Implementation of Position Auction Promotion through “Assessment Center” in Aceh Province

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Abstract

The promotion of the position auction through the "assessment center" is an effort to reform the bureaucracy by the Aceh provincial government. This is done as a response from the government to the image of services that were previously deemed not optimal and to improve the quality of effective and efficient public services. This study aims to determine the process of implementing a promotion auction for positions through an assessment center in Aceh Province. qualitative research methods. This study found that the Aceh provincial government had carried out a position auction promotion to fill the vacancy of structural positions held. This is done as a step in improving government performance to make it more optimal. The auction of this position carried out by the Aceh Provincial Government will be seen by involving the Aceh Civil Service Agency (BKA) against Law no. 5 of 2014 which regulates the state civil apparatus. It is hoped that the results of the promotion of the position auction will eventually be able to place relevant structural officials with better capabilities and performance.

Keywords: Structural Position Promotion; Position Auction; Aceh Provincial Government.

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INTRODUCTION

Currently, the Government as a public service provider is seen as unable to meet the demands to improve the quality of government (Herlambang et al., 2017). This is shown by the pathologies that are increasingly mushrooming and inherent in the current government (Ahmad, 2017). The reality on the ground reveals a wide range of discontent that emerges and grows in society, triggering the emergence of assumptions among those who do not believe in the government's success. (Katharina, 2018). Then, the failure of the government to provide the best service in this society also depends on the quality of human resources in the government itself (Thoha, 2016). The results of the survey of 'political and economic risk consultancy resulted in that the quality of bureaucracy in Indonesia became the worst with India and Vietnam, this also implies how the bureaucratic reform agenda never worked as it should (Yahya & Mutiarin, 2015).

For this reason, the government must be free from political intervention, to achieve accountability (Sudrajat & Karsona, 2016). In addition, the government must also have competency-based management and be filled by Civil Servants (PNS) who are qualified in their fields (Nurhajati & Bachri, 2018). Then, the government is required to continue to develop and have a competitive ability in responding to the challenges of globalization, one of the key successes of government lies in human resources (Samsuni, 2019; Zaenuri, 2015). Considering this, the capability of human resources has become one of the actors that play an important role in the government itself, where capability is an absolute requirement that must be possessed by Civil Servants (PNS) to provide proper public service functions (Isnaini & Affiani, 2019)

The capability of human resources in the field often triggers pathologies such as; low government effectiveness, public services that are left behind with public needs, corrupt practices, collusion,

nepotism, and other pathological practices within the government structure (Ahmad, 2017). On the other hand, to become a Civil Servant (PNS), you have to go through a long time (Monika, 2017). This disappointment raises the question, why do Civil Servants (PNS) still act like that, are not disciplined, corrupt, uncompetitive and there are still many who practice neutrality of competence in politics, all of which lead to poor government performance assessments (Zaenuri, 2015). Many unscrupulous government employees have not and even failed to make a positive impact on public services (Hasanah, 2019; Sumarno, 2019).

The Corruption Eradication Commission (KPK) released an integrity survey which shows the results of the quality of Indonesian public services only reaching a score of 6.84 out of a scale of 10 for institutions at the central level, and public services in the regions reaching a score of 6.69. This poor performance of the government is ultimately allegedly due to the lack of success in the output and outcome of the government in carrying out coaching to improve the quality of employees, and the wrong recruitment and placement of positions within the government itself (Bhasir, 2013). Supposedly, coaching in human resource development is the right plan for evaluating the good performance appraisal of Civil Servants (Hangewa, 2013; Nurwana, 2016). In addition, efforts to foster and develop human resources and the recruitment and placement process that are not appropriate have also triggered the birth of pathologies that harm public services (Firnas, 2016). The initial stage of the selection process can be said to be a determinant for the organization so that it can get prospective employees who have capabilities (Samsuni, 2019). Of course, this stage can be used as a basis for changing the existing pathology by giving birth to Law No. 5 of 2014 concerning ASN which aims to improve various aspects including; independence and neutrality, competence, efficiency,

honesty, welfare, public service standards, supervision, transparency, and accountability.

