

CIVIL SERVANT EVALUATION AND RECRUITMENT POLICIES IN MANADO

***Meiske Tumbel**

Department of Education, State University of Manado

*Corresponding author

ABSTRACT

This study aims to assess the recruiting and selection policies for government personnel in the North Minahasa regency's Era Autonomous Region.

The study's methodology employed a qualitative CIPP (Context, Input, Process, Product) paradigm for Stufflebeam. Ten people served as informants for this study: the secretary of the village government, the head of the agency, the heads of sections, a temporary employee at the BKD environment, the head of the education and sport department, the head of the department on education, and the head of the health department. According to CIPP's research, policy implementation results are in line with government regulations but fall short of the government's expectations. Using selection and recruiting of force It is anticipated that the force recruiting and selection procedure using the CAT method will be more accountable and transparent.

Keywords: policy for evaluation, selection, and recruitment.

INTRODUCTION

As efforts to address the development of the regional strategic environment, the availability of national and international resources, and the enactment of the era in the reform climate require, governance and the nation's development toward the creation of good governance or good governance redefine the changes in governance, institutional system, and improvement of human resources competence. A professional apparatus, perspective think pattern, and follow-up pattern are also required. The rules Indonesian government Number 8, (1974) about Compare Keys Staffing, in Chapter 1 of article 1 of the General Provisions states that what is meant by the civil servants are those who after qualify specified in the regulation, was appointed by the official responsible and neglected tasks in an office of the land or the treasurers duties other countries which are determined based on a legislation and paid according to the legislation and regulations. According to Hardiyansyah, then to be referred to as the civil servants, must fulfill some elements, namely: (a) a citizen of the Republic of Indonesia, (b) meets the conditions that have determined the laws, (c) appointed by the officials responsible, (d) neglected tasks in an office of the land, or the treasurer duties other countries, (e) paid based on the regulation. The civil servants as human resources in the government organizations are a factor that plays an important role in providing services to the public.

In other words that the public services that are high quality and satisfying is determined by the quality of human resources available government apparatus and according to their placement. While the availability of resources government apparatus is through a process of recruitment and selection of the righteous and good quality or known recruitment and selection of candidates for civil servant). The recruitment and selection process is conducted on the potential of civil servants in a timely manner and correctly so that is available and can be placed government apparatus capable of performing public services that are high quality and satisfying. In this case according to human resource planning Baedhowi (2010) defined as efforts to ensure that organizations have the right employee in the right position. According to Henry, in the United States, employee acceptance is based on the merit, system. Based on a reform movement initiated by a small group of idealistic after the spoil system years 1829 until 1883.

The results of the reformation on 1883 specified Act Staffing of Government essentially adhered to the principle of free competition in the test to become civil servants and institutions staffing a neutral, free from the pressure of any party. But when the government apparatus has been available and are in a position to its work is required for the development of the apparatus of pemerintahan construction quality professional is able to deal with all the challenges that might be faced. The rules of Government No. 43 (1999) specifies the number of changes in the management of civil servants, the change requires good government organizations have central and regional government apparatus or human resources Civil for the next used the term PNS, that meet the requirements of both quantity and quality so that they can carry out the tasks and functions in a professional manner. Need to be noted here that the organizer of the government in the reform efforts is the styling government official that includes styling institutional bureaucracy government, and styling system resources management officer (PNS). Since the mid 1997, the Indonesian economy still has not fully recovered from the economic crisis. The economic crisis is not only causes of poverty, but have an impact on the workforce and the increasing number of unemployment. According to data from the Central Bureau of Statistics of 2010, the number of open unemployment as much as 8.9 million people while according to the Data Center of Labor and Development Studies 2010 the number of open unemployment reached 9.275 million people. The increased number of unemployment is caused by the increasing number of graduates from the graduated from high school and college each year. This situation is not balanced with providing jobs. The other side employees who have experience termination of employment (LAID OFF). This situation makes people realize and believe that working, as an officer is the right choice and secure. This time the wishes of the people working in the public sector are very high so that each year the job seekers jockey to test CPNS. But each organization that will make the recruitment and selection process must be kept on the principle of professionalism so that it can be obtained a reliable human resource. The recruitment and selection process must hold on the principle of merit system (namely recruitment and selection which is based on the educational background and expertise, achievements). Because the power source on the quality of government officials is very important in the running of governance and public service. Then become important and must be have plan for the needs of the employees.

