



## Effectiveness of Open Selection of Pratama High Leadership Positions (JPT) Through The Merit System of The DIY Provincial Government During The Covid-19 Pandemic

Rizky Dwi Kusuma<sup>a</sup>, Muhammad Eko Atmojo<sup>b\*</sup>, Dyah Mutiarin<sup>c</sup>

<sup>abc</sup>Universitas Muhammadiyah Yogyakarta, Indonesia

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### ABSTRACT

*This study aims to analyze the effectiveness of the implementation of the 2020 DIY Primary JPT open selection which was carried out during the Covid-19 Pandemic conditions and what factors affect the effectiveness of the selection implementation. This needs to be done considering that open selection through the merit system is one way to create qualified, competent and professional human resources to run the government and realize the country's goals. DIY is also an area with good value in the implementation of the merit system needs to maintain this value so that the implementation of open selection can still run well, so there need to be adjustments to the selection processes given the limitations of activities during the pandemic. Research is conducted using descriptive qualitative research methods and data obtained from interview results and documentation. The results showed that the implementation of the 2020 DIY Primary JPT Open Selection consisting of selection announcements, administrative selection, competency tests (assessment centers), paper writing, idea/interview tests, and announcements of final results has been effective by the implementation planning and also pays attention to the provisions and regulations related to the Covid-19 Pandemic. The effectiveness of the implementation of open selection is influenced by three main factors, namely transparency, accountability, and infrastructure and technology.*

**Keyword:** Effectiveness, JPT Pratama Open Selection, Covid-19

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\* Corresponding author  
E-mail address: [atmojoeko91@gmail.com](mailto:atmojoeko91@gmail.com)

## 1. Introduction

In achieving the success of an organization, qualified, competent, and professional human resources (HR) are needed. Human resources with these criteria will be able to create good planning in order to achieve goals and realize the interests of an organization (Nurprojo, 2014). HR can be interpreted as productive individuals and groups who work as one of the drivers of an organization that needs to be developed and trained in their abilities in order to realize organizational goals (Susan, 2019). SDM merupakan penggerak, pemikir dan juga perencana guna mewujudkan tujuan dari organisasi (Sefullah et al., 2020). Therefore, a good placement of human resources is needed, where there must be a compatibility between the abilities possessed and the position to be filled, because if there is a discrepancy, it will have a considerable impact on the implementation and management of the organization itself (Mahanani & Atmojo, 2018).

In Law No. 5 of 2014 concerning the State Civil Apparatus (ASN), it is stated that ASN Employees consisting of Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) are human resources in the government bureaucracy. It is these ASN employees who help determine the success of government administration (Khobiburrohma et al., 2020). ASN employees have three important roles in government, namely as implementers of laws and regulations that have been regulated and determined by the government, providing public services to the community, and playing a role in managing and running the government (Akny, 2014). In order to carry out this role properly, ASN employees are needed who have certain qualities such as neutrality, professionalism, good communication, responsibility and certain skills needed by the agency. To realize an ASN with these provisions, an appropriate process of recruiting and placing ASNs is needed. One way that can be done is through governance or human resource

management (ASN) (Kurniawan & Suswanta, 2021). ASN management has been started since the implementation of the merit system policy in ASN management through Law No. 5 of 2014 concerning the State Civil Apparatus (ASN) which expressly states that government agencies must implement a merit system in ASN management. In the law, it is explained that the merit system is an ASN management policy based on qualifications, competencies, and performance without discrimination. Basically, the principle of the merit system is that an employee must be placed, selected, and also promoted to a position that is in accordance with their abilities.

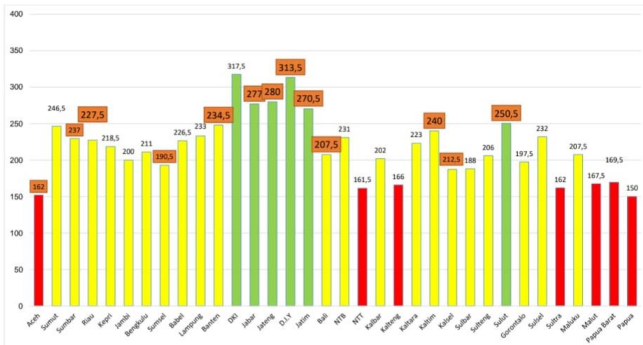
However, in reality, the implementation of the merit system in ASN management has not been running properly, where there are still many *spoil system* practices in ASN management (Meyrina, 2016). *Spoil system* means the existence of certain political interference or interests in the government bureaucracy, including in the management of asn. Other problems encountered during the implementation of the merit system in ASN management, especially in the open selection to fill the Position of High Leader (Dwiputrianti, 2018), are as follows:

1. Institutions or agencies that are not ready to implement the merit system in open selection.
2. There is a limited number of *assessment centers* and also assessors who have been accredited.
3. The limitations of the JPT selection committee are competent, credible and free from politics.
4. ASNs who are unwilling to implement the merit system because of their unwillingness to compete.
5. Overlapping regulations governing ASNs.
6. The performance management system is still weak.
7. There is still high political interference within the management of ASN.
8. The filling of JPT has not been based on the competence, qualifications and also the needs of the agency or organization.

The existence of the above problems then prompted the State Civil Apparatus Commission (KASN) to conduct an assessment of the implementation of the merit system within the central and regional governments in 2019. This assessment is useful for assessing whether government agencies have implemented a merit system in ASN management, as material for analyzing the advantages and disadvantages of these agencies in implementing the merit system, as feedback to improve the quality of the application of the merit system, as well as being a basis for KASN to make decisions related to filling high leadership positions (JPT).

