding of Setneg's organizational structure, reporting lines, and decision-making mechanisms.
3. Training on administrative procedures and bureaucracy: Provide training on administrative procedures, document preparation procedures, and management information systems used in the State Secretariat.

Second, the Guidance and Development strategy focuses on improving the skills and knowledge of TNI members in carrying out administrative tasks at Setneg. This program may include:

1. Communication and collaboration training: Improve the ability of TNI members to communicate effectively and collaboratively with civil servants in Setneg.
2. Leadership and management training: Strengthening the ability of TNI members to lead and manage teams in a civilian bureaucratic environment.
3. Training on ethics and integrity: Improving TNI members' understanding of ethics and integrity in carrying out their duties within the State Secretariat.

Third, forming an Integration Team, which consists of experienced TNI and ASN members, is the primary strategy. This team can act as:

1. Communication facilitator: Facilitate effective communication and collaboration between TNI members and civil servants.

2. Mediator in resolving conflicts: Help resolve conflicts that may arise due to differences in work culture.
3. Companion and mentor: Provide assistance and guidance to TNI members in adapting to the work culture at the State Secretariat.

The fourth is increasing awareness and understanding of the importance of work culture adaptation for TNI members. This can be done through:

1. Socialization: Organizing socialization on the work culture of the Ministry of State Secretariat and the importance of adaptation for TNI members.
2. Workshop and discussion: Organized workshops and discussions on the work culture of the Ministry of State Secretariat and challenges in the integration of TNI members.
3. Publications: Publishing articles, newsletters, or other publicity materials on the Ministry of State Secretariat's work culture and adaptation strategies for TNI members.

In this regard, integrating TNI members in Kemensetneg is a strategic step with great potential to improve government performance. However, it is essential to address the challenges arising from differences in work culture and implement GCG principles consistently to achieve optimal results.

This study shows that placing TNI members in ASN positions at the Ministry of State Secretariat is a complex policy with positive and negative potential. Consistent GCG implementation and appropriate mitigation strategies are needed to maximize the benefits and minimize the risks of this policy.

After obtaining the main findings from the analysis regarding the placement of TNI members in ASN positions at the Ministry of State Secretariat (Kemensetneg), the next step is to evaluate and implement recommendations to improve the effectiveness and efficiency of this policy. Ensuring maximum benefits through evaluation and implementation of recommendations aims to maximize the positive potential of the placement of TNI members, such as increased discipline, efficiency, and work effectiveness, as well as the specific expertise they bring.

In addition, risk mitigation with appropriate recommendations can help minimize the harmful risks associated with this placement, such as differences in work culture, lack of bureaucratic experience, and potential conflicts of interest. Consistent implementation of GCG and appropriate mitigation strategies will increase transparency and accountability, thus building public trust in this policy.

Evaluating the positive and negative impacts of placing TNI members in ASN positions will help us better understand the consequences of this policy on government performance. Thus, we can develop the right strategies, such as consistently implementing Good Corporate Governance (GCG) and effective mitigation programs, to optimize the benefits obtained and reduce the risks that may arise due to differences in work culture.

What has been done through the implementation of GCG within the Ministry of State Secretariat has had a positive impact, namely:

1. Improved government performance: Effective implementation of the recommendations will help achieve the main objective of TNI deployments, which is improving overall government performance.
2. Resource optimization: By minimizing risks and policies, resources can be optimally used to minimize risks and maximize benefits.
3. Increased effectiveness and efficiency: Implementing GCG and appropriate mitigation strategies will increase the effectiveness and efficiency of the State Secretariat's tasks and functions.
4. Strengthening the alliance between military and civilians: Proper implementation of the recommendations will help build harmonious and collaborative working relationships between members of the TNI and ASN, thereby strengthening the alliance between the military and civilians in supporting the government.

Placing TNI members in ASN positions in the Ministry of State Secretariat can be a practical and sound policy for improving government performance and strengthening alliances between the military and civilians. It can be implemented by taking appropriate evaluation steps and implementing recommendations.

CONCLUSIONS

In conclusion, implementing Good Corporate Governance (GCG) within the Ministry of State Secretariat has proven to be a pivotal strategy for enhancing government performance and optimizing resources. The study highlights that adequate adherence to GCG principles facilitates improved efficiency and transparency and aligns with the primary objectives of deploying TNI members in civil servant positions. By minimizing risks and maximizing benefits, the resources invested in this policy can be utilized more effectively. Moreover, applying appropriate mitigation strategies has significantly increased the effectiveness and efficiency of tasks the State Secretariat performs. The emphasis on training and competency development for TNI members ensures that they adapt seamlessly to their new roles, enhancing public service delivery. Notably, the proper execution of GCG recommendations has fostered harmonious and collaborative working relationships between TNI members and civil servants. This alliance between military and civilian sectors is crucial for supporting the government in achieving its goals. By cultivating a culture of transparency, accountability, and responsibility, the Ministry can build public trust and improve overall governance.

