Recruitment System Of Candidate Civil Servants In The Regional Autonomy Era (Study on Regional Employment Agency Government Malang Indonesia)

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Abstract: Procedures and implementation of the system of recruitment candidates for Civil Servants are very vulnerable and the practice of nepotism. One effort should be made to minimize the recruitment violations are applying merit system. By providing job orientation is not based on race, ethnicity, religion, political award, gender discrimination, and personal favoritism. This study used a qualitative approach, with a focus on Recruitment Process System Candidates for Civil Servants at the Regional Employment Agency Government of Malang Indonesia. The results showed the recruitment process requires harmonization of policies, especially the problem of proposing and choosing formations, where the determination of the formation still is top down and discriminatory conducted by officials of the central and regional staff development, while the job analysis and workload also needs to be studied further in order to create an effective bureaucracy. The study also recommends that the merit system is very fitting applied to recruit employees in Indonesia. Merit system is expected to minimize collusion and nepotism in the recruitment process.

Keywords: system recruitment, civil servants, local government, merit system.

I. Introduction

Employees are organizational resources that are used to move and manage other resources effectively and efficiently according to the needs of the organization. Therefore, recruitment planning must be done precisely according to workload and needs of the organization. Mondyet al (1996) mentioned that human resource planning (HRP) is the process of reviewing human resource requirements systematically to ensure that the required numbers of employees, with the required skills are available when they are needed. Human resources are a critical factor in the organization's planning, providing services to the public. Merit system is actually intended to obtain unqualified personnel. Bureaucratic reform began in Indonesia to require support of human resource competencies in the field of work. Changes in the strategic environment of the 21st century result in major changes in the implementation of the national development of Indonesia particular the availability of resources for Civil Servants. Contribution of civil servants is very dominant and strategic in the process of achieving national goals. Therefore, efforts to keep the availability and improve the quality of civil servants need to be able to guarantee the quality of public services.

Recruitment to obtain qualified staff, the employees who have smart, skilled and competent, able to work hard, creative, and high morality. However, the implementation is still not needed which can support the success of the performance and professionalism of employees. This condition is caused by astaffing plan that is not based on the needs of the organization and staffing which are based on the principle of right man on the right place. Research conducted by Madelin (2008) about the study of recruitment and selection policy analysis of civil servants in Indonesia found that the recruitment process in Indonesia has found the practice of bribery and nepotism, which could potentially lead to corruption in the future. Recruitment and selection of employees with nepotism through political relations, family and kinship adversely affects the quality of civil servants. Root causes of civil service in Indonesia is principle of nepotism, which is the importance of things: (1) the internal problem of the staffing system (2) external issues that affect the functionality and professionalism of personnel.

Internal problems staffing system can be analyzed by observing the system that make up the personnel. Civil service system consists of: (1) recruitment, (2) payroll, (3) performance measurement, (4) promotion, and (5) monitoring. The government's failure to reassign employees with the system of civil servants is the birth bureaucracy characterized by moral corruption (moral hazard) and also the lack of professionalism (Prasoj, 2006). The recruitment process is still not done professionally and is still associated with the relationship of collusion, corruption, and nepotism. Recruitment is still viewed as if becoming an annual project needs and not as a need for improving the quality of public services and governance. The very real indication that when seen as a job analysis to determine job requirements, equipment still owned by the government. The absence of work requirements have led to the recruitment done recklessly and not paying attention to quality.
attention to the qualifications required. That is why, despite the perceived civil servants in Indonesia do not know what they are doing, but the recruitment of candidates for Civil Servants still continues. To be able to do with either the recruitment process, the specification of tasks and positions should be well known. (Prasojo. 2006)

Research conducted by Gossett(2002) about the reform of the state apparatus in Georgia found that the merit system has brought changes ranging from recruitment to placement, decentralization or employment responsibility. With merit system that is detached from political intervention, the process of recruitment is done through the process of selection, presentation and placement. It is because of the characteristics of objective superiority that are carried out in an open and known by the public. In addition, this policy also changes the character of employees and frees them from various forms of racial discrimination, skin, national origin, sex, age, disability and religion.

