

# Recruitment Of Prospective Civil Servants Towards World Class Bureaucracy In Indonesia

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**Abstract:** The lack of civil servants who have integrity, understand information and technology, master foreign languages, have networks or networks, and have an entrepreneurial spirit are the basis of the research conducted. The research method is an approach method with descriptive-analytic method. The data used are primary data and secondary data. Literature study as one of the approaches in gathering material, data and information relating to the rules of acceptance of CPNS (Candidates for civil servants). Collection and field research (fact finding) is done by gathering opinions and perceptions from various related institutions, as well as practitioners related to the arrangement of CPNS recipients. The results of the study that 1) Recruitment of CPNS in 2018 has been carried out well as evidenced by the absence of community service being feared by the community, Therefore this recruitment model with Computer Assisted Tes (CAT) can be sustainable for future CPNS admissions; 2) Weaknesses are still happening from the start of immature planning, making questions too difficult and implementation too narrow at the end of the fiscal year to be corrected for years to come; 3) Communication established between the local committee and the central committee during the preparation process for implementation until the completion of the test can resolve the conversation that arises.

**Keywords:** Recruitment of Prospective Civil Servants, World Class Bureaucracy

## 1. INTRODUCTION

To be able to compete in this fast-paced digital age, civil servants or civil servants must have world-class standards. Starting from the achievements, to his abilities. No wonder the recruitment of prospective civil servants (CPNS) will be increasingly stringent. For those who have mediocre abilities, don't expect to be a civil servant. What criteria are needed to become a civil servant? HR Deputy of the Ministry of Administration and Bureaucracy Reform (PANRB) Setiawan Wangsaatmaja, said the profile of civil servants (ASN) must be of high quality. "ASN must have integrity, understand information and technology, master foreign languages, have a network, and have an entrepreneurship spirit. These five factors will serve as benchmarks for ASN elections," he said at a press meeting in Sentul, Bogor. , West Java, Wednesday (12/13-18). Arrangements regarding the nomination of Prospective Civil Servants (CPNS) are listed in article 58 of Law Number 5 of 2014 concerning State Civil Apparatus meant by the procurement of CPNS is the recruitment of new Civil Servant Candidate (CPNS) activities carried out starting from Planning, Announcement, Application , Screening and Appointment of CPNS to be Civil Servants (PNS).

In practice, recruitment of CPNS is always risky, meaning that in the long run CPNS will later be appointed as civil servants not only as an important asset of the organization, but also as an organization manager who will determine the effectiveness of the organization. In addition, the CPNS procurement process is full of risks from the practices of Collusion, Corruption, and Nepotism (KKN) conducted by certain parties. In other words, the CPNS procurement process often causes many problems because of the large amount of public dissatisfaction with the CPNS procurement process carried out (Simanungkalit, 2008: 20). Recruitment is one of the strategic management functions of civil servants that must be carried out in an objective, transparent and accountable manner in the hope that quality human resources (PNS) can be obtained so that they are able to carry out their duties professionally. In the selection of CPNS receipts so far there have been many improvements and efforts have been made in the implementation of civil servant recruitment, but in reality the implementation of CPNS from year to year is still not satisfying various parties. LT Handoko stated about two types of errors that often occur during the CPNS admission process, the first is an unintentional administrative error caused by a bad system and poor committee quality. The second mistake is manipulation that is deliberately done by internal elements in government agencies (Endah Setyowati, 2008: 11). Law Number 5 of 2014 concerning State Civil Apparatus and Government Regulation No. 11 of 2017 concerning Management of Civil Servants mandates that the National Personnel Agency conducts organizes ASN management nationally, in the area of technical considerations for the establishment, procurement, transfer between agencies, promotion agreements and promotion of ASN employee information retention which has been updated by the agency. The State Personnel Agency (Badan Kepegawaian Negara / BKN) is expected to be able to answer the demands of the community, which will produce civil servants who support professional duties and are responsible for completing government and development tasks, and are free from KKN. The occurrence of corruption in various central and regional government departments cannot be separated from the lack of an effective CPNS recruitment model so far. Transparency of

