

Comparative Study of Civil Service Reform in Indonesia and Vietnam

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ABSTRACT

This study aims to compare the civil servant (Aparatur Sipil Negara, ASN) management system reforms in Indonesia and Vietnam, focusing on four key aspects: recruitment, compensation, performance measurement, and promotion. A comparative analysis approach was employed, involving qualitative analysis of existing policies and practices in both countries. The findings indicate that both countries have adopted meritocracy principles in ASN reforms, though the approaches and challenges faced differ. Indonesia excels in the utilization of digital technology, job competency standards, and performance measurement applications, while Vietnam continues to face challenges in political patronage and aligning remuneration and promotions with performance outcomes. Both countries show a shift toward performance-based compensation systems, with Vietnam starting to implement a job coefficient-based payment model. Indonesia's performance measurement is more integrated through systems like SAKIP and e-Kinerja, while Vietnam relies on qualitative evaluations based on specific criteria. Promotion reforms in both countries aim to strengthen objectivity, although political influence remains more prominent in Vietnam. These results contribute to the understanding of how merit-based reforms can be implemented in different political and administrative contexts, providing practical and theoretical implications for public administration. However, the study has certain limitations, such as the scope of qualitative data and country-specific contexts, which should be addressed in future research. Based on these findings, further studies should explore how political influences can be minimized to enhance the effectiveness of merit-based reforms in public administration systems.

Keywords: Civil Service Reform, Recruitment, Remuneration, Performance, Promotion

ABSTRAK

Penelitian ini bertujuan untuk membandingkan reformasi sistem manajemen Aparatur Sipil Negara (ASN) di Indonesia dan Vietnam, dengan fokus pada empat aspek utama: rekrutmen, kompensasi, pengukuran kinerja, dan promosi. Pendekatan analisis komparatif digunakan, yang melibatkan analisis kualitatif terhadap kebijakan dan praktik yang ada di kedua negara. Temuan menunjukkan bahwa kedua negara telah mengadopsi prinsip meritokrasi dalam reformasi ASN, meskipun pendekatan dan tantangan yang dihadapi berbeda. Indonesia unggul dalam pemanfaatan teknologi digital, standar kompetensi pekerjaan, dan aplikasi pengukuran kinerja, sementara Vietnam terus menghadapi tantangan dalam patronase politik dan menyelaraskan remunerasi dan promosi dengan hasil kinerja. Kedua negara menunjukkan pergeseran ke arah sistem

kompensasi berbasis kinerja, dengan Vietnam mulai menerapkan model pembayaran berbasis koefisien pekerjaan. Pengukuran kinerja Indonesia lebih terintegrasi melalui sistem seperti SAKIP dan e-Kinerja, sementara Vietnam mengandalkan evaluasi kualitatif berdasarkan kriteria tertentu. Reformasi promosi di kedua negara bertujuan untuk memperkuat objektivitas, meskipun pengaruh politik tetap lebih menonjol di Vietnam. Hasil-hasil ini berkontribusi pada pemahaman tentang bagaimana reformasi berbasis prestasi dapat diimplementasikan dalam konteks politik dan administratif yang berbeda, memberikan implikasi praktis dan teoritis bagi administrasi publik. Namun, penelitian ini memiliki keterbatasan tertentu, seperti cakupan data kualitatif dan konteks khusus negara, yang harus dibahas dalam penelitian mendatang. Berdasarkan temuan-temuan ini, penelitian lebih lanjut harus mengeksplorasi bagaimana pengaruh politik dapat diminimalkan untuk meningkatkan efektivitas reformasi berbasis prestasi dalam sistem administrasi publik.