Conditions are illustrated in a study conducted by Madelin(2008) and Gossett (2002) is interesting to further research in the recruitment process. Indonesia, which is allegedly still the practice nepotism. Problemrecruitment of civil servants in Indonesia is the emergence of practice cronism and brokering. The practice has been going on, because governance is not good recruitment. There are two desperate practice that often occur in the recruitment of civil servants, the collusion and corruption.

Collusion and corruption can be done simultaneously because the two concepts are very different, synonymous with the practice of spoils system that has been entrenched in the midst of society. These conditions can be avoided if the government is able to make the planning needs of employees who adopt an merit system. The study is expected to contribute to the academic development of public sector personnel administration related to planning, filing, formation, recruitment, selection, and staffing. The result of this study also expected to complete the study of personnel administration in the context of regional autonomy in Indonesia. Practically, the results of the study are expected to provide improvements to the system of personnel administration.

II. Theoretical Framework

Apparatus Resource Management in Public Administration

Study of public administration evolve with the changes that occur in a country and the complexity of the problems faced by public administrators. Denhard and Denhard (2003) states the main perspectives that occur in public administration, namely the Old Public Administration (OPA), (2) New Public Administration (NPM), and (3) New Public Service (NPS). While strategies need to be developed and pursued by administrative agencies in the era of globalization is increasing the quality of human resources, improvement of the quality of public services and increased sensitivity to the environment. Thirdly it is strongly associated with more specialized apparatus to recruitment problems as a sub-system of human resource management.

Providing employees with related to recruitment and selection. Mondyetal(1996) defines recruitment as the process of attracting such individuals in sufficient numbers and encouraging them to apply for jobs with the organization. Then Monappa and Saiyadainas quoted by Mangunagara(2003), suggested that recruitment is the generation of applications or applicants for specific positions. While the selection is defined by Mondyetal(1996) as the process of choosing from the group of applicants the individual best suited for a particular position.

In the process of fulfilling the need of the organization apparatus of public resources must implement the planning processes need of employees. The process is carried out to predict the resources required by the organization. Ivanevich(1995) suggest that with the planning of the employees need to know the amount and type of work to be done in an organization. Planning is an activity to obtain information about the needs of employees in the future. In addition, tohish planed type as well as the expertise and capabilities of the employees, then the organization will get the appropriate and qualified employees. In addition to getting the right people and the quality of personnel planning is necessary to anticipate the problems that arise about the advantages and disadvantages of employees (Amstrong, 1990)

Merit System in Indonesia

Personnel resources is very important resource in the context of goal achievement. It is recognized by McLeod (1999), who said that the personnel resources is a valuable resource. Because employees area valuable asset in an organization, the procurement planning and development needs to be prepared as well as possible. Togain valuable Human Resources, recruitment should be based on merit (merit system) which is one of the important characteristics of rational bureaucracy according to Weber, the employee received in the basis of ability and not kinship. (Henry.1988).

Based on the results of evidence competitively as Henrysaid, according to Riggs (1984) is used as the initial model (prototype) by advanced and modern government like the UK, USA, Australia and New Zealand. System skills (merit system) adopted by countries with western political tradition in these countries, generating qualified staff, experts, and professionals. Tanner and Feder (1993) revealed that
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therecruitment problem in most developing countries is nepotism and the spoils system. The consequence of political developments is unanticipated. To obtain qualified staff and competitive candidates be done through various strategies including setting the principle of centralization and decentralization in policy formulation in the executive. (Kristiadi, 1996).

In addition, efforts to increase the effectiveness of various strategies for the quality of personnel resources recruitment and selection began. Mondy et al. (1996) defines recruitment as the process of attracting applicants to the organization. Candidates to fill vacancies in the organization, can come from within the organization (internal source) or from outside the organization (external source). To get quality human resource planning is needed to be done right and measurable recruitment system. Simamora (1999) stated that recruitment is a series of activities to locate and lure job applicants with motivation, abilities, skills and knowledge required to cover deficiencies identified in the staffing plan. Furthermore, Downs (1967) said recruitment is very important for the organization, therefore it is rational for each organization to recruit the right. Meanwhile, Kenna (1995) said recruitment is a process of retrieving a group of candidates to fill vacant positions.

