

OPEN SELECTION MANAGEMENT OF STATE CIVIL APPARATUS IN THE MINISTRY OF ADMINISTRATIVE REFORM AND BUREAUCRACY REFORM

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ABSTRACT. Based on the mandate of the State Civil Apparatus Law number 5 of 2014, one of the policies for filling up the State Civil Apparatus High Leadership Position is through open selection. The implementation of State Civil Apparatus's open selection in 2016 at the Ministry of Administrative and Bureaucratic Reform experienced twice the extension of open selection registration. There was a decrease in participants in the open selection in 2016 compared to the previous year. The results of the paper selection and interview selection have not been supplemented by the participants' selection scores on each announcement letter issued by the Ministry of Administrative and Bureaucratic Reform. This study aims to determine and analyze the management of the open selection of the state civil apparatus in the Ministry of Administrative Reform and Bureaucratic Reform. This type of research is descriptive research with a qualitative approach. In this research, the analysis of the management of open selection State Civil Apparatus was conducted with the aspects studied were planning, organizing, actuating and controlling. The results showed that the management of State Civil Apparatus's open selection of the state civil apparatus in The Ministry of Administrative and Bureaucratic Reform already performing quite well in the aspects of organizing and controlling, but in the aspects of planning and actuating still encountered obstacles.

Key words: Open Selection; Management; State Civil Apparatus with integrity and excellence

PENGELOLAAN SELEKSI TERBUKA APARATUR SIPIL NEGARA DI KEMENTERIAN PENDAYAGUNAAN APARATUR NEGARA DAN REFORMASI BIROKRASI

ABSTRAK. Berdasarkan amanat UU Aparatur Sipil Negara nomor 5 tahun 2014, kebijakan untuk mengisi Jabatan Pimpinan Tinggi Aparatur Sipil Negara salah satunya melalui seleksi terbuka. Pelaksanaan seleksi terbuka Aparatur Sipil Negara pada tahun 2016 di Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi mengalami dua kali perpanjangan pendaftaran seleksi terbuka. Adanya penurunan jumlah PNS yang ikut dalam proses seleksi terbuka pada jabatan pimpinan tinggi tahun 2016 dibandingkan dengan tahun sebelumnya. Hasil seleksi penulisan makalah dan seleksi wawancara belum dilengkapi dengan nilai peserta seleksi pada setiap surat pengumuman yang dikeluarkan oleh Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. Penelitian ini bertujuan untuk mengetahui dan menganalisis pengelolaan seleksi terbuka aparatur sipil negara di Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. Jenis penelitian yang digunakan adalah penelitian deskriptif dengan pendekatan kualitatif. Dalam penelitian ini dilakukan analisis pengelolaan seleksi terbuka Aparatur Sipil Negara dengan aspek yang diteliti adalah perencanaan, pengorganisasian, pelaksanaan dan pengawasan. Hasil penelitian menunjukkan bahwa pengelolaan seleksi terbuka Aparatur Sipil Negara di Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi sudah terlaksana dengan cukup baik dalam aspek pengorganisasian dan pengawasan, namun dalam aspek perencanaan dan pelaksanaan masih menemui hambatan.

Kata kunci: Seleksi Terbuka; Pengelolaan; Aparatur Sipil Negara yang berintegritas dan Unggul

INTRODUCTION

In order to realize the ideals of the nation and the destination countries that have been listed in the preamble of the 1945 Constitution, it would require the government's efforts to build a state civil apparatus (ASN) which has integrity and excellence in public service delivery and governance. The implication of the poor management of state staffing has resulted in the administration of government experiencing a fundamental problem, namely the emergence of human resources of incompetent government officials (Sanapiah, 2015). Integrity State Civil Apparatus is the State Civil Apparatus which has a private honest and having strong character. While the excellence State Civil Apparatus is the State Civil Apparatus which has a higher capacity than others. The government's efforts need to require a change in the bureaucracy through bureaucratic reform. Reform of the bureaucracy is an essential process of transformation of the mindset and culture sets of bureaucracy focused on

the effective and efficient. Sedarmayanti (2009: 71) said that the bureaucracy reform is the government's efforts to improve performance through a variety of ways with the aim of effective, efficiency, and accountability. The emergence of bureaucratic reform can be driven by several driving factors.