Kata kunci: Reformasi Pegawai Negeri Sipil, Rekrutmen, Remunerasi, Kinerja, Promosi

INTRODUCTION

The national civil service system constitutes the primary foundation for the effective and efficient administration of government. This system encompasses all policies, mechanisms, and institutional frameworks that regulate the working relationship between the state and its employees. It extends beyond mere human resource management, intricately linking to the provision of public services and the achievement of national goals. In practice, the civil service system consists of various integrated subsystems, including workforce planning, recruitment, selection, appointment, placement, remuneration, development, career coaching, and termination (Yuwono, 2010). Each element plays a strategic role in shaping a competent, professional, and accountable bureaucracy.

In response to global socio-political dynamics and growing public demands for transparency and efficiency, many countries have initiated reforms in their civil service systems. These reforms address both external and internal challenges affecting governance structures (Sutedjo, 2008). Within this context, the civil service system emerges as a crucial sector requiring policy adjustments to remain relevant and effective.

Conceptually, reform is understood as a systematic effort to restructure bureaucracy, enhance the quality of human resource management, and adapt the civil service system to technological advancements and modern governance principles. Lestari (2019) asserts

that reform is essential for national progress and improvement. Civil service reform is not limited to structural changes but also reflects a nation's commitment to establishing a better and more responsive government.

Accordingly, civil service reform aims to cultivate a professional and ethical civil apparatus capable of delivering excellent public service. It also strives to create a transparent and accountable personnel system to boost state apparatus performance and foster high-quality public services (BKN Gajahmungkur, 2025).

Within the ASEAN region, civil service reform is a major 21st-century challenge, primarily focusing on enhancing human resource quality to develop a competent, ethical, and professional civil service workforce with a strong work ethic (Siregar & Jannah, 2023). Public sector transformation is believed to bridge the gap between government and citizens. By creating a responsive and efficient bureaucracy, public engagement increases, enhancing satisfaction and contributing to social welfare. Reforms typically encompass the digitalization of administrative processes, improvement of personnel welfare, and implementation of a performance-based merit system.

In line with regional reform dynamics, Indonesia has also taken strategic steps to modernize its civil service system. Civil service reform in Indonesia gained momentum post-1998 Reform through the enactment of Law No. 43 of 1999, revising Law No. 8 of 1974 (Alghiffari et al., 2024). This legislation reinforced the neutrality principle of the civil service and facilitated structural reforms in the bureaucracy. Implementation efforts target not only structural changes but also technical elements that shape the overall personnel system. Alkadafi et al. (2018) emphasize that recruitment, remuneration, performance evaluation, and promotion subsystems are vital in fostering excellent, fair, and service-oriented human resources.

However, implementing reforms in Indonesia remains fraught with challenges. Abdussamad (2011) identifies two main factors affecting national personnel management: internal factors within the system and

external influences on the role and professionalism of state apparatus. These issues warrant detailed analysis through the lens of personnel subsystems such as recruitment, remuneration, performance measurement, and promotion.

To address these challenges, Indonesia has introduced various innovations, such as the Computer Assisted Test (CAT), replacing manual recruitment with computer-based systems to enhance transparency and objectivity in civil service selection (Yuliandri and Erowati, 2019). Nevertheless, reform efforts remain inconsistent and suboptimal across regions and institutions.

Regionally, other ASEAN countries are also undertaking similar reforms to boost bureaucratic professionalism. Vietnam, in particular, provides an insightful comparative case. Like Indonesia, Vietnam promotes merit-based systems, public service efficiency, and strengthening apparatus supervisory. Vietnam's reforms have been implemented gradually, focusing on the Public Administration Reform (PAR) Master Plan (2001–2010), aimed at building a democratic, clean, strong, professional, modern, effective, and efficient public administration system operating under the principles of a socialist rule-of-law state (Kim and Araya, 2012). Through PAR, Vietnam seeks to improve its civil service system by emphasizing recruitment, remuneration, performance measurement, and promotion.

Comparing Indonesia and Vietnam's reform efforts in these four key subsystems is crucial to understanding their respective successes and challenges. This analysis offers a comprehensive view of civil service reform patterns within ASEAN and their contributions to governance enhancement.