In essence, structural positions for Civil Servants (PNS) aim to promote careers and ranks following the provisions stipulated in the applicable law (Frinaldi, 2014). Even though there are pros and cons, the position auction that is carried out is a response from the government to the current public complaints. In the process, the openness of the process of appointing officials has been integrated into the "merit system" which emphasizes the openness aspect for the final assessment that all parties should know (Thoha, 2016). Hal This is interpreted as providing opportunities for all Civil Servants (PNS) to apply for available positions and avoiding existing political pressures (Atmojo, 2016).

Based on Law Number 5 of 2014 concerning ASN, it is said that the merit system is a policy and human resource management that is seen from the qualifications, capabilities, and performance fairly regardless of political background and race, marital status, age, or disability. Human Resources (HR) management policies or often called merit systems are provisions and strategies for qualifications, capability standards, and performance with criteria being standard provisions in planning, placement, procurement, compensation, or evaluation of activities to create the desired level of professionalism. (Katharina, 2018). The merit system has the consequences of implementing it in an organization, which must have a standard to measure performance in the organization (Dzakiyati, 2018). A government is expected to have a positive effect if the competencies are under the position held (Wibowo, 2014). Because the ability of Civil Servants (PNS) to perform effective jobs has become the main focus of the merit system (Thoha, 2016).

In essence, the existence of government as an organization certainly has goals (Nahrudin, 2018), and to achieve

these goals and successes, of course, a strong foundation is needed, such as; capabilities, leadership, and organizational culture that can enhance and maximize its capabilities. Conversely, if the expected capabilities are not possessed, of course, this will hinder organizational performance (Herlambang et al., 2017). In maximizing optimal bureaucratic performance, "job auction" is considered as one of the keys for the government to solve problems in public services (Asnawi, 2016). Because , in the process it will recruit employees who are competent in their fields.

According to Yusdar & Irwansyah (2018) The concept of structural position auction as a form of promotion is carried out transparently and selectively, it is hoped that it will be able to produce competent echelon officials in their respective fields and can realize bureaucratic reform in Indonesia. Position auction conducted by the Yogyakarta Provincial Government as an effort to reform the bureaucracy of the Yogyakarta Regional Government to carry out a structural position promotion of the position auction model (Rafi Yahya & Mutiarin, 2015). The auction process for the Camat and Lurah in DKI Jakarta in 2013 was carried out objectively, transparently, and selectively. selection stages that must be passed by all civil servants who participate in auction positions at the village and sub-district level (Herawati, 2018). The problem of the minimum budget for the implementation of auction positions and the existence of new regulations from the central government which are quite burdensome for the implementation of the position auction positions and the background of the selection committee make the auction positions in Padang City not yet effective based on PERMENPAN-RB No.13 of 2014 (Nengsih & Syamsir, 2019).

One of the provinces that have carried out a promotion to the position auction is Aceh Province which has been granted special autonomy. Where since 2017, position auctions have been carried out to

fill the vacant echelon II positions whose tenure has ended for 5 years. This is nothing new for the Aceh Government, 11 years ago Governor Irwandi Yusuf can be said to be the pioneer of bureaucratic reform in the recruitment of the highest leadership of the Aceh Government Work Unit (SKPA) by way of a position auction. Public attention is focused on following the process of executing the position auction, of course as proof and affirmation made by the Government of Aceh in carrying out bureaucratic reform within the government. The funds required to reach Rp. 2 billion, which comes from the APBA of the 2017 changes. The formation of a special selection committee will mark the start of the position auction. The Head of the Selection Committee is a former Aceh Secretary, T. Setia Budi, an experienced bureaucrat. Aceh Governor Irwandi Yusuf formed a selection committee which is an independent team with backgrounds, academics, professionals, and elements from the government. The team selected consisted of Makmur Ibrahim, Syarifuddin Z, Marwan Sufi, Prof. Jasman Makruf, Husni Bahri TOB, and Prof. Rahman Lubis.

