

# Analisis pengisian jabatan administrator dan jabatan pengawas berbasis merit system di Kementerian ESDM = Analysis recruitmen for administrator position and supervisory position merit-based system at the Ministry of Energy and Mineral Resources

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## Abstrak

Setelah diterbitkannya Undang-Undang No.5 Tahun 2014 tentang Aparatur Sipil Negara, atau lebih dikenal dengan UU ASN, maka pengelolaan PNS haruslah sudah berlandaskan sistem merit. Begitu juga dengan proses pengisian jabatan struktural, mulai dari Jabatan Pimpinan Tinggi Utama yang paling tinggi sampai dengan Jabatan Pengawas harus berdasarkan sistem-sistem merit. Untuk posisi Jabatan Pimpinan Tinggi secara tegas disebutkan dalam UU ASN, dapat dilakukan melalui open bidding/lelang jabatan, sedangkan untuk level Jabatan Administrator dan Jabatan Pengawas dilakukan dengan memperhatikan sistem merit. Walaupun sudah 4 tahun sejak terbitnya UU ASN, namun belum banyak instansi pusat maupun daerah yang menerapkan proses pengisian jabatan Administrator dan Jabatan Pengawas secara sistem merit. Kementerian ESDM dalam kurun waktu 4 tahun terakhir yaitu 2015-2018 sudah 21 kali melakukan proses mutasi jabatan, dimana total pejabat yang mengalami mutasi ada 1.775 orang. Dari total 792 jabatan structural yang ada di Kementerian ESDM, terdapat 59 jabatan dimana latar belakang pendidikan pejabat yang mendudukinya tidak sesuai dengan kompetensi jabatan yang seharusnya. Penelitian ini memiliki tujuan untuk mengetahui penerapan merit system dalam proses pengisian Jabatan Administrator dan Jabatan Pengawas di Kementerian ESDM. Tipe penelitian yang digunakan dalam penelitian ini adalah tipe penelitian deskriptif analitis melalui pendekatan kualitatif. Sumber data yang digunakan berupa data primer yang berasal dari hasil wawancara mendalam terhadap informan penelitian dan data sekunder berupa arsip dan dokumentasi. Teknik pemilihan informan menggunakan purposive sampling. Hasil penelitian menemukan pelaksanaan pengisian Jabatan Administrator dan Jabatan Pengawas di Kementerian ESDM secara umum belum sepenuhnya berdasarkan prinsip-prinsip merit system. Masih terdapat perbedaan prosedur antar Unit dalam menentukan calon peserta seleksi jabatan, belum adanya standar kompetensi jabatan menyebabkan pengukuran kompetensi peserta hanya bisa dilakukan sebagian, dan pelaksanaan rotasi jabatan belum berdasarkan pola karir.

.....After Law No.5 of 2014 about Civil State Apparatus Act published, or better known as the ASN Law, the management of civil servants must be based on a merit system. Likewise, the process of filling in structural positions, starting from the Main High Leadership Position to the highest up to Supervisory Position, must be based on merit systems. For the position of High Leadership Position explicitly stated in the ASN Law, it can be done through open bidding/auction positions, while for the level of Administrator Position and Supervisory Position is done by taking into account the merit system. Even though it has been 4 years since the publication of the ASN Law, yet not many central and regional agencies have implemented the process of filling in the positions of Administrator and Supervisory Position on a merit basis. The Ministry of Energy and Mineral Resources in the last 4 years, namely 2015-2018, has 21 times carried out the transfer process, where there were 1,775 officials who had a mutation. Out of a total of 792 structural positions in the Ministry of Energy and Mineral Resources, there are 59 positions where the educational

background of the occupying officials is not in accordance with the job competencies that should be used. The type of research used in this study is a type of analytical descriptive research through a qualitative approach. Data sources used in the form of primary data derived from the results of in-depth interviews with research informants and secondary data in the form of archives and documentation. The informant selection technique uses purposive sampling. The results of the study found that the implementation of filling in the Administrator and Supervisory Position in the Ministry of Energy and Mineral Resources in general was not fully based on the principles of merit system. There are still differences in procedures between Units in determining candidates for job selection, the absence of job competency standards causes the measurement of participant competency can only be done in part, and the implementation of job rotation has not been based on a career path.