Based on this background, this study aims to compare the implementation of civil service reform in Indonesia and Vietnam, focusing on four key subsystems: recruitment, remuneration, performance evaluation, and promotion of civil servants. The central issue addressed is how each country reforms these subsystems and the factors that support or

hinder success. Through this comparison, the study seeks to identify best practices and lessons that can be learned and adopted by Indonesia.

RESEARCH METHODS

This study is comparative qualitative research aimed at comparing the civil service reform systems implemented by two countries, namely Indonesia and Vietnam. The comparative approach in this study refers to the view of Ibrahim et al. (2018), who state that the comparative method is used to compare a research object across different subjects. Through this approach, the researcher seeks to understand the extent to which civil service reform in the two countries shows similarities and differences.

This research employs a qualitative method as described by Sugiyono (2013), which is a method used to investigate natural conditions where the researcher acts as the main instrument. In this context, the researcher is directly involved in the process of data collection, analysis, and interpretation to understand the dynamics of civil service reform in Indonesia and Vietnam in depth.

Data collection was carried out through library research. Mahmud (2011) explains that library research is conducted by collecting data from various literature sources such as books, scientific journals, papers, and relevant online sources. The focus of this data collection is on aspects of civil service reform, including recruitment systems, remuneration, performance measurement, and the promotion of civil servants.

All data and information obtained were then summarized and analyzed comparatively to draw relevant and objective conclusions. Through this process, the researcher aims to describe the extent to which civil service reform has been carried out in Indonesia and Vietnam and to identify best practices that can serve as lessons for the future development of civil service systems.

RESULTS AND DISCUSSIONS

The civil service reform efforts carried out by Indonesia and Vietnam show similarities in terms of objectives, namely building a more professional, accountable, and public service-oriented bureaucracy. However, the implementation of reforms in both countries differs in approach and results, especially in four main subsystems of the civil service system, namely recruitment, remuneration, performance measurement, and promotion of civil servants. Therefore, it is important to conduct a comparative analysis between Indonesia and Vietnam to understand how each country manages reform challenges in these four aspects and the extent of achievements in creating an effective and modern bureaucracy.

Employee Recruitment System in Indonesia and Vietnam

In an effort to improve the recruitment system for civil servants, Indonesia has implemented various innovations to enhance the transparency and objectivity of the selection process. In the past, the recruitment process for civil servants was dominated by manual mechanisms that were prone to fraud and nepotism (Cahyadewi et al., 2023). With technological advancements, Indonesia introduced the Computer Assisted Test (CAT) system, a computer-based method that allows selection results to be monitored in real-time, thereby reducing external interference (Yuliandri and Erowati, 2019). To support this implementation, the SSCASN digital platform was developed as the main portal for civil servant registration and selection processes (Lubis et al., 2024).

In addition, Indonesia has tightened educational qualifications for certain positions in the civil servant selection process (Moon and Hwang, 2013), so only candidates who meet the academic requirements can apply. Civil servant selection in Indonesia consists of three main stages: administrative selection, Basic Competency Selection (SKD), and Field Competency Selection (SKB). In the initial stage, administrative selection is

conducted to verify the compliance of documents and applicant qualifications with the formation requirements. After passing the administration, participants proceed to the SKD, which aims to assess basic abilities such as general intelligence, national knowledge, and personal characteristics. Subsequently, those who pass the SKD continue to the SKB, which focuses on testing knowledge, skills, talents, and interests directly related to the position applied for (Saputra, 2020). After passing the selection, candidates are required to attend Basic Training (Latsar) before officially being appointed as civil servants (Darmayanti, 2022).

On the other hand, Vietnam has also undertaken significant reforms in its recruitment system. The Vietnamese government has adopted the merit principle in recruitment by conducting competitive examinations for entry into the civil service (Poon et al., 2009). Recruitment is conducted through administrative selection and competitive exams (Tuan, 2023), and has largely been decentralized, allowing qualified public service institutions to organize their own exams.