The Yogyakarta Special Region (DIY) is one of the provinces assessed for the application of the merit system in its ASN management. The results of the assessment of the application of the merit system in ASN management within the Provincial Government are as follows:

Figure 1. Assessment of The Application of the Merit System in 34 Provinces



Sumber: Bidang Pengkajian dan Pengembangan Sistem - KASN, 2019  
\* : sudah diverifikasi

Source: Field of System Assessment and Development, KASN 2019

From the graphs above, it can be seen that the application of merit system DIY is in second place among other provinces in Java Island. The results of the DIY merit system assessment have been verified and determined through the Determination Decree 07/Kep.KASN/C/IX/2019 with a score of 313.5 and is in the good category. KASN's assessment of the application of the merit system shows that DIY provinces have implemented the merit system properly in accordance with what has been stipulated in the applicable merit system regulations. The results

of this assessment are also related to the filling of the Pratama High Leadership Position (JPT), because the filling of the Primary JPT which is carried out through open selection is a form of *quick win* from the application of the merit system, where the open selection of JPT Pratama is carried out by taking into account qualifications, competencies, performance, track record, and is carried out transparently. That way, the good scores obtained by DIY in the implementation of the merit system are in line with the good implementation of the JPT Pratama DIY open selection. Thus, the DIY Government strives to continue to maintain and improve the achievement of these values so that the application of the merit system in the open selection of JPT Pratama can produce a good ASN as well.

However, in 2020 DIY must carry out an open selection of JPT Pratama in the midst of the Covid-19 Pandemic emergency. This condition has an impact on limiting activities in various sectors, including government administration (Syafriada, 2020). Responding to this problem, the Government through the Ministry of PANRB issued a letter from the Minister of PANRB No. 19 of 2020 which explained that ASNs within government agencies can carry out official duties by working from their respective residences (*work from home*). This is done as an effort to minimize and prevent the spread of the virus, so that *social distancing* and *physical distancing* must be implemented, as well as reducing activities outside the home. This condition then has an impact on the implementation of the government, because the plans that have been set before the Covid-19 Pandemic must change, considering the current government's priority, namely to reduce the spread of the virus and deal with the impact caused by the Covid-19 Pandemic (Syafriada, 2020). Including the implementation of the jpt Pratama DIY open selection, where there are selection processes that must be adjusted to the conditions during the pandemic.

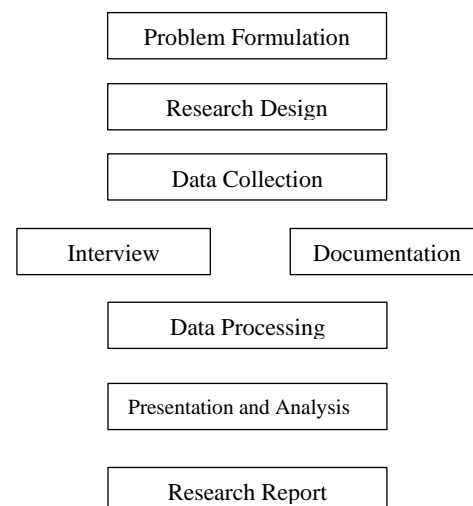
Based on the limitations of these conditions, a study was conducted with the aim of analyzing the effectiveness of the implementation of the open selection of JPT Pratama Provinsi DIY in 2020 in the midst of the Covid-19 Pandemic and what factors influenced the process of implementing the JPT Pratama selection. In contrast to previous studies, such as those conducted by (Sahambangung et al., 2019) in Sangihe Regency, (Mahanani & Atmojo, 2018) in Pekalongan Regency, (Alkadafi et al., 2018) in Indragilir Hilir Regency, and (Mius, 2019) in Pekanbaru City, which discusses how the application of the merit system in the implementation of open selection, and the results of all these studies show that the implementation in each region is good in accordance with existing rules. Other research conducted by (Sefullah et al., 2020) at the Ministry of Religious Affairs of South Sulawesi and research from (Meyrina, 2016) at the Ministry of Law and Human Rights showed poor results in the implementation of the merit system, where there were several obstacles such as the merit system that had not been thoroughly socialized in each agency, employee knowledge of the merit system that was still lacking, the low participation of stake holders, supporting facilities that are still lacking and so on. Meanwhile, this research added that the focus of the research was the Covid-19 Pandemic with various restrictions on activities, which then made the DIY government have to adjust the open selection process of JPT Pratama with the conditions and regulations regarding the Covid-19 Pandemic that apply.

## 2. Method

The research was conducted within the Provincial Government of the Special Region of Yogyakarta (DIY), more precisely at the Regional Personnel Agency (BKD) DIY. The location was chosen because BKD is the executor of the supporting function of government affairs in the field of regional personnel. Their search period used is qualitative research. Qualitative research is used as a strategy to collect answers given by

respondents to answer the problems to be studied (Subandi, 2011). This qualitative research produces data that cannot be obtained if using statistical procedures but with procedures that produce data in the form of descriptions of words and also the behavior of objects from observation results (Wahidmurni, 2017). Data will be collected using data collection techniques in the form of interviews and documentation. Then these data will be analyzed using descriptive data analysis, namely by describing the data that has been collected which comes from the results of interviews, manuscripts, field notes, documentation and so on, so that clarity will be obtained from a reality or reality (Gumilang, 2016).

Gambar 1. Research Flowchart



The qualitative research method was chosen because it makes it easier to describe, describe and explain the results of the study, especially because the data obtained come from interviews with interviews with sources, so that the results of the research will be clearly and easily understood by readers.

Data analysis is carried out using an interactive data analysis method that starts from data reduction, namely summarizing the data that has been collected into one particular concept or theme, then presenting data in the form of activities to compile and combine data that has been reduced into narrative form, and finally interpretation and drawing conclusions to answer research problems (Rijali, 2019).

