

ANALYSIS OF THE OPEN SELECTION PROCESS FOR STRUCTURAL OFFICIALS (ECHELON II) IN SLEMAN REGENCY

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ABSTRACT

The administration of government is certainly very influenced by bureaucracy which is an instrument or an organization that helps in realizing or implementing a policy that has been previously set. The open selection is the process of filling in a position by opening a selection to all those who have the competency or ability determined to fill a certain position. This study is aims to analyze the open selection for echelon II Officials both in Yogyakarta Province which is Sleman Regency. The method that used in this study is a qualitative approach which did the depth interview with several stakeholders that involved. The result of this study are the selection mechanism conducted in Sleman Regency in 2017 lasts 2 times and all of them have referred to the applicable regulations and most importantly have implemented a merit system. In the selection implementation the position was carried out by a selection committee formed based on recommendations from KASN (Commission Of The State Civil Apparatus). The involvement of political officials in this case the regent in the open selection process only exists after the selection committee has issued 3 names that have passed. However, the involvement of political officials is positive because it considers the results of the selection. This is also because the Regent will cooperate with one of the 3 names to realize the vision and mission that has been set

Keywords : Open selection, Echelon II, Promotion

INTRODUCTION

Human Resources could not be separated from an organization both in government and private units, because the human resources that are owned by each individual in terms of thought and physical power where it will be used as an activator in the organization that will create thoughts and producing good planning to achieve goals in the organization by developing and participating in training to aim at increasing the ability of the individual itself. According to Law No. 13 of 2003 concerning on Manpower, it is explained that the workforce is every individual who has the ability to do a job that can produce goods or services which will be used to meet individual needs and community needs. The administration of government is certainly very influenced by the bureaucracy which is an instrument or an organization that helps in realizing or implementing a policy that has been previously set.

According to Priyo Budi Santoso, the bureaucracy is a government organization that as a whole carries out State duties which are divided into various organizational units under the departmental and non-departmental institutions ranging from the national level to the lowest village (Sulistiyani, 2011).

MENPAN No. PER/15/M.PAN/7/2008 concerning the General Guidelines for Bureaucratic Reform explains that bureaucratic reform in principle is an effort to carry out reforms and fundamental changes to the implementation system, especially concerning institutional aspects (organization), business processes, and resources human apparatus. Furthermore, it is also explained that bureaucratic reform is a strategic step to build a state apparatus to be more efficient and useful in carrying out the general tasks of government and national development. If we see from the explanation above that indeed the reform is very important in relation to how to form a bureaucracy that is able to work with their respective tasks and functions which ultimately lead to national development. Therefore, national development will be realized with the development at the regional level. Because national development works or not, it is also dependent on the success of development in the region.

According to Law No. 5 of 2014 concerning the State Civil Apparatus explained that State Civil Apparatus Management is where to produce State Civil Apparatus employees who are professional, have basic values, professional ethics, are free from political intervention, and are free from corrupt practices, collusion and nepotism. In conducting State Civil Apparatus Management that the order in the bureaucratic sector there is an State Civil Apparatus with a good level of quality of human resources so that in carrying out its duties ASN can show the extent to which professionalism has to be good public. Bureaucratic reform will be realized if a bureaucracy has been able to work with the functions and tasks that have been given. Of course, to work optimally, it is determined by human resources or the State Civil Apparatus (ASN) in it. ASN is a group of people who perform tasks or who work within an organization or bureaucracy. In Law Number 5 Year 2014 concerning State Civil Apparatus article 12 explains that:

"ASN employees act as planners, implementers, and supervisors in the implementation of general tasks of government and national development through the implementation of professional policies and public services, free from political intervention, and free from the practices of corruption, collusion and nepotism."

From the explanation above, the role of the Civil Apparatus very important and very crucial because it is they who are in charge of planning to supervise policies both at the national and regional levels. Furthermore, according to Kusuma, et.al in (Riawan, 2016) said that in a good or right human resource organization would be a valuable asset. This means that, so important is the position of an Civil Apparatus within an organization or bureaucracy. But what is said to be an asset is a qualified Civil Apparatus that is able to work well and is also able to carry out its duties that have been given.

State Civil Apparatus is a hope for people who will be able to meet their needs and interests. But often the bureaucracy is unable to work to meet the needs of the community. Problems related to bureaucracy are not new items according to Wahyudi Kumorotomo in (Mariana, 2017) explaining that problems related to the bureaucracy have occurred before the reform period including the existence of justice and transparency or transparency, welfare and salary or compensation that are still not good, in the promotion process such as mutations and promotions are not based on the ability of the employee, there is still interference from the political side, and discipline is still not up and also a code of ethics.