According to LawNet (2023), the civil servant selection process in Vietnam consists of two rounds. The first round is a computer-based multiple-choice exam consisting of three sections: (1) General knowledge; (2) Foreign language; and (3) Informatics. Participants who pass the first stage then proceed to the second round, which involves a professional competency exam, conducted in the form of written tests, interviews, or a combination thereof. The exam content covers party policies, relevant laws, and job-specific skills.

Nevertheless, despite a seemingly systematic selection procedure, nepotism remains a major challenge in Vietnam at both central and local levels (Poon et al., 2009). Moreover, exam content is sometimes deemed less relevant to job competencies, and Vietnam does not require specific educational qualifications for civil service applicants (Moon and Hwang, 2013). Upon completing the selection process, accepted candidates must undergo a probationary period before being fully appointed as civil servants.

A comparison between Indonesia and Vietnam reveals that while both countries have adopted the merit principle in civil servant recruitment, Indonesia is relatively more advanced in digital technology application, clarity of job competency standards, and objective performance-based selection. Vietnam, however, still faces obstacles related to patronage and the effectiveness of exam content.

To clarify the comparison of civil servant recruitment systems in Indonesia and Vietnam, the following summary table 1 is presented:

Table1. Comparison of Employee Recruitment in Indonesia and Vietnam

| Aspect | Indonesia | Vietnam |
|---|---|---|
| Selection Stages | 1. Administrative Selection 2. Basic Competency Selection (SKD) 3. Field Competency Selection (SKB) | 1. Administrative Selection 2. First Stage: General knowledge, foreign language, informatics 3. Second Stage: Professional expertise exam |
| Recruitment System | Selection is conducted based on competencies through Computer Assisted Test (CAT), for both SKD and SKB. | The first stage is computer-based. If not feasible, it is conducted on paper. The second stage may involve written tests, interviews, or a combination, depending on the position requirements. |
| Authority and Management of Civil Servant Recruitment | Centralized through the National Civil Service Agency (BKN), managing the entire selection process. | Decentralized, allowing eligible public service institutions (central or regional) to conduct their own selection exams. |
| Merit Principle | Strongly emphasized, with clear educational and job competency qualifications. | Adopted, but educational qualifications are not always mandatory. |
| Probation Period | Required to undergo Basic Training before full appointment. | Must undergo a probation period after passing selection. |
| Challenges | Nepotism significantly reduced thanks to the CAT system. | Nepotism remains prevalent; exam content not fully aligned with job requirements. |

Source: Processed by the Researcher

Employee Payroll System in Indonesia and Vietnam

One of the important aspects of civil service reform in Indonesia is the transformation of the payroll system for the State Civil Apparatus (ASN). ASN payroll in Indonesia is generally regulated under Government Regulation No. 7 of 1977 concerning the Civil Servant Salary Regulations. This regulation serves as the primary legal basis for the ASN payroll system, where the base salary is determined by rank and years of service (MKG) (Government of the Republic of Indonesia, 1977). Although the payroll system structure has remained the same, the amount of base salary has undergone several adjustments in line with fiscal policies and national economic developments.

One such adjustment is the issuance of Government Regulation No. 15 of 2019 and the latest, Government Regulation No. 5 of 2024, which set an 8% increase in ASN base salary starting January 1, 2024 (Government of the Republic of Indonesia, 2024). This increase aims to maintain ASN purchasing power and to appreciate civil servant performance. Besides the base salary, ASNs also receive various allowances such as family, position, general, and rice allowances. Currently, the performance allowance (*tukin*) has become a significant component of ASN income, calculated based on individual performance evaluations (KemenPANRB, 2020).