Miftah Thoha in Ismiyanto (2016: 6-7) states that bureaucratic reform must be carried out immediately. There are four factors driving the emergence of government bureaucratic reform, namely:

1. There is a need to make changes and updates;
2. Understanding the changes that occur in the national strategic environment;
3. Understanding the changes that occur in the global strategic environment;
4. Understanding the changes that occur in government management paradigm.

The selection is one important part of the reform of the bureaucracy because the presence of the selection will

get civilian state apparatus that has integrity and excellence. The aspects of recruitment, selection, education and training are important aspects in determining the level of employee participation to work (Farida, 2013). If human resources are not qualified, an organization has difficulty achieving success. Selection technically starts when applications have been received. Selection has the aim to fill a job in an organization by selecting individuals who have qualifications relevant to the job (Berman in Mathis & Jackson, 2005: 278). According to Sudrajat (2016) normatively, position filling correlates with the promotion method which according to the State Civil Apparatus Law is classified in 2 (two) ways, namely the open and competitive selection method and the selection method based on the consideration of the PNS performance appraisal team. Open selection is a selection made by the open method. According to Hasibuan (2000:44), the open method is the dissemination of information widely to the public. The methods that can be used include placing advertisements both on the media in print and electronic mass media.

At this time, most public sector organizations have begun to accept and open applications or applications on their Web site (Pyness, 2009: 187). Now more than 50% of all initial applications for government positions can be done completely online (Davidson et al in Berman, 2010: 94). The growing use of the information technology paradigm is the paradigm of the development of electronic government which is abbreviated as e-govt. One effort that can be done in reducing corrupt practices, inefficiencies and can increase transparency and accountability, is by developing a national strategy or framework on information technology (Anderson (2015:V). Furthermore, the open selection according to PP Number 11 Year 2017 article 1 point (25), is the process of filling out the JPT which is done through an open competition.

It is inevitable that many officials have a good competence but lack of integrity and morality. This issue led to many officials still open a crack for corrupt, collusion, and nepotism practices. Corruption has become a something systemic that blends in government and there even said that the government would be destroyed when corruption was eradicated. The government structure that is built against a background of corruption will become a corrupt structure and will be destroyed when the corruption is eliminated (Mustopadidjaja, 2003). Sofian Effendi in ma'ruf (2018: 26) states that the buying and selling positions in the Republic of Indonesia in 2016 reached \$ 260 million US Dollar. This indicates that corrupt practice in order to fill the job position at every level in government is very worrying. Therefore, to minimize the buying and selling positions, the filling positions in government agencies State Civil Apparatus must be done through a good selection process and standardized. Conducting job auctions for echelon II and I level positions is a good idea, but in the implementation, it needs commitment and

seriousness, not solely for the benefit of certain groups or certain political interests (Sumrahyadi, 2013).

State Civil Apparatus placement through an open selection should be based on the merit principle means that it should be in accordance with the qualifications and competency of State Civil Apparatus. This is in line with the opinions of Prasjo and Rudita (2014: 15) that the management of State Civil Apparatus must be conducted under the principles of "merit", which emphasizes their merit and competence to reject patronage jobs related to political connections and loyalty. According to Setyowati (2016), There are three factors inhibiting the implementation of the achievement system in employee recruitment and selection. The first is administrative barriers related to a less harmonious employee recruitment and selection policy framework. In addition, the principles of service within the policy framework as a basis for recruitment of law enforcement and employee selection have not been explained in detail, which can interfere with employee recruitment and selection mechanisms. The second is cultural and political barriers. The results showed that there were still indications of corruption in the organization of employee recruitment and selection. In addition, the results also shows that there is still a practice of transactions between applicants and the committee. The third is the limited ability of personnel resources in the implementation of responsibilities and infrastructure in the recruitment and selection process of employees is still lacking.

In accordance with the mandate of the State Civil Apparatus Law number 5 of 2014, open selection was carried out in the main high leadership positions (JPT), senior executive JPT and executive JPT. Every qualified civil servant has the same opportunity to fill in the vacant JPT. Specifically for main high leadership positions and the senior executive JPT, it can be filled in by non-civil servants with the approval of the President, the filling of which is conducted openly and competitively and stipulated in the President's decision. The purpose of holding an open selection is to obtain a state civil apparatus that has competence, qualifications and good performance and avoids politicization in filling a position. It is as stated by Atmojo, et al (2017) that the existence of an open selection system is expected to reduce kinship political elements.

The Ministry of PAN RB is the institution that became the prototype for the implementation of the bureaucratic reform program. On September 8-30, 2016, the Ministry of Administration and Bureaucratic Reform opened online registration for the State Civil Apparatus to fill several positions of JPT senior executives and JPT executives vacant through open selection. Launching vacancy announcement number based on B / 3039 / S.PAN-RB / 092 016. 7 (seven) vacant positions consist of 3 (three) JPT senior executives and 4 (four) JPT executives.

Table 1. 7 (seven) JPT conducted by the Open Charging

Senior Executive JPT	
N0	
1.	Expert Staff of The Minister for Politics and Law
2.	Expert Staff of The Minister for Government and Regional Autonomy
3.	Expert Staff of The Ministerfor Work Culture
Executive JPT	
NO	
1.	Deputy Assistant ofState Apparatus and Public Complaints Management
2.	Deputy Assistant for e-Government Policy Formulation and Coordination (Deputy of Institutional and Governance Affairs)
3.	DeputyAssistant for Assessment and Coordination in Implementing Institutional Policies and Management of Human and Culture Development
4.	Secretary for Deputy of Human Resources Apparatus

Source: The Performance Accountability Report of PANRB Ministry, 2016

The good management and setting of open selection in the Ministry of Administrative and Bureucratic Reform is very important because it can open up greater opportunities to get State Civil Apparatus integrity and excellence. Research in Lampung Province conducted by Monita, Hamidah, Putri, (2017) showed data that the regulation of filling regional secretary positions openly in Pringsewu Regency and Lampung Province according to the State Civil Apparatus Law can produce competent and qualified leaders if objectively selected according to the applicable laws and regulations. In addition, the positive attitude of employees also supports the success of the open selection policy. This is as stated by Sakinah (2017) in a study conducted at the Ministry of Energy and Mineral Resources, that each individual can have a different attitude from other individuals towards an object, even though they are in the same group. Based on data processing on the study sample, it is known that most of the officers have a positive attitude towards the executive JPT open selection policy. Management in this study was defined as a series of work performed by a group of people to do a series of jobs in achieving a goal. Management is often equated with the setting. Meanwhile, according to Terry in Hasibuan (2006:2) Management is a typical process that consists of several actions. These actions consists of planning, organizing, actuating, and controlling actions taken to decide and realize the goals that have been decided through human resources and other resources utilized.

In practice, management of State Civil Apparatus's open selection at the Administrative and Bureucratic Reform Ministry in 2016 still encountered problems. This also happens on research conducted by Nasir (2019), the implementation of open selection in Toraja Regency North contained three errors i.e. include the Office of the Chief of administrative service of population and civil registration, passed two participants who do not qualify the maximum age and not to follow the education leadership III (three). Azhzhahiri (2012) shows that recruitment with open

tenders at the Ministry of PAN RB has not really worked as expected in the recruitment process. The big challenge faced is the lack of clarity of regulations regarding open recruitment offers and time constraints. Furthermore, research conducted by Prabutama (2018) states that there are still weaknesses in the process of filling high leadership positions, including issues of time, budget, and supporting regulations that are not yet available such as Government Regulations as ideal regulations in implementing Law No.5 2014 concerning State Civil Apparatus.