REFERENCES

- Ali, H., & Saputra, F. (2023). Pengaruh Transparan, Akuntabilitas dan Tanggung Jawab terhadap Good Corporate Governance. *Jurnal Ilmu Multidisplin*, 2(2), 130–139.
- Alswaiti, G. T., Worlton, T. J., Arnaouti, M., Cahill, G., Russell, A., Hide, G. R., Horne, S., Clarke, D. L., Robinson, A. K. L., van der Wal, H., Ayvar, A., Bala, M., Gavitt, B., Aldhaheeri, A. S., Al Mughery, A. S., Brown, Z., Baird, M. D., Joseph, M., & Ratnayake, A. (2023). Military

- and Civilian Trauma System Integration: A Global Case Series. *Journal of Surgical Research*, 283, 666–673. <https://doi.org/10.1016/j.jss.2022.11.022>
- Azwar, A., & Suryana, M. J. (2021). Dwifungsi TNI dari Masa ke Masa. *Academia Praja: Jurnal Ilmu Politik, Pemerintahan, Dan Administrasi Publik*, 4(1), 154–179.
- Berenschot, W., Dhiaulhaq, A., Afrizal, Hospes, O., Adriana, R., & Poetry, E. (2022). Anti-Corporate Activism and Collusion: The Contentious Politics of Palm Oil Expansion in Indonesia. *Geoforum*, 131, 39–49. <https://doi.org/10.1016/j.geoforum.2022.03.002>
- Borgert, T., Donovan, J. D., Topple, C., & Masli, E. K. (2020). Impact analysis in the assessment of corporate sustainability by foreign multinationals operating in emerging markets: Evidence from manufacturing in Indonesia. *Journal of Cleaner Production*, 260. <https://doi.org/10.1016/j.jclepro.2020.120714>
- Chairiah, A., Ariski, S., Nugroho, A., & Suhariyanto, A. (2020). Implementasi Sistem Merit pada Aparatur Sipil Negara di Indonesia. *Jurnal Borneo Administrator*, 16(3), 383–400.
- Gao, Y., Pan, X., & Ye, Q. (2023). Corporate governance effects of state asset protection: A perspective on real earnings management. *Finance Research Letters*, 58. <https://doi.org/10.1016/j.frl.2023.104637>
- Habib Saragih, A., Ali, S., Suwardi, E., & Utomo, H. (2024). Finding the missing pieces to an optimal corporate tax savings: Information technology governance and internal information quality. *International Journal of Accounting Information Systems*, 52. <https://doi.org/10.1016/j.accinf.2023.100665>
- He, Q., Li, W., Zhang, P., & Guo, C. (2024). Corporate governance, policy robustness and carbon neutrality in the digital economy: Insights from the natural resource exploitation sector. *Resources Policy*, 88. <https://doi.org/10.1016/j.resourpol.2023.104477>
- Hunjra, A. I., Jebabli, I., Thrikawala, S. S., Alawi, S. M., & Mehmood, R. (2024). How do corporate governance and corporate social responsibility affect credit risk? *Research in International Business and Finance*, 67. <https://doi.org/10.1016/j.ribaf.2023.102139>
- Iftikhar, K., Bagh, T., & Khan, M. A. (2024). The role of corporate governance in the nexus between litigation risk and corporate innovation. *Borsa Istanbul Review*, 24(4), 732–746. <https://doi.org/10.1016/j.bir.2024.04.005>
- Jones, A. (2024). ‘Waging word wars’: The ‘emotionscape’ of the United Nations Security Council and the Russian war in Ukraine. *Political Geography*, 108. <https://doi.org/10.1016/j.polgeo.2023.103032>
- Li, S., Lin, D., & Xiao, H. (2024). Green finance and high-pollution corporate compensation - Empirical evidence from green credit guidelines. *Heliyon*, 10(8). <https://doi.org/10.1016/j.heliyon.2024.e27851>
- Mills, S., & Waite, C. (2017). Brands of youth citizenship and the politics of scale: National Citizen Service in the United Kingdom. *Political Geography*, 56, 66–76. <https://doi.org/10.1016/j.polgeo.2016.11.007>
- Nareswari, N., Tarczyska-Luniewska, M., & Al Hashfi, R. U. (2023). Analysis of Environmental, Social, and Governance Performance in Indonesia: Role of ESG on

- Corporate Performance. *Procedia Computer Science*, 225, 1748–1756. <https://doi.org/10.1016/j.procs.2023.10.164>
- Özer, G., Aktaş, N., & Çam, İ. (2024). Corporate environmental, social, and governance activities and financial reporting quality: An international investigation. *Borsa Istanbul Review*, 24(3), 549–560. <https://doi.org/10.1016/j.bir.2024.03.001>
- Pillai, R., & Al-Malkawi, H. A. N. (2018). On the relationship between corporate governance and firm performance: Evidence from GCC countries. *Research in International Business and Finance*, 44, 394–410. <https://doi.org/10.1016/j.ribaf.2017.07.110>
- Praditya, I. (2021). The Residue Of Military Regime During The Early Democratization Era In Indonesia And Myanmar. *JCIC : Jurnal CIC Lembaga Riset Dan Konsultan Sosial*, 1(2), 72–79. <https://doi.org/10.51486/jbo.v1i2.12>
- Subroto, I. G., & Indriati, F. (2024). ASN Personnel Reform in the TNI AD. *Journal of Law, Politic and Humanities*, 4(4), 568–578. <https://doi.org/10.38035/jlph.v4i4.392>
- Werdiningsih, R. (2023). Meningkatkan Kinerja Aparatur Sipil Negara melalui Leadership Style dalam Menghadapi Perubahan Lingkungan Eksternal untuk Mewujudkan Good Governance. *Badan Penerbit Stiepari Press*, 1–55.
- Wibowo, A. A., & Kertati, I. (2022). Reformasi Birokrasi Dan Pelayanan Publik. *Public Service and Governance Journal*, 3(01), 1–12.
- Yang, Z., Na, J., & Dong, X. (2024). Corporate governance for sustainable development: A study on mechanism configuration. *Journal of Cleaner Production*, 458. <https://doi.org/10.1016/j.jclepro.2024.142509>
- Zulfikar, R., Lukviarman, N., Suhardjanto, D., Ismail, T., Astuti, K. D., & Meutia, M. (2020). Corporate governance compliance in banking industry: The role of the board. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 1–18. <https://doi.org/10.3390/joitmc6040137>



© 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).