Bureaucratic reform has also encouraged changes in the performance-based reward system, making the performance allowance an essential part of ASN income, even though it is not explicitly regulated in Government Regulation No. 7 of 1977, yet it is highly relevant in today's payroll policies. Additionally, ASNs are entitled to biennial salary increases, provided they meet administrative criteria and performance assessments (Arman et al., 2023). Therefore, although the fundamental regulation remains based on Government Regulation No. 7 of 1977, the ASN payroll policy has significantly evolved in both nominal value and performance-based components.

In Vietnam, payroll system reform is a primary focus in the Public Administration Reform (PAR) Master Programme. This initiative aims to create a remuneration structure that motivates employees while reflecting their capacity and performance (Poon et al., 2009). One key achievement of this reform is the increase in the minimum wage for civil servants. According to The Pinnacle Gazette (2025), civil servant base salaries in Vietnam are calculated by multiplying a position coefficient by the national base salary, which is planned to be VND 2.34 million starting July 2024. Under this system, the lowest salary is estimated at around VND 3.1 million per month, while the highest can reach VND 23.4 million per month, excluding additional allowances.

Since independence in 1945, the Vietnamese government has continuously improved payroll policies to enhance public sector employee productivity and motivation (Huyen and Anh, 2022). In addition to salaries, civil servants in Vietnam are also required to contribute 10.5% of their monthly salary to social insurance, similar to the regulations for private-sector workers (ASL Law, 2023). Generally, Vietnam's payroll policies have four main characteristics: a stable and integrated legal framework, a career-based payroll structure, diverse types of allowances, and a trend towards performance-based pay systems that are more market-oriented (Le and Phan, 2019).

Table 2. Comparison of Civil Servant Payroll Systems in Indonesia and Vietnam

| Aspect | Indonesia | Vietnam |
|--------------------------|---|--|
| Salary Calculation Basis | Base salary based on rank and years of service | Position coefficient × national base salary |
| Base Salary | Varies, regulated under government regulations, e.g., Gov. Reg. No. 15/2019 | VND 2.34 million starting July 2024 |
| Base Salary Range | Around IDR 2 million to IDR 6 million, excluding allowances | Around VND 3.1 million to VND 23.4 million per month |
| Allowances | Family, position, performance, and other allowances | Various types, including position allowance |
| Social Insurance | Mandatory, includes pension and health contributions | Mandatory, 10.5% of monthly salary |
| Payroll Reform | Focuses on enhancing professionalism and transparency | Focuses on increasing motivation and productivity |

Source: Processed by the Researcher

Compared to Indonesia, Vietnam has shown a strong reform commitment to building a merit- and performance-based system, although in terms of nominal welfare, Indonesian ASNs generally receive more competitive income due to performance-based allowances increasingly emphasized in national bureaucratic reforms.

Table 2 show clarify the comparison between the two countries, the following table summarizes the key differences in the ASN payroll reform systems in Indonesia and Vietnam.

Employee Performance Measurement System in Indonesia and Vietnam

Indonesia continues to reform its performance measurement system for Civil Servants (ASN) to enhance bureaucratic quality and realize good governance. One of the key initiatives is the implementation of the Government Agency Performance Accountability System (SAKIP). The goal of SAKIP is to foster accountability in government agency performance as a prerequisite for trustworthy and good governance (Nani et al., 2021).

Along with technological developments, the government has also developed e-Kinerja, a web-based application used to assess and measure employee performance and serve as a reference in evaluating work achievements (Sari, 2023). This system allows for a more structured, transparent, and real-time performance assessment of civil servants.

Additionally, Indonesia links performance measurement outcomes to the performance allowance (*tukin*) system, where the amount of allowance received by an employee is adjusted according to their performance achievements (Badan Kepegawaian Negara, 2011). This approach aims to build an outcome-based work culture and accelerate the transformation toward a productive and accountable bureaucracy. Despite significant progress, challenges remain in implementing the performance measurement system, especially concerning the tendency of formalizing reports without improving performance substance, as well as disparities in implementation quality among government agencies.