In 2016, registration for open selection for JPT senior executives and JPT executives at the Ministry of PAN RB was carried out in two extensions. Closing registration must end on September 30, 2016 extended to October 14, 2016, then extended again until October 27, 2016. Announcement letter issued by the Ministry of PAN RB Number B / 3288 / S.PAN-RB / 10/2016 regarding Extension of Registration for Open Selection for JPT senior executive candidates and JPT executives at the Ministry of PAN RB in 2016 and Announcement Letter Number B / 3464 / S.PAN-RB / 10/2016 Regarding the Second Extension of Open Selection Registration for JPT senior executives and executives. JPT in the Ministry of PAN RB in 2016.

Beside these problems, other problems that arise are there was a decrease in participants in the open selection in 2016 compared to the previous year.

Table 2. Number of Participants Open Selection of the Year 2011-2016

Year	Number of Participants Selection (vote)	Information
2011	28	Selection of Senior Executive JPT
2012	163	Selection of Senior Executive JPT and Executive JPT; Senior Executive JPT for as many as 65 participants and for the Executive JPT with 98 participants.
2015	20	Selection of Senior Executive JPT
2016	118	Selection of Senior Executive JPT and Executive JPT; Senior Executive JPT for as many as 51 participants and for the Executive JPT with 67 participants.

Source: The Human Resources Ministry of PANRB, 2016

From Table 1.2, it showed that 118 people divided into senior executive JPT as many as 51 participants and executive JPT were 67 participants took part in the selection in 2016. This number has decline comparing to open selection in the year 2012 which followed 163 participants consisting selection of the senior executive JPT as many as 65 participants and executive JPT with 98 participants. Then, in 2016, the announcement of the

results of the paper selection and interview selection did not include the participant's score. Submission of announcements only contains the names of the participants who pass to take the next step in alphabetical order and the names of the participating institutions. This can be seen from a letter issued by the Ministry of PAN RB No. B/3841 /S.PAN-RB/11/2016 Regarding Announcement of Writing Announcement Paper and announcement letter No. B/3972/S.PAN-RB/12/2016 concerning Announcement Selection Interviews. Based on the problems outlined above, this study aims to identify and analyze the management of open elections of the ASN in the Ministry of PAN RB

METHOD

This research based on descriptive qualitative approach. The data collection technique was carried out by triangulation, by combining interviews, documentation and observation of sample were as many as 23 people consisting of: the selection committee, participant selection, State Civil Apparatus Commission and employees in the Ministry of PAN RB. Analysis of the data in this study began from:

1. Primary and secondary data that have been obtained from the State Civil Apparatus open selection process are prepared, sorted, marked so that it is easy to process. The raw data is then linked together to produce information.
2. After the raw data is processed into an information, the entire existing data can be easily read and understood.
3. After that, do a more detailed analysis through data coding.
4. The data that has been through the coding process then tried to be described according to the themes that are the setting or background occurrence of the open selection process ASN in the Ministry of PAN RB.
5. Analysis pieces of various descriptions are arranged into a narrative report that is systematically arranged so that it is easy to read and understand.
6. After the description and themes of the open selection of ASN are summarized in the narrative of the report, then proceed with interpreting or interpreting the data using relevant theoretical concepts.

RESULTS AND DISCUSSION

Aspects of Planning

Planning is a process of determining what has desired an organization in the future and how efforts to achieve it. Planning in this research is to determine the quantity and quality of employees who will fill all positions within an institution. In this study, the number of positions to be filled is 7 (seven) vacant offices, consist of 3 (three) Senior Executive JPT and 4 (four) Executive JPT.

