

Analysis Of Open Selection Mechanism In The Government Of Bantul District 2016

Analisis Mekanisme Seleksi Terbuka di Pemerintah Kabupaten Bantul Tahun 2016

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ARTICLE INFORMATION	
<p>Keywords Bureaucratic Reform; Human Resource Management; Open Selection;</p>	<p>ABSTRACT The purpose of this research is to see the open selection mechanism in the government of Bantul district. Because the success of bureaucratic reform is a part of human resources within the government bureaucracy. Therefore it is necessary to have human resource management to realize a state of civil apparatus with integrity, professionalism and competence. In this study, researchers used qualitative approach methods. Where in the technique is done in-depth interviews to get information and gather other supporting documents on this research. Human resource management could be done by structuring employees through an open selection mechanism. The Government of Bantul District has conducted an open selection in structuring employees who are in their government. Because the open selection is considered a solution in the screening of the state civil apparatus. Moreover, the Bantul Government in the open selection process uses several stages including administration selection, competency tests, interviews, and paper presentations. With the existence of several stages carried out in the open selection process by the Bantul Government, it is expected to capture and create a state civil apparatus who are professional and competent in running of bureaucracy in the government. So the existence of the state civil apparatus competent then will be influenced in its performance.</p>
<p>Kata Kunci Reformasi Birokrasi; Manajemen Sumber Daya Manusia; Seleksi Terbuka;</p>	<p>ABSTRAK Tujuan dari penelitian ini adalah untuk melihat mekanisme seleksi terbuka di Pemerintah Kabupaten Bantul. Karena keberhasilan reformasi birokrasi merupakan bagian dari sumber daya manusia dalam birokrasi pemerintah. Oleh karena itu perlu untuk memiliki manajemen sumber daya manusia untuk mewujudkan Aparatur Sipil Negara yang memiliki integritas, profesionalisme dan kompetensi. Dalam studi ini, peneliti menggunakan metode pendekatan kualitatif. Di mana dalam teknik ini dilakukan dengan wawancara mendalam untuk mendapatkan informasi dan mengumpulkan dokumen pendukung lainnya dalam penelitian ini. Manajemen sumber daya manusia dapat dilakukan dengan menata pegawai melalui mekanisme seleksi terbuka. Pemerintah Kabupaten Bantul telah melakukan seleksi terbuka dalam penataan Aparatur Sipil Negara yang berada dalam lingkup pemerintahan. Karena seleksi terbuka dianggap sebagai solusi dalam mencari aparatur sipil negara. Selain itu, pemerintah Kabupaten Bantul dalam proses seleksi terbuka menggunakan beberapa tahapan termasuk tahapan administrasi, tes kompetensi, wawancara, dan presentasi makalah. Dengan adanya beberapa tahapan yang dilakukan dalam proses seleksi terbuka oleh pemerintah Kabupaten Bantul, diharapkan dapat menghasilkan dan menciptakan aparatur sipil negara yang profesional dan kompeten dalam menjalankan birokrasi di pemerintahan. Jadi keberadaan aparatur sipil negara yang kompeten kemudian akan mempengaruhi kinerjanya.</p>
<p>Article History Submitted 11th December 2019 Reviewed 12th January 2020 Accepted 22th April 2020</p>	<p>Copyright ©2021 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p> 

Introduction

The State Civil Apparatus management is one of bureaucratic reform in Indonesia, because the basic foundation of bureaucratic reform completely starts from the reform of the management of the human resources of the apparatus (Ashari, 2010). One of the the State Civil Apparatus management is the existence of open selection in filling vacant positions in the government bureaucracy. This is in accordance with Law No. 5 of 2014 which regulates the selection mechanism for employees, especially for echelon II or High Leadership officials using the open recruitment system with detailed explanation contained in Minister of Administrative Reform Regulation No. 13 of 2014. With the existence of a general selection mechanism, it is expected to create positive changes in the government bureaucracy (Ashari, 2010). Open selection defined as the process of assessment and evaluating the compatibility between competencies held by an employee and the competencies required in certain positions where the registration process and the selection stages are informed or announced openly (Supandi, 2015).

In conducting general selection (open selection), ideally it should consider various factors, including competency, qualifications, and requirements owned by the employee itself. It aims to choose the apparatus that has sufficient competency and integrity capacity to fill certain positions so that they can perform tasks more effectively and efficiently (Herawati, 2016). The Bantul government is one of the districts that has implemented an open selection mechanism in order to manage the structuring of employees especially the Primary High Leadership Position to obtain an appropriate and competent State Civil Apparatus in their fields. In structuring employees in high-ranking positions, Pratama as common called in Indonesia, only administrator officials are appointed through an open selection mechanism.

Table 1. The Results of the Primary Leadership Positions (Esselon II.b) To Be Filled Through Open Selection in Bantul Government

No	The Name of High Leadership Position
1	Head of Investment and Integrated Services Office
2	Head of Transportation Department
3	Head of the Department of Public Works, Housing and Settlement Areas
4	Head of the Library and Archives Service
5	Head of Land and Spatial Planning
6	Head of the Office of Communication and Information
7	Head of the Employees, Education and Training Agency

Source: Processed by researchers from the 2016 BKPP Mutation Position Sub-Division of Bantul District.

Through the open selection, the Bantul Government opens the opportunity for Regional State Civil Apparatuses to the districts/Governments city in the Special Region of Yogyakarta including the State Civil Apparatus in the Special Region of Yogyakarta to register themselves if they meet the existing requirements. This was also stated in the announcement Number: 821/02-PANSEL/2016 about the open selection of senior management positions in the Bantul Government in 2016. As revealed by (Smith, 2013) that open selection allows more candidates to participate in the selection and allows candidates to register from a variety of different backgrounds. From the report of the open selection committee filling in the top leaders of Bantul district, there were 43 State Civil Apparatuses who registered in the open selection with the Primary Leadership positions being applied differently, which are the Employees Agency, Education and Training, Transportation Agency, Office Library and Archives, Office of Public Works, Housing and Settlement, Land and Spatial Planning, and Investment and Integrated Services Office (Dahlan, 2016).

Filling vacancies at agencies in the Bantul government by using open selection mechanism in order to obtain State Civil Apparatus with integrity, competence, professionalism, high performance and prosperity in promoting good bureaucratic management achievement and providing opportunities for all civil servants to be competent. This is as revealed by (Nasution, 2015) that the open selection aims to select apparatuses who have adequate competence, capacity and integrity to occupy positions in an organization/agency so that they can carry out their programs and tasks effectively and efficiently (Nasution, 2015). As in Law No. 5 of 2014 concerning State Civil Apparatus in article 72 paragraph 2 which reads "Every civil servant who fulfills the requirements has the same right to be promoted to a higher position" this explains that the promotion system must be open and competitive. However, we often see that the existence of open selection still raises problems that exist in the local government itself, as well as regional egoism which is very strong and still relates to fraternal relations, used university/school preferences and political affiliation (Iqbal, 2017). This will eventually influence the open selection mechanism carried out by the government, therefore it is necessary to analyze how the results of the open selection mechanism carried out by the Bantul Government in capturing the Civil Civil Apparatus.

Open selection is one of the innovations in the fight against nepotism, collusion and corruption in government bureaucracy (Kumorotomo, 2013). The auction department is also meant to be an open selection for the bureaucratic officials. As revealed Azwar Abubakar (Minister of PAN/RB), with the promotion of a position openly, then the organization will

obtain a professional structural officer, competent to have good performance, integrity and following the expectations of the Organization (KEMENPAN/RB, 2013). With this open selection will be able to benefit from the open selection policy, among others: (1) The policy of the position of the auction will be able to remove qualified and professional civil apparatus in their field, (2) will encourage The healthy competencies between the state civil apparatus, because the capable and qualified ASN will compete to follow the auction mechanism of the Department, (3) Encourage the ASN to always maintain its performance to better its performance because they have felt like a new elite group of Competency Outcomes, (4) Baperjakat will be spared from any party intervention in the establishment and appointment of ASN in structural positions, (5) Strengthening the career system that has been a merit system, (6) The community will get the better public services, accelerated development, increased welfare, reduced poverty and so forth (Sudrajat, 2013).

The open selection process is done with the following stages: First, the announcement openly through the website, circular letters and print media according to the available budget and any ASN that meet the requirements are allowed to join the register. Secondly, conducting a selection or assessment of managerial competencies and field competencies. The assessment of managerial competence is to assess an ASN using a psychometric methodology of competency interviews and case analysis and presentation. While the competency of the field is defined by each institution according to office needs. Thirdly, the announcement of the selection results from each selection stage through printed media, mass media, or through the bulletin board (Nasution, M. S., 2013). This is also shown in the regulation of the Minister for the empowerment of state apparatus and bureaucracy reform No. 13 year 2014 on procedures of filling the open Lowong structural position in government agency environment, open selection is a system of mechanics conducted in implementing the appointment of the civil apparatus of the state in a structural position conducted based on the principle of professionalism according to competency, job performance, level and other objective terms.

So open selection is a program to capture human resources or apparatus that has integrity, competent and capacity in a fair manner where each apparatus is given the freedom to follow and this Intended to provide openness to avoid the potential for corruption, collusion and nepotism. It is also presented by the position of the auction department is interpreted simply as openness for all parties in the government environment has the opportunity to participate in the recruitment of officers based on merit system.

Method

In this study, researchers used qualitative approach methods. Wherein this qualitative method is research carried out on natural objects that are developing as is, wherein the qualitative research instruments used are people or human instruments. Method used the in-depth data, data that contains meaning (Sugiyono, 2015).

With this approach, the researcher can examine the results of the open selection mechanism in Bantul Government of the Echelon IIB State Civil Apparatus in 2016 that passed the open selection so that the existing problems can be explained in detail and in accordance with the actual conditions occurring in the field. This study uses data through interviews and documentation with several informants such as the Head of the Mutation Division of the Civil Service Agency, Education and Training of Bantul District, the Open Selection Committee of the Bantul Government and the State Civil Apparatus who passed and did not passed the open selection in Bantul district in order to minimize the existence of subjective answers from the speakers. Then the data analysis is done by describing qualitative data found in the field. According to (Creswell, 2012), the description of qualitative data is to ask analytical questions and make brief notes during the research of the data obtained by making categories on the information obtained, which further describes related people, categories and themes. which will be analyzed and presented qualitatively and finally interpret data that will help researchers uncover the essence of an idea (Creswell, 2012).

Results and Discussion

Open selection for civil servants is a program to capture State Civil Apparatuses that have competence, integrity and capacity in a fair and open manner in which each State Civil Apparatus is given the freedom to participate in the selection process in filling positions. According to (Nasution, 2015) revealed that the open selection for civil servant aims to select Apparatuses who have adequate competence, capacity and integrity to occupy positions in an organization/agency so that they can carry out their programs and duties effectively and efficiently (Nasution, 2015). This method is considered to be very solutive in filling vacant positions because it is able to improve the bureaucratic process in providing services that are often complained of by the community besides being able to support in realizing good governance. In addition, the open selection for civil servants also aims to realize excellent service to the community (Nurhayati, 2013).

The selection of State Civil Apparatuses can be done by mapping competencies through open selection, because by mapping competent State Civil Apparatuses they will

later get State Civil Apparatuses who truly have competence in their fields and professionalism in their performance. As research conducted by Horta is related to the recruitment procedures of officials at universities in Europe, it is believed that through open, transparent and merit-based recruitment, it is believed that open recruitment is effective in gaining officials in academia as well as good researchers to fill positions available at each institution (Horta, 2014). Therefore, the Bantul Government in getting the State Civil Apparatus to occupy the Echelon IIB High Level Leadership Position enacted an open selection mechanism. Where in the open selection mechanism in the Bantul government implements several stages to get a State Civil Apparatus who is competent in their fields. The stages of open selection in the Bantul Regency Government began with the administrative selection stage, submission of papers, competency tests, presentation of papers and interviews, and the final stage, namely the submission of selection results to the Regent and announcement of selection results. This is as said by (Darto, 2013) that in an open selection, every employee who has fulfilled administrative requirements such as rank and class can register to participate in open selection. In addition, in the process of auctioning the position, he also implemented a fit and proper test which would eventually be handed over to the Regent.

In conducting an open selection mechanism, Bantul Government in capturing the State Civil Apparatus also uses an assessment test in order to obtain the State Civil Apparatus according to the needs of each agency. It is also as applied in Yogyakarta that in realizing the competent and professional apparatus resources of the regional government of Yogyakarta is needed to do the Assessment test (Atmojo, 2014). Actually using the assessment test method like this becomes effective and not objective in seeing or testing the State Civil Apparatus because in this stage it involves an assessor who does have experience and is competent. In addition, it is also to find out the strengths and weaknesses of each State Civil Apparatus in accordance with the vacant position (Yahya & Mutiarin, 2015).