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CPNS acceptance process is one of the efforts that can be taken in order to restore public trust. Transparency in CPNS recruitment patterns is useful for providing accurate, fast and complete information to the public. Therefore the information was conveyed as a manifestation of government transparency in the CPNS recruitment process. The practice of KKN causes the quality of civil servants to be very low and invites them to devote themselves to the people but instead harms the people. The practice of KKN in the process of recruiting civil servants is the seed of moral illness and a step back in the competitiveness of the Indonesian nation's human resources. BKN is an institution that organizes the management of Civil Servants which includes planning, development of PNS resources and staffing administration, supervision and control, organizing and maintaining staffing information together with the Ministry for State Apparatus Reform Birocracy (Ministry of PAN-RB), Ministries / Institutions and Regional Government in accordance with Presidential Instruction No. 1/2013 concerning Actions to Prevent and Eradicate Corruption in 2013, in order to develop a CPNS Selection system using a Computer Assisted Test (CAT) system to further ensure objectivity, transparency, accountability and KKN free on CPNS screening tests. This CAT method is a development carried out by the BKN in the recruitment and selection process, which is a competency-based recruitment system which is an improvement of the recruitment system that has been in force based on Government Regulation Number 98 of 2000 concerning PNS Procurement. However, even though it has been implemented for a long time due to the lack of references describing the CAT system in the recruitment of CPNS, there are still many prospective registrants who do not understand how the implementation of CPNS and the admission process use the CAT system. As is known, the Ministry of PAN-RB has launched the implementation of the CAT system in 2013, by issuing Circular No. B 2432 / M.PAN.RB / 7/2013 concerning the Implementation of the CAT System in 2013 and 2014 CPNS Selection. The CAT system is described as being able to fend off KKN, because it has its own rules that need to be known by applicants in the registration process for acceptance of CPNS selection, although starting 5 (five) years ago the use of the CAT System in CPNS recruitment has not run smoothly. Technically, participants who take the CPNS Test will receive questions online so they will immediately answer questions. The answers given by CPNS Test participants will go directly to the server or data center and collected. Each participant will immediately know the score or the value of their exam results after they finish working on CPNS questions. The CAT system also cannot be engineered because the computer system will directly check each participant's answer. This should be known by the test takers but the lack of references that explain the implementation of CPNS with the CAT system affects the smooth implementation of the recruitment procedure so it is necessary to improve the explanation of the implementation of CPNS with the CAT system through various media. The socialization of recruitment procedures made the community understand the CAT system used in the recruitment of CPNS so that more people were interested in wanting to take part in CPNS recruitment. In 2018, CPNS receipts will be conducted simultaneously after almost 4 (four) years of the Central Government there is no

CPNS reception which is usually done simultaneously at the Ministry / Institution level or in all Regional Governments, following the Moratorium by the Central Government. did not receive the new CPNS in 2011 and the President reaffirmed it in 2014, Therefore, the plan of the Central Government will reopen CPNS revenue in 2018 at the same time is highly awaited by the public, the National Personnel Agency and in the area of the Regional Personnel Agency (BKD) as a government agency responsible for the management of state staff who carry out their functions as makers the policy in the field of staffing is expected to create professional, responsible, honest and fair civil servants in order to carry out their duties efficiently and effectively through a recruitment system that can meet the demands of the quality needs of HR-PNS. In order to respond to the negative public opinion on the CPNS acceptance method as described above, the Central Government Cq State Personnel Agency as Chairman of the National Selection Committee is determined to answer such concerns or allegations by recruiting CPNS at the entrance through testing, while the testing implementation is selected by using CAT patterns. This closes another method previously used for CPNS admission, namely how to recruit honorary staff into civil servants directly, but honorary staff can still participate in recruiting CPNS by taking part in testing with the applicant's age limit being limited to 35 (thirty-five) years. This has a profound impact on the region, on the one hand there is legal certainty for applicants whose status comes from honorary employees but on the other hand raises new problems namely the number of honorary staff who have long served and has exceeded 35 (thirty-five years) age cannot follow the testing, so that the accumulation of honorary staff in the region.

