



Open Selection for Primary High Leadership Positions at BKPSDM, Solok Selatan Regency

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ABSTRACT

The open selection for Pratama high leadership positions (JPT Pratama) in South Solok Regency has used a well-designed selection mechanism/stage, but in reality, this open selection does not necessarily produce officials who are truly competent in their fields and good at leadership. This is proven by the existence of officials who were demoted from their positions prematurely. So, how is the open selection for JPT Pratama in South Solok Regency? This research uses qualitative methods with snowball sampling techniques to determine research informants. This research shows that the preparation mechanism for the Selection of High Leadership Positions in the South Solok Regency is based on Permenpan-RB Number 15 of 2019. BKPSDM South Solok Regency categorizes preparation into two forms, namely technical preparation and substantive preparation. The implementation of the JPT Pratama Open Selection in South Solok Regency was carried out transparently. However, during the implementation of the JPT Pratama open selection, it was also found that there was a lack of synchronization between the timing stated in the announcement and the actual time when it occurred. The monitoring and evaluation carried out by BKPSDM does not highlight the unsynchronization of the schedule, but rather the monitoring and evaluation carried out by KASN. Apart from that, Monitoring-evaluation also involves assessing the performance of officials selected through the JPT Pratama Open Selection, the results of whose recommendations can be realized in the form of mutations.



INTRODUCTION

The state of bureaucracy in the current reform era is still far from expectations and can be said to have not shown signs of better development. There are still bureaucrats involved in corruption, collusion, and nepotism (KKN) cases, ranging from low-ranking officials to high-ranking officials (Rahman, 2022). In addition, many bureaucrats remain arrogant and perceive the public as the ones who need them (Yuliana, 2024). Bureaucrats who fail to provide excellent service to the public demonstrate that their mentality is still far from the expectations of the nation and state (Dwiyanto, 2021).

The situation described above is the responsibility of the government (Dewi & Suparno, 2022). The government must take various measures to ensure quality service for the public (Hidayat, 2019), one of which is by placing the right officials in the right positions (Putri, 2022). These efforts can be realized through a selection process that is representative, allowing the government to appoint the right officials for the right positions (Sumakul, 2021). In Indonesia, similar selections occur in various forms, one of which is the open selection for primary-level high leadership positions (JPT) (Handoko & Kholifah, 2020).

Local governments have the authority to appoint officials to high positions in a Regional Apparatus Organization (OPD) (Wahyudiono, 2023). To achieve this, the Indonesian government continuously strives to make changes, improvements, and evaluations to produce capable and competent state apparatus, so that these competent officials can lead Indonesia toward a better future (Sasmito & Devina, 2020). This serves as the basis for local governments to conduct open selections for certain positions (Fadhlorrohman et al., 2021).

The implementation of open selection is also carried out by the BKPSDM (Regional Civil Service and Human Resources Agency) of South Solok Regency. BKPSDM South Solok Regency also states that the purpose of the open selection they conduct is to appoint the right and professional officials in various OPDs (Regional Apparatus Organizations) in South Solok Regency. However, the implementation of the open selection for primary-level high leadership positions (JPT) in South Solok Regency is considered ineffective. This claim of ineffectiveness is based on the fact that there are officials who have been demoted prematurely.

The effectiveness of the placement of officials through open selection is associated with the appointment of officials who can run the leadership effectively, while the leader does not encounter problems during their tenure (Dessler, 2017). Moreover, the success of open selection should also positively influence the appointed officials (Werner et al., 2006). This is identified as one form of human resource development (HRD).

In addition to referring to the various studies mentioned above, the author also refers to data showing that one official was demoted from their position in 2018. The assumption is that the demotion of officials may occur due to several factors, ranging from unsatisfactory performance, changes in government policies and organization, conflicts with superiors or coworkers, violations of ethics and law, to budget constraints or cost-saving policies (Soekiman, 2023) (Noe et al., 2019). However, such situations can actually be minimized by implementing a truly strict and transparent open selection process. Evaluation spaces must always remain open to minimize the occurrence of demotions (Armstrong & Taylor, 2020).

Open selection is defined as the process of selecting and determining which applicants will be accepted or rejected to become employees of the company (Hasibuan, 2017). In addition, the definition of open selection is also provided in the Ministry of Administrative and Bureaucratic Reform Regulation No. 15 of 2019 on the Appointment of High Leadership Positions through Open and Competitive Selection in Government Institutions, which states that open selection is the process of filling high leadership positions through a selection mechanism that is conducted competitively, transparently, and accountably, where every civil servant who meets the requirements can participate in the selection to occupy the position (Pengisian Jabatan Pimpinan Tinggi Secara Terbuka Dan Kompetitif Di Lingkungan Pemerintah, 2019).