Bureaucracy is indeed not far from the name of politics or the participation of the political elite. In Indonesia also often happens cases of bureaucratic politics or the existence of bureaucratic participation in political activities this is conveyed in (Firnas, 2016) where several cases are conveyed including: 2009 Tangerang Regional Election and based on the Constitutional Court's decision must be repeated because bureaucracy is found. Furthermore, the partisanship of civil servants in the 2009 South Sulawesi Governor Election has become very vulnerable where bureaucracy is used as a tool to fulfill their interests. Especially often used as a base for supporting the

government in general elections. Is it a matter of politicizing bureaucracy can indeed occur in Indonesia. This also happened in Siak District in the 2011 elections as stated in (Rayadi & Erman, 2014) explaining where the officials or government apparatus of the Siak Regency became the strength or supporting base of one of the regional head candidates namely Syamsuar-Al Fedri. Where government officials or apparatus mobilize or mobilize support for the victory of the candidate. And this creates a condition that is not good because it will eliminate the neutrality of the bureaucracy there. From what has been explained above we can conclude that bureaucracy is often the target for politicization.

Bureaucracy as conveyed by Dwiyanto, et al. (Istianda, 2009) often positions itself as a ruler and not as a service to the community. This of course will result in people's needs not being met because the bureaucracy is reluctant to hear the aspirations of the community. This certainly cannot be tolerated because it is very detrimental especially for the people who need a solution to their needs or interests. So that there needs to be improvement and a firm attitude to overcome so as to create a quality resource and truly work for the people. To overcome this problem and also to optimize the bureaucracy in relation to performance due to lack of transparency in the recruitment process and the many complaints from the public on poor performance, the auction auction is expected to be able to answer the polemic that occurs (Yahya & Mutiarin, 2015). One of the bureaucratic reforms in structuring human resources in the government is through open selections.

One of tools that implemented in Indonesia for make a better bureaucracy is that open selection. Open selection became famous when Jokowi Dodo still served as Governor of the Special Capital Region of Jakarta. At that time Jokowi conducted an auction of positions for sub-district and lurah positions in all regional governments of DKI Jakarta. According to Jokowi, the auction position will put people who have the capability or ability in that position (Herawati, 2016). But the auction auction raises problems as described in Herawati (2016) that there are parties who disagree, one of them named Achmad Husin Alaydrus, a member of the Jakarta DPRD C commission where he said if the auction auction violated Article 21 and 22 of Law Number 29 of

2007 which broadly explains that the village head and sub-district head have responsibility to the Mayor not the Governor because his position is under the Mayor. This means that the position auction is a phenomenon that has occurred several years ago and is still being implemented. Position auction is the process of filling in a position by opening a selection to all those who have the competency or capability determined to fill a certain position. Furthermore, according to Dewi Shendikasar in Herawati (2016) explained that auction positions can be a solution to reduce the risk of collusion, corruption and nepotism due to transparency, carried out by people who are neutral with certain indicators and of course competent. From this we can see that in addition to being able to create ASN that is able to meet the needs of the community, auction of positions is also a process in filling in a position that can avoid the practice of Community Service. The next thing that is not less important is in conducting the auction process, of course, is something that must be considered, namely by using the merit system method.

Sleman Regency once filled in a position by using the auction position. Where, in 2017 open selection was conducted twice namely the 1st period in February-April as many as 7 vacancies this can be seen from the news issued by (www.republika.co.id) where 7 of these vacancies include: Youth and Sport, Department of Transportation, National Land and Spatial Planning, Head of Satpol PP, Culture Office, Regent Expert Staff for Government and Law, and Expert Staff for People's Welfare. and then in the second period of October-November there were 6 vacancies. This can be seen from a news report from (www.antaranews.com) explaining that as stated by the Sleman District Secretary for all ASNs it is expected to take part in an open selection to fill 6 job vacancies from both the Sleman Regency government and from outside Sleman. The positions to be filled through open selection or auction positions are the regent's expert staff in the field of economics and development of echelon II.b, the district inspectorate echelon II.b, the head of the echelon II.b education office, the Head of the echelon II Agriculture, Food and Fisheries Service. b, Head of the Echelon II.b Village Community Empowerment Service, Head of the National and

Political Unity Agency echelon II.b. This paper would examine the Open Selection Process For Structural Officials (Echelon Ii) In Sleman Regency.