## 2. THEORETICAL REVIEW

Every organization needs planning in an effort to obtain quality human resources. The planning is realized starting from screening activities until the appointment to become an employee so that each member of the organization can run in accordance with common goals.

### A. Employee Recruitment

#### 1. Definition of Recruitment

Recruitment plays an important role for an organization, especially a government organization. Employees are the most important resource and determine the success of an organization to achieve goals. To get quality resources, the recruitment process must be carried out effectively and efficiently. Malayu Hasibuan (2011: 40) explains that withdrawal (recruitment) is "an effort to find and influence workers to want to apply for vacancies in a company". Ambar and Rosidah (2003: 101) state that: In principle, so-called recruitment is the process of finding and attracting applicants to become employees at and by certain organizations. Further recruitment can also be defined as a series of activities seeking and attracting job applicants with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in staffing planning. Another similar meaning is stated by Simamora (1997: 212) which states that recruitment is "a series of activities seeking and attracting job applicants with the motivation,

abilities, expertise, and knowledge needed to cover the deficiencies identified in staffing planning". The recruitment process will run in accordance with the expectation that more applicants can be obtained from above with support, abilities, expertise and knowledge for the needs of certain positions in the organization. Implementation recruitment must be informed to the public to ask as many registrants as possible. Harvey D. and Robert Bruce Bowin (1996: 90) provide that definition: Recruiting may be defined as the process of seeking, attracting, and identifying a pool of qualified candidates in sufficient numbers to fill current and future workforce needs. (Recruiting can be defined as the process of finding, attracting, and identifying groups of candidates who qualify in sufficient quantities to meet the needs of current and future workforce). Recruitment starts from the process of finding, attracting and identifying all prospective employees who register and meet predetermined requirements. The results of the recruitment process will be taken by workers according to the number of short-term needs and for future needs. Gary Dessler (2008: 126) provides a resolution regarding the definition of recruitment: Recruitment of employees means finding and or attracting applicants to open an employer position. (Recruitment of employees means finding and attracting applicants for open positions to be employed) Recruitment chooses to find applicants to be placed in the required positions. Applicants want accurate information about work in a legitimate organization. The organization wants accurate information about what the applicants would look like if they were appointed as employees. According to Gomes (1995: 105) "recruitment is the process of finding, finding, and attracting applicants to be employed in an organization". Based on several definitions of recruitment, it can be concluded that recruitment is the process of finding, influencing, finding, and attracting as many prospective employees as qualified to meet the needs of the current and future workforce.

## 2. Recruitment Objectives

Every organization in conducting recruitment basically has certain objectives. To further clarify the purpose of recruitment, it is necessary to express the opinions of experts regarding the purpose of recruitment. According to Amirullah and Rindyah Hanafi (2002: 131): The purpose of recruitment is to provide enough manpower so that managers can choose employees who meet the qualifications they need. It is hoped that the workforce will be able to complete the tasks and work assigned to him in the most efficient way possible to achieve the goal. Recruitment is useful for managers to choose the best workforce available to be placed in the organization. This is intended so that new employees can contribute their creativity, energy, ideas and skills to the organization. According to Simamora (1997: 214) recruitment has several objectives, including the following:

- 1) To lure the majority of job applicants so that the organization will have greater opportunities to choose candidates for workers who are deemed to meet the organization's qualification standards.
- 2) the post-appointment goal is employee income which is a good implementer and will remain with the company for a reasonable period of time.

- 3) Improve the general image of the organization, so applicants who fail have a positive impression on the organization or company.

Based on some expert opinions above, it can be concluded that the purpose of recruitment is to attract most job applicants to be chosen by managers based on the organization's qualification standards so that there are workers who can complete the tasks and jobs assigned to them. in the most efficient way possible to achieve organizational goals.

## b. Recruitment Method

The method of employee recruitment will affect the number of prospective employees participating in the selection. Mangkuprawira and Sjafrri (2001: 96) suggest that the recruitment method is divided into two, including:

### 1. Internal Recruitment Method

(Internal Recruitment)

#### a) Job Placement

In this method positions can be formulated through bulletins or company notice boards. Work placement procedures make employees strive to achieve a better position in the company. The information conveyed in the announcement covers the overall importance of issues related to work, such as job descriptions, education and training required, salary and whether the job is full time or part time.