To determine the quality and quantity of staff required, must be made a job competency standards. Job competency standards are determined based on job descriptions and job standards. Job competency standards can be in the

form of technical competency standards and behavior standards, this is in accordance with research conducted by Artini (2015) that technical competencies and behavioral competencies are determined based on job descriptions, standards and context of the position in question. Rothwell (2000) in the Journal *Tiesnawati* (2010: 5) identifies the competencies needed by someone in carrying out their duties and responsibilities, including: Technical competencies, managerial competencies, interpersonal competencies (social / communication competencies) and intellectual competencies (strategic competencies). Meanwhile, Article 69 of Law No. 5 of 2014 states that civil servant competencies include technical, managerial and socio-cultural competencies. Furthermore explicitly in Permenpan Number 38 Year 2017 states that occupational competency standards consist of technical competence, managerial competence, and socio-cultural competence.

Based on the results of interviews and available data, the Ministry of PANRB in the 2016 ASN open selection process has yet to make a standard of technical competence incomplete. Technical competency standards in each agency are important before making an open selection because It can indicate a person's level of mastery of a profession or position ranging from education, functional technical training to experience working technically. Based on Law number 5 of 2014 article 69, it is stated that by measuring the level and specialization of education, functional technical training, and technical work experience, it can produce measurements of technical competence. The research done by de Caluwe et al. (2015) in Belgium found that the level of education has become one of the differentiating attitudes of officers over the application of the boundary-less career model in the public sector. The same thing was also conveyed by Alkadafi, et al (2018). From the results of the analysis of research obtained from secondary data, the selection committee and the secretariat committee have not yet set up a detailed and detailed position competency standard, which illustrates the relevance to the desired organizational effectiveness. Kadarisman (2018: 46) states that the standard of competence State Civil Apparatus showed levels of mastery of a profession or area of responsibility. The absence of technical competency standards that should be created by The Ministry of PAN RB on the implementation of open selection State Civil Apparatus in 2016 because at that time, The Ministry of PAN RB still use on the calculation of managerial and socio-cultural competence, so until the implementation of open selection for ASN in 2016, the standard of technical competence did not exist or had not been made. Technical competence is one of the competencies that will be tested in determining ratings. Based on Act No. 5 of 2014 article 69 and Regulation No. 11 of 2017 section 108 states that there are three dimensions of competence that must be tested in the implementation of the selection, the managerial competence, technical and socio-cultural.

Ma'ruf (2018: 261) states that by integrating all the values of the averaged assessors, three candidates with the best scores will be obtained.

Based on interviews with several informants that the creation of technical competence standard refers to the dictionary of technical competence in accordance with the characteristics of the duties of office. The Managerial Competency Dictionary and the socio-cultural competency dictionary are usually established based on pre-existing rules, while the technical competency dictionary must be compiled by each government agency. The technical competency dictionary is a list of technical competencies part including definitions of technical competencies, descriptions of technical competencies and behavioral indicators for each level of technical competence. The procedures for preparing a technical competency dictionary include:

1. Form a technical competency dictionary drafting team
2. Develop a proposal to prepare a technical competency dictionary
3. Inventory the main substance of government affairs contained in various relevant regulations
4. Inventory the goals and functions of organizational units that are technical
5. Inventory job description and work results
6. Identify the technical competencies and competency units needed
7. Formulate the definition of concepts and competency elements
8. Classifying competencies
9. Formulating assessment indicators
10. Arranging each element and unit of competence
11. Organize workshops / workshops
12. Improve the comprehensive technical competency dictionary formulation
13. Submission of a technical competency dictionary to the Minister for approval
14. Determination of technical decisions by PPK
15. Informing the technical competency dictionary established to compile position competency standards.

Furthermore, the Technical Competency Dictionary Drafting Team is formed by the Staff Guiding Officer at an agency in accordance with their authority. To guarantee objectivity in the formulation of the Technical Competency Dictionary, the members of the Drafting Team are determined by PPK and total odd. The Technical Competency Dictionary Drafting Team is at least 7 (seven) people, consisting of:

1. Chairman and member, his duties are:
 - a) make a work plan for preparing a technical competency dictionary;
 - b) provide direction and guidance to members of the Technical Competency Dictionary Drafting Team;
 - c) coordinate the process of preparing a technical competency dictionary;

- d) submit the results of the preparation of the technical competency dictionary to the PPK of the agency concerned.