### 3. Findings and Results

#### Implementation of Open Selection for High Leadership Positions (JPT) Pratama DIY

Filling the Position of Primary High Leader in Law No. 5 of 2014 concerning the State Civil Apparatus explained that the filling process must be carried out openly and also competitively among Civil Servants (PNS) by taking into account the requirements of competence, qualifications, education and training, rank, track record of position, integrity, and also the requirements of other positions in accordance with the provisions of the laws and regulations. The process of filling the Position of High Leader is also carried out based on the merit system, which means that the implementation of the promotion of the position is based on an ASN management policy which is carried out based on competence, qualifications, and also fair and reasonable performance without discrimination or discriminating against background, ethnicity, religious race, culture and so on (Ismail, 2019). Based on the merit system, the implementation of open selection prioritizes transparency and accountability in order to reduce the occurrence of dirty practices such as corruption, collusion and nepotism (KKN) (Laksmi, 2018).

Broadly speaking, the implementation of the open selection for the Position of Pratama High Leader (JPT) in the Special Region of Yogyakarta (DIY) in 2020 is as follows:

Table 1. The Process of Implementing the JPT

No.	Implementation of JPT Pratama Open Selection
1.	Announcement of Open Selection
2.	Administrative Selection
3.	Competency Test ( <i>assessment center</i> )
4.	Paper Writing
5.	Idea Test/Interview
6.	Announcement of Selection Results

*Sumbe:* Primary DIY Open Selection in 2020

Considering that the conditions in 2020 are quite different from previous years, namely the Covid-19 Pandemic, the organizers of the open selection of JPT Pratama DIY plan and prepare each selection process by considering regulations related to the applicable Covid-19 Pandemic. In the process of implementing the open selection of JPT Pratama DIY in 2020, according to the interviews that have been carried out, the stage or process of implementing the selection is carried out in two ways or methods, namely *offline* and *online* implementation. The stages of the open selection which are carried out *offline* are the competency test (*assessment center*) and also the idea test / interview, while the stages of the selection implementation that are carried out *online* are the announcement of open selection, administrative selection, writing papers, and announcing the results of the selection. For the implementation of the offline selection stage, the open selection organizer (Selection Committee) jpt Pratama DIY prepares the selection implementation by emphasizing more on the strict implementation of health protocols during the selection. Health protocols implemented during the selection process include:

1. Body temperature check
2. Disinfection of facilities, infrastructure and selection facilities (once every 4 hours)
3. Use of masks and *face shields*
4. Provision of *sinks* with running water, liquid soap, *tissues*, masks, *hand sanitizers*

In addition to the health protocols prepared for the offline selection, the organizers also prepare ways or methods for the implementation of *online* selection, namely by utilizing *online* media owned by the Regional Personnel Agency (BKD) DIY, such as *email*, *website*, *Instagram* and so forth. Various information related to the implementation of the open selection is disseminated or informed through the *online* media. In addition to making it easier for participants and the public to monitor and access information, it is also a form of utilizing information communication technology, especially because during the Covid-

19 Pandemic, the intensity of meetings and gatherings to provide and obtain information directly must be reduced, so a new media is needed so that information can be conveyed easily and clearly. The use of information communication technology not only facilitates the implementation of selection but is also useful for reducing the spread of Covid-19. This is in accordance with what was conveyed by the Head of Employee Development of BKD DIY: "For the implementation of the JPT Pratama selection in 2020, we together with the selection committee designed the selection implementation into two ways, namely *online* and *offline*, which *online* there was an announcement of vacant positions, administrative selection, writing papers and announcement of final results, everything was done and informed through BKD DIY website and instagram. For *offline* ones, there is a competency test (*assessment center*) and interviews, we continue to carry out these stages *offline* because it is to facilitate the assessment, so we prepare and tighten health protocols during the selection process, so that the process can run smoothly and the results are as expected".

The stages or processes in the implementation of the 2020 JPT Pratama DIY open selection which was carried out in the midst of the Covid-19 Pandemic were as follows:

### **Implementation of the Open Selection Announcement**

The initial stage in the implementation of the JPT Pratama DIY Open Selection is the announcement of the open selection. In the announcement, the organizer (Selection Committee) through the Regional Personnel Agency (BKD) DIY provided information related to the implementation of the open selection, such as positions that are vacant or to be filled, the conditions or requirements that must be met to register, registration procedures, and selection schedules, all of which information is explained and announced clearly and

completely. In the implementation of the 2020 JPT Pratama DIY open selection, the organizer (Selection Committee) compiled and determined that there are several high leadership positions that are vacant and must be filled immediately, considering the need for leaders so that agencies in need can immediately carry out their duties and obligations in government and serve the community. In the 2020 open selection, there are seven positions that must be filled, namely as follows:

Table 2. Positions to be Filled

No.	Position	Echelon
1.	Head of Service Education, Youth, and Sports DIY	Ila
2.	Head of the DIY Regional Civil Service Agency	Ila
3.	To the Office of Women's Empowerment, Child Protection and DIY Population Control	Ila
4.	Head of the DIY Manpower and Transmigration Service	Ila
5.	Head of DIY Social Service	Ila
6.	Head of diy licensing and investment office	Ila
7.	Deputy Head of the DIY Agriculture and Food Security Service	Ilb

Source: processed by researchers (2020)

Referring to the schedule issued by the Selection Committee, the stages or process of announcing the open selection above are carried out in accordance with the previously set plan or schedule, namely on Friday, June 5, 2020. All information related to open selection is informed through *online* media owned by the Diy Regional Personnel Agency (BKD), such as through BKD DIY instagram social media, namely @bkddiy and the official website of BKD DIY, namely [bkd.jogjaprovo.go.id](http://bkd.jogjaprovo.go.id). In addition to being disseminated through *online* media owned by BKD DIY, these informations are also shared through the official *Instagram* of the DIY Regional Government Public Relations, namely @humasjogja, so that there is integration between one agency and another agency in

sharing information related to the JPT Pratama DIY Open Selection. The use of *online* media is to make it easier for participants to access information, as conveyed by one of the open selection participants, Mrs. Amin Purwani: "Information related to open selection is very easy to access because all the information is already on the *website*. I also find it helpful because I only need to open the BKD DIY website, where all the information is already there and it is clear enough, so I no longer need to come directly to the office to ask what the requirements are and what selection process are like. Moreover, the situation is the corona, so it is still a bit anxious if you have to come directly to the office".