Moving on from pathology, the Government of Aceh has its procedures to promote existing structures and as an effort to obtain structural positions with good capabilities and performance (Dzakiyati, 2018). The Aceh government has carried out a position auction with its model to fill the vacant structural positions (Husni et al., 2018). Promotion of the auction of positions in government structures using the 'merit system' method can produce competent officials, which has a positive impact on organizational performance (Atmojo, 2016; Sudrajat, 2014). The implementation of the promotion of position auction in promoting structural positions of the Aceh Government was carried out after the issuance of the Law on Civil Servants Number 5 of 2014. Then, the Aceh Government has also implemented an 'assessment center' which is a method used to determine the capabilities of candidates

in filling structural positions. (Irvanda & Dahlan, 2019).

In the context of human resource governance in the government sector, of course, this is an interesting study to review on how the position auction model has been carried out by the Aceh Provincial Government. Therefore, this study aims to determine the selection process for structural position auction for echelon II officials within the Aceh Provincial Government.

RESEARCH METHOD

This research uses qualitative research, according to Anggito & Setiawan (2018), that qualitative research is the collection of data with a natural background to further interpret and interpret the phenomenon of this phenomenon. Meanwhile (Mudjiyanto, 2018) reason for choosing qualitative research is because of a research problem that is important to identify more deeply and also requires a detailed understanding of this research problem. Promotion of position bidding in Aceh Province as an effort to carry out bureaucratic reforms carried out by the Aceh Civil Service Agency (BKA) in Aceh Province.

Furthermore, research data is obtained through literature studies through online or offline media in the form of documents, relevant journal articles, and others related to the object of research and supporting research analysis. qualitative data analysis techniques are carried out by the stages of data codification, data presentation, and concluding (Mohajan, 2018). In this study, the use of data analysis techniques was carried out by codifying research data stages, presenting data and research results, providing research conclusions which were then carried out interpretations of the research results.

RESULT AND DISCUSSION

Job Auction Promotion

In today's highly competitive globalization era, improving the quality of

public services is an unavoidable need. To improve the performance of government organizations in providing good services to the community, human resources are a key factor that plays an important role. Based on Government Regulation Number 100 of 2000 concerning the appointment of the State Civil Apparatus (ASN), it is said that a structural position is a position that shows the duties, responsibilities, authority, and rights of civil servants to lead a unit of state organization. The structural position level is also determined based on the seriousness of the duties, responsibilities, authorities, and rights which are referred to as the term echelon. Then, structural positions can only be filled by the civilian apparatus of the state and cannot coincide with other structural positions. This emphasizes the importance of good human resource management to get the right human resources or employees (Bhasir, 2013). Furthermore, the recruitment process can be started to get strong human resources in the government environment. Whether it's the recruitment of new civil servants or recruitment in structural positions of high-ranking officials.

In general, the staffing system in Indonesia is divided into several rank levels, and each level is divided into several groups. Group I is the highest, while group IV is the lowest. One of the ways to do reform is through promotion or position auction to improve government performance. The implementation of promotion to office in recent years seems to have deviated from the goal of the existence of government organizations as providers of public policy. There are many in the selection process of the appointment of civil servants in structural positions that do not see the capabilities of candidates and are even done incorrectly. Produce officials on the side of incompetent capabilities, low capabilities. Some of the results of the selection process have a very ineffective impact, influenced by political, ethnic, and even alma mater factors in a process that is not transparent (Taufik, 2020) As a result of

the election of a non-transparent promotion of office, the mindset of elected officials will shift to stewardship of the ruler rather than from serving the public. Structural positions mentioned by certain elements are no longer seen as a mandate to be able to serve the community well, but rather as land to be able to meet the well-being of a particular individual or group. This incident can be triggered by a lack of proper policy formulation to recruit well-qualified structural officials and many traditional patterns and official interventions in the promotion process resulting in elected officials becoming less qualified and even mentally corrupt (Atmojo, 2016).