In Vietnam, the civil servant performance measurement system is regulated under Government Decree No. 56/2015/ND-CP and its amendments. This system is designed to enhance the quality and efficiency of civil servant performance through evaluations based on six main criteria: compliance with Party policies and national laws, political quality, professional skills, task execution, responsibility, and public service attitude (Thuy, 2018).

Evaluation authority is granted to unit heads, who directly assess their subordinates and are fully responsible for the evaluation results. Meanwhile, heads of agencies or organizations are evaluated by their immediate superiors, and the results are the responsibility of higher-level agencies (Thuy, 2018).

Performance assessments in Vietnam are classified into four categories as regulated by the Law on Cadres and Civil Servants and Decree 56, namely: 1) Outstanding task completion; 2) Good task completion; 3) Task completion with limited competence; and 4) Failure to complete tasks

(Tinh et al., 2024). Employees categorized as having 'outstanding task completion' must complete all programs and annual work plans ahead of schedule with high quality and efficiency. Moreover, they must produce at least one academic work, project, theme, or initiative effectively implemented in public institution activities and recognized by competent authorities.

Both Indonesia and Vietnam have reformed their civil servant performance measurement systems to improve accountability and public service quality. Although they share similar objectives in performance and behavioral evaluation, each country has its unique approaches, instruments, and implementation challenges. The following table summarizes the comparison between Indonesia and Vietnam's civil servant performance measurement systems (table 3).

Table 3. Comparison of Civil Servant Performance Measurement Systems in Indonesia and Vietnam

| Aspect | Indonesia | Vietnam |
|---------------------|--|---|
| Regulation | Government Agency Performance Accountability System (SAKIP) | Government Decree No. 56/2015/ND-CP and its amendments |
| Objective | Promoting accountability and performance of government institutions | Improving the quality and efficiency of civil servant performance |
| Main Instrument | E-Kinerja application to measure performance based on tasks and achievements | Performance evaluation based on six basic criteria |
| Assessment Criteria | Work targets, work behavior, individual performance achievements | Policy compliance, political quality, professional skills, task execution, responsibility, service attitude |

| | | |
|------------------------------|---|--|
| Assessment Implementation | Direct supervisors assess and provide recommendations | Unit heads assess subordinates; direct superiors assess unit heads |
| Assessment Result Categories | Employee Performance Targets (SKP) rated as: outstanding, good, fair, poor, and very poor | 1) Outstanding, 2) Good, 3) Fair, 4) Failure to complete tasks |

Source: Processed by the Researcher

Civil Servant Promotion System in Indonesia and Vietnam

In recent years, Indonesia has undertaken significant reforms in its civil servant promotion system to ensure a more transparent, objective, and merit-based process. These reforms adhere to the principles of the merit system, as stipulated in Law No. 5 of 2014 concerning the State Civil Apparatus (Sabaruddin & Utomo, 2021). The merit system is a policy and management framework for civil servants based on qualifications, competencies, and performance, without discrimination. Accordingly, the promotion of civil servants must meet several criteria, such as: fulfilling the required qualifications, having good performance appraisals, undergoing competency assessments, and possessing a clean track record (Ministry of Religious Affairs of the Republic of Indonesia, 2017).

In practice, Indonesia employs an open selection mechanism to fill high-ranking positions (Kumara & Triputro, 2022). The entire recruitment process is conducted transparently through public announcements and competency-based assessments (Fiansi, 2022).

Moreover, the use of a digital-based Civil Servant Information System has facilitated the tracking of employees' records, accelerated the promotion process, and minimized opportunities for non-objective interventions. However, several challenges remain, such as inconsistencies in implementing open selection across agencies and political influence in filling strategic positions.