Figure 2. Open Selection Announcement on BKD DIY Official Website



Source: [bkd.jogjaprov.go.id](http://bkd.jogjaprov.go.id)

Figure 3. Announcement of Open Selection on Official Instagram of BKD DIY and DIY Public Relations



Source: @bkddiy dan @humasjogja

The use of *online* media (*website* and *Instagram*) is a fairly effective way to disseminate information related to the implementation of open selection, as well as make it easier for participants to access this information. This is also in accordance with the needs of the community to obtain and access information easily and quickly, where currently information has become a necessity for the general public, because information has a fairly important role in determining the achievement of a goal (Yohana, 2014). Moreover, due to the Covid-19 Pandemic conditions which require people to reduce activities outside the room or home, and the provision of information *online* can be an alternative to reduce the intensity of meetings or face-to-face to reduce the spread of Covid-19. The development of technology, information and communication is currently an important role so that the activities carried out by the community continue to run even though there are Large-Scale Social Restrictions (PSBB) that are being implemented (Komalasari, 2020). The planning carried out by the selection committee and organizers related to the implementation of the online open selection announcement can be said to have been running effectively, it can be seen from information related to open selection that can be disseminated and accessed by the selection participants and the general public easily.

### Implementation of Administrative Selection

The next stage in the implementation of the open selection of JPT Pratama DIY in 2020 is the implementation of administrative selection. The implementation of the Administrative Selection begins with announcing what requirements need to be prepared by employees who will register for selection, these requirements have been informed at the previous stage, namely in the announcement of the open selection. The requirements that must be met consist of general and specific requirements, and each of the requirements is clearly explained in the announcement. Candidates for Primary Officers can access

information related to administrative requirements and how the selection *stages are* on the official website of BKD DIY, namely *bkd.jogjaprovo.go.id*. By being informed through the *website*, prospective officials or participants can easily access it without having to go to the BKD DIY office to find out what requirements must be prepared. In addition to the requirements that are informed and disseminated through *online* media, the implementation of registration for administrative selection is also carried out *online*. Registration is carried out *online* through the official website of BKD DIY, which is *bkd.jogjaprovo.go.id* by uploading completeness documents or administrative requirements according to the requirements that have been previously announced in the form of *softcopy* (PDF), participants are also required to fill out the registration form that has been provided on that *website*. By using this system, it makes it easier for participants who will apply for a position because they do not need to come directly to the BKD DIY office to submit registration documents. Moreover, due to conditions in 2020 that require people to reduce activities outside the home or room and reduce face-to-face direct interaction to reduce the spread of the virus, the selection of an online registration system in addition to making it easier for participants to register can also be an option to reduce the spread of Covid-19.

Registration and receipt of files for *online* administrative selection will be carried out from 5 to 11 June 2020. The implementation is in accordance with the established schedule and disseminated through the announcement of open selection at the beginning and there is no change in the schedule in its implementation. The assessment in the administrative selection is carried out by looking at the completeness of the administrative files submitted (*uploaded*) with the requirements that have been previously announced. After the administrative selection is completed by the organizer (selection committee), then by paying attention to the

Minutes of the JPT Pratama Selection Committee dated June 15, 2020, the results of the JPT Pratama DIY administrative selection are announced or submitted to the public on June 15, 2020. In the initial stage of selection, namely this administrative selection, there were 41 people who registered to fill the Position of Primary High Leader. Of the 41 people, only 1 (one) person was declared not to have passed the administrative selection due to an age that exceeded the maximum limit (more than 56 years old). For 40 people who are declared to have passed the administrative selection, they are required to follow the next stage of selection, and if the participant who is declared to have passed the administrative selection does not follow the next stage of selection, then the participant is declared to have resigned. The announcement of the results of the administrative selection and explanations related to the next stage of the selection schedule was also announced and disseminated through BKD DIY's online media, namely through the *website* and Instagram, so that participants and the general public could easily access the information. As stated by Mr. Hafidz, the Position Mutation section who is one of the members of the selection committee: "For this administrative selection process, starting from the announcement of requirements, registration to the announcement of the results, all are carried out through the BKD DIY website, participants only need to open the *website*, then fill out the form that has been provided and upload requirements are required, so there is no need to come directly to the office".

The implementation of administrative selection carried out *online* can be said to be effective, it can be seen from its implementation which is in accordance with a predetermined schedule and its implementation which is carried out *online* has also been effective, where participants can easily register themselves without having to come to the BKD DIY office. This method is also to reduce crowds to reduce the spread of Covid-19. It can also be seen from



the number of participants who registered for the JPT Pratama open selection, which was 41 participants. This number is more when compared to the number of participants who registered for the JPT Pratama open selection in 2019, which was only 38 participants with more positions that must be filled. This is because of the ease of registering, where participants only need to visit the BKD DIY website to register (fill out the *form*) and upload the necessary requirements. This is reinforced by a statement from Mrs. Amin Purwani: "Indeed, registration was very easy, at that time I only filled out the *form* on the *website*, then the requirements were *uploaded* there too, so it was very easy not complicated. I also don't feel confused, because all the information is on the *website*, every process is on the *website*".