Currently, the Government has made a breakthrough in filling vacant structural positions in government. Where to fill an empty position is usually done through a promotion process. However, currently, several government organizations are filling vacant positions through an open recruitment process known as job auctions. Position auction is a new term in government. Typically, job auctions are usually used for the procurement of goods and services. It is therefore not surprising that this term is still not familiar to people in the government itself. In this case, position auction can also be interpreted as transparency for civil servants in government circles who meet certain requirements set by the competent authority to have the opportunity to fill available positions in the government environment fairly based on certain principles.

Figure 1. Job Auction Promotion Process
Source: Processed by researchers, 2020.

A position auction process is a form of bureaucratic reform that wants an increase in the performance of the bureaucracy that is regulated in the current employment law. The State Civil Apparatus Law Number 5 of 2014 has a basic concept in the field of apparatus management policy called "merit system", and one of its characteristics is the method of selection and promotion fairly and competitively. Pros and cons in the position auction are caused by the assumption that this process will eliminate the opportunity for civil servants to occupy a position they want. On the other hand, the position auction is seen as a step forward for the government to implement bureaucratic reform in an effort to improve the quality of public services.

Auction Process in Aceh Province

In the implementation of the position auction in Aceh Province, the government

has carried out several stages in its implementation seen in the following figure:

Figure 2. Job Auction Process in Aceh Province
Source; Processed by researchers, 2020.

Based on Figure 2, it can be seen that filling structural positions with those who experience vacancies is carried out by carrying out cooperation through the position auction process. This cooperation is carried out between government agencies to fill structural positions. The vacant structural positions in Aceh Province for echelon II are not only reserved for Aceh Province civil servants but are also open to other regional civil servants who have the required competencies. Then, the position auction promotion process which is carried out is divided into several stages.

Table 1. Job Auction Stage in Aceh Province

Stages	Selection	Explanaton
Stage 1	Document	Verified of document
Stage 2	Assessment Center	Psikotest, Presentation, etc
Stage 3	Fit & Propertest	Interview
Stage 4		Determination by the governor

Source; Processed by Researcher, 2020.

In the process, employees outside Aceh province will be able to occupy positions if competent in the required field. Then, the result of the promotion of the auction of this position is expected to be

able to put qualified structural officials in their fields. The following is presented data of officials who have been elected through the auction of positions in Aceh Province:

Table 2. Officials Elected Through the Promotion Process of Job Auction in Aceh Province

No	Name	Position
1	M. Jafar	Assistant Government of Aceh and the Privileges of Aceh
2	Iskandar Syukri	Governor's Expert Staff for Economy, Finance and Development
3	Mahyuzar	Head of Human Resources Development Agency
4	Mawardi	Head of Aceh Irrigation Dinas
5	Junaidi	Head of Aceh Transportation Dinas

Source: BKA Provinsi Aceh (2021)

Table 2 is the names of officials who are considered competent and selected in the promotion of auction positions in Aceh Province. The auction of this position is based on the existence of vacant positions and positions that will be vacant in the environment of the Aceh Provincial Government. This situation is identified from the consideration of data recorded in the control list of the Aceh Staffing Agency (BKA) and there are several unfilled echelon II structural positions.