#### b) Expertise Inventory

Essentially, the inventory includes rosters of employees, education, current position, work experience, expertise and related work abilities and other qualifications. Companies can research through an inventory of expertise to identify potential candidates to fill vacancies in certain positions through computers.

#### c) Job Offer

The procedure specifically determines all jobs that are covered in the work that must be filled by qualified applicants from the company unit that offers it.

#### d) Employee Recommendations

An employee who recommends someone to be hired gets a little bonus.

### 2. External Recruitment Method

(External Recruitment)

#### a) Educational Institutions

Employee recruitment can come from educational institutions, ranging from general and vocational high schools to tertiary institutions.

#### b) Advertising

Advertising is one of the ways to attract prospective applicants. The media used are in the form of newspapers, magazines, scientific journals and other forms of media (such as radio). TV media is very rarely used because the cost is very expensive. Although the range is wider.

#### c) Government Agencies

Each government agency or work placement division is managed by the Department of Labor.

#### d) Agen Swasta

Like any company, private agents actively seek out and even obtain information about Job vacancy from certain companies.

- e) Company Searchers workers Executive Search directly and contact employees who already have potential executives, either directly through active lobbying or indirectly face to face (by telephone and letter). Based on the employee recruitment method, it can be concluded that there are two types of employee recruitment methods, namely: internal recruitment methods (including: job placement, expertise inventory, job offers and employee recommendations) and external methods (including: educational institutions, advertisements, government agencies, private agency, and executive search company).

### c. Recruitment Procedure

Prospective applicants must follow a series of recruitment procedures established by the organization as a step to become an employee. Nitisemito and Alex S. (1996: 49-50) explain the recruitment procedure through the following steps:

1. Submit a request letter, accompanied by attachments to the required requirements, for example:
  - a) last diploma
  - b) Letter of good behavior from the police
  - c) Certificate from the Manpower Office (already registered at the Manpower Office)
  - d) Do not engage in forbidden movements
  - e) Health certificate
2. After the application is submitted, it is given a sign that the application has been registered by an authorized official at the institution.
3. At the time, the applicant concerned gets a call to take the exam, when the test will be held, and what exam will be tested. The method at the time of the exam can be in the form of:
  - a) Answering questions with essays
  - b) Checkpoints, choose the one that is considered the most appropriate of the several answers to be selected,
  - c) interview method
  - d) Acceptance of prospective employees is given to those who pass the final stage by holding a ranking that is limited in number to the number of prospective employees needed,
  - e) Their status is trial employees (interns), their nature is still a trial. If within the allotted time, is considered capable of working well, then appointed as permanent employees.

Based on the expert opinion above, it can be concluded that the steps to become an employee of an organization include: submitting an application letter, marking registered candidates, providing information about conducting selection tests, conducting tests, announcing exam results, and probation period.

### d. Evaluation of Recruitment Results

The final stage in recruitment is the assessment or selection of applicants with the desired qualifications to fill

vacant positions in an organization. According to Moenir (1982: 131) the selection process consists of two activities:

1. Determination of whether participants pass or not.
2. Calls for participants who have passed have been accepted to work in accordance with the qualifications and job requirements of the participant.

## 3. METHOD

The approach method in this research uses descriptive-analytic method, which is a method that describes and analyzes data, facts, and information as well as provisions in various laws and regulations related to CPNS acceptance regulations. The data used in the form of primary data and secondary data from the results of data collection conducted through literature studies, public consultations / interviews with implementing officials and field research with locations in the Garut Regency Personnel and Training Agency. Literature study as one of the approaches in gathering material, data and information relating to the regulation of CPNS acceptance. Literature study material in the form of studies and reviews of books, magazines, newspapers, websites, as well as other data on laws and regulations, state documents, research results, seminar papers, media news, and other data related to CPNS admission arrangements. Collection and field research (fact-finding) is carried out by gathering opinions and perceptions from various relevant agencies, as well as practitioners related to CPNS recipient arrangements.

## 4. ANALYSