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Implementation of the Merit System in the Agency Employment and Resource Development People of East Kotawaringin District

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ABSTRACT: High performance and competency are the demands that nowadays must be owned by State Civil Apparatus known as ASN. Those demands can be achieved if the human resources' screening process is carried out lawfully and correctly by procedures. This article aims to examine the management of State Civil Apparatus in East Kotawaringin Regency using the merit system theory based on several phenomena. The data were analyzed using qualitative techniques, namely a descriptive phenomenological analysis. The discussion focuses on the development and particular phenomenon of the merit system in East Kotawaringin District current situation, starting from the beginning of the selection and recruitment process, the placement of ASN, and implementing a merit system based on competency. Research result showed that the implementation of the merit system in East Kotawaringin District has not yet been thoroughly carried out based on the right procedures. More importantly, to become a dynamic governance also requires firm awareness of all stakeholders' responsibility, which is the primary key to executing a merit system in Indonesia. However, the improvement of supervision also needs to be done, especially by KASN, to optimize the merit system's implementation in East Kotawaringin District.

Keywords: Merit System, Civil Apparatus, Implementation

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Introduction

Development of ASN management to create bureaucracy World Class Professionalism, Integrity and Neutrality has actually started since the Merit System policy in ASN Management held. Law Number 5 of 2014 concerning Apparatus State Civil Service (ASN) is a firm legal basis mandates that Government Agencies must implement a merit system in ASN management. Law no. 5 of 2014 was prepared as part of the bureaucratic reform program which is the starting point for the government to carry out management of state apparatus resources based on a merit system in an effort to improve the professionalism, neutrality, integrity and performance of ASN. In this law, the merit system is defined as ASN policies and management based on qualifications, competencies and performance, which are applied fairly and fairly without discrimination.

The merit system is also defined as a process of promoting and hiring government employees based on their ability to do the job rather than on political connections (Salim Alimuddin et al., 2024). The application of the merit system means that there is a match between the skills possessed by an employee and the position entrusted to him, including the level of formal, non-formal education, technical education and training, level of work experience, and level of mastery of tasks and work.

This research focuses on the placement of echelon II positions based on a merit system at the Personnel and Resource Development Agency The people of East Kotawaringin Regency consider East Kotawaringin Regent Regulation No. 16 of 2020 concerning the Position, Composition, TUPOKSI of the East Kotawaringin Personnel and Human Resources Development Agency (BKPSDM) which has the main task of assisting the Regent in carrying out supporting functions for government affairs which are the authority of the district in the field of personnel , education and training.

In this case the researcher will look at the BKPSDM side regarding application of the principles of the merit system as a benchmark in position placement in accordance with BKPSDM TUPOKSI in section position placement or transfer of echelon II officials. With this, it can also be known what the reasons and considerations of regional heads are in placing echelon II positions even though they have different educational backgrounds or previous position backgrounds. As per the 4 indicators in measuring the implementation of employee transfer positions based on a merit system according to McCrudden, namely: Underpinning non-discrimination, placing positions based on their competency without any discrimination and giving competent employees the right to occupy positions to have equal opportunities, Productivity, placing people who are not very competent but have high productivity are sometimes more appropriate than people who have high competence but have low productivity with the scope of employees who do have potential in position placement, qualifications, requirements or an open selection system and a strict selection process to get People with good qualifications are part of the merit system to realize the principle of merit, and Legitimate expectations, the relevance of position placement.

The authority of regional heads or regents, including governors or mayor, to direct the implementation of government affairs becomes the area of authority of the regional head of the regional executive (Suatmiati et al., 2023; 9. Aminah, 2020; Agustina, 2020). Regional leaders have administrative and political power or authority. Through the merit system, it is hoped that ASN will be born that is responsive to community needs and able to collaborate with various national development actors. So that good governance is created as a prerequisite for dynamic government.

The nuances of the dilemma of the merit system and politicization are felt in every appointment to an ASN position. Fulfillment of various demands for appointment to office is still being promoted for political purposes, which is often carried out through the machinations of KKN practices. The commitment and integrity of Civil Service Development Officers (PPK) is the key to the success of implementing the merit principle in appointing ASN positions. The aim of implementing the merit system is to obtain competent ASN officials who can be relied on to provide public services in a professional manner.

Various practices reflect unpreparedness for implementing the merit system in terms of poor service quality and performance of state officials (Daryanto, 2007; Mulyawan & Mariana, 2016; Girth, 2014). An inadequate salary payment system often causes employees to work suboptimally and can trigger corrupt practices (Katharina, 2018). Meanwhile, indicators that serve as benchmarks for the poor performance of public service officials in Indonesia include services that tend to be bureaucratic and long-winded, require high costs, illegal levies, bad behavior of members towards the community, discriminatory services, prioritizing personal interests, slow service, and so on (MENPANRB, 2015). Susanto (2017) said that there are several things that must be improved to achieve good human resource management, including improving integration and planning, involvement of leaders in the organization's strategic planning process, making clear organizational goals and strategies as well as policies and practices. aligned human resources.