THEORETICAL FRAMEWORK

OPEN SELECTION MECHANISM

Open selection or position auction is a way of determining employees who will fill certain positions. Furthermore, according to Teguh in (Nasution, 2018) explained that selection is a process in which there are certain stages which are followed by a group of applicants who are most suitable and are eligible to occupy certain positions. According to Dewi Shendikasar in (Supandi, 2015) explained that job auctions can be a solution to reduce the risk of collusion, corruption and nepotism (KKN) due to transparency, carried out by people who are neutral with certain indicators and of course competent.

The conditions in the structural appointment mechanism are stated in Government Regulation Number 100 of 2000 concerning Appointment of Civil Servants in Structural Position article 5 as follows:

- a. Status as a Civil Servant
- b. At the lowest rank 1 level below the specified rank level
- c. Have the specified qualifications and education level.
- d. All work performance appraisal points are at least of good value in the last 2 years.
- e. Have the required job competencies.
- f. Physically and mentally healthy.

Selection certainly has to have the same guarantee or opportunity. This is in accordance with Moscoso's and Salgado's opinions in (Yudiari & Rahyuda, 2015) explaining that applicants will be interested in participating in open selection if the organization provides equal opportunity or treatment. From this we can see that if applicants feel treated equally and there is no cheating, of course it will create healthy competitiveness which will later be able to bring out winners from the fight or in this case selection. Furthermore, what is also important from the auction position is openness information to everyone to know and also participate in taking part in an

open auction or selection. So that people who have competencies are also increasing so that later whoever is elected is indeed the right person from all those who register themselves. This as stated by Haushknecht et al. (Yudiari & Rahyuda, 2015) explains that the more information disseminated, the recruitment process and selection will make an organization become more prioritized by prospective applicants.

Open selection or job auction can be said to be successful or effective, of course, by defining several targets or targets. This is in line with what was arrived at by Budiantoroda in (Pahlevi, 2013) which states that effective position auction has three objectives, namely:

- a. Accuracy, meaning that in the auction process must be able to estimate the performance of the employee. This is very important because by knowing the performance of the applicant, we can assess or know how well he is at work
- b. Justice, meaning that there is an equal opportunity for each applicant who follows the selection. This is very necessary because with the existence of justice, later the selected applicants are the right and appropriate people to occupy these positions. Likewise vice versa if there is fraud then the results that are expected to get employees who are competent and have capabilities certainly will not be realized.
- c. Confidence, meaning that the people who take part in the selection must have confidence that following this selection will provide benefits. This means that here there is clarity because this belief will arise if there is evidence that later if I follow and escape there will be benefits that will not be obtained until the people who take part in the selection are unsure of what they are going through.

The Position auction is one of the renewal mechanisms for recruitment of bureaucratic apparatus that are transparent, accountable, fair, and participatory in relation to finding someone who is right in the right position (Nurwana, 2016). Therefore, there must be things in the auction mechanism. Transparent is information disclosure and nothing is covered. According to Krina in (Syam & Bahfiarti, 2016) transparency is the principle that guarantees access to information

that can be seen by everyone related to the administration of government starting from the policy making process to the results achieved. Furthermore, according to Kim in (Syam & Bahfiarti, 2016) explained the elements of elements that exist in transparency as follows: first, Clarity which means easy to understand by society. Second, accessibility means that information is available in two directions. Third, irrigation, able to explain and also add information reasonably to the public. Fourth, Rational means that there are processes that are fixed, have standards, are formal and can be updated. After transparency has been carried out, what is equally important is accountability or it can also be known as accountability. Menrut Widodo in (Rondonuwu, Lopian, & Kairupan, 2017) explains that accountability is the obligation of an organization to account for the mission of both success and failure in achieving the stated goals or objectives. Furthermore, according to the Institute of State Administration in (Sa'adah, 2015) explained the Indicators that can be used as a measure of accountability including: first, managing the budget spent must be accountable. Second, performance accountability. Third, the intensity of irregularities. Fourth, efforts to follow up deviations.

MERIT SYSTEM

The merit system is one method or concept in selecting employees. To better describe the system merit as presented by Moekijat in (Baharuddin & Djabbar, 2014) is a system that is carried out in relation to the appointment or appointment based on skills, expertise or competence. An employee's competency is very important in the process of recruitment, selection and so on. An employee's competency is also needed because it greatly influences the achievement or fulfillment of the organization's needs in place. Therefore, it is important to know the competency characteristics as conveyed by the Dharma in (Anggraini, 2013) as follows: first, Motivies, which means there is consistency in thinking that will affect actions. Second, Traits where the character is related to the way someone behaves or responds to events that occur. Third, self concept where the value or attitude of someone. Fourth, knowledge information or knowledge about certain things. Fifth, Skills the ability or ability to do something. Kartono in (Baharuddin & Djabbar, 2014) explained that this merit

system is a form of resistance to spoil system or kinship, system nepotism and also a patronage system. According to Wahyudi Kumorotmo and Ambar Widaningrum in (Yahya & Mutiarin, 2015) Merit system is a policy, provision, steps to realize professionalism in planning, procurement, selection, placement, compensation or evaluation by paying attention to minimum qualifications, competency standards, and performance as the main condition.

The merit system According to Saksono in (Rahim & Dkk, 2017) is a system that is not only used in the process of appointing the first employee but for the next such as salary increases, increase in level or position, etc. that is open to occupying certain positions the same and does not become a limitation on certain environments. According to Jiwo Wungu and Hartanto Brotoharsojo in (Yahya & Mutiarin, 2015) Merit system is a system in managing human resources based on achievement, namely all kinds of good and bad employee behavior that directly affect the rise or fall of income and / or position of employees. Furthermore, according to Mangkunegara in (Jannah & Nasaruddin, 2016) explains that employee performance appraisal is the result of work achieved or achieved by workers related to the duties and responsibilities that have been given to both quality and quantity. According to the Steers in (Susanti, 2014)said that the work performance of an employee is a combination of several factors including:

- a. Ability or interest can also be from an employee at work
- b. Clarity and acceptance of the role of a worker
- c. Work motivation

According to Hasibuan in (Nurmalasari, 2015) the elements assessed in work performance are:

- a. Loyalty is the willingness of employees or employees to always defend or safeguard the organization of irresponsible people both inside and outside of work.
 - b. Honesty is not cheating when working and always to fulfill what has been promised in carrying out every task that has been given.
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- c. Discipline is every employee must always follow the applicable rules and work in accordance with the instructions or tasks that have been given.
- d. Creativity is that every employee must be able to develop the potential that is possessed to be effective in relation to achieving the goals of the organization
- e. Collaboration is that every employee must be able to participate well and cooperate vertically and horizontally while working or not working to realize better work results.
- f. Leadership is the ability to motivate or influence the subordinates, of course towards the positive for the achievement of work goals.
- g. Personality is a reflection of the behavior or attitude of an employee.
- h. Prakarsa is that employees are required to initiate meaning that they must be able to contribute new thoughts and must be able to solve the problems faced
- i. Skills are every employee must be able to adjust things that are in a policy formulation with what is in a management situation.
- j. Responsibility is that employees must be able and able to bear the risk of the work they face.

The merit system is very important in relation to the selection process in this case is the auction of positions so, it is important to know what valuations are in the merit system. According to Kartono in (Baharuddin & Djabbar, 2014) explained that in the merit system there were several points emphasized including: aspects of education and training, years of work, experience, ethics and skills as conditions in objective assessment related to determining one's position in occupying positions certain. This means that here the merit system is very important in the implementation of the auction position for the election of people who are truly deserving and have the ability to fill these positions.

RESEARCH METHOD

This research uses qualitative approach. Qualitative research is a study that intends to understand the phenomenon of what the subject of research is experiencing holistically and by way of description in the form of words and language, in a natural special context by utilizing various natural methods (Moleong, 2012).

Qualitative research has the following characteristics: (1) research data obtained directly from the field, and not from laboratory or controlled research; (2) extracting data is done naturally, making visits to the subject's natural situations; and (3) to gain new meaning in the form of answer categories, researchers must develop a dialogical situation as a scientific situation (Salim, 2006). This research will be conducted at the Staffing, Education and Training Agency (BKPP) Sleman Regency of Yogyakarta Special Province Region. The Data collection techniques in this study is using non-participatory observation, interviews, and documentation. While the data analyst using Miles and Huberman (2014) said there are 3 kinds of interactive data model analyst that can be used, namely; (a) data reduction; (b) the presentation of data; (c) draw conclusions/verifications.

RESULT AND DISCUSSION

An open selection is an opportunity that can be used for ASNs to express their competencies and also an effort made by the government to find employees who have competence and also the ability to lead a certain position by open, can be followed by people or participants who meet the conditions and also the stages that have been set. Moreover, in the present era with strict competition, there is no exception for the ASN who want to occupy higher positions than before. According to Mr. Heri Kuntadi, AP.,MT as the Head of Development, Education and Training in the Staffing, Education and Training Agency (BKPP) of Sleman Regency that in open selection not only about how many participants will participate, but also about how the results obtained, namely the officials who qualify are appropriate and appropriate people to occupy the right positions because they will be the hope of the Regency government. Sleman to be able to carry out what has become the vision and mission that has been set. Then what is important is the merit system that is in the selection mechanism open. This merit system is an effort made to get employees who are competent and able to occupy positions as high-ranking pratama officials or structural officials in echelon II. The merit system must fulfill several aspects including the following:

a. Competence

Competence is a person's ability to work on certain things or can also be interpreted as expertise. Competence as explained by Wibowo in (Posuma, 2013) is the ability of a person who is based on skills and knowledge which is supported by work attitude so that he is able to carry out or do the work. As look at what is explained, the competencies also contain several aspects. Then from these aspects will be born which is called competence. This competency is needed by everyone in this case for bidders because this is what later becomes one of the judgments.

In Government Regulation No. 11 of 2017 concerning Management of Civil Servants that competence is the thing that becomes the basis in civil servants policy and management. This means that in civil servants management competence is a matter that must be considered. Therefore to be able to choose participants who have competencies who can occupy positions as high-ranking officials through job auctions must pass various stages or mechanisms. This is found in the Republic of Indonesia Minister of Administrative Reform and Bureaucracy Reformation Regulation Number 13 of 2014 concerning Procedures for Filling High Leadership Position Openly in Government Institutions.

The procedure for conducting open selection is carried out by making announcements related to job openings and followed by administrative selection and the announcement of the results then signed by the Chairperson of the Selection Committee. Furthermore, for the completion or assessment of managerial competencies, it is done using psychometric methods or methods, competency interviews and case analysis or presentations. For the stages or auction mechanism, it is the election office that will determine but in general there is usually an administrative selection, managerial competency test, paper writing, paper presentation test, interview then there is a medical test. That is a general description or selection stage that generally exists.

b. Work Performance

Job performance is an aspect that must be considered in selecting high ranking officials. after the competency of the participants, the work performance is also an

important aspect. With work performance, you can know what positive things have been done. The point is that if we talk about work performance, of course, we will refer to the achievements that have been accepted by the auction participants. According to Mangkunegara in (Arrywibowo & Ariani, 2017) explains that work performance is the result achieved based on the duties and responsibilities that have been given in a job both in terms of quality and quantity. That it can be said as the final result of the work when an employee has completed the tasks and responsibilities given in accordance with expectations, then it has shown good work performance. This is certainly important to see the number of registrants that are quite a lot more than 30 people certainly will not be enough if for example only see from competence. Work performance can be a reference to strengthen its relationship with electing echelon II officials.

Looking at the announcements issued by Sleman Regency selection committee in 2017 which included general requirements or things that became standard, the participants must have one of them is a work performance assessment that is of minimum value in 2 years for each element. This means that this is a special concern or concern by the selection committee because it has put work performance as a requirement or standard that must be owned by the participants. Of course, without the assessment of work performance, the participant will not be able to qualify to become and become a leader of high-ranking leaders or echelon II structural officials.

c. Education and Training

Education and training is an effort given to employees who still have shortcomings and must be improved or rather developed in a better direction. According to Daryanto and Bintoro in (Herlina & Dkk, 2016) explained that educational activities and training are efforts that are caused by lack of human ability, lack of technical and managerial skills. This means that education and training are efforts to improve their ability to work better. This needs to be done because we need an employee who is able to work according to his position and duties.

Open selection for high-ranking positions in Sleman Regency also pays attention to education and training as a must-have requirement. In this case it has

been mentioned in the selection announcement that in order to take part in the open selection the participants are required to have one of them is a certificate of level III leadership training (for administrator positions). As for the stages in level III leadership training include: first, the stage of diagnosis needs change; second, the stage of building a shared commitment; third, the stage of designing change and building a team; fourth, the leadership laboratory stage; fifth, the technical content of the substance of the institution; sixth, evaluation. This shows that education and training, especially in terms of leadership, are important because for a high-ranking position, of course, you have to have leadership for later when he successfully passes the selection and is elected, he is able to lead the occupied position. The Leadership becomes fundamental or fundamental. When a person has competence and work performance but does not have or does not have leadership, then these two things will not be optimal. This is very reasonable because of how someone will be able to run and lead a position in this case the head of the local government and the expert staff of the Regent if he has no leadership spirit. Because of the importance of leadership, in this case the selection committee requires that each participant must have a certificate of level III leadership training in accordance with the announcement of selection.

d. Working Period

The working period is related to how long an employee serves or becomes an ASN of course within the government. The work period is also an aspect that must be considered in open selection because someone who will occupy a high leadership position cannot be a person who has just become an ASN or is required to have high flight hours. this is also a matter of concern because if you pay attention to the existing requirements or standards for participants, you must have occupational experience in assignments related to positions occupied at least 5 years. This means that if you see the time, which is at least 5 years, this is not a moment.

This period of work will greatly affect how an employee has a lot of knowledge and also of course very much related to experience in the world of bureaucracy. if a person has a long working period it is very possible to channel the knowledge he has in the position he will occupy. Because of course people who work briefly or just enter

the world of bureaucracy will find it difficult if they have to lead because of lack of knowledge and experience. That is why the working period is considered but this does not determine that someone is able to remain, however an aspect that supports participants who follow the auction position will be better in carrying out their duties as high-ranking officials or echelon II structural officials.

e. Experience

Experience is indeed an important thing in determining who is eligible to qualify in the final stage outside, later it will be chosen by staffing officials. With experience, an employee will have his special knowledge about the position occupied by the government bureaucracy. Experience has relevance to work period because these two things cannot be separated. Many experiences will be obtained if through a long working period too. Likewise, vice versa without a long working period someone will have a following experience. This is considered and is also used as one of the general requirements that must be owned by bidders. Just as before, this can be seen from the selection announcement where it was explained that a participant must have occupational experience in assignments related to positions occupied at least 5 years. Looking at this, of course we can say if the selection committee also provides these conditions because without experience how someone will be able to work optimally.

Someone who just works when compared to people who have worked for a long time will certainly have different work results because they have different experiences too. Things that are almost the same as explained by Gibson in (Octavianus & Adolfina, 2018) argue that someone who has experience will always be greater than people who have no experience. With experience, a person's potential is also increasingly visible. However, it must be emphasized that experience is not a decisive thing, meaning experience cannot be used as the only reference to see an employee able to work optimally or not. However, this experience is arguably a support because someone who has a lot of work experience in fields related to the position he wants to fill out will certainly make it easier to make decisions about certain problems because he often faces problems that are almost the same as the problem.

f. Ethics

Ethics is an action or can be said as a good or bad behavior of a person. Ethics is an important aspect and must be considered because to be an official both from the lowest level to the highest level must be supported by good ethics. According to Kumorotomo in (Endah, 2018) states that ethics is a rule used in guiding a person's behavior so that later it will be called moral. Of course ethics is indeed something that is very important in relation to a bureaucratic employee, especially when it will lead or occupy a high leadership position or echelon II structural position. It can be said that this ethic is a limitation of behavior so that someone in this case a bureaucratic employee does not do things outside of him. Because it will be alarming if an official does not have or violate good ethics in behaving and behaving.

In Sleman Regency in the auction position also pay attention to ethics. This can be seen from the general requirements, one of which contains that a participant who takes part in the position auction must be free or has never been involved in a violation of disciplinary and criminal penalties that are above 1 year. This proves how important an ethic is for a bureaucratic official. Because without good ethics, an official especially who leads an organization can damage his image as a leader who should be a role model for those below him.

So seeing from what has been explained, in the implementation of open selection or auction of positions already in Sleman Regency in 2017 has implemented a merit system. This can be seen from the implementation of the mechanism which has considered aspects of the merit system starting from competence, work performance, education and training to ethics. Of course this aim is nothing but to later the participants who pass the auction position are people who have each of these aspects and when they become officials who work for the interests of the people.

The issuance of Law Number 5 Year 2014 concerning State Civil Apparatus and also ministerial regulation for the utilization of state civil apparatus Number 13 of 2014 concerning Procedures for Filling High Leadership Position Openly in Government Agencies has caused changes in the employee career development process where previously closed or closed career systems were opened or open career system.

This certainly reinforces that in the career development of employees, especially in this case open selection of high-ranking pratama positions or echelon II structural positions that were previously closed so as to enable the practice of hiring employees who only see seniority or rank to be open who prioritize competition openly employees who have competency, achievement, integrity and so forth.

Open selection in Sleman Regency itself, it has implemented a merit system in accordance with what Mr. Heri Kuntadi, AP, MT stated that the Sleman Regency Government in conducting open selection has a clear legal umbrella and also based on recommendations from Commission Of The State Civil Apparatus. In addition, this merit system can be an answer to the polemic that occurs in or when the process of recruiting officials who sometimes does not set competence, work performance and so on. Every process or mechanism carried out by the Sleman Regency government is basically the thing that has been justified by existing regulations and also by Commission Of The State Civil Apparatus.

The Sleman Regency Government has also been fair, meaning that there is no distinction between religion, race, gender and so on because, these things have absolutely no effect and what is needed as described are employees who meet the qualifications and have the competency and commitment that strong to later be able to work to realize the vision and mission of the Sleman Regency government. Election of officials who only see seniority, for example, as conveyed by Pak Heru Saptono, of course things that cannot be tolerated mean that seniority is not always or can be said that the long service period will guarantee that someone has competence. However, if what is discussed about seniority is related to experience or call it a long service period as explained above, it is very necessary because with that someone becomes more aware and understands the situation faced, especially related to the government bureaucracy.

Open selection is an appropriate way to realize a merit system. This is as explained in (www.bkn.go.id) where the advantage of open selection is that there is a merit system effort. With the existence of open career development as explained, of course this will prioritize competence and open opportunities for every employee who

is qualified to participate in the selection stage. This will certainly be wide open for every employee who has the competence to develop a career outside his institution both in the central and regional government. If you see from the existing mechanism or stages, Sleman Regency has implemented or referred to the regulation, meaning that the Sleman Regency government has implemented a merit system in open selection conducted in 2017.

Sleman Regency in carrying out the filling of previous positions was carried out through the Position and Rank Consideration Body or commonly abbreviated by *BAPERJAKAT* (Position and Rank Consideration Board). This means that before an open selection is carried out, filling in the position is carried out by or through *BAPERJAKAT*. Charging a position, say open selection is indeed very good especially when it has implemented a merit system. But whatever it is, there must be a problem or things that are still not maximal, including in the open selection.

Open selection will indeed make elected officials who are competent, professional, good and others. But besides that also because the time is quite long because it has to go through many processes and also has to wait for the budget to implement it, of course this will cause a power vacuum and will be filled by the executor of the task. This is a logical consequence where getting a qualified official is not easy because there must be a great sacrifice and also through a long journey or stage. If likened to, to get qualified officials like looking for pearls. This is very appropriate because pearls are valuable jewelry, of high quality and have an expensive price to dive into the sea, need time, energy and so on to get them. Likewise with qualified officials who have competence, achievement, integrity and so on, of course to get it is not an easy way and must go through various stages.

The vacant position caused there must be an executor who replaced the temporary position. The name of the automatic task executor does not have sufficient ability to be able to replace structural positions such as head of service and so on. This means that here during the open selection process, which is approximately 2 to 3 months, then an agency will lose the leader and of course it will also create an atmosphere or an unfavorable work environment. But again it is a consequence that

must be taken to be elected by an official who not only has competence but also has leadership, integrity and so on.

Open selection in the Sleman Regency government in 2017 which has not yet used the *SIJAPTI* application (high position information system) has caused the system to be manually used, meaning that the selection committee of Sleman Regency Government must go back and forth to KASN at the center for consultation so that the selection recommendations are open. This large amount of waste or budget expenditure has caused the selection system to open in Sleman Regency in 2017 because it still does not use the *SIJAPTI* application, which causes a negative side and this is often the case because every vacancy will be filled with open selection large funds. Moreover, in Sleman Regency, which carried out open selection in 2017 as many as 2 periods, it will further aggravate the budget expenditure side so that this should also be a concern.

The time for filling in the positions carried out can be fairly long and also the waste of the budget described above is a problem or negative impact caused when the selection process is open. this is also explained in (www.bkn.go.id) which states that the weaknesses contained in the JPT open selection include the following:

- a) The cost is quite expensive, the fees used in the open selection are disbursed for the operational expenses of the Pansel and the Secretary of the Chancellor. the costs incurred to pay for the center assessment used in the competency test also depend on the number of things or material being tested. In addition, the participants also incurred personal expenses during the medical test.
 - b) The time is quite long, this is because indeed between one stage and the next requires a considerable amount of time. This was caused by several other factors: first, waiting for the participants who took part in the selection of vacant positions fulfilled the quota, secondly, the decision in the test results required considerable time due to the absence of assessment guidelines, the three staffing officials in determining JPT officials often time requires a long time.
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Both of these are obstacles that occur in open selection. In Sleman Regency also has the same thing. This means that this is actually something that might be fairly common because of course in every policy or activity carried out specifically in the government environment the area related to open selection cannot be 100% perfect and certainly has disadvantages.

In other hands, there is other thing that are also important in implementing open selection, which is the influence of bureaucratic politics. Bureaucracy and politics are two inseparable things. These two things can complement each other because the regional head in carrying out his vision and mission will be assisted by the bureaucracy. However, often the bureaucracy is used to place the interests of political officials as a basis for support to win regional head elections. Then, often the intervention of politics in the bureaucracy can cause tension and conflict if the goal is to gain or perpetuate power (Nahumarury, 2013). Furthermore, in the process of recruitment or promotion of positions to a higher level it is often based on the interests of regional heads who are political officials. Sometimes the regional head will promote or elect official officials to occupy certain positions are those who support him in the post-conflict local election.

The open selection process which is one of the HR management will eventually bring up 3 names that are considered to have competencies, achievements and so on according to the merit system. However, it was slightly crossed when the three names which would later occupy positions in this case Echelon II were finally decided by the regent who was a political position. As a matter of fact, the open selection process was enough to determine the selection committee, namely the regional secretary as chairman. This is because if it is determined by political officials, it will fear that there will be political content in it. Another thing that often happens when officials who have the authority to determine the names of those who will occupy vacant positions in open selection changes is caused by the existence of regional head elections, so often the bureaucracy also changes.

This is indeed very difficult because the iron hands of the regents are still very strong and moreover the construction of regulations in Indonesia still places political

officials in terms of their particular responsibilities in choosing echelon II or III officials. So that this cannot be refuted until later the President and DPR are brave enough to take decisive steps and revise the Law which further places political officials no longer responsible and authorized in terms of electing bureaucratic officials. So it is no longer a political position but stops at the bureaucratic position of the regional secretary.

The interest referred to consider anyone who is able to work to realize the government's vision and mission. Bureaucracy works with the regent and of course it must be chosen which can work together. This is very needed, especially a Regent who incidentally is a leader certainly has the ability to see who is capable of being based on the results of the selection that has been made.

The participation of political officials is indeed regulated in the Government Regulation of the Republic of Indonesia Number 9 of 2003 Authority for Appointment, Dismissal and Dismissal of Civil Servants article 1 paragraph 5 explains that the District/City staffing officer is the Regent/Mayor. Then in article 14 paragraph 1 letter c describes the appointment, transfer and dismissal of Civil Servants in and from echelon II structural positions in the Regency / City Regional Government. That is, the involvement of political officials in this case is the Regent is the authority he has to choose because as a staffing official at the Regency / City level. So what the Regent has done is an obligation that must be carried out because he is indeed entitled and regulated in the Act. Moreover, the Regent is a position directly elected by and responsible to the people. Then, echelon II positions, for example the OPD head working for the people's interests, are very logical if the Regent chooses the official.

The Regent did not false choose anyone from the 3 names because he would later work with the chosen person. However, the Regent will also consider the results of the open selection and which will be the best. Because that is the purpose of holding an open selection so that it becomes a reference material to the regent so that it is easy to determine and also of course the participants who have passed this final stage are the best of all who participated in the position. Therefore the selection of

one of the 3 names is of course based on the interests of the people only to help realize the Vision and Mission of Sleman Regency.

Influence or involvement of politics in the open selection process from the announcement until the election of 3 big names is totally absent and the task is the selection committee. The involvement of political officials in this matter was the Regent there after the 3 names appeared then the Regent was tasked to choose because it was the mandate of the existing regulations and also the existing interests were positive solely to help the work of the Regent and Deputy Regent so that Vision and Mission which has been determined to be able to materialize for the benefit of the people of Sleman Regency. So it can be said that the involvement of political officials in the auction office is certain and that is a necessity that has been determined.

CONCLUSION

The auction mechanism, better known as open selection conducted in Sleman Regency in 2017, takes place twice and all of them have referred to the applicable regulations and most importantly, have implemented the merit system. In the auction implementation the position was carried out by a selection committee formed based on recommendations from KASN. This selection committee will at the end of the selection issue 3 big names from each position which will eventually be determined by the Regent as Officer of Staffing (PPK). However, the involvement of political officials in this case the Bupati in the open selection process only exists after the selection committee issues 3 names that have passed. However, the involvement of political officials is positive because it considers the results of the selection. This is also because the Regent will cooperate with one of the 3 names to realize the vision and mission that has been set.

In other hands, the implementation of the auction the position will be more if in terms of time and also costs can be more efficient. Time-consuming implementation to shorten without reducing the quality of open selection. Costs incurred are more properly calculated and suppressed to a minimum. The principle of separation between the bureaucratic and political realms is to reduce the risk of the content of political content within the ASN body. Of course also with that, it will

ensure the stability of the bureaucracy and remain committed to working in the interests of the people, whatever the head of the region. So the bureaucracy only works for the people not for regional heads.

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