

**MERIT SYSTEM:
The Effectiveness Of High Leader Open Selection (JPT) Pratama Aceh
Province In The New Normal Era Of Covid-19**

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ABSTRACT

The merit system is human resource management, which is used as a form of qualification by looking at workability to fill the position. This study looks at the effectiveness of implementing the open selection for JPT Pratama Aceh in 2022 in the new normal era and the factors influencing implementing the JPT Pratama selection. This study uses a qualitative descriptive approach with data collection techniques through the variable records of books, papers, journals, newspapers, and so on. The research analysis technique uses an interactive analysis model. The results of the study show that the implementation of open selection for JPT Pratama within the Government of Aceh in 2022 includes the announcement of open selection, participant registration, paper writing, LGD, psychometric tests, interview tests, and announcement of selection results. Then, three factors influence the effectiveness of implementing open selection for JPT Pratama in the Government of Aceh: accountability, infrastructure, technology and transparency.

Keywords: *Effectiveness, JPT Pratama Open Selection, System Merit, Aceh*

A. INTRODUCTION

This research will discuss the Effectiveness of the Merit System in implementing Open Selection for Pratama High Leadership Positions (JPT) within the Government of Aceh. Merit System is human resource management used as a qualification or measure to see competence and performance as a consideration in assessing the planning, recruitment, payroll, development, promotion, discipline, retention and retirement processes of employees (Suprihatin & Gunarda, 2019). Human Resources (HR) are movers, thinkers and planners to realize the organization's goals (Enny, 2017). The important thing is compatibility in the placement of human resources, positions or positions that must be filled according to their abilities. If there is a discrepancy, it will impact the organization (Iskarim, 2017; Rusdiana, 2022).

The *Undang-Undang Nomor 5 Tahun 2014* states that human resources in the government bureaucracy consist of Civil Servants (PNS) and Civil Servants with Work Agreements (PPPK) (Kadarisman, 2018). The success of government

administration is largely determined by ASN employees (Sutmasa, 2020). This is because ASN employees have an important role in government, which can be seen from three things, namely: (1) implementing laws and regulations determined by the government; (2) Service providers for the community, and; (3) Playing an essential role in government (Qomarani, 2020; Suryanegara, 2019; Ulum, 2018).

The proper ASN placement and recruitment process is necessary to realize good ASN human resource governance or management (Chairiah et al., 2020; Panjaitan & Sianipar, 2019). The merit system policy has been strictly regulated under the *Undang-Undang Nomor 5 Tahun 2014* concerning the State Civil Apparatus (ASN), which has an obligation to implement a merit management system for ASN in government agencies (Setiawan et al., 2021). The merit system, in accordance with the law, explains that ASN management policies are based on qualifications, competence and performance without discrimination, where promotion in a position must be in accordance with an employee's ability (Faiz et al., 2020).

However, the implementation of the merit system still has many bad practices, so ASN management can run better (Khobiburrohma et al., 2020). In managing ASN, there are still many political interests in the government bureaucracy. This case is known as the Spoil System (Amri, 2019). Following is some of the obstacles in open selection in filling High Leadership Positions:

Table 1: ASN Management problems in the implementation of the Merit System

1	The application of the merit system in government agencies has yet to be ready to carry out open selection.
2	There is a limited number of accredited assessors and assessments.
3	A limited selection of JPT committees that are competent, credible, and free from politics.
4	There is a reluctance of ASN to implement the merit system and participate in the selection because they do not want to compete.
5	Overlapping regulations on ASN.
6	weak work management system
7	There is political intervention in ASN management.
8	JPT filling in the organization does not match the required competencies and qualifications.