2. Secretary and member, his duties are:

- a) Prepare and organize discussions, workshops or workshops;
- b) prepare secretarial tasks needed for the smooth implementation of the preparation of a technical competency dictionary.
- c) provide administrative support, facilities, equipment, financing needed for the smooth implementation of the preparation of a technical competency dictionary.

3. Members, their duties are:

- a) collect and process all the data and information needed in preparing the technical competency dictionary;
- b) conducting interviews with the stakeholders, direct supervisors and other appointed officials to identify technical competencies;
- c) conduct discussions, workshops or workshops on the preparation of a technical competency dictionary;
- d) formulating a technical competency dictionary based on the results of data collection, discussions, workshops or technical competency dictionary compilation workshops;
- e) improve the technical competency dictionary based on discussions with related parties.

To be appointed as a Technical Dictionary Compilation Team, the requirements that must be met include:

1. Civil servants who occupy high leadership positions, administrators, supervisors, executors or functional who handle the management of positions / standardization of positions;
2. Has followed the technical guidance and / or is able to do the compilation of position competencies;
3. Having in-depth knowledge of related government affairs which is formulated into a technical competency dictionary;
4. Having knowledge of the tasks and functions of the organization that will be formulated technical competency dictionary.

Aspects of Organizing

Based on the Law of the Ministry of PAN RB Number 13 Year 2014 on Procedures Filling Leadership Position in High Openly Environment Government Agencies that in addition to preparing and establish the vacant job competency standards, the implementation of open selection is also required to establish a selection committee. Organizing in this study is a process of division of labor. The process of division of labor is very important because it can improve the effectiveness of the organization. This is in line with research conducted in Karangrejo Village, Kendal District, Ngawi Regency by Murti (2015) which states that if the division of labor has

been done well, the effectiveness of public organizations is also good as expected.

In the 2016 ASN open selection process, the Ministry of PAN RB has divided its tasks through a selection committee (Pansel) that has been formed. The formation of the selection committee is delivered by Law Number 5 of 2014, which comes from within internal and external of the Ministry of PAN RB. Of the 5 (five) committee in the 2016 open selection, 2 from within (internal) and 3 from outside (external) agencies consisting of academics (universities), high-ranking officials from other government agencies related to the field of duty which are empty and related leadership officials from within the Agency. That is, accountability on the organizational aspect has been carried out. This is in line with his research conducted by Aminudin (2016), the composition and qualifications of the selection committee of the executive JPT of the Regional Secretary have an odd number with a minimum number of 5 (five) people. The composition of internal agencies is 2/5 or 40%. The contractual point delivered by Berman (2010: 111) that, another irony is that although public sector selection is primarily an open application of the principles of service, the choice of many positions is largely determined by internal-based recruitment. The contradiction revealed by Berman (2010:111) is an irony that is happening at the moment, although public sector elections have used the principles of achievement openly, selection for most positions is still determined by internal-based recruitment. In performing its duties, the selection committee is assisted by a secretariat, which is implemented by the organizational units of the personnel section. The task of the selection committee include:

1. Arrange and set a schedule and stages of filling
2. Determine the selection method and arrange the selection material
3. Determine the system used at each stage of charging
4. Determine criteria for evaluating administrative selection and competency selection
5. Announce JPT vacancies and application requirements
6. Conduct administrative and competency selection
7. Compile and submit a selection report to the PPK (Staffing Officer).

The hardest challenge that must be faced by those who enter the committee in their task is to select all candidates. High idealism is certainly expected to be inherent in each selection committee, so that it can ward off all forms of intervention from several parties (Rosmiati, 2018). In carrying out duties and functions selection committee, should have requirements, among others:

- 1) Having knowledge and / or experience in accordance with the type, field tasks and competence of the vacant positions
- 2) Have a general knowledge about the competency assessment.