The Bantul district in structuring employees through open selection is by prioritizing competencies among the State Civil Apparatus. Since competence is an important aspect in capturing the State Civil Apparatus in open selection so that later it will produce a State Civil Apparatus that has high integrity and professional in occupying the position to be occupied. Competence in conducting open selection in Bantul Regency becomes an important aspect in the selection of the State Civil Apparatus, because by looking at the competence of the State Civil Apparatus being able to see the morals possessed by the participants, the insights they have and the creativity and communication skills possessed by the participants or the State

Civil Apparatus. This is also the similar with the open selection conducted by the Sleman district. Where in conducting open selection in echelon II, the Sleman government also uses the competency aspect in determining the State Civil Apparatus in the open selection process (Atmojo & Fridayani, 2019). That way the selection committee can analyze the participants who are deemed fit to occupy the auctioned positions, where the insights held by the State Civil Apparatus will also show how far the participants are to know and understand the strategic issues at this time, where it is seen from papers that have been made by participants.

The implementation of the open selection process in the Bantul Government is actually different from the open selection process carried out by the Yogyakarta Special Region Government. Where in the open selection process, the Regional Government of DIY has implemented a merit system to capture State Civil Apparatuses who truly have competence in their fields (Yahya & Mutiarin, 2015). Where to see competent possessed by the State Civil Apparatus, the Team from BAPPERJAKAT uses the trackrecord method for the State Civil Apparatus which will eventually be promoted to participate in open selection. Therefore, with this method, the selection committee really understand the competencies of the State Civil Apparatus. In contrast with the Bantul Government, in seeing the competencies possessed by the state Civil Apparatus only through the assessment test only. Thus when compared with the open selection mechanism of the Bantul Government and the DIY Government, the DIY Government is better at capturing State Civil Apparatus in accordance with the competencies needed. Open selection conducted at the Government of DIY is also the same as open selection at the Government of Sleman district, which has implemented a merit system in capturing the State Civil Apparatus. Since the merit system is an effort to get competent employees who are able to occupy the positions they will support by looking at several aspects such as competence, work experience and education, ethics and employee performance (Atmojo & Fridayani, 2019). This is the same as the process of implementing open selection in the Bantul Regency government which uses aspects of competency, work experience, and education. However, the Government of Bantul district in conducting open selection has not been able to implement a merit system because there is still a need for improvement in the selection process.

The existence of competence in the open selection process has an impact on each of the State Civil Apparatus, where the resulting impact here is the existence of comfort in working. This will greatly affect the results that will be created in the performance of the State Civil Apparatus, because with the comfort of working in each State Civil Apparatus will certainly feel they have expertise in doing work and certainly they are all equipped with

insights that are already owned or even prepared by the Apparatus State Civil who occupies a position as Head of Service. Thus it will provide a more effective performance in running the bureaucratic wheel in an agency environment, and the creation of professional employees. Bantul Government in open selection makes work performance one of the factors in capturing human resources and this factor is part of the assessment of the competence of the State Civil Apparatus.

Table 2. Work Performance Assessment of State Civil Apparatus

Official Name	Year 2014	Year 2015
Nugroho Eko Setyanto	85,71 (good)	85,67 (good)
Agus Sulistyana	88,49 (good)	88,31 (good)

Source: BPKK Document of Bantul District 2016.

With the work performance factor it will also make easier for PANSEL (selection committee) to analyze the performance of ASN who participated in the open selection when occupying a previous position. Because the selection committee can see the results of the performance appraisal of the State Civil Apparatus in the previous position. Optimizing performance, accountability and discipline really needs to be owned by a State Civil Apparatus, because this will affect the quality of services provided by the agency. Performance measurement needs to be done to see whether during the performance implementation, there are deviations from the predetermined plan (Wibowo, 2010). Therefore the need for performance measures, performance measurement aims to obtain data that is then analyzed appropriately so that accurate information is generated for management to improve the performance of the company or agency. In the open selection stage, participants are required to be able to make papers related to issues in the government and later participants will present the results of the paper in front of the selection committee which will eventually be held question and answer. This is to get quality State Civil.

Apparatuses so that later they will be able to face the problems that exist in the agency. After the open selection and the obtaining of 7 Head of Offices in various agencies that participated in the selection, the form of concepts and thoughts from the State Civil Apparatus in the selection stage process contained a real form from the participants themselves. After an open selection, the State Civil Apparatus that has passed has tried to provide a change in improving the performance of the bureaucracy by creating new innovations. As though the Head of the Library and Archives Service, he has been able to

disrupt the new innovation, Bantul Literacy. This proves that the civil servants who pass the open selection mechanism do have competence, integrity and good reputation. Thus the State Civil Apparatus has been able to realize real action within the agency so that this will also affect the community's views related to the performance of government organizations or agencies.