Vietnam has also undertaken significant reforms in its civil servant promotion system. Civil servants, including commune-level officials, are recruited and promoted through competitive selection exams. This process has largely been decentralized, with competent public service institutions authorized to conduct their own examinations (Poon et al., 2009).

Under the centralized control of the Communist Party, Vietnam's recruitment and promotion processes are highly politicized. Nevertheless, in recent years, these processes have gradually shifted toward a merit-based approach, emphasizing individual achievement in civil servant career development (Duong, 2021). This indicates Vietnam's effort to improve bureaucratic quality, despite operating within a tightly controlled political framework.

The latest reform is reinforced by the issuance of Circular 001/2025/TT-BNV by the Ministry of Home Affairs of Vietnam. Effective from May 1, 2025, this new regulation provides more detailed guidelines on recruitment, promotion, and ranking of civil servants and public employees (The Pinnacle Gazette, 2025). The circular mandates the establishment of selection committees responsible for ensuring that evaluation processes are accurate, fair, and transparent, and comply with applicable legal standards.

Although Vietnam has demonstrated progress in reinforcing merit principles in civil servant promotion, major challenges persist, particularly in reducing political influence over career development decisions. These reform efforts illustrate that Vietnam, like Indonesia, is moving toward a more performance-based bureaucracy, albeit within different political dynamics.

Given the reform efforts in civil servant promotion systems in both Indonesia and Vietnam, it is essential to understand the differences and similarities in each country's approach. The following table 4 presents a comparative overview of civil servant promotion system reforms in Indonesia and Vietnam:

Table 4. Comparison of Civil Servant Promotion Systems in Indonesia and Vietnam

| Aspect | Indonesia | Vietnam |
|---------------------|---|---|
| Basis of Reform | Bureaucratic reform to strengthen merit principles (Civil Servant Law and KASN Regulations) | Reform through decentralization and strengthening of merit-based systems (Circular 001/2025/TT-BNV) |
| Promotion Method | Competency-based selection through job competency tests and performance evaluation | Promotion through competitive selection exams and performance-based considerations |
| Selection Executor | Independent Selection Committee (Pansel); supervised by BKN | Internal institutional selection committee; evaluation must be fair, accurate, and transparent |
| Main Obstacles | Presence of nepotism and politicization in some regions | Strong politicization by the Communist Party, despite increasing merit-based efforts |
| Recent Developments | Digitization of promotion systems, strengthening of supervision by BKN | New regulation to clarify promotion standards and reduce political interference |
| Future Challenges | Consistency in meritocracy implementation across all government levels | Maintaining objectivity in selection within a one-party political system |

Source: Processed by the Researcher

CONCLUSION

Based on the analysis, it can be concluded that both Indonesia and Vietnam demonstrate a commitment to implementing reforms in the civil service management system, albeit with different approaches and challenges. In terms of recruitment, Indonesia has successfully developed a merit-based system supported by digital technology and the establishment of clear job competency standards. Meanwhile, Vietnam also applies the merit principle through competitive selection exams but still faces challenges such as patronage practices and the limited relevance of test materials to job requirements.

Regarding remuneration, Vietnam's reform focuses on implementing a coefficient-based salary system multiplied by a basic salary, with a tendency toward performance-based and market-oriented pay. Indonesia,

through position-based salary reform and the strengthening of performance allowance systems, has already emphasized the linkage between performance and remuneration.

Performance measurement of civil servants in Indonesia is integrated into systems such as SAKIP and the e-Kinerja application, which function to assess performance accountability more systematically. In contrast, Vietnam still relies on a qualitative approach based on six evaluation criteria, with performance results classified into four categories, which, although simple, still strive to uphold the principle of objectivity.

In promotion reform, Indonesia prioritizes the merit principle through competency tests for functional and managerial positions. Vietnam, through its latest regulatory changes (Circular No. 001/2025/TT-BNV), has made efforts to enhance transparency and accuracy in the civil servant promotion process, although political interference in the bureaucracy remains a challenge.

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