### **Competency Test (*Assessment center*)**

The next stage in the implementation of the open selection of the Pratama High Leadership Position (JPT) within the Yogyakarta Special Region Provincial Government (DIY) is the assessment or measurement of the competence of candidates for the Pratama High Leadership through *an assessment center*. The *assessment center* is a method carried out through a number of simulations, which are used to explore behavioral competencies, where the results will be found strengths or competencies that need to be developed by a person or individual. Participants will be given several simulations specifically designed to resemble individual working conditions and then participants are asked to complete or carry out their duties and roles, for example identifying problems, making decisions, working in groups etc. Simulations aim to measure the competencies needed or become individual demands in carrying out their current and future duties and roles. The competency test (*assessment center*) for filling out jpt Pratama DIY in 2020 was held on 19-21 June 2020 and took place at the BKD DIY Employee Competency Measurement Center, Jl. Kyaimojo No. 56 Yogyakarta. The implementation

schedule for the competency test (*assessment center*) is carried out in accordance with the selection plan and there is no change in the schedule. For the competency test (*assessment center*) in the environment of the DIY Provincial Government, it is carried out by the Employee Competency Measurement Center (PKP) BKD DIY which already has a number of human resource assessors who have been verified. The techniques used in the competency assessment of the JPT Pratama DIY Open Selection are in the form of psychological tests, leaderless *group discussion* (LGD) simulations, competency questionnaires and interviews with a competency base.

Although the competency test process was carried out in the midst of the Covid-19 Pandemic, the organizers chose to continue to hold it *offline* (face-to-face), because it was to make it easier to conduct assessments. As stated by Mr. Hafidz, the mutation department of the position that is one of the members of the selection committee: "We continue to carry out the *assessment center* in person, initially there were indeed talks to be carried out *online*, but after reviewing it, it was finally carried out in person, because in order to make it easier to assess it. So we think carefully about the health protocol and what the implementation mechanism will be like, so that it can still run well, from the participants also so that they are comfortable not worrying about covid and everything can remain safe and healthy". From the interview, the organizers paid attention to and implemented strict health protocols during the competency test process, namely by:

1. Temperature check before entering the room
  2. Filling out the Covid-19 prevention health screening form and the "healthy" statement form
  3. Disinfection of competency test facilities and infrastructure (once every 4 hours)
  4. Use of masks and *face shields*
  5. Provision of *sinks* with running water, liquid soap, *tissues*, masks, *hand sanitizers*
- Figure 5. Body Temperature Check



Figure 6. Implementation of Competency Test



Source <sup>5.6</sup>: [bkd.jogjaprov.go.id](http://bkd.jogjaprov.go.id)

In addition to the implementation of strict health protocols, the implementation of the competency test is divided into 3 batches with the number of participants, namely 40 people. The first batch was held on June 19, 2020, with 13 participants participating. The second batch was held on June 20, 2020 with 14 participants participating and the last batch was held on June 21, 2020 with 13 participants participating. This is done to reduce the number of people gathered in one room while making it easier to conduct assessments. Of the 40 participants who took part in the competency test (*assessment center*) will immediately take part in the next stage of selection, namely writing papers and testing ideas/interviews, because the results of the competency test do not abort the selection participants to follow the next stage.

The implementation of the competency test (*assessment center*) has also been quite effective, in addition to its implementation in accordance with a predetermined schedule, the process which is carried out offline by being divided into several batches in 3 days makes it

easier to conduct assessments and carry out selections, as well as a way to implement health protocols to reduce the spread of Covid-19. Other health protocols prepared during the selection process are also well implemented in accordance with applicable regulations, as evidenced by the absence of participants, organizers, assessors and parties participating in the selection implementation who are infected or exposed to Covid-19 during or after the selection. According to one of the participants, Mrs. Amin Purwani: "The health protocol during the selection in my opinion has been good. Before the implementation, I was told to use a mask and faceshield, then when I arrived at the BKD office before entering the room, checked the temperature first, washed my hands and used a hand sanitizer, filled out the form for health *screening*, in the room was also spaced between participants, so overall it has been carried out properly".

### **Paper Writing**

The next stage that must be followed by participants in the open selection of JPT Pratama DIY is writing a paper which will be held *online* on June 22, 2020. The schedule for writing this paper is in accordance with the open selection implementation plan that has been announced before and there is no change in the schedule in its implementation. All information related to writing papers can be easily accessed by participants through the official website of BKD DIY. In the announcement, it was explained and explained related to how the format and systematics of writing, the theme for writing papers, the timing of writing papers, submission of papers and so on.



Figure 7. Information Related to Writing Papers Online

Source: [bkd.jogjaprov.go.id](http://bkd.jogjaprov.go.id)

Writing papers and providing information online is carried out not only to make it easier for participants to access information and write papers, but also to reduce the intensity of meetings between participants and selection organizers in order to reduce the risk of spreading Covid-19 in accordance with the rules and appeals of the government. Mr. Hafidz, the mutation department who is one of the members of the selection committee stated: "At the stage of writing this paper, we decided to carry it out *online*, so that it is easier and there is no need to gather for paper writing at the office, all information and provisions for writing papers are uploaded on the *website*, participants only need to follow the procedures or flows that have been explained on the *website*. There are everything, starting from the theme, the writing format, and the time of implementation, the results must be sent where everything has been explained. So we monitor and assess it later from the results of the submitted papers".