The occurrence of demotion can be seen as a form of ineffectiveness in the open selection process within the BKPSDM of South Solok Regency. The fact that officials have been demoted proves that, at least, the selection system implemented has not succeeded in creating officials who are truly accountable to their superiors and colleagues. Another issue is seen in the failure of the merit system to select candidates who may face problems when they occupy the position.



Based on this problem background, the researcher is interested in studying, examining, and analyzing further the implementation of this open selection, as outlined in the thesis title "*Open Selection for Primary-Level High Leadership Positions (JPT) at the Regional Civil Service and Human Resources Development Agency (BKPSDM) of South Solok Regency.*"

METHOD

This study uses a qualitative research method (Afrizal, 2017). The researcher collects data through interviews, documentation, and observation to address the research issues (Satori & Komariah, 2019). Informants are selected using a snowball sampling technique. Data analysis is based on the method proposed by Miles and Huberman. The process of analyzing qualitative data is interactive and ongoing until the data reaches saturation. The steps involved in data analysis include data reduction, data presentation, and drawing conclusions and verification (Miles & Huberman, 1992).

RESULT AND DISCUSSION

JPT Pratama Open Selection Policy in South Solok Regency

The open selection for Primary-Level High Leadership Positions (JPT) at the national level is actually regulated by two frameworks. The first regulation is based on Government Regulation (PP) No. 11 of 2017 on Civil Servant Management. The second regulation was issued by the Minister of Administrative and Bureaucratic Reform in Ministerial Regulation No. 15 of 2019 on Filling High Leadership Positions Through Open and Competitive Selection in Government Institutions. In certain conditions, there are additional regulations that can be integrated with these two frameworks. This occurs in specific Regional Work Units (OPDs) that are also integrated with ministries in the Central Government. In South Solok Regency, these regulations only apply to the Public Works and Public Housing Office (Dinas PUPR) and the Health Office.

In certain situations, the BKPSDM (Regional Civil Service and Human Resources Development Agency) sets special requirements for specific OPDs. For example, the Health Office, where the regulations must be adjusted to the Ministry of Health's rules for high-ranking positions in the Health Office. The integration of these regulations is reflected in the special requirements given to participants of the open selection. The researcher also observed the existence of a nomenclature based on the Circular Letter of the Minister of Home Affairs No. 821.22/5992/SJ dated October 29, 2014, concerning the Appointment and Dismissal of High Leadership Positions in Provincial and Regency/City Governments. This circular relates to the actions that must be taken when an official resigns from their position, including the circular to promptly appoint a new official to prevent vacancies in positions.

Preparation and Implementation of the JPT Pratama Open Selection in South Solok Regency

The open selection for Primary-Level High Leadership Positions (JPT) conducted by BKPSDM South Solok Regency is essentially aimed at recruiting qualified human resources to perform technical tasks in specific fields. This goal aligns with what Rahmi (2014) cited in Hakim and Mustari (2019), stating that open selection aims to choose civil servants who possess adequate capacity, competence, and integrity to fill certain positions, thereby enabling work to be carried out more effectively and efficiently (Hakim & Mustari, 2019). This networking effort is not easy, everything must be prepared carefully. There are at least two preparation mechanisms carried out by BKPSDM South Solok Regency, namely as follows;

- (1) The first mechanism is preparations carried out collectively to prepare ASN personnel in the South Solok BKPSDM environment to be ready to carry out open selection at any time.
- (2) The second mechanism is preparations carried out collectively for committee candidates and/or committees who will carry out the JPT Pratama open selection in certain shelters.

The collective preparations carried out in preparing ASN personnel to be ready to carry out open selection at any time when necessary is a program that exists internally at the South Solok Regency BKPSDM. This program begins with a review of the laws and regulations relating to open selection. This preparation is basically not regulated by various rules relating to open selection, but this similar preparation can be identified as HR Management preparation. This is in accordance with the opinion of Sedarmayanti (2016) that Human



Resource Management is a process of utilizing human resources effectively and efficiently through planning, mobilizing and controlling all values that become human strengths to achieve goals (Sedarmayanti, 2016). In this case, the aim is to hold an open selection that can be accounted for.

This review was carried out in stages starting from internal BKPSDM first and then assisted by ASN who actually has a functional position as a legal analyst in the South Solok Regency environment. Researchers identified that this study aims to develop human resources within the South Solok Regency BKPSDM so that they can fully understand what is meant by open selection, both in principle and technically. Armstrong (2020) states that this similar preparation aims to create efficiency in achieving organizational performance (Armstrong & Taylor, 2020).

In general, the preparation phase for the open selection includes three key points. The following are the preparation steps that BKPSDM South Solok Regency must take to implement the open selection for Primary-Level High Leadership Positions (JPT) within the region: (1) Formation of a committee, (2) Development of job criteria, and (3) Formulation and establishment of competency standards for the positions to be filled. However, this differs from what is outlined in Ministerial Regulation No. 15 of 2019, which specifies three preparation points: (1) Determination of vacant positions, (2) Development of selection planning, and (3) Formation of the selection committee.

