Analisis merit system dalam proses rekrutmen dan seleksi CPNS di Kota Malang : pelaksanaan rekrutmen dan seleksi CPNS tahun 2010 = Analysis of merit system in recruitmen and selection process of civil servant candidate CPNS in Malang : implementation of recruitmen and selection of civil servant candidte in 2010

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Abstrak

Banyak permasalahan yang terjadi dalam proses rekrutmen dan seleksi CPNS, baik yang menyangkut aspek transparansi, kompetisi, obyektivitas, maupun kompetensi. Tujuan penelitian ini untuk mendiskripsikan pelaksanaan rekrutmen dan seleksi CPNS dan menganalisis berbagai hambatan penerapan prinsip-prinsip merit dalam proses rekrutmen dan seleksi CPNS. Penelitian ini menggunakan paradigma post-positivisme dan metode kualitatif. Proses pengumpulan data dilakukan dengan wawancara mendalam, FGD, dan data dokumentasi yang selanjutnya dianalisis dengan menggunakan analisis data interaktif.

Hasil penelitian menunjukkan bahwa proses rekrutmen dan seleksi CPNS belum berdasarkan pada prinsip-prinsip merit, hal ini ditandai dengan: pengajuan formasi tidak didasarkan pada kebutuhan birokrasi, ada indikasi korupsi, kolusi dan nepotisme, pelamar yang lulus tes tidak didasarkan pada passing grade. Berpijak pada analisis makro, kondisi tersebut disebabkan kerangka kebijakan sebagai dasar pelaksanaan rekrutmen dan seleksi CPNS belum secara tegas dan jelas menjelaskan tentang system merit dalam pasal-pasalnya. Berdasarkan analisis messo disebabkan karena terjadinya overlapping kewenangan antara Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi dengan Badan Kepegawaian Negara selaku lembaga pengelola kepegawaian. Selanjutnya berdasarkan analisis mikro ditemukan adanya tiga hambatan yang menyebabkan rekrutmen dan seleksi CPNS tidak berjalan berdasarkan pada prinsip-prinsip merit, yaitu: hambatan administratif, hambatan politik dan budaya, dan hambatan teknis.

Berkaitan dengan temuan penelitian di atas maka perlu dilakukan beberapa tindakan. Pertama, pembenahan kerangka kebijakan dan harmonisasi peraturan dengan cara perbaikan isi dari kebijakan (content of policy), kejelasan kewenangan lembaga pengelola kepegawaian (pattern of interaction), dan perlu kerja bersama antara Kemenpan RB dan BKN dibawah koordinasi Menteri Pendayagunaan Aparatur Negara dan RB (managing of people) dalam mengeluarkan kebijakan. Kedua, perbaikan mekanisme pelaksanaan rekrutmen dan seleksi CPNS dengan menggunakan CAT (Computer Assisted Test) untuk Tes Kemampuan Dasar (TKD), dan lembaga pengelola kepegawaian harus membuat kisi-kisi untuk Tes Kemampuan Bidang (TKB) agar ada indikator dan standar penilaian yang obyektif.

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A lot of problems that occured in the process of recruitment and selection of civil servant candidate (CPNS) that concerned the aspects of transparency, competition, objectivity, and competence. The purposes of this study were to describe the implementation of the recruitment and selection of civil servant candidate (CPNS) and analyze various obstacles applying the principles of merit in recruitment and selection of CPNS. This study used the paradigm of post - positivisme and qualitative method. The process of data collection was done by interviews deeply, FGD, and the data documentation to be further analyzed using interactive data analysis.

The result of this study showed that the recruitment and selection process of civil servant candidate (CPNS) was not based on the principles of merit yet, it was characterized by : formation submission which is not based on the bureaucracy needs, there are indications of corruption, collusion and nepotism, and applicants who pass the test were not based on a passing grade. Based on the macro analysis, the conditions were caused by the policy framework as the basis for the implementation of the recruitment and selection of civil servant candidate (CPNS) which not explained explicitly and clearly about the merit system in its articles. Based on the messo analysis which was caused by overlapping of authority between the Ministry of Administrative and Bureaucratic Reform by the State Personnel Board as personnel management institutions. Furthermore, based on micro- analysis found that there were three barriers that lead to the recruitment and selection of CPNS which was not implemented based on the merit principles, namely: administrative barriers, political and cultural barriers, and technical barriers.

Related to the above research findings, it is necessary to do some actions. First, fixing policy framework and harmonizing regulatory by improving the content of policies, clarifying the authority of personnel management institution (patterns of interaction), and performing cooperative program between the Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan RB) and the National Employment Agency (BKN) under the coordination of the Minister of Administrative Reform and Bureaucratic Reform (managing of people) in issuing the policy. Second, improving the implementation mechanisms of recruitment and selection of civil servant candidate (CPNS) by using CAT (Computer Assisted Test) for Basic Ability Test (TKD), and personnel management institution must make the lattice for Ability of Field Test (TKB) in order to get an objective assessment indicator and standard.