Supporting and Inhibiting Factors in the Implementation of Echelon II Position Auction Promotion in Aceh Province

The Aceh government conducted a previous position auction in 2006. This experience has provided an overview for the committee to make the required job selection. In addition, the participants have also understood the steps and procedures related to the job auction. In the process, the stages carried out were preceded by an open announcement to the wider community. In its implementation, there have been several protests from the public that can change the policies of the implementing committee, such as the resignation of the selection committee members due to the many criticisms from the public. Then, several rules are applied to regulate the implementation of this position auction, starting from the level of laws, government regulations to ministerial regulations. The existence of this regulation provides legal certainty for participants who take part in the selection process for this position auction. These regulations are regulated in detail, starting from the procedures that must be carried out with

the requirements that must be held by the participants to the consultation rules that must be carried out by the selection committee. With these predetermined rules, it can provide employees with an understanding of whether this position is following their abilities or vice versa.

The selection process through the 'assessment center' is a supporting factor in the implementation of the promotion of the position auction, because it can provide an objective assessment to participants based on their level of competence. In addition, the involvement of many parties from outside the government such as academics and others will make this selection stage a more objective and independent selection process,

In its implementation, the Aceh Government has spent 2 billion to hold an auction of positions originating from the APBA changes in 2017. In total there are 64 position positions opened by the Government of Aceh, and this sizeable number, on the one hand, is indeed a good thing because it can become a challenge for the committee in its implementation as a whole. However, this will have an impact on several obstacles that are troublesome for the selection committee, such as schedule changes that are made repeatedly and show the complexity of the committee in carrying out each stage carried out.

In essence, elected echelon II structural officers are required to have the professionalism to carry out their mandate and provide effective services to the community. In this case, BAPERJAKAT and BKA Aceh Province have an important role in finding professional officials to be able to carry out this mandate. BAPERJAKAT and

the BKA division of Aceh Province are tasked with finding and collecting all information from candidates who are seen as suitable for filling structural positions by giving priority to attend to their track records and competencies.

CONCLUSION

Filling structural positions in the Aceh provincial government environment is carried out with the auction process of positions conducted openly for civil servants outside the Aceh Provincial Government. The Aceh Provincial Government applies the auction of structural positions to obtain a state civil apparatus that performs well and its competence under the vacant structural positions in the government environment.

In this study, the promotion process for structural position bidding in the Aceh Provincial Government to get competent and well-performing officials are reviewed in the principles of the merit system, bureaucratic neutrality, and important transparency. In the process of promoting the position auction model, the principle of the merit system is of particular concern to the Aceh Civil Service Agency (BKA), this is so that these positions are filled by well-performing officials and also as an effort to reform the bureaucracy.

The implementation of the promotion of structural position auctions carried out by the Aceh Provincial Government has the same objective as filling structural positions in Law no. 5 of 2014 concerning the state civil apparatus. Promotion of position bidding in the Aceh Provincial Government and procedures for filling vacant structural positions under the ASN Law are both aimed at getting officials who are performing well and who have superior competencies. This competence is obtained by paying attention to the principle of the merit system in its implementation process. It's just that the implementation of the structural position auction promotion carried out by the Aceh Provincial Government is slightly different from the

process of filling structural positions mandated by ASN Law no. 5 of 2014.

There is a difference in open meaning between the position auction promotion conducted by the Aceh Provincial Government and ASN Law no. 5/2014. The openness referred to by the ASN Law is openness or freedom for all state civil servants who meet the requirements to be able to apply to participate in the selection process for these vacant structural positions. Meanwhile, the openness is carried out in the promotion of structural positions for the Provincial Government by selecting candidates who are competent and deemed appropriate to be able to assume the vacant structural positions. The selection of candidates was carried out by looking for information or creating profiles by looking for names that were deemed appropriate, which was carried out by the field of promotion and transfer of the BKD of the Aceh Provincial Government.

The Aceh Provincial Civil Service Agency (BKA), which manages the state civil apparatus in the regions, agrees with the new regulation on procedures for filling vacant structural positions at government agencies. The Aceh Provincial Government Personnel Agency (BKA) agrees with the spirit and application of the principle of the merit system as mandated in ASN Law No. 5 of 2014 above.

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