In this stage, participants are required to write papers in accordance with the theme that has been determined by the organizers, namely Challenges and Readiness of Government in the Era of the New Life Order (*New Normal*) with the format and systematics that have been described in the announcement. Paper writing is carried out for 180 minutes (from 09.00-13.00) and submission (*upload*) of papers no later than 14.00 on the same day to the *email*

*mutasi.bkddiy@gmail.com*. At this stage, there were no fallen participants, so 40 participants would go directly to the final stage of the open selection, namely the idea test/interview.

The implementation of paper writing is carried out *online*, namely participants are required to do paper writing from their respective places or homes with a predetermined time running effectively, where of the 40 participants who took part in writing the paper, all of them worked on and sent the paper on time according to a predetermined schedule. This *online* implementation is also an effort to reduce the spread of Covid-19, so that participants and organizers can carry out an open selection properly without any concerns about the transmission or spread of the virus.

### E. Idea Test/Interview

The last stage that must be followed by participants in the open selection of JPT Pratama DIY is the idea test/interview. This year's idea test/interview was held on June 29, 30 and July 1, 2020. The implementation of this idea test/interview is slightly changed from the previously set schedule, which was originally scheduled for June 23 to 25, 2020. This is because the open selection organizers must better prepare the interview mechanism and health protocols during the implementation of the idea test / interview. Mr. Hafidz, the mutation department who is one of the members of the selection committee, stated: "There was indeed a setback in the implementation of the interview, because the organizers decided to conduct an interview in person, so we prepared the health protocols again, especially the interview mechanism, the interview time for each participant and so on, so that participants do not have to come from the morning and wait for their turn in the interview." The final stage of the idea test/interview process in the implementation of the open selection was carried out directly in the Meeting Room of the DIY Regional Secretariat, Keptatihan Danurejan Complex, Yogyakarta. The idea test/interview is still carried out *offline*

because it is to make it easier to conduct an assessment.

Health protocols were also tightened during the interview, such as:

1. Temperature check before entering the room
2. Filling out the Covid-19 prevention health screening form and the "healthy" question writing form
3. Disinfection of ideas / interview test facilities and infrastructure (once every 4 hours)
4. Use of masks and *face shields*
5. Provision of *sinks* with running water, liquid soap, *tissues*, masks, *hand sanitizers*

In addition to the implementation of the tightened health protocol, the implementation of the idea test / interview is divided into several batches and the interview time for each participant in each batch is 30 minutes, so that each participant only needs to come at a predetermined hour. The first batch was held on June 29, 2020, consisting of 13 participants starting from 08.30-15.00. The second batch was held on June 30, 2020 with 14 participants starting at 08.30-15.30. The last batch was held on July 1, 2020 with 13 participants starting at 08.30-15.00. This mechanism is multiplied because it is to make it easier to assess the idea test / interview and to reduce the risk of spreading Covid-19 because participants only need to come at the time or their turn to be interviewed, thereby reducing crowds that can aggravate the spread of the virus. This idea test/interview stage is the last stage that must be passed by jpt pratama DIY selection participants, and then the final results of the open selection stage will be immediately announced. Mrs. Amin Purwani stated: "During the interview stage yesterday, I was scheduled for July 1 at 09.00-09.30, so I was notified to the interview at the hour and was present 15 minutes before the interview time, so I was already at the interview place at 08.45, and after the interview was over I was immediately allowed to leave the interview venue". The interview conducted is a clarification or

deepening of the open selection participants which includes motivation, specialization, behavior and also character as well as deepening of the papers that have been written by each participant.

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The implementation of the idea test/interview which was carried out *offline* (face-to-face) can also be said to be quite effective, although there was a postponement of

the implementation time because the organizers prepared health protocols and the appropriate selection implementation mechanism, namely by dividing the time for each participant on each day. With the implementation of health protocols and the division of interview time, the implementation of the idea test / interview can run well and no participants, organizers or parties who participate in the selection are found who are infected or exposed to Covid-19 during or after the selection.

#### F. Announcement of Selection Results

Based on the Minutes of the Open Selection Committee for the Position of High Leader (JPT) pratama Pemprov DIY in 2020 dated July 1, 2020 and also the results of the recapitulation of the weights and values of the implementation of the open selection consisting of administrative selection (weight 20%), competency test (*assessment center*) (weight 25%), writing papers (weight 20%) and idea / interview tests (weight 35%), the announcement of the final results of the implementation of the open selection was carried out. The final results for each stage of the JPT Pratama DIY open selection in 2020 are as follows:

Table 3. Announcement of Selection Results *Online*

<b>No. Formation of the Head of the Education, Youth and Diy Department (IIa)</b>
1. Ariyanti Luhur Tri Setyarini, S.H.
2. Didik Wardaya, S.E., M.Pd., M.M.
3. Suhirman, M.Pd.
<b>No. Formation of the Head of the DIY Regional Personnel Agency (IIa)</b>
1. Adi Bayu Kristanto, S.H., M.Hum.
2. Amin Purwani, S.H., M.Ec.Dev
3. Muhammad Setiadi, S.Pt., M.Acc.
<b>No. Formation of the Head of the Dinas For Women's Empowerment, Child Protection and Population Control diy (IIa)</b>
1. Carolina Radiastuty, Dra. M.M.
2. Dian Lakshmi Pratiwi, S.S., M.A.
3. Erlina Hidayati Sumardi, S.IP., M.M.

#### **No. Formation of the Head of the DIY Manpower and Transmigration Service (IIa)**

1. Aria Nugrahadi, S.T., M.Eng.
2. Ariyanto Wibowo, S.H., M.Hum.
3. Sriyati, S.Pd., M.M

#### **No. Diy Social Service Head Formation (IIIa)**

1. Adi Nugroho, S.E.
2. Chrestina Erni Widyastuti, S.E., M.Si.
3. Endang Patmintarsih, S.H., M.Si.

#### **No. Formation of the Head of the DIY Licensing and Investment Service (IIa)**

1. Agus Priono, M.Ec.
2. Didit Suranto, S.T., M.T.
3. Nugraha Purniawan, S.IP., M. A.

#### **No. Formation of Candidates for Deputy Head of the DIY Agriculture and Food Security Service (IIa)**

1. Doni Dwi Yoga Handoko, Drs. M.M.
2. RD. Maman Suherman, Ir., M.P.
3. Syam Arjayanti, Ir., M.P.A.

Source: [bkd.jogjaprovo.go.id](http://bkd.jogjaprovo.go.id)

Of the 40 participants who took part in the open selection of JPT Pratama DIY in 2020, the top 3 participants who were ranked at the top were taken based on the total scores obtained from each stage of selection that had been carried out for each of the 7 positions to be filled, so that a total of 21 participants were declared to have passed the jpt Pratama DIY open selection in 2020. From a total of 21 participants who were declared qualified, it was then proposed to the Civil Service Supervisory Officer, namely the Governor, to then elected 1 person to occupy each High Leadership Position. The announcement of the selection results was carried out on July 8, 2020, where the schedule was pushed back from the previously set schedule, namely July 2, 2020, because the implementation of the final stage was the idea test /interview which also retreated from the original schedule. The announcement of the final selection results is disseminated and informed through the official *website* and *Instagram* of BKD DIY, so that participants and the general public can easily access the results of the open

selection. The *online* announcement method is one of the effective ways so that information related to the final results of the JPT Pratama open selection can be easily accessed by participants and the general public. This is also a form of transparency in the implementation of the open selection carried out by BKD DIY, because with this, the general public can monitor and evaluate if only during the implementation until the announcement of the final results of the practices or fraud that occurred.

Table 4. Effectiveness of JPT Pratama DIY 2020 Open Selection

No.	Stages of Open Selection	Planner	Realization
1.	Announcement of Open Selection	The implementation on June 5, 2020 <i>online</i>	Held on June 5, 2020 <i>online</i> through the <i>website</i> and BKD DIY
2.	Administrative Selection	The implementation is on June 5-11, 2020 Requirements and registration of administrative selection is carried out <i>online</i>  Announcement of the results of the administrative selection on June 15, 2020 <i>online</i> based on the minutes	Held on June 5-11, 2020  Administrative requirements in the form of general and special requirements and the implementation of registrants are carried out through the BKD DIY website (bkddiy.jogjaprovo.go.id) Based on the Minutes of jpt pratama selection committee dated June 15, 2020, the results of the JPT Pratama DIY administrative selection were

			announced to the public on June 15, 2020 through the BKD DIY <i>website</i> and <i>instagram</i>
3.	Competent Test (Assessment center)	The implementation on June 19-21, 2020 directly ( <i>offline</i> )  Strict implementation of the protocol	Held on June 19-21, 2020 at the Employee Competency Measurement Center (PKP) BKD DIY Health protocols are strictly implemented during the <i>assessment center</i> process The <i>implementation of the assessment center</i> is divided into 3 batches in 3 days with the number of participants, namely 40 people
4.	Paper Writing	The implementation on June 22, 2020 <i>online</i>	Held on June 22, 2020 from the place or home of each selection participant through the <i>website</i> and <i>email</i>
5.	Idea Test/Wawancara	The implementation on June 23-25, 2020 directly ( <i>offline</i> ) Strict implementation of the protocol  The implementation mechanism is divided into several groups with a predetermined time	Held on 29, 30 June and 1 July 2020 in the Meeting Room of the DIY Regional Secretariat Health protocols are strictly implemented during the interview process The interview is divided into 3 batches in 3 days and the interview time for each participant in each batch is 30 minutes

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6.	Announce ment of Selection Results	The implementati on on July 2, 2020 <i>online</i>	Held on July 8, 2020 <i>online</i> through the BKD DIY <i>website</i> and <i>Instagram</i>
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*Sumber: diolah oleh peneliti (2020)*

So, overall, the implementation of the JPT Pratama DIY open selection in 2020 during the Covid-19 pandemic has been running effectively. The entire open selection process is carried out according to the predetermined schedule, although there is a process that retreats from the supposed schedule (idea test / interview) due to considerations of implementation mechanisms and health protocols that must be considered, but overall the implementation of the jpt Pratama DIY open selection has been carried out properly in accordance with the provisions that have been set. In addition, processes that are carried out *online* and *offline* also run effectively. Information related to open selection can be easily conveyed and disseminated to participants and the general public through *online* media owned by BKD DIY, as well as participants and the general public can easily access the information. In addition, the implementation of strict health protocols and the mechanism for implementing selection for the selection process which is carried out directly (*offline*) which has been regulated in accordance with the provisions during the Covid-19 Pandemic is also running effectively and is applied in accordance with the provisions that have been set.