Aspects of Actuating

Actuating is a process of making all group members want to work together to achieve something in accordance with the plans that have been made. The stages in this process are the implementation of exams or tests. Examinations or tests conducted at an open casting call in 2016 for senior executive JPT and executive JPT include: Administration Selection, Papers Writing Selection, Assessment Center, and Interview. At the final stage, selection committee chose three (3) selection participants with the best value to be delivered to the PPK. A similar sentiment was delivered by Rakhmawanto (2016), that the AST JPT appointment system was carried out with a merit system through open selection ranging from administrative selection, competency selection, interview test, track record tracking, as well as health and psychological tests which resulted in 3 (three) qualifications to be determined 1 (one) JPT by the Staffing Officer. With the existence of several stages, it is very helpful for the selection committee in determining officials who have competence and professionalism. The Ministry of PAN RB enforce the knockout at every stage of an open selection strictly from the administrative selection, papers writing section, and interviews section. So then participants who have minimum qualification can not pass to follow the next test. The purpose of implementing the knockout system is to reduce the number of participants at later stages. As Kasmir's opinion (2016: 102) that, The knockout system means that applicants who do not pass at a certain stage cannot follow the next stage. That is, a reduction in the number of participants will occur after the knockout is done.

Based on interviews and data, this is caused by the lack of public information disclosure made by the Ministry of PAN RB at each stage of the announcement of the selection results. This causes a decrease in participants' interest. The same thing also happened in the city of Bandar Lampung in a study conducted by Setiawan, Jackson and Putri (2016). In that research, it was found that the inhibiting factor from the open selection of JPT executive officials in the Bandar Lampung City Government was the lack of information disclosure for the public. In this case the public cannot know who the candidates for appointment or promotion are often used by certain parties to place people entrust people to occupy positions. Disclosure of public information in this study is the disclosure of information on the announcement of the test results as a value that must be delivered to the public.

The announcement of the charging JPT selection tests in 2016 have not been equipped with a rank value obtained by the selection of participants, but only based on alphabetical order of selection participants who pass the agency name and the test taker. The announcement of the selection tests that have not been equipped with a visible value ranked from the notice issued by the Ministry of PANRB No. B/3570/S.PAN-RB/10/2016 concerning Administration Selection Results Announcement, No. B/3841/S.PAN-RB/11/2016 about the Announcement of

Writing Papers, No. B/3972/S.PAN-RB/12/2016 about the Announcement Selection Interview. In some of the notice above, Ministry of PAN RB and agencies just announced participant's names without outlining the score based on rank. Based on the Regulation of the Minister of PAN RB No. 13 of 2014, that in the framework of filling high positions must also pay attention to nine principles in the merit system. One of them is recruitment, selection and priority based on open and fair competition. Furthermore, this statement is affirmed in PP Number 11 Year 2017 article 121, It is stated that the selection committee must announce openly at each stage of the selection:

- a. the value obtained by the selection participants are based on rankings, and
- b. Selection participants would be eligible for the next stage of selection.

Public disclosure is a process of information disclosure as a form of accountability to the public. Based on the results of research conducted by Supriyatna (2018) that the job training participant selection test application can provide convenience to the public to obtain information related to the implementation of training, make it easier to register and carry out job training participant selection exams. In an open selection process ASN carried out in 2016, the Ministry of PAN RB not made public disclosure optimally in every selection results announcement, such as e administrative selection, paper writing, Assessment Center section, and Interview section. In any announcement of the results of tests conducted on an open selection ASN in 2016 only convey participants who pass the name and behalf of the agency participants who qualify, while for displaying the value obtained from each participant tests based on ratings has not been made. The absence of public information disclosure is due to one of them because the candidates obtained in the results of the open selection are not in accordance with the competencies and qualifications that are expected so that there is an extension of time in the announcement of the results of the open selection of ASN. Based on interviews, data and observations obtained that the openness of public information in an State Civil Apparatus open selection process is essential to give to the public because they have right to to know the process of recruitment and selection of officials. Public expectations is very important to accommodate to elected officials, therefore, the selection committee should be transparent. It is also delivered by ma'ruf (2018: 274), Pursuant to Regulation Number 11 of 2017, Article 121 stressed that requirement for committee is to announce the selection results to the public openly. The procedure in conducting public disclosure include:

1. Announce every result of the open selection test of the ASN to the public through online and print media. Respond if there is a public information request from the public.
2. Registering the name and address of the applicant

to public information.