Based on the results of the open selection that has been carried out by the Bantul Government, it has created a Head of Service that is truly in its best category, at least this will be the basis for success and achievement of the purpose of holding an open selection. Therefore, from the responses above it can be said that the management of the State Civil Apparatus with this open selection has been able to fulfill the goal of obtaining a professional State Civil Apparatus. Surely, not only professionalism is needed, but the acquisition of a State Civil Apparatus that has quality and according to qualifications will also affect the implementation of good bureaucracy.

The success of an agency in achieving its goals also contributes to the existence of human resources. Therefore, the performance of human resources within an agency becomes an important factor in the continuity of the bureaucratic wheel in achieving its goals. Hence to be able to get the State Civil Apparatus through the open selection that has been done by Bantul district there needs to be a measure, this is to support the performance of the State Civil Apparatus going forward. As well as the competence in the open selection process has an impact on each of the State Civil Apparatus, where the impact produced here is the comfort in the work. This will greatly affect the results that will be created in the performance of the State Civil Apparatus, because with the comfort of working in each State Civil Apparatus will certainly feel they have expertise in doing work and certainly they are all equipped with insights that are already owned or even prepared by the Apparatus State Civil who occupies a position as Head of Service.

In accordance with Dwiyanto (2010), that open selection is a policy, provisions and steps that pay attention to the minimum qualification requirements, competency standards and performance which are the main requirements in planning, procurement, selection, placement, awarding compensation and evaluating staffing so as to form expected professionalism. Therefore from this research he found that there was an open selection by using several stages in selecting employees who were able to get a State Civil Apparatus who truly had competence in their field so that the open selection process was said to be efficient in getting competent and professional Civil Apparatus.

The research results show that the implementation of employee management in the Bantul Government with an open selection mechanism is able to get employees who are competent in their fields and professionalism in their performance. So that the structuring of employees with an open selection mechanism with several stages in it can be efficient and this open selection mechanism opens the opportunity for the State Civil Apparatus to participate in filling vacancies. This supports the arguments of Horta regarding the recruitment procedures of officials at universities in Europe, that the existence of open, transparent and merit-based recruitment is believed that this open recruitment is effective in getting officials in academia and also good researchers to fill positions that are available at each institution (Horta, 2014).

This research has been conducted in accordance with the methods used both in data collection and data analysis processes. However, there are still limitations to the discovery, so it still needs to be reviewed again. In taking the data, the researchers still have limitations on sampling or the determination of sources because of the limited time. So that for future research able to conduct research with a longer time so that it can get deeper data and will produce more objective answers.

In addition, here the researchers' recommendations are related to the open selection research conducted by the Bantul Government. First, the Bantul Regency Government has been effective and efficient in structuring employees to get a State Civil Apparatus who is competent in their fields and professionalism in their performance with the existence of an Assessment test in the process employee selection. Therefore, forward in the implementation of the open selection that will be carried out again it is expected to be able to implement a merit system in the open selection process. This is in order to be more efficient in capturing the state Civil Apparatus according to the needs of the field. In addition, this open selection is carried out by using several stages in the selection process to later get the selection results that will later be submitted to the Regent because in the open selection process in the Bantul district government, the Regent still has a prerogative right in determining the State Civil Apparatus that passes the selection process. Therefore, this research is suggested to be carried out again with the focus of the study related to the politicization of the bureaucracy in the process of appointing employees.

Conclusion

The open selection held in the Bantul Government was considered quite successful. The successful implementation of open selection in the Bantul district is supported by several

factors, which are transparency at each stage of selection and an accountable assessment factor. Where in the assessment factor there are several aspects to consider, where there are aspects of competence which is to determine the ability of participants and be able to assess the personality of a participant through a competency test or assessment test. In addition to getting a competent State Civil Apparatus also concerned about the work experience of a State Civil Apparatus, so that employees will be found in accordance with the needs of the agency. Since the success of an agency's goals are also supported by the human resources that are in it. The existence of this open selection also has an influence on the performance of the State Civil Apparatus which has served post open selection. However, after the open selection, the State Civil Apparatus has initiated new innovations for the realization of more progressive Bantul, one of the innovations that has been initiated is Bantul Literacy. It was also encouraged because of the motivation of the open selection, because when participating in various stages of the State Civil Apparatus must have broad insight.

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