Starting from the urgency of the problem regarding the importance of implementing a merit system in ASN management in Indonesia, the formulation of this research is limited to (1) the ASN recruitment process in general in Indonesia, (2) the placement of ASN (3) the implementation of a competency-based

merit system as an alternative solution for improving ASN performance that supports good governance. Judging from the various problems above, it is very important for government agencies to improve human resource management by using a merit system policy starting from the initial stages of recruitment, placement of state officials in accordance with qualifications, competencies and performance. Based on the background of the problem above, this article aims to examine the merit system in the management of the State Civil Service in East Kotawaringin Regency.

Methods

This study used qualitative research methods. This method is used to describe and analyze the process of implementing position transfers for echelon II officials at BKPSDM East Kotawaringin. This research aims to provide knowledge regarding the application of the principles of the merit system for echelon II position placement so that its implementation is not limited to data collection alone but includes various aspects of analysis and interpretation of the data. The basis of this research focuses on a detailed research case study regarding the application of the principles of the merit system for placing echelon II positions in BKPSDM East Kotawaringin Regency.

Results and Discussion

Underpinning – Non discrimination in placement in Echelon II positions at BKPSDM East Kotawaringin Regency

To assess and describe the application of merit system principles in the placement of echelon II positions in the District Personnel and Human Resources Development Agency. East Kotawaringin, thus the assessment and results of interviews will be presented from resource persons from a sample of Echelon II Officials, Head of BKPSDM Kotim Regency, Head of Transfer & Promotion Division using indicators by McCrudden as a benchmark for implementing merit system principles in the placement of echelon II positions in BKPSDM Kotim Regency. These indicators are: Underpinning non-discrimination, Productivity, Qualification, Legitimate expectations. Based on research conducted regarding the application of merit system principles in the placement of echelon II positions in BKPSDM Kotim Regency, the informants who are sources in this research have the following characteristics:

- 1) Informant "KM" Age 49 years, is the Head of the District Personnel and Human Resources Development Agency. East Kotawaringin. Bachelor of Forestry, Master of Management. (interview conducted on May 3, 2024)
- 2) Informant "S", is the former Acting Regional Secretary of the District. East Kotawaringin and now Head of the District Transportation Service. East Kotawaringin. Education Bachelor of Education, Master of Management. (interview conducted on April 30, 2024)
- 3) Informant "WS" aged 39 years, is the Head of the Transfer and Promotion Division at BKPSDM East Kotawaringin Regency. Last education is Bachelor of Laws. (interview conducted on May 3, 2024)
- 4) Informant "EV" aged 41 years. He is the Head of the Apparatus Competency Development Division at BKPSDM East Kotawaringin Regency. Last education: Bachelor of Fisheries. (interview conducted on May 7, 2024)

In this research, information was obtained regarding the application of merit system principles in the placement of echelon II positions in BKPSDM Kotim Regency, through Law No. 5 of 2014, was changed to PP No. 11 of 2017, then finally changed to PP RI No. 17 of 2020. District Personnel and Human Resources Development Agency. East Kotawaringin in terms of position placement, especially echelon II officials, has used and implemented the Merit System and there are no acts of discrimination and elements of transparency.

The following is information from sources as a result of interviews in this research by Mr "KM" as head of the District Personnel and Human Resources Development Agency. East Kotawaringin. There is open recruitment and selection for all candidates which is usually called a job auction. Information from sources via interviews (03 May 2024):

"The Merit System is a reference in the placement of certain positions, especially for JPT (echelon II) through open selection with candidates who can be echelon II or can also come from below, generally referred to as a position auction. The mention of JPT (Echelon II) position placement is referred to as position transfer. With details, anyone interested and meeting the requirements is welcome to register. As for inter-JPT (echelon II) it is called a mutation. "Then, a pansel (selection committee) was formed to qualify the candidates who would be selected into 3 candidates who would be and who had been qualified to be submitted to the regional head (Regent)."

Selection for placement of employees in strategic positions, such as high level pratama leadership, is carried out to search for potential human resources who are professional, so that they can carry out their duties and mandate according to their abilities and competencies. Therefore, the selection program must be planned and implemented according to the applicable mechanisms.

Productivity in Echelon II position placement at BKPSDM East Kotawaringin Regency

The employee development system is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job or position through education and employees (Beqiri & Mazreku, 2020). So, one of the steps in implementing the Merit System is to carry out an employee development system with skills by conducting training so that ASN become skilled in their field in managing existing human resources. Developing the competency of regional officials to be able to meet the challenges of increasingly rapid, efficient and productive development needs to be carried out continuously so as to make regional officials productive (Arnetti & Hasan, 2023).

The following are the results of an interview with Head of the East Kotawaringin Regency BKPSDM Agency regarding procedures for placing echelon II positions in BKPSDM Regency. East Kotawaringin, here are the results of the interview (03 May 2024):

"For example, of all the candidates there are 10 applicants, then all of these candidates will take another series of tests. The test includes, among other things, an assessment through an assessment center institution, writing a paper, then, next, an interviews carried out by the selection committee (pansel). In this stage or procedure there is also an assessment of the track record of all stages or tests and then everyone has the highest score or the best score, with each test or stage having each weight. . Then those with the highest scores are 1-3 people who will become candidates as a report on the candidates who will be selected by the regional head/regent to fill or occupy the required position assist the regional head/regent in qualifying and reporting to the regional head/regent the best candidates with the highest score for 3 people with the same qualifications as the best /district regent. East Kotawaringin".