The selection process implemented to ensure that recruitment is done by using the merit system. As confirmed by Cole (1937) that the appointment of public servants should use a merit system. Therefore, the selection process begins from the receipt of the application and ends with the decision on the application. As stated Mondy et al. (1996), employees can be recruited from qualified employees from within the organization, or from outside the organization (external source). Selection of prospective employees is done to get high quality employees. The quality of these prospective employees can be fulfilled if the merit system can be implemented. Islamy (2001) said that the merit system should ensure that all people can apply for jobs, but in the end they are the most qualified (the most qualified) to choose and get a job. Recruitment and selection recruitment is an important activity in the field of resource management personnel.

The application of the merit system compatibility between the skills possessed by an employee of the office entrusted to him, including the level of formal education, non-formal education, technical education and training, work experience level, and the level of mastery of tasks and jobs. While the factors that affect the application of the merit system of promotion policy includes regulatory, external control and the commitment.

Recruitment model is based on merit, competence, expertise and experience of the candidate and thereby avoid the type of recruitment system can be eliminated. By applying the type of merit system, employees who pass the selection guaranteed to have a good quality that can support more optimal performance for the bureaucracy in the future. Furthermore, to achieve this goal, there are also some things that need to be considered in order to reform the bureaucracy, among others: First, Transparency. In the middle of the swift currents of public demand for the establishment of good governance, the principles of openness should also add a mechanism of recruitment candidates for Civil Servants. This was done in an effort to create a bureaucratic performance that is open and transparent in conveying accurate information to the public about the selection mechanism. Second, public accountability. Selection of Candidates for Civil Servants acceptance is closely related to the public interest, so the entire action, behavior and activity as well as any policy in the bureaucracy should also be accountable to the public. Instead, people should be more proactive to perform the control functions of the bureaucracy so that all duties and responsibilities are carried out by bureaucrats both administratively and functionally oriented commitments and alignments for the public interest. Third, professional service. Quality services to the public bureaucracy very influenced by various factors such as: quality of leadership within the bureaucracy, its service procedures must be efficient, simple, easy to reach at all levels of society, precise, clear and safe.

In addition, to further optimize its services to the public, particularly in relation to the recruitment of candidates for Civil Servants, the position should be neutral as a bureaucratic government machinery that perform administrative tasks and operations proportional, rational, objective. This is important as part of efforts to prevent various forms of intervention and conflict of interest between individuals or groups that could lead to bureaucracy cannot work effectively, professional and independent.

Nowadays the concept of “merit system” being implemented in the hope of bureaucracy will be more professional and more neutral because it is supported by appropriate personnel with expertise and have high competence. By invoking the merit of this system will bring the development of national and state towards the better.

III. Methodology

Research approach

This study uses qualitative research is a research that seeks to observe a particular phenomenon or problem in depth in the context of a particular environment. The phenomenon in question is candidate recruitment system for civil servants in Local Government Personnel Board Malang Indonesia".

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Based on the research problem has been formulated, the main focus of the study include the recruitment system, the implementation of the recruitment system and identify the factors that influence. In accordance with the research objectives, the type of data associated with the recruitment system of civil service candidates include (1) data from informants such as: head and secretary of the local civil service agencies that deal with procurement officials and interviews with other relevant informants. Secondary data such as the Law, Government Regulation, Presidential Decree, the Minister and the publication in the mass media.

In analyzing the data of this study refers to the theory of Interactive Millies and Huberman (1992). Qualitative data analysis is done interactively and lasted continuously until completion. Interactive data analysis includes the following steps (1) Data reduction is the process of simplification of the data in a way sort through, categorize, directing choose the data corresponding principal focus of research. (2) Presentation of data is an important second groove of the data analysis activities. Presentation of data is a set of data / information that has been arranged which gives the possibility of drawing conclusions and taking action. Lam presentation of research data in the form of frequency tables, diagrams and charts as well as narrative. (3) a conclusion or verification is based on the results of data reduction and presentation of the data obtained at each stage.

Validity of Data

There are four criteria used for to check the validity of the data. (1) the degree of confidence in the observational studies were conducted through continuous, sustainable and continuous so that researchers can see the phenomenon more closely, and more in-depth detail about the prospective employee recruitment system. (2) transferability is used to see to what extent the results of this study can be used in certain contexts and situations. (3) dependability is the criteria for judging whether or not the quality of research. The way to establish that the research process can be maintained by performing internal and external audits. (4) Confirm ability is the criteria for assessing the quality of research results.

IV. Results

Problematic recruitment of candidates for Civil Servants in Indonesia is an external force that drives the political interference in the recruitment process. This is due to the bureaucracy in Indonesia is still not completely separated by politics. The desire of certain parties (e.g. political parties) to make the bureaucracy as a political machine influence reform efforts in recruiting candidates for Civil Servants (Prasojo 2006). Associated with the reform of the bureaucracy, political party commitment to promote a change in the recruitment process will result in improved recruitment process candidates for Civil Servants in Indonesia. Implementation merit system in the civil service recruitment is very suitable candidate. Merit system is intended to reduce collusion that often occur in any recruitment event.

Merit system in the process of recruitment and implementation of civil service candidates can be held properly if there is political will from the government as the organizer of recruitment. Political interest that allows the corrupt practices should be avoided in order to produce civil servants who have integrity, credibility and competency.

The economic aspect very important encourage the process of recruitment and implementation of system changes. It is related to the financing needs of the recruitment process. Public expectation that government can make the recruitment process, a professional and responsible need support infrastructure including systems and procedures better. Discourse recruitment process by using information technology requires a large investment and human resource readiness.

Research findings for factors in habiting recruitment and implementation is political intervention. This political intervention occurs in a "hidden mechanism" performed by actors who are involved in the recruitment process. Pragasam (2004) saying that in principle recruitment is fundamental to creating a relationship between the applicant with an opportunity. This is in accordance with the recruitment function is to get the number of applicants at a realistic cost. Secondly, social and legal obligations associated with the organization of the demographic composition of the labor force. Thirdly, to help increase the level of the success of the selection process by reducing the percentage of applicants who are not qualified.

In the recruitment process, the quality of the participants, the media used, and the weight of the loaded information into a very important factor and determines the success of the recruitment process. Adler (2004) suggested that the implementation of good recruitment would at least reduce the level of turnover and encourage organizational effectiveness and job satisfaction.
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Merit systemthatemphasizes themeritprincipl of thecompetencytoward therefuse thepatronage associated with thepolitical connections and loyalty. Merit system offers continuity and stability in staffing while allowing the executive to patronage to choose loyal subordinates (Gordon, 1982, Kamoche, 1994). Further, by Ito (2002) explained that the merit system is the underlying principles of universal reform model, which is based on equality and quality. Means, opportunities to apply for jobs open as possible so as to enable all people can apply, but only the best are selected.

V. Summary

Recruitment is based on merit principle defined as neutrality, equality, fairness, and competence. In the international context, justice and equality are seen as the main goals of recruitment. Selection of employees in countries that have developed the merit system is considered as an ingredient for the success of the new public service. The main measure of recruitment and selection is appointment of candidates who meet the criteria of effectiveness and efficiency in providing services to the community, without ignoring the employees' ethics.

In order to fulfill the basic principle of the merit system, the requirements set forth in the recruitment and selection is usually quite tight which includes general requirements, skills, talents, temperament, character, motivation and morale. In addition, employees also formulated standards of competence, conduct, and moral responsibility with regard to the authority of, as well as its position as the employees who serve the public. However, implementing merit-based recruitment is not easy, difficulty is faced by both developed and developing countries.

The tendency of the implementation of recruitment and selection that occurs is only directed to applicants who are not qualified to attract the best applicants. Therefore, it needs a strategy to attract high caliber applicants by offering competitive remuneration which includes salary, benefits and career paths.

The issue of recruitment and selection actually covers a number of issues related to attracting people who want to have the ability to apply and the make the appropriate selection, open and fair so that those qualified applicants that are accepted as applicants.ensures the implementation of the merit system, the government should include recruitment and selection criteria are firm and then put it in the legislation in the field of personnel.

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