### **Factors Affecting the Implementation of JPT Pratama Open Selection**

The effectiveness of the implementation of the JPT Pratama DIY open selection in 2020 during the Covid-19 Pandemic was influenced by several factors, namely transparency, accountability, and infrastructure and technology. First, transparency or openness is a principle that guarantees freedom for everyone to access and also obtain information related to the administration of government such as information related to a policy or program, starting from the manufacturing process, the

implementation process to the results achieved (Wilopo, 2004). Transparency or openness is one of the important factors in the implementation of the JPT Pratama DIY open selection, because the implementation of the open selection is carried out based on a merit system that prioritizes competition, competence, professionalism and quality, without any discrimination, so that transparency is a reflection of the application of the merit system in the open selection of JPT Pratama DIY. This principle of openness must be applied in the implementation of recruitment and placement of employees, including the implementation of the open selection of JPT Pratama, because according to (Suhendra, 2014) this transparency is an effort to create a government bureaucracy that applies the principle of openness and transparency in conveying accurate information and data to the wider community. In the process of implementing the open selection, JPT Pratama DIY in 2020 prioritizes transparency by providing and disseminating all information related to the implementation of the open selection, starting from the beginning of the announcement of the open selection, the selection stage, to the final announcement of the selection results. The information is conveyed and disseminated to the general public and employees as prospective participants through the official online media owned by BKD DIY, namely the official *website of the bkd.jogjaprovo.go.id* and the official *Instagram of the @bkddiy*. With this information disclosure, it makes it easier for participants and the public to access information related to the implementation of the JPT Pratama open selection. Moreover, due to the conditions in 2020 which require the implementation of open selection to be carried out in the midst of the Covid-19 Pandemic where there are limitations (prohibited from crowding, maintaining distance, etc.) that must be faced, so that openness or transparency of information is very helpful in organizing the open selection of JPT Pratama DIY.

The second is accountability or public accountability which means that every state organizing activity from the beginning of preparation to the final result must be accountable (Andrianto, 2007). Accountability is a principle that guarantees that every activity in the administration of government can be openly accounted for by the implementer to the parties affected by the implementation or implementation of the policy (Wilopo, 2004). The form of accountability for the implementation of the open selection of JPT Pratama DIY is the formation of a selection committee by BKD DIY. This selection committee is responsible for all selection processes from beginning to end. The next form of accountability carried out by BKD DIY and the selection committee is with the minutes, where each organizer and participant are required to sign the minutes as proof of having followed a series of selection stages. This accountability is one of the factors that affect the effectiveness of implementing open selection because the form of accountability given as mentioned above will affect the trust that will be given during the process of implementing open selection from the beginning of the process to the announcement of the final results. The existence of responsibility is also to prove that there are no KKN practices (corruption, collusion, nepotism) and there is no intervention from any party in each stage of the implementation of the JPT Pratama DIY open selection.

The third factor that also influences the implementation of the jpt pratama open selection is the support of adequate infrastructure and technology in each selection process (Suhendra, 2014). The existence of adequate infrastructure and technology can be a support for the implementation of the open selection stage in order to obtain officials who have the competence to fill each vacant position, and can minimize the occurrence of KKN and fraud during the selection process. Infrastructure and technology support also facilitates the process of the JPT Pratama open

selection stage which is carried out amid limitations due to the Covid-19 Pandemic. The infrastructure and technology used and utilized by the organizers of the JPT Pratama DIY open selection are *the online media* owned, namely the official *website of the bkd.jogjaprov.go.id* and also the social media *Instagram @bkddiy*. The two media are very influential on the implementation of the open selection, because through these media, the organizer informs all matters related to the implementation of the open selection, so that participants and the public can easily access all information. The use of *online media* is also used in the implementation of open selection registration and paper writing, so that participants do not need to come directly to the BKD DIY office. This method can also be done to reduce crowds so as to reduce the risk of spreading Covid-19. In addition, there is also an *Assessment center (AC)* owned by BKD DIY, which is used in the implementation of open selection at the competency test stage (*assessment center*).

#### **4. Conclusion**

This study was conducted with the aim of analyzing the effectiveness of the implementation of the JPT Pratama DIY open selection in 2020 and what factors affect the implementation of the selection, considering the implementation of the selection that must be carried out in the midst of the Covid-19 Pandemic conditions. From the results of the study, it shows that overall the implementation of the jpt Pratama DIY open selection in 2020 during the Covid-19 pandemic has been running effectively. The process of implementing the open selection has been carried out in accordance with the predetermined schedule, although there is a process that retreats from the supposed schedule (idea test / interview and announcement of the final results of the selection), due to considerations of implementation mechanisms and health protocols that must be considered, but overall the implementation of the open selection of JPT Pratama DIY has been carried out properly in



accordance with the provisions that have been set. In addition, the method of implementing open selection *online* and *offline* is also running effectively. All information and the process of implementing an open selection *online* can be easily disseminated and accessed by participants and the general public, and for the process of implementing an open selection *offline*, it is carried out by implementing strict health protocols and paying attention to other provisions related to the Covid-19 Pandemic. On December 3, 2020, DIY received an award certificate for its success in implementing the merit system in ASN management, with a score of 342 and obtained an excellent predicate. This also proves that the open selection of JPT Pratama which is carried out with a merit system runs well in accordance with the regulations that have been set, although in 2020 its implementation must be carried out in the midst of the Covid-19 Pandemic conditions.

The effectiveness of the jpt pratama DIY open selection is influenced by three factors, namely transparency, accountability and infrastructure and technology. Transparency has an effect because with openness, information related to the implementation of the JPT Pratama DIY open selection can be disseminated and accessed easily by participants and the general public. Meanwhile, the existence of accountability or accountability is proof that the selection is carried out in accordance with the appropriate provisions without any KKN practices or discrimination, so that the community will give confidence in the implementation of the JPT Pratama DIY open selection. Infrastructure and technology are also influential factors, especially because the implementation of the JPT Pratama open selection in 2020 was carried out in the midst of the Covid-19 Pandemic, so the use of *online* media (*website* and *Instagram*) greatly helped the process of implementing the open selection. Although the implementation of the JPT Pratama DIY open selection carried out in the midst of the Covid-19 Pandemic has been running well and

effectively, the author suggests increasing the use and use of technology, information and communication, for example by creating a special *website* or special application for the implementation of open selection, considering the ongoing pandemic and not knowing how long it will end, so that it can further facilitate the implementation of the selection and as a form of anticipation if similar conditions occur in the future.

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