Source: *Processed by researchers (2022)*

The State Civil Apparatus Commission (KASN) said that in the application of the merit system within the central and regional governments in 2019, there were still frequent problems. It is crucial to have an assessment for government agencies in implementing a merit system in ASN management, the purpose of which is to analyze the strengths and weaknesses of these institutions. In addition, assist KASN in deciding the filling of high leadership positions (JPT). The implementation of the Merit System in Aceh Province will be assessed in the ASN management. Following are the results of ASN management in the merit assessment system in 34 provinces:

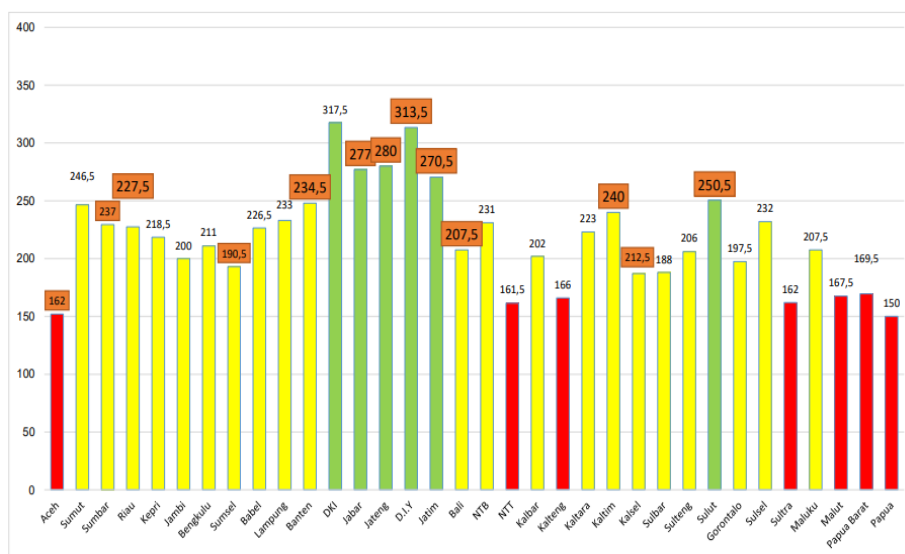


Figure 1: Merit System assessment in 34 Provinces
 Source: KASN (2019)

This study will analyze the effectiveness of the implementation of open selection for JPT Pratama and JPT Pratama selection which are influenced by what factors. This research is different from previous research, the Selection for the Implementation of JPT Pratama in Aceh Province was carried out still in the atmosphere of the Covid-19 Pandemic, even though Indonesia has entered the New Normal Era according to government decisions, where people must adapt to this Covid-19 pandemic. However, regarding the health protocol, it still must be implemented under the current conditions.

B. LITERATURE REVIEW
Effectiveness Merit System

The merit system is a process of recruitment, appointment, and promotion of employees based on their ability to carry out work (Setyowati, 2016). KASN is an institution that has the authority to supervise the implementation of the merit system, in accordance with KASN Regulation Number 5 of 2017 concerning the Implementation of the Merit System in ASN Management in Government Agencies (Katharina, 2018). The criteria of the regulation regarding procedures for measuring the success of the merit system in government agencies

Khobiburrohma et al., 2020). This system is intended to ensure that positions in the government bureaucracy are occupied by employees who meet the qualification and competency requirements (Karim et al., 2020). While the purpose of this merit system is to recruit, select, and promote openly, carry out ASN rights and obligations fairly, and regulate everything related to rewards and punishments for ASN based on high behavior and integrity in order to develop ASN performance (Panjaitan & Sianipar, 2019). In addition, the principles of a merit system are applied in the processes of recruitment, hiring, placement, transfer, promotion, payroll, awards, and career development up to dismissal (Naff et al., 2017; Redmana et al., 2021).

