



PROCUREMENT OF STATE CIVIL APPARATUS IN EMPAT LAWANG REGENCY GOVERNMENT

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ABSTRACT

This research aims to analyze the procurement of State Civil Apparatus, identify the obstacles and challenges faced in implementing State Civil Apparatus procurement in Empat Lawang Regency, and investigate mitigation measures that have been implemented by the regional government to overcome these problems. The research method used in this research is a qualitative research method. Data was collected through observation, documentation and interviews. Data analysis was carried out in three stages: data reduction, data display, and drawing conclusions. Research shows that Empat Lawang Regency is experiencing a significant shortage of State Civil Apparatus employees, with a total shortage of 1,597 people. The State Civil Apparatus selection process in Empat Lawang Regency is strictly regulated from the announcement of vacancies to the announcement of final results, including administrative selection and competency using CAT.

INTRODUCTION

Indonesia is a country that is trying to increase development in all sectors with the aim of the prosperity of the Indonesian people, based on Pancasila and the 1945 Constitution of the Republic of Indonesia. In an effort to achieve sustainable development for future generations, Law Number 23 of 2014 introduces the concept of autonomy wide area. This concept moves government power and responsibility from the center to the regions, changing the paradigm from a centralized system to a decentralized system that encourages regional governments to manage their territories effectively and responsibly.

Empat Lawang Regency is a part of the South Sumatra region which was expanded on April 20 2007 with an administrative area of 10 sub-districts, 9 sub-districts and 147 villages. As a newly developed region, there is a need for employees who have good competence to be able to administer government. Empat Lawang Regency for the regional civil service sector is a sub-system of the bureaucracy as a whole, it has not been used as the focus of Bureaucratic Reform. The regional staffing situation of Empat Lawang Regency is still not balanced with the current number of employee needs and there are still many non- State Civil Apparatus workers.



The existing apparatus resources in Empat Lawang Regency do not meet the needs according to job analysis and workload analysis according to needs, so that the lack of State Civil Apparatus is one of the existing problems in running the Government well. This is reflected in the imbalance between current employees and needs. In order to anticipate further negative implications in the future, it is necessary to make changes towards improving or reforming the Indonesian civil service bureaucracy as a whole (Prasojo et al., 2007).

One of the human resource factors that influences the running of the Government is to be able to provide services to the community. Seeing these conditions, the Empat Lawang Regency Government needs to create a way to meet the needs of the State Civil Apparatus through the procurement of State Civil Apparatus. Procurement of State Civil Apparatus is the most critical and risky process or method in the entire State Civil Apparatus management process. Procurement of State Civil Apparatus is said to be risky, meaning it has long-term consequences for future investment in assets, considering that the State Civil Apparatus that will later be appointed is not only an important asset of the organization, but is also an organizational partner that needs and must be managed well, because it really determines the effectiveness of the organization. In addition, the State Civil Apparatus procurement process is full of risks from KKN (Collusion, Corruption and Nepotism) practices carried out by certain parties and the community.

Procurement of State Civil Apparatus is inseparable from factors that hinder the procurement of State Civil Apparatus resulting in the target of Employee Needs not being maximized to support the administration of Government which aims to serve the community. So research was carried out on the Procurement of State Civil Apparatus in the Empat Lawang Regency Government with the aim of analyzing the procurement of State Civil

Apparatus in realizing Employee Fulfillment in Empat Lawang Regency and identifying the obstacles and challenges faced in implementing State Civil Apparatus Procurement in Empat Lawang Regency as well as investigating mitigation measures that were implemented. has been implemented by local governments to overcome these problems.

RESEARCH METHODS

1. Types of research

Researchers used a research design through descriptive qualitative research methods with an inductive approach. The aim of qualitative research is to present an in-depth understanding of a phenomenon by collecting data as comprehensively as possible, emphasizing the significance of the depth and detail of the data investigated. In qualitative research, the level of depth, rigor, and exploration applied to the data obtained indicates the quality of the research. From the perspective of the number of respondents or research objects, qualitative research methods tend to have more limited objects compared to quantitative research, because the emphasis is more on gaining an in-depth understanding of the data rather than the amount of data itself (Susianti, 2023). The results of this research will describe or construct interviews, related documents and the results of researchers' observations of research subjects so that they can provide a clear picture of the State Civil Apparatus Procurement Strategy.

2. Research Focus

The focus of this research is the procurement of state civil servants in Empat Lawang Regency with the aim of ensuring the fulfillment of State Civil Apparatus needs in the area. This research will interpret interpretively based on the aspects examined in the research, especially in the context of State Civil Apparatus procurement in Empat Lawang Regency. The main focus of this research is the procurement of State Civil Apparatus in Empat Lawang Regency. The procurement includes six stages, namely: (1)



Planning Activities, (2) Announcement, (3) Application, (4) Screening, (5) Appointment of prospective civil servants, and (6) Appointment to become civil servants. Research will be in-depth at each stage to understand how the State Civil Apparatus procurement process is carried out in Empat Lawang Regency, including the policies that regulate each stage. In addition, this research will examine how the procurement of State Civil Apparatus is in accordance with policy principles which aim to safeguard and protect citizens and achieve calm and security, as stated by Suharto (2019). Interpretive analysis will be carried out to explore the meaning and implications of the State Civil Apparatus procurement in the context of achieving the policy objectives at the regional level.

3. Informant

So that data collection can be carried out carefully, appropriate informants are needed at the time of data collection. In determining informants, several criteria must be determined that must be met, namely: Authority, expertise, knowledge and experience. In this research, informants were determined using the Criterion Based Selection Method followed by the Snow-Ball method. The informants used in this research were regional secretary (1 person), head of BKPSDM (1 person), head of BKSDM division (1 person), head of procurement sub-division (1 person), head of sub-division in the organization at the regional secretariat (1 person), head of sub-division budget at the financial management agency (1 person), State Civil Apparatus at the Empat Lawang Regency Government (2 people), and Non- State Civil Apparatus at the Empat Lawang Regency Government (2 people).

4. Data Collection Technique

Data collection techniques used by researchers, as in general qualitative research, are observation, documentation and interviews.

5. Data Analysis Technique

Data is an important part of the qualitative research process, because data analysis takes the form of recognition, study and understanding of the relationship between concepts in data to provide meaning and meaning that is useful in solving research problems. The data analysis technique consists of three stages, namely data reduction, data display, conclusions.

6. Research Sites

This research was carried out at the Personnel and Human Resources Development Agency which has personnel authority.

7. Research Schedule

This research was carried out for one month, starting from November 2023 to December 2023.

RESULTS AND DISCUSSION

The results of this research will elaborate on each aspect studied based on information obtained from informants and supported by theories that reinforce this information.

1. Planning for Civil Servant Selection

Planning for State Civil Apparatus selection is a crucial foundation to ensure effective and sustainable procurement of Civil Servants, ensuring smooth operations.

• Manpower Needs

The allocated number of positions is 656, while the actual result is 778. This results in a negative difference of -122, indicating a shortage of structural position holders based on actual results compared to those allocated. In this context, this shortfall has significant implications for the local government's ability to provide adequate services to the community. Empat Lawang District is committed to considering equal employment opportunities while also addressing the specific needs and requirements of each position.



- Infrastructure

Adequate infrastructure and facilities are crucial for the smooth implementation of State Civil Apparatus selection. For State Civil Apparatus selection in Empat Lawang District, comprehensive facilities and infrastructure are available to support the smooth process of selection. The prepared infrastructure encompasses various technical and administrative aspects essential during the selection process.

2. Announcement of Civil Servant Selection Vacancies

The announcement of Civil Servant Selection vacancies is an activity that provides information to the general public about opportunities to join the government sector.

- Number of Positions

Analysis of State Civil Apparatus position data in Empat Lawang District depicts a comprehensive allocation to meet administrative and operational needs in three main categories: Teachers, Health Personnel, and Technical Staff. The announced number of positions for the government sector in Empat Lawang District for the fiscal year 2023 indicates the availability of job opportunities within the government sector over a specified period.

- Selection Mechanism

The Civil Servant Selection mechanism is a strictly regulated process to select individuals suitable for positions across various government agencies. The selection stages for Government Employees with Fixed-Term Employment Agreements (PPPK) include administrative selection and competency selection conducted using the Computer Assisted Test (CAT) organized by the National Civil Service Agency (BKN).

- Selection Requirements

The selection requirements adhere to a series of stringent criteria to ensure that selected individuals possess qualifications, competencies, and integrity suitable for their assigned duties. In addition to general requirements, there are specific criteria that applicants must fulfill.

3. Application for Civil Servant Selection

This process allows individuals to apply and compete to obtain available positions in accordance with organizational needs. In the application for State Civil Apparatus selection, several key aspects should be noted.

- Types of Positions

Each type of position has specific roles and requirements corresponding to the functions and tasks that prospective State Civil Apparatus candidates will undertake. These positions reflect the needs and diversity of tasks in Empat Lawang District, providing opportunities for various educational backgrounds and experiences to contribute to regional development through quality public service.

- Registration through SSCASN System

SSCASN is the official platform provided by the National Civil Service Agency (BKN) to facilitate the selection process for State Civil Apparatus recruitment throughout Indonesia. Registration through SSCASN is conducted online. The SSCASN registration process consists of several important steps, beginning with account registration, data verification, and the purchase of e-stamps.

4. Civil Servant Selection

Civil Servant Selection is a process conducted by the government to select Prospective Civil Servants who will be appointed as part of the Civil Service. State Civil Apparatus selection in Indonesia is managed by the National Civil Service Agency or other relevant institutions. The State Civil



Apparatus selection process typically involves several stages such as registration, written exams, competency exams, interviews, and health tests.

- **Administrative Selection**

In the State Civil Apparatus selection process in Empat Lawang District in 2023, the administrative selection phase has been carried out effectively. This phase is considered successful due to its transparency with clear and accessible information for all applicants. Administrative selection serves as a crucial initial step in the recruitment process for PPPK.

- **Competency Selection**

Basic competency selection in the State Civil Apparatus selection process is conducted to assess the alignment between the basic competencies possessed by applicants and the standard competencies required for civil servants. These basic competency standards include personal characteristics, general intelligence, and national insight.

5. Announcement of Selection Results

The public announcement of the selection results for the procurement of PPPK (Government Employees with Fixed-Term Employment Agreements) by the Personnel Officer (Pejabat Pembina Kepegawaian/PPK) conducted openly is an act that adheres to transparency principles and good governance practices.

- **Processing of Selection Scores**

Processing selection scores is a crucial step in the State Civil Apparatus recruitment process involving the analysis and evaluation of test results or assessments conducted on applicants. The steps in processing selection scores include data collection, calculating final scores, setting passing standards, data verification, announcement of results, and reporting. The processing of selection scores utilizes the CAT (Computer

Assisted Test) system, ensuring transparency, efficiency, and effectiveness in employee recruitment. The CAT model of assessment allows candidates to answer questions using a computer, guaranteeing transparency from processing to result announcement based entirely on computer programs.

6. Appointment as Civil Servant

This process ensures that selected individuals meet all requirements and have successfully completed the designated selection stages. Candidates who meet the requirements are appointed as civil servants by the Personnel Officer in accordance with prevailing regulations. The appointment of State Civil Apparatus candidates in Empat Lawang District complies with Regulation No. 1 of 2019 from the National Civil Service Agency of the Republic of Indonesia.

7. Challenges and Obstacles

There are often shifts in schedules during the implementation of the State Civil Apparatus procurement process. Documents that do not meet the required standards or criteria can hinder the State Civil Apparatus selection process. The slow process of determining status can lead to uncertainty for applicants and delay their appointment as State Civil Apparatus.

8. Mitigation Steps Implemented by the Government

- a. Mapping in the preparation of the latest Functional Position Map.
- b. Conducting data collection and management of non-State Civil Apparatus personnel.
- c. Prioritizing position adjustments.
- d. The government carefully schedules the implementation of the State Civil Apparatus procurement process.
- e. Improving the availability of information regarding State Civil



Apparatus procurement requirements and procedures.

- f. Enhancing the quality of the State Civil Apparatus selection process.
- g. Utilizing information technology.
- h. Improving coordination among various involved agencies.
- i. Continuous monitoring and evaluation by the government.

CONCLUSION

Based on the discussion above, the conclusions drawn are as follows:

1. Empat Lawang District faces a significant shortage of State Civil Apparatus personnel, particularly in structural positions and government operations, with a total shortfall of 1,597 individuals.
2. Infrastructure including servers, local networks, generators (gensets), Uninterruptible Power Supplies (UPS), and facility spaces are in place to support smooth selection processes and ensure transparency.
3. In the fiscal year 2023, Empat Lawang District allocated 143 positions for the education, health, and technical sectors, demonstrating a commitment to managing human resources according to community needs. The State Civil Apparatus selection mechanism is tightly regulated with comprehensive stages, from vacancy announcements to final result announcements, including administrative and competency assessments using the Computer Assisted Test (CAT).
4. Requirements for PPPK State Civil Apparatus selection include citizenship, age limits, criminal records, and no dishonorable discharge, ensuring integrity and necessary qualifications. Various types of positions are available, allowing applicants to choose based on
5. their educational background and qualifications.
5. Registration through the SSCASN system facilitates the selection process with online information access, enhancing efficiency in time, cost, and data accuracy. Administrative and competency assessments are conducted meticulously to verify document completeness and measure applicants' abilities according to set competency standards.
6. Automated processing of selection scores through CAT ensures objective and consistent assessments for all applicants.
7. The process of appointing State Civil Apparatus, including PPPK, adheres to applicable regulations to ensure transparency and quality in public service delivery.

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