Recruitment process in each organization has a different way. It is implemented based on the policy of the organization. In the government organizations, conducted by government policy. But basically recruitment process aims to government organizations get employees who meet the job qualifications. An error in the recruitment process can have a negative impact on government organizations, because the recruitment and selection process is the first step before receiving a potential civil servants or government apparatus candidate needed. The implementation of recruitment in on government organizations to meet some problems and requires completion so that the purpose of the existence of a recruitment in government organizations can be achieved. Therefore to get, resources of civil servants as a quality and have high competencies in accordance with the requirements of the government, as an initial step that is required by the withdrawal of civil servants or commonly called the recruitment and selection process. Recruitment and selection of PNS as a process of the collection of candidates for government officials in accordance with the plan to occupy a certain position in job function (employee function) officer that during is regulated in Government Regulation (PP) Number 98 (2000) regarding the procurement of Civil Servants as has been changed with PP No. 11 2002 and PP No. 97 The year 2000 about the formation of the Civil Servants as it has been changed with PP No. 54 2003 and PP Number 100 2000 about the adoption of civil servants in the structural positions as has been changed with PP No. 13 2000. Minahasa District Government of the north in entering the paradigm of governance and the achievement toward good governance, from year to year to the recruitment and selection of CPNS, both from among the community as well as from the labor Remuneration Area (HONDA). In the planning and implementation of recruitment and selection and the government has a policy to obtain government resources or PNS that required tasks and responsibilities are available. In the observation researchers found that the achievement of the purpose of the implementation of recruitment and selection of PNS regions in the Era of Regional Autonomy in Minahasa district can say it has not been achieved as planned local government. As an example of the many employees who are not productive, less sufficient in the knowledge, skills and work attitude and it was considered as less competent in performing tasks and responsibilities given. Less in achieving the purpose of the implementation of recruitment and selection is indicated to be caused by the preparation for the implementation of the recruitment and selection which less sufficient. For example, in preparation for the implementation of the recruitment and selection of year since 2008 - 2012 Regional Staffing Agency (BKD) still using Work (LJK Answer sheet), is not using the system Computer Assisted Test (CAT). While there is a Regency of the younger as Southeast Minahasa since 2011 has more before using the system CAT. In addition, in observation researchers found that the implementation process of recruitment and selection of civil servants in the Minahasa district in the Era of Regional Autonomy there were some problems among others namely, less professional civil servants. In the process of recruitment and selection many colored by the practice of collusion and nepotism both because of political interests and personal.

For example, political interests, some personnel among civil servants are sympathisers of the specific party or as a lump sum from an official from the specific. In observation researchers found the manipulation of 21 candidates for civil servant who has been claimed to pass the natural

selection is not registered in the announcement of completion as CPNS passed selection, they were replaced by 21 CPNS that does not follow the recruitment and selection process. The problem occurred in the year 2010, the CPNS that pass the selection of protest, so that this case handled by the Corruption Eradication Commission (KPK). From the results of the early interview, cases where 21 people who did not join the selection recruitment process recognize gave a value of these bribes are large enough and varied to persons of certain okonom recruitment and selection of officials from CPNS in Minahasa district north. This case is also has been telling me about in print and electronic media at that time. Also in the early observation of the researchers found that the results of the implementation of the recruitment and selection of PNS regions in the era of regional autonomy in Minahasa district north of colored with styling resources employees not adjusted with the needs and styling institutional bureaucracy. It is often occur because of the lack of human resources that follow rekrutment and the appropriate selection of education in the field of work that is needed in other words, less availability of human resources CPNS that according to the competencies.