This study will analyze the effectiveness of implementing the JPT Pratama open selection and the process of implementing the JPT Pratama selection, which is influenced by what factors. This research has differences from previous studies, by Rahmadani et al., (2018) in Indragiri Hilir Regency, Sabaruddin & Utomo, (2021) in Kolaka Regency and Kendari City, (Swastika, et al., 2018) in Purbalingga Regency, and Betaubun et al., (2018) The application of the Merit System in Merauke Regency in the implementation of open selection shows that the performance has been good in each region and accordance with existing regulations. Research from Meyrina & Susana (2016) at the Ministry of Law and Human Rights, Sefullah et al., (2020) at the Ministry of Religion of South Sulawesi, and Hidayah (2021) Implementing the merit system in the East Java Provincial Government has not yielded good results. There are obstacles, such as the merit system needing to be socialized thoroughly in every institution, which impacts employee knowledge. In addition, the lack of stakeholder participation also affects the merit system, which still needs to run better.

Human Resource Management Merit System

Daly (2015) Human resource management is an effort of talented people to achieve the vision and mission of the organization, as well as its values, The people in it are professionals who collaborate with members of the organization. The level of effectiveness of the quality of public sector human resources is strongly influenced by six principles that are fundamental values, namely: (1) responsiveness; (2) justice; (3) moving according to the mission; (4) skill-based competence in staff placement practice; (5) professional HR competence; and (6) ethical-based organizational culture (Daly, 2015). The principle of skill-based competence is needed because there is criticism of the past patronage selection system, which prioritized who rather than what prospective employees knew, so that this system is no longer political-based, but based on skill, talent, performance, and professionalism (Daly, 2015; Raharjanto, 2019).

The management of public sector human resources in Indonesia is regulated in Article 51 of the ASN Law concerning the merit system. The application of a merit system can increase the competence and potential of employees (Kurniawan et al., 2020). There will be rewards given to employees who have good competence, while employees who have bad competence will be given punishment (Bandiyono, 2021). Employees' performance and motivation in carrying out their responsibilities as community servants can be affected by how they are punished and rewarded (Meyrina, 2017; Sofiati, 2021).

In addition, there is also a merit system in personnel management that has not been fully implemented in the field. Promotions, such as research (Ali et al., 2017), are still influenced by collegial or family relationships, even though they are carried out selectively and openly, are still influenced by collegial or family relationships, even though they are carried out selectively and openly. Research by Utha & Dinamita (2017) Placement of civil servants in elected structural positions is not based on a merit system. This is because it is influenced by the interests of political parties and closeness to regional heads. Similar findings were researched by Rothwell, (2012) which found that the filling of administrator and supervisory positions was not entirely based on the merit system principle, which does not meet competency standards, and the implementation of job rotation was not based on career patterns.

C. METHODS

This study uses a descriptive qualitative approach. Qualitative research is a way of collecting data in a natural setting, using natural methods, and being carried out by people or researchers with natural interests (Moleong, 2010). Descriptive research is research that describes and describes the current state of the object of research as it is based on facts. At the same time, the data collection techniques in this study were carried out by means of documentation, such as finding data about things or variables through notes, books, papers or articles, journals, newspapers, and so on (Arikunto, 2009). After the data is collected, it will then be analyzed according to the research discussion raised using an interactive analysis model (Miles, 2014). After that, the data is included in the research discussion, and the author does not forget to include references when quoting from certain sources.

D. EXPLANATION

Open Selection for Main Leadership Positions (JPT).

Based on the Undang-Undang Nomor 5 Tahun 2014 concerning State Civil Apparatus, by the Filling of Primary High Leader Positions (JPT), it is carried out openly and competitively by taking into account competence, qualifications, educational and training needs, rank, position track record, integrity, and job requirements among civil servants (PNS). The promotion process in the ASN management policy for filling High Leadership Positions is based on a merit system. Judging from competence, qualifications, and performance regardless of ethnic background, race, religion, culture, etc. The filling of High Leadership Positions is also based on a merit system (Indika, 2019; Rakhmawanto, 2016). Implementing an open selection merit system encourages accountability and transparency to avoid dirty practices (Suryanto & Darto, 2020). The following is the implementation of the open selection for the Pratama Aceh High Leadership Position (JPT) in 2022. The research theory and the limitations of this research will support the discussion and research results. The author will use pictures or tables for this research, the goal is to clarify the discussion.

Table 2: Stages of Selection for JPT Pratama Aceh Province

No	Position
1	Head of Community Empowerment and Gampong Aceh Office
2	Head of Goods and Services Procurement Bureau

Source: *Processed by researchers (2022)*

The Minister of Administrative Reform and Bureaucratic Reform Number 52 of 2020 issued a circular regarding the Open and Competitive Filling of Higher Leadership Positions in government agencies during a public health emergency with Corona Virus Disease 2019 (COVID-19). Then, a circular letter was issued from BKN the Surat Edaran BKN Nomor 15/SE/V/2020 concerning Procedures for Implementing JPT Competency Assessments through Online Media during the Public Health Emergency due to Corona Virus Disease 2019 (COVID-19).

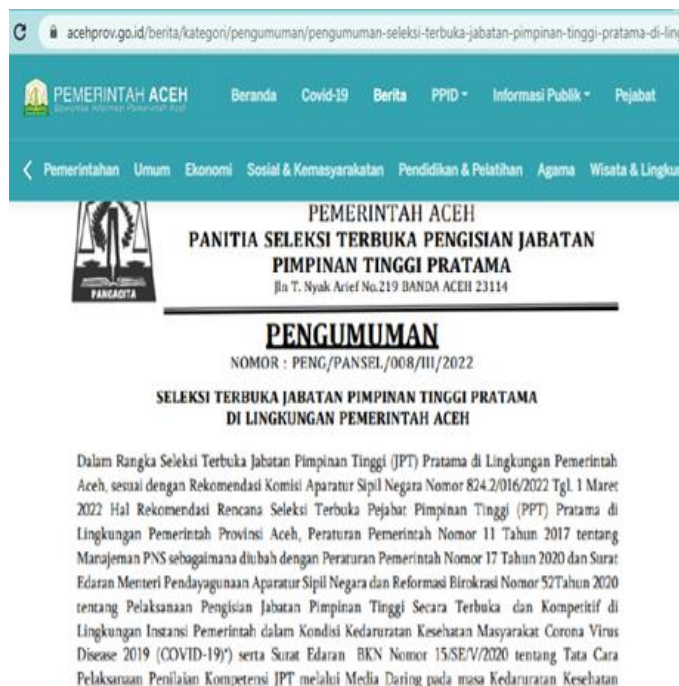


Figure 2: Announcement of Open Selection at BKA
Source: *Aceh Official Website (acehprov.go.id)*

The effectiveness of online media provides benefits in disseminating information about the implementation of open selection and makes it easier for participants to obtain this information. Community needs are also met to access information easily and quickly because access to information has an important role in achieving a goal (Supriadi, 2020; Putri et al., 2022). Coupled with the current conditions, people are encouraged to implement health protocols even though Covid-19 has diminished. Providing information through online media is an alternative to reducing the intensity of meetings.

Advances in information and communication technology are beneficial and have a good impact on every community activity (Indrawan et al., 2020). The selection committee and organizers regarding implementation and announcements will be more effective because they are available online. In addition, selection participants and the public can access information regarding the available JPT Pratama selection, which can be disseminated and accessed easily.

Administrative Selection Implementation

JPT Pratama Aceh opens the selection in 2022, and the next stage is the implementation of the selection process. The selection committee provides information to employees who will register by providing information regarding the general and specific requirements described in the announcement, making it easier for prospective participants or employees to access information regarding administrative requirements and procedures for the selection process for Main Officials by accessing the Aceh Government's official website, making it easier prospective participants not to come to the JPT Pratama Aceh organizing building to look for their needs. In addition, the administrative selection is carried out online by accessing the website <https://e-keurani.acehprov.go.id/Simawas>. Registration through online media is carried out by uploading the required administrative documents and must print proof of registration online. Then, the original documents and proof of registration were bravely submitted to the Secretariat of the Position Selection Team (JPT) of Primary High Leaders within the Government of Aceh.