3. Provide proof of receipt of public information requests.
4. Provide the registration number.
5. Submission of a written notice containing the information requested.
6. Can do overtime records provide written reasons to the people who need the information public.

Aspects of Controlling

Controlling is a process of assessment results with the standards of conduct in accordance with the plan even if necessary take corrective action. Controlling is very important because by monitoring or assessment will be able to tell if a goal is achieved well or not, This is in accordance with the opinion Hasibuan (2001: 241) that the new objectives can be achieved with good note or not after control or assessment. Supervision is important due to changes in the organizational environment, increased organizational complexity, minimizing the high errors, the need for managers to delegate authority, communicate and assess information and take corrective actions (Iswandir, 2014). Controlling is not only done by the government, but control can also be done by the public in obtaining ASN integrity and excellence through an open selection process. This is similar to the research conducted by Mariana (2017), governments and communities are able to controlling the behavior of officials and the ASN based on the norms, standards, and applicable codes of ethics, so as to maintain the integrity of the apparatus through law enforcement for officials who violate the authority in a fair and strict manner.

Based on the results of observation, interviews and data available, the Ministry of PAN RB is good enough to supervise by evaluating the results in the implementation of open selection. This is evidenced by the issuance of Law of Administrative Reform and Bureaucracy Reform Number 38 of 2017 on the Civil Administrative Position Competency Standards State. In this law clearly set also on technical competency standards. Standard technical competence is one of the completeness of job competency standards against the standard of managerial competence and socio-cultural competence standards. Later, a pretty good control is also evident from the implementation of open selection ASN next year ie 2018, The Ministry of PAN RB has submitted the announcement of the selection test with a fully equipped charging JPT rank value obtained by the selection of participants, and submit the names of participants would be eligible for selection the next selection stage. It can be seen on the notice Nomor B/39/S. KP.12.00/2018 concerning the results of the selection of writing paper, schedule selection implementation and announcement letter of assesment center number B/55/S. KP.12.00/2018 concerning the results of the selection assesment center open selection of high leadership candidate pratama in the Ministry of PAN RB 2018. In both

letters the announcement has begun to unlock the value or score based on ratings beside the name and agency participants.

CONCLUSION

Based on the discussion in this study, the researcher can draw the conclusion that, open selection management of ASN In The Ministry of PAN RBin 2016 has been implemented quite well. In the aspect of the organizing, the Ministry of PAN RBhas made the division of tasks through the selection committee (the selection committee) is established. The formation of the selection committee is delivered by Law Number 5 of 2014, which comes from within internal and external of the Ministry of PAN RBIn the aspect of controlling, the Ministry of PAN RB has conducted a process of evaluating the results in the implementation of the ASN open selection in 2016, namely the issuance of Permenpan Number 38 of 2017 concerning Competency Standards for the Position of the ASN. In this Permenpan clearly also regulates the technical competency standards. Then in the implementation of ASN's open selection the following year, in 2018, the PANRB Ministry has announced the results of the JPT filling selection test with completed values based on the rankings obtained by the selection participants. However, in the planning aspect of the Ministry of PAN RB in the implementation of ASNopen selection in 2016, the technical competency standard has not been made as one of the completeness of ASN position competency standards in addition to managerial and socio-cultural competency standards. Then in the aspect of actuating, the Ministry of PAN RBhas not made public information disclosure in the implementation of every announcement of the results of the ASNopen selection test, the announcement of the results of the ASNopen selection test is only in alphabetical order of the names of the selection participants who passed and the names of the test takers without listing values based on rank.

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