All the problems revealed in the early observation as noted above shows that the effort to do the styling back (right sizing) is a very urgent need. Therefore the evaluation of the system of recruitment and selection of PNS needs special attention and serious. Based on the background of the above needs to be further study how the policy of recruitment and selection of Civil Servants so that it can be done an evaluation of the policy conducted by the district government of Minahasa North. Therefore, this study is more and focus on: Evaluation of the recruitment and selection Policy Civil districts in the Era of Regional Autonomy in Minahasa district north: 1) the achievement of the aims and objectives of recruitment and selection of candidates for Civil Servants regions in the Era of Regional Autonomy in Minahasa district north of the year 2008 and 2010; 2) How planning and preparation of the recruitment and selection of candidates for Civil Servants regions in the Era of Regional Autonomy in Minahasa district north of the year 2008 and 2010; 3) How recruitment and selection process candidates for Civil Servants regions in the Era of Regional Autonomy in Minahasa district north of the year 2008 and years 2010; 4) How the results and the impact of recruitment and selection of candidates for Civil Servants regions in the Era of Regional Autonomy in Minahasa district in 2008 and 2010.

MATERIALS AND MATERIALS

Participant

This research was conducted in the Office of the Bupati Kabupaten Minahasa, North Sulawesi Province. The number of Civil Servants in the year 2012 is 4.424 people. Most PNS Minahasa district north of graduate degrees 2 totaled 3.68 percent, Strata 1 reached 51,08 percent, junior secondary school graduate totaled 0.47 percent, Graduate Diploma totaled 1.15 percent, Senior High school graduate numbered 47,51 percent, and graduated SD around 0.43 percent. The number of PNS Center on duty in the district of Minahasa number 258 people by gender all PNS, 63,22 percent male and 36,78 percent women.

Design of Study

The approach in this research is a qualitative approach by using methods of evaluation. With evaluation method, then this research evaluate recruitment and selection policy Civil Minahasa District in the Era of Regional Autonomy by using evaluation CIPP model (Contet, Input, Process, and Product) that was adapted from Daniel L. Stufflebeam

In the implementation of this evaluation research evaluation method is done according to the stages of evaluation CIPP with research components that sistematically conducted as follows:

- Evaluation method Context Components (context); aims to get information about: (1) The clarity of the foundation and the purpose of the implementation of the policy of recruitment and selection CPNS Minahasa Region in 2008 and 2010. (2) The feasibility of recruitment and selection policy CPNS Minahasa Region. This information is obtained from: a) study documentation, b) interview with the Minahasa district government apparatus. c) The spread of evaluation sheets to the Minahasa district government apparatus north.
- Evaluation method Input component input; the evaluation is done to obtain information about: a) availability of CPNS applying, b) management and recruitment and selection activity, c) ubiquitous facilities and infrastructure in implementing the recruitment and selection process. Information about

this obtained from: study documentation, interview with Minahasa district government apparatus, CPNS years 2008 and 2010 which has received PNS and CPNS, which is not accepted and spread instrument of evaluation sheets to the Minahasa district government apparatus, CPNS years 2008 and 2010 which has received PNS and CPNS which is not accepted. The instrument used is open questions and evaluation sheets (questionnaires).

- The method of Evaluation Process Components (process); evaluation this component the purpose is to obtain data on how the implementation of the policy of recruitment and selection of CPNS Minahasa Region in 2008 and 2010. The data obtained from the interview to the Minahasa district government apparatus, CPNS years 2008 and 2010, which has received PNS and CPNS, which is not accepted, and from the documentation.
- Evaluation method Results Components (product); evaluation this component aims to know how the results of the implementation of the policy and the selection of rekrutmen CPNS years 2008 and 2010: anyone and how many CPNS Minahasa Region recruited and selected. Who and how many of the CPNS which become or is accepted as a civil servant. The information obtained from the interview to the Minahasa district government apparatus, CPNS years 2008 and 2010, which has received PNS and CPNS, which is not accepted, and from the documentation.

The design of the evaluation research policy and evaluation CIPP model from Daniel Stufflebeam by doing evaluation on the level of context, input, process, and the product.

Measurement

The research instrument used assessors is in accordance with the data collection techniques used in the evaluation study recruitment and selection policy CPNS, i.e. to develop some guidelines and instrument as the appliance data collector that consists of: (1) guidelines interview, (2) questionnaire/ questionnaires, (3) direct observation, (4) participatory observation, (5) documentation, (6) physical evidence through the image/photos. The use of the instrument the research is distributive on all the stages of evaluation in accordance with the requirements on the accuracy of the stages of the evaluation. The process of formulating instrument research through the consultation process and the guidance of the commission promoter and some of the experts to assess the suitability of the details that are organized based on the framework to measure the indicator from variables that will be measured.

Data Analysis

This research uses data analysis techniques Miles and Huberman. In analytical activities consist of three main aspects in the activity or process that happened simultaneously, namely: data reduction, presentation of the data and the withdrawal of the conclusion/verification. These are three types of analysis activity and data collection activities as a cycle and interactive process. The three types of data analysis activity is a component of the analysis, as in the picture 3.3 follows.

Data reduction is defined as the process of the election, focusing on simplification, abstraction, and coarse data transformation that appears from the notes written in the field. As we know, data reduction progress continuously during qualitative oriented projects in progress. Actually even before the data actually collected, anticipation of data reduction is already apparent in this study (often unknowingly fully) conceptual framework research area, problems, research, and data collection approach which he chooses. During the data collection in progress, there was a further reduction phase (create summary, encoded, you walk theme, create clusters, load partition, wrote memos). Data reduction/transformation process continues on after field research, until the final report complete composed.

This research on data reduction was done on each component of the stages of the evaluation context (context), input (comments), process (process), and product (result). Results of the simplification of the grouping and the gift of the meaning of the next data tested eligibility based on the evaluation criteria that have been assigned to the to the four stages of the evaluation.

The act on the procurement of civil servant is the main guidelines. In addition, Minahasa district government North also pay attention to the regulation on the procurement of CPNS, after that derivative products laws, both Government Regulation (PP), The Decree MenPAN R&B and so on. Legal basis of reference for the preparation of the recruitment and selection, among others indicated in the Table 2 following:

Based upon the legislation that the government is drawing up strategic plans in the meaning of the aims and objectives of the government made it as the guidelines of Plan. The results of the

evaluation Context based on the criteria of evaluation of the recruitment and selection policy CPNS in Minahasa district can be seen in the Table 3 below:

RESULT AND DISCUSSION

At the stage of evaluation done Customers determination of the purpose and basis of drawing up a program for the recruitment and selection process by the Agency Staffing areas for the needs of the district government of Minahasa North in each Work Unit of the Device Area (SKPD). To make recruitment and selection legislation is the main reference for preparation and implementation of recruitment and selection.

In the implementation of the recruitment and selection of candidates for CPNS where its terms have been arranged through the Government Regulation number 11 year 2002 about change on the Government Regulation Number 98 Year 2000 regarding the procurement of Civil Servants and the Regulation of BKN no. 30 The year 2007 about execution guidance Civil Servant. Now the evaluation is done in the implementation of procurement CPNS namely by creating a good report central and local government agencies on planning, announcement, pelamaran, filtering, announcement completion, the assignment NIP, adoption and announcement of CPNS to head the BKN and to evaluate the implementation of procurement CPNS result is the material inputs in the improvement of the implementation of procurement guidelines CPNS.

Based on Local Government Regulations no 5 years 2008 about the main task and function as well as the organizational structure of the Agency Staffing Areas (BKD) then can be described as follows:

- The head of the Agency Staffing areas to coordinate the implementation of the task, programs and policy formulation, financial management construction of the administration and the apparatus of the Agency Staffing areas.
- The Secretary has the task planning, perform, coordinate and control the activities of the public administration, staffing, attachment, drawing up a program, finance education and training public relations (PR) and protocol.
- Employee Development field has the task planning, coordinate, construction and implementation of the business in the formulation of education and training of employees and the development of the competence of.
- The mutations have a job planning, coordinate, construction and implementation of the business administration of the recruitment of contract area to the local PNS, kepengkatan, movement PNSD, retired, adoption and stops in and out of the office.
- The field of Aministrasi Staffing has the task planning, coordinate, construction instructions and the preparation of the documentation, staffing data processing and reporting officer administration, planning the arrangement of the formation and the procurement of employees and facilitate the construction of the administration of staffing.

The results of the process evaluation (Process)

- The match between the purpose and implementation of recruitment and selection

CPNS have obtain: CPNS that is professional, honest responsible, neutral and have competencies in accordance with the office that will be occupied and to ensure transparency and prevent the KKN, then the Implementation of Recruitment CPNS by the government is done according to the regulations of the law and the rules set up.

To carry out the recruitment and selection refers to standard procedures (SP) that apply and in accordance with the Work. In the procurement of CPNS in Minahasa district north of where potential participants must meet the registration requirements 2008 which have been specified by the recruitment and selection committee. If the registration prasyaratan not complete, then potential participants must furnish it until the registration complete in the time that has been determined. Next potential participants received test card, then the Committee to prepare the implementation of the entrance examination where the preparation includes: examinations material District Electoral Team, interview format, Interview schedule, prepare examiners interview. In the implementation of the selection committee organized a selection test according to the schedule specified potential participants follow the qualifying examination held by the committee include: test paper and interview. For the implementation of the selection test CPNS on 2008 and 2010 not performed simultaneously in the whole of Indonesia in the same thing but the committee in the province and district governs its implementation. For the Minahasa district north of the schedule its implementation was carried out in the same month in the month of August only a different date. In the implementation of incoming selection test CPNS schedules are shown below.

The implementation of the recruitment and selection of CPNS

On the aspects of the implementation of the recruitment and selection of CPNS, from the data examined seen that basically the recruitment and selection of CPNS in Minahasa has been conducted in accordance with the purpose of the implementation of the recruitment and selection of CPNS. The implementation of the recruitment and selection of CPNS in Minahasa is done according to the formation of which has been drawn up and approval of MenPAN RB in the form of the results of the approval of the formation of CPNS to the provincial government and then forwarded to the district government/City District Government of Minahasa in recruitment and selection CPNS based on the approval of the formation of the CPNS signed by MenPAN-RB get additional allocation with details as follows:

- The formation of the general applicant; the teachers numbered 265 people, 84 health workers and technical staff 67 people.
- The formation of the temporary power no, then 100.000 rupiahs 48 people where to 100.000 rupiahs raised based on regional government policy because the needs in accordance with the local government regulations Minahasa Region Number 5 Year 2008 21 June 2008 that 100.000 rupiahs raised through temporary workers who work voluntarily during 4-5 years. So the

additional allocation of the formation of the CPNS in 2008 totaled 464 who placed on the SKPD in discussed possible through the formation of the CPNS: The Education of Youth and Sport (Nganjuk) totaled 265 people, Health Office (Health Service) numbered 84 who distributed to 11 (eleven) PUSKESMAS.

For recruitment and selection of the builder of the Official Report Staffing after the implementation of procurement CPNS 2008 obtained: 1) the formation of the CPNS in accordance with the needs of the proposed by the district government of Minahasa North. 2) Distribution of CPNS constructs SKPD in accordance with the competence, which is owned by the CPNS. 3) The Formation and distribution of CPNS compared with 2010 the number of additional allocation for the formation of the same only slightly different on the SKPD. The formation of temporary power method of procurement compared with 2010 taken from working in 4 - 5 years later to become civil servant without free of charge.

The results of research done through the questionnaire that was done to the leadership of BKD and the SKPD who get the formation of the acceptance of the procurement of CPNS 100

% (a hundred percent) respondents expressed that the recruitment and selection of CPNS in Minahasa district of the north in accordance with the type of needs. On the other hand, mechanism that is set in the Government Regulation number 11 2002 and in terms of its implementation as set forth in the decision of BKN no. 11 2002 stated that the implementation of procurement or recruitment and selection CPNS done directly by the procurement team CPNS as executive procurement center CPNS national level is formed by the decision of BKN and procurement team CPNS level of central.

CONCLUSION

Institutions/province/regency/city form the procurement team CPNS is chaired by the PPK institution or other officials who appointed where together with the governor or other officials appointed by the head of regional office BKN as members of the central executive team perform the function of the monitoring and supervision of the implementation of procurement CPNS Province/Regency/City. Based on the evaluation in the stage of context (context) recommended to the government to open the possibility of recruitment and selection CPNS with conveys the information plan recruitment and select implementation CPNS to society widely by central and regional government of North Sulawesi province and district in this district government of Minahasa North. The information at least loading aims, objectives plan of the implementation of the results and the impact of the expected. Evaluation done on the Input stage (comments), it is recommended to the government that the budget allocation for the implementation of the recruitment and selection process used with should be in accordance with the applicable rules.

REFERENCES

Anderson, James E. Public Policy Making (New York: Holt, Rinehart and Winston, 1979)

- Baedhowi. 2007. Revitalisasi Sumber Daya Aparatur dalam Rangka Meningkatkan Kualitas Layanan Publik. *Jurnal Ilmu Administrasi dan Organisasi, Bisnis & Birokrasi*, Vol.15, No.2 (Mei)
- Dunsire, Andrew. *Control in a Bureaucracy* (Oxford: Martin Robertson & Co. Dye, Thomas R. Understanding Public Policy (New Jersey: Prentice-Hall, 1987).
- Easton, David. *A System Of Political Life* (New York: John Wiley Inc, 1965).
- Edward III, George C. dan Ira Sharkansky, *The Policy Predicament - Making and Implementing Public Policy* (San Fransisco: W.H Freeman and Company, 1978).
- Ekowati, Roro. *Perencanaan, Implementasi dan Evaluasi Kebijakan atau Program* (Bandung: Rosdakarya, 2005).
- Fermana, *Kebijakan Publik; Sebuah Tinjauan Filosofis* (Jogjakarta: Arus Media, 2009) Gomes, Faustino Cardoso. *Manajemen Sumber Daya Manusia*. (Yogyakarta: Penerbit ANDI, 2003).
- Groundlund, Norman E., and Robert L. Linn, *Measurement and Evaluation in Teaching* (New York: Mac Milan Publishing Company, 1990).
- Handoko, Hani T. *Manajemen Personalia & Sumber Daya Manusia* (Yogyakarta: BPFE-Yogyakarta, 2001).
- Hollenbeck, Gerhart, Noe, & Wright. *Fundamentals of Human Resources Management*. (New York: McGraw- Hill. 2007).
- Hornby, A. S. *Oxford Advanced Dictionary of Current English* (Oxford: Oxford University Press, 1987).
- Ivancevich, John M. dkk. *Perilaku dan Manajemen Organisasi*. (Jakarta: Erlangga, 2007).
- Miles, Matthew B. dan A. Michael Huberman, *Analisis Data Kualitatif, Terjemahan Tjetjep Rohendi Rohidi* (Jakarta: UI-Press. 1982).
- Mutrofin, *Evaluasi Program: Teks Pilihan Untuk Pemuda*. (Surabaya: Laks Bang, 2010).
- Robbins, Stephen R. dan Marry Coulters. *Manajemen Strategi*. Terjemahan. (Yogyakarta: Penerbit Andi, 2010)
- Robinson, Derek., David Edwards and Aysen Broadfield. 1998. *Organizational Behavior and Analysis*. Essex: Pearson Edu. Limited.
- Rose, Richard. *The Power Elite* (New York: Oxford University Press, 1969).
- Tanner and Fedder. *Family Politics, Elite Recruitment and Succession in Post Mao China*. (The Australian J. of Chinese. 1993).
- Tayibnaxis, Farida Yusuf. *Evaluasi Program* (Jakarta: Bhineka Cipta, 1989).

Tjokroamidjojo, B. Reformasi Administrasi Publik. Pendidikan Magister Ilmu Administrasi. (Program Pascasarjana Universitas Krisnadwipayana, Jakarta. 2007).