Registration and receipt of administrative selection files start from March 10 to 16, 2022. This determination has been following the initial schedule, and there have been no changes in its implementation. Assessment in this open selection by looking at the completeness of administrative files submitted offline and online. After that, if participants meet the criteria, they will be announced through an announcement at the Secretariat of the Selection Committee and via the acehprov.go.id page/website on March 16, 2022, to take part in the following selection. Participants will take the exam on Thursday, March 17, 2022. The written test will be held at the Multipurpose Building Secretariat of the JPT Pratama Open Selection Committee. Of the participants who registered, only 22 participants passed the administrative selection, and the following selection process will be announced through the Aceh Government's official website.

Administrative selection can be said to be effective because it has been carried out online and according to a predetermined schedule. In addition, participants can easily register themselves and just deliver the files to the office. This method can suppress the spread of Covid-19 because there are no crowds of

selected participants.

Paper writing

Writing papers in this stage, candidates for high leadership officials are asked to compile and describe ideas, innovations, and solutions if elected as high leadership officials. This stage will be carried out offline on March 17, 2022, from 09.30 s.d. 11.30 in the Multipurpose Hall of the Aceh Governor's office. Implementation of open selection following the schedule that has been previously announced. Implementation offline is useful for facilitating assessment and selection while still paying attention to and strictly implementing health protocols while writing papers, such as: (1) Check the temperature before entering the room, which does not exceed 37.30 Celcius; 9. Participants whose body temperature exceeds 37.30 Celcius will be arranged later; (2) Participants must show a Covid-19 free certificate in the form of a SWAB Antigen result; (3) Disinfection every 4 hours in the selection participant selection building; (4) Wearing a mask or face shield; (5) Provision of sinks for hand sanitizers and other supporting tools (Harian rakyat aceh.com, 2021).

In making papers, the appropriateness of the theme and format, as well as systematics, follow the rules of the announcement that has been determined. At this stage, no participants failed. Participants went straight to the next stage. For participants who are declared to have an assessment score and are declared to have passed the top 3 (three) open selection for Pratama High Leadership Positions (JPT) in Central/Regional Government, they do not take the Leaderless Group Discussion (LGD) Test and the Psychometric Test.

Leaderless Group Discussion (LGD)

Leaderless Group Discussion (LGD) is a discussion method without a leader (Ma'ruf, 2018). The participants at the LGD stage will be met with other participants. The goal is to become a discussion partner, exchange ideas, views, and information according to a topic chosen by one group member, and then become material for discussion. The topic of discussion in LGD relates to issues that are currently developing. Both through the media, the world of work, and everyday life. Furthermore, all LGD participants will be assessed directly by the judges or competency assessors. The indicators in this LGD are based on leadership abilities, serving abilities, management abilities, thinking skills, achievement abilities, and mature attitudes. Still maintaining health protocols by washing hands, wearing masks, and keeping distance in implementing this LGD to avoid covid-19. The LGD test will be carried out on March 17, 2022, from 14.00 s.d. and completed in the Multipurpose Hall of the Aceh Governor's office.

Psychometric Test

The psychometric test is an assessment test used to objectively measure personality traits, talents, intelligence, abilities, and individual behaviour styles (Safithry, 2018). The test is a tool to determine in-depth the character or personality of a JPT Pratama Aceh candidate. This test will be carried out offline on March 19, 2022, 08.00 s.d. and completed in the Multipurpose Hall of the Aceh Governor's office. The psychometric test was attended by 22 participants as scheduled. The test was also carried out by observing health protocols to minimize the spread of Covid-19. The test results will be submitted to the

committee, and the progress will be informed through the Aceh government's official website.

Interview test

The final stage that must be followed by the JPT Pratama Aceh open selection participants is the interview test which will be held on March 21, 2022, starting at 09.00 until it finishes at the Governor's Office from Aceh, to be precise in the Aceh Secretary's II Floor Meeting Room. The interview phase will be carried out simultaneously with the presentation of the paper. Interviews are conducted with in-depth clarification from the candidate in terms of interests, motivation, behaviour and character, as well as technical and socio-cultural abilities. In addition, this interview test was conducted face-to-face because it was quite effective. Organizers and participants implement health protocols, such as checking temperatures, using masks, and others so that no organizers and participants are exposed to Covid-19 during the implementation. Then the participants were also given a time division in conducting the interview session as one of the mechanisms for smooth implementation so that the interview test went well.

Announcement of Selection Results

Based on the results of the Open Selection for Pratama High Leadership Positions (JPT) within the Government of Aceh, according to the Minutes Number: BA/PANSEL/015/III/2022 dated March 22, 2022, announced the following:

Table 4: Announcement of Open Selection Results for Primary High Leaders in the Government of Aceh in 2022

No	Nama	Eselon	Registration Rumber	Name
1.	Head of Aceh Empowerment and Gampong Office	II.a	03-2022-246	Drs. Surya Rayendra
			03-2022-243	Zalsufan, ST., M.Si.
			03-2022-236	Dr. Ir. Zulkifli, M.Si.
2	Head of Goods and Services Procurement Bureau	II.b	03-2022-248	Reza Ferdian, S.STP., M.Si.
			03-2022-230	T. Taufan Maulana Pribadi, SP., M.M.
			03-2022-230	T. Aznal Zahri, S.STP., M.Si.

Source: *acehprov.go.id*

After 22 participants took part in the last stage, there were only 6 participants who passed or succeeded in being ranked at the top, judging by the highest total score achieved from each of the selection stages that had been carried out. Then from the 22 participants who passed, the selection committee team will

send three names with the best test results in each vacant position to the Governor of Aceh. Later, the Governor will choose one of the three names proposed for each position based on recommendations and approval from KASN. After that, the Governor used his right to choose officials who would help run the wheels of government towards Aceh Besar. Participants who were declared passed were listed in the Announcement of the Aceh Government JPT Primary Selection Committee, which the Regional Secretary of Aceh Province, Mr Taqwallah, signed.

The Aceh government's official website has disseminated information regarding the announcement of the final results of the selection of participants so that the public can easily access the results of the open section. Providing information with online announcements is an effective way to do so that everyone can access it easily. The implementation of the open selection by the selection committee for filling the Primary leadership positions is carried out transparently so that the public can monitor and evaluate the selection process from the initial announcement to the results. Its purpose is to monitor fraudulent practices that may occur.

The open selection for JPT Pratama Aceh in 2022 in the new normal era is running effectively. This is because each stage of the selection process has been carried out according to a predetermined schedule. In addition, providing information by utilizing offline and online media related to open selection makes it easier to disseminate to participants and the public. The selection process carried out directly (offline) has been strictly regulated by following health protocols and runs effectively following predetermined provisions.

Factors Influencing the Implementation of the Open Selection for JPT Pratama Aceh

Several factors affect the effectiveness of the implementation of the open selection of JPT Pratama Aceh in 2022 in the new normal era, namely: (1) Accountability; (2) Transparency; (3) Infrastructure, and:(4) Technology. First, Accountability is a form of accountability for every government administration activity, from preparation to the results of activities (Haning, 2018). In addition, every government administration activity is carried out openly to be accountable to those affected by the implementation of the policy (Kristiyanto, 2016).. In this case, the selection committee is responsible for the entire open selection process for JPT Pratama Aceh to fill high-ranking Pratama positions within the Aceh government, starting from the beginning to the end of the activity. The selection committee makes the minutes a form of accountability given to the participants as proof that they have followed the open selection process, and participants are required to sign the minutes of the event One of the factors in the form of effectiveness in the open selection process is the responsibilities carried by the selection committee so that it gives confidence during this selection process from start to finish (Sinambela, 2016). In addition, Proves the absence of dirty practices and the intervention of certain parties in implementing the open selection of JPT Pratama Aceh.