BKPSDM South Solok Regency also divides the preparations into two categories: conceptual preparation and technical preparation. Conceptual preparation includes: (1) Qualifications and specific standards for each position; (2) Development and establishment of a schedule for the stages of filling the JPT positions; (3) Determination of the selection method and preparation of selection materials; and (4) Announcement concept for the opening and receipt of applications. BKPSDM considers these four points essential and must be carefully planned, as they are related to the selection committee, which also includes external members from the South Solok Regency government. Meanwhile, the technical preparations referred to by BKPSDM South Solok Regency include: (1) Determination of the JPTs to be filled, including the job titles and their corresponding duties to be filled/vacant; (2) Formation of the selection committee; (3) Determination of the system to be used at each stage of the JPT filling process; and (4) The agency submits the planning documents to KASN for evaluation and the issuance of a recommendation letter.

Information Openness, Responsibility and Open Accountability of JPT Pratama in South Solok Regency

In principle, Information Openness has two important aspects: transparency in the selection process and public participation. BKPSDM South Solok Regency is committed to creating transparency in the selection process by ensuring all selection-related information is accessible to the public. Responsibility and accountability carried out by BKPSDM South Solok Regency relate to efforts to eliminate any potential fraud during the open selection process for Primary-Level High Leadership Positions (JPT). The researcher identified three forms of responsibility and accountability practiced by BKPSDM South Solok Regency regarding this open selection, which are: (1) The number of selection committees, (2) Accountability in assessment, and (3) Supervision.

The implementation process carried out by BKPSDM South Solok Regency is also based on Ministerial Regulation No. 15 of 2019. However, BKPSDM South Solok Regency divides this process into two aspects: technical aspects and substantive aspects. The technical aspect of implementation refers to the follow-up process carried out after the preparation phase. Meanwhile, the substantive aspect of assessment is a separate stage based on the planning established during the selection preparation period. The publication of information related to the selection announcement marks the beginning of the technical execution of the open selection process. This is followed by the collection of documents by the selection participants. The next stage is the submission of all participant documents to KASN via the Sijapti application. After the announcement and document submission, administrative selection and background checks are conducted within one working day. This stage is still part of the technical work, where the selection committee only evaluates the completeness of the documents submitted by the participants.



The results of the assessment are outlined in the announcement published on the BKPSDM South Solok Regency website. However, the findings of this study reveal discrepancies in the timing of the announcement of the administrative selection and background check results compared to what was stated in the announcement. The researcher found this in the open selection for the Primary-Level High Leadership Position (JPT) for the position of Head of the Health Office. This announcement was signed on February 7, 2024, with letter number 800/1/II/PANSEL-2024. The research findings regarding the open selection not adhering to the schedule set in the announcement indicate a matter that needs to be addressed.

The researcher confronted this issue with Ministerial Regulation No. 15 of 2019, citing one point from the announcement. The result of the confrontation revealed that Ministerial Regulation No. 15 of 2019 does not contain any rule prohibiting or allowing flexibility in scheduling. Meanwhile, BKPSDM provided information that allows for the possibility of flexible timing. This information is outlined in point F, number 5, which states that “the schedule for the selection process may change at any time and will be announced through the website www.bkpsdm.solselkab.go.id.”

In the field of public administration, the open selection for high leadership positions, known as the Open Selection for Primary-Level High Leadership Positions (JPT), is a crucial mechanism for promoting transparency and meritocracy in local government. This not only ensures the principle of healthy competition but also serves to identify and place the most competent individuals in key leadership roles. Given its importance, monitoring and evaluating the open selection process for Primary-Level High Leadership Positions (JPT) is essential. This ensures that the selection process adheres to the established standards and principles, fostering a culture of accountability and efficiency in public sector institutions.

CONCLUSION

The conclusions that can be obtained in this research are as follows:

- (1) The preparation mechanism for Selection of High Leadership Positions in South Solok Regency is based on Permenpan-RB Number 15 of 2019. BKPSDM South Solok Regency categorizes preparation into two forms, namely technical preparation and substantive preparation. BKPSDM South Solok Regency stated that this institution has adequate resources to prepare technical preparations. On the other hand, BKPSDM also spends more time making substantive preparations because this is related to assessment and is also related to the selection committee which also comes from the South Solok Regency External Government.
- (2) The JPT Pratama Open Selection in South Solok Regency is carried out transparently. However, during the implementation of the JPT Pratama open selection, it was also found that there was a lack of synchronization between the timing stated in the announcement and the actual time when it occurred. The monitoring and evaluation carried out by BKPSDM did not highlight the unsynchronization of the schedule, but rather the monitoring and evaluation carried out by KASN. Apart from that, Monitoring-evaluation also involves assessing the performance of officials selected through the JPT Pratama Open Selection whose recommendations can be realized in the form of mutations.

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