Based on the results of interviews from these informants regarding procedures for implementing the principles of the merit system for placing echelon II positions in BKPSDM East Kotawaringin Regency is in line with the merit system principle by implementing open selection and recruitment in accordance with the ASN Law No . 5 of 2014 carried out according to the applicable mechanism. In the selection procedure mechanism, several stages have been carried out, namely administrative selection, field competency selection, track record analysis and interviews in recruitment for employee placement in the positions required according to the candidates running for office. The efficiency review relates to the level of effort made in implementing a program or policy to produce work effectiveness. In this case, how much effort has been made by the Parepare city government to implement government policies related to the development of a Child Friendly City. The efficiency of a policy can be reviewed by how many resources are used to implement a policy (Winarta et al., 2020). If the policy implemented achieves its effectiveness with minimal costs or resources, it can be said to be efficient.

Qualification for placement in Echelon II positions at BKPSDM East Kotawaringin Regency

The filling of pratama high leadership positions is carried out openly and competitively among civil servants by taking into account competency requirements, qualifications, rank, education and training, track record of the position, and integrity as well as position requirements in accordance with and competitive at the national level or between districts/cities in 1 (one) province.

Regarding individual requirements, employees appointed as structural officials must have an appropriate level of education or at least a bachelor's degree. If we look at empirical conditions, the average echelon II official in East Kotawaringin Regency has a bachelor's degree, with a total of 33 echelon II officials or Primary High Leadership Positions in East Kotawaringin Regency. The following is the total data on the educational level of second echelon district officials. East Kotawaringin, namely:

Educational level of echelon II officials in East Kotawaringin Regency

Educational level	Amount
Bachelor	9 People
Masters	22 People
Doctor	2 People
Total	33 People

The following are the results of an interview with Mr "WS" as Head of the Transfer and Promotion Division at BKPSDM East Kotawaringin Regency, interview conducted on (03 May 2024):

"Track record is one of the stages in qualifications or requirements in selection for job auctions. This track record is one of the things that will be assessed, namely the training or technical training experiences of the ASN in question, with BKPSDM East Kotawaringin Regency as support for personnel affairs, education and training. So everything is focused here, but there are also those who still don't have one door through the relevant agencies or ministries of each local government organization, especially technical training. BKPSDM East Kotawaringin Regency as support for the education and training."

As for information from the Head of the Apparatus Competency Development Division at BKPSDM East Kotawaringin Regency by Mr "KM" Echelon II official as Head of the BKPSDM District Agency. East Kotawaringin regarding procedures for placing echelon II positions in BKPSDM East Kotawaringin Regency, here are the results of the interview (03 May 2024):

"For all echelon II and echelon III positions, we are required to take part in training, so from our side BKPSDM East Kotawaringin Regency mapped out the number of officials who have not undertaken training or training, and it would be up to them to make recommendations. From this mapping, we can find out, for example, that there are echelon II officials who have not carried out training, so that is what we will budget for and propose. Then the implementation and departure will be carried out in accordance with the budget provided. So BKPSDM East Kotawaringin Regency implements in accordance with the East Kotawaringin Regent's Regent Regulation No. 26 of 2020 as a work unit to assist regional heads, with the selection process through BKPSDM East Kotawaringin Regency, then to determine the best candidates produced by the selection committee for placement in the required echelon II positions is entirely based on the authority of the regional head/district regent of East Kotawaringin."

Administrative requirements are grouped into two requirements, namely individual requirements and official requirements. Regarding the individual requirements for the placement of echelon II employees at BKPSDM East Kotawaringin Regency must have an appropriate level of education or at least a bachelor's degree. If we look at the empirical conditions, indeed all Echelon II officials in East Kotawaringin Regency have a minimum education level of a bachelor's degree, because one of the requirements or qualifications for echelon II officials must have a minimum education level of a bachelor's degree. However, of the 33 Echelon II officials in East Kotawaringin Regency who are in office, there are several echelon II officials whose education is inappropriate or inconsistent with the position they occupy.

Conclusion

Implementation of the Merit System in the placement of echelon II positions in BKPSDM East Kotawaringin Regency refers to Law No. 5 of 2014 concerning the State Civil Apparatus as mandating the implementation of the Merit System in the policies and management of the State Civil Apparatus (ASN) which is based on qualifications, competencies and performance, which applies to open recruitment and selection without discrimination. So BKPSDM East Kotawaringin Regency implements it in accordance with the East Kotawaringin Regent's Regent Regulation No. 26 of 2020 concerning Main Duties and Functions as a work unit to assist regional heads, with the selection process through the District BKPSDM. East Kotawaringin, then to determine the best candidates produced by the selection committee for placement in the required echelon II positions is entirely based on the authority of the Regional Head/Regent of East Kotawaringin Regency.

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