Second, transparency guarantees everyone's freedom to obtain and access government-related information (Suranto, 2021). The merit system promotes

competition, professionalism, quality and competence without discrimination. This also applies to implementing the open selection of JPT Pratama Aceh. The implementation of open selection for JPT Pratama is prioritizing openness in recruiting and placing employees. According to Ismail (2019) this transparency is an effort to create a government bureaucracy by applying the principles of openness and transparency to the wider community in providing accurate information and data. Openness must be implemented in employees' recruitment and placement process, including the implementation of open selection for JPT Pratama. Transparency is carried out as a form of government effort to realize the principles of openness to the public in providing the broadest possible information (Ismail, 2019). Prioritizing transparency by providing and disseminating all information related to the implementation of the 2022 JPT Pratama Aceh open selection that has been carried out by the implementing party. This can be seen from the initial announcement of the open selection, the selection stages, to the final selection results. This information has been disseminated through the Aceh government's official online media, acehprov.go.id, to reach the public and potential participants. This openness will provide access to information regarding the implementation of the JPT Pratama open selection, which is attended by participants and monitored by the public. Even though the Covid-19 pandemic has subsided, this activity still applies health protocols.

The third factor affects the existence of adequate support, such as infrastructure and technology, in every JPT Pratama open selection process (Ismail, 2019). The openness of the selection stages to get officials who have the competence and reduce fraudulent practices during the open selection process because it is assisted and supported by adequate infrastructure and technology. The third factor, the implementation of open selection for JPT Pratama, is also influenced by adequate support in each selection process, such as infrastructure and technology (Ismail, 2019). This support facilitates the selection stage in obtaining officials who have the ability and can minimize fraud or KKN practices during the selection process (Thamrin, 2021).

The JPT Pratama selection stage was carried out amidst the limitations of Covid-19, with the support of infrastructure and technology helping to facilitate this activity (Dwi et al., 2022). The selection committee utilizes online media, namely the official website acehprov.go.id. The role of the media is very influential in implementing this open selection because it makes it easier for organizers to provide information on participants and the public. In addition, this online media is carried out to reduce the risk of spreading Covid-19.

E. CONCLUSION

This research will look at the factors that influence the implementation of open selection for JPT Pratama Aceh in 2022 and analyze the effectiveness of open selection carried out in the new normal era. Viewed as a whole, the open selection of JPT Pratama Aceh in 2022 in the new normal era has been running effectively.

The JPT Pratama open selection has proceeded according to a predetermined schedule. All information and the open selection process can be

disseminated and easily accessed by participants and the public. This open selection has been running effectively because this selection has been carried out both offline and online. This online selection process can be accessed through the official website acehprov.go.id. Meanwhile, for the offline open selection, the selection committee applies strict health protocols and pays attention to other provisions even though it has entered the new normal era of Covid-19.

The open selection of JPT Pratama Aceh has been running effectively, at least influenced by 3 (three) factors: (1) accountability, (2) transparency, and (3) infrastructure and technology. Information disclosure in the implementation of open selection for JPT Aceh Pratama as a form of transparency so that participants and the public can access information easily. While this open selection has followed the provisions without any KKN practices or discrimination, this is a form of accountability for growing or realizing public trust in the implementation of the open selection of JPT Pratama Aceh. Apart from that, infrastructure and technology factors are very influential in implementing this activity, with all the limitations in the new normal era. The implementation of the JPT Pratama open selection within the Government of Aceh was greatly assisted by the existence of a website that made it easier for the selection committee to be more effective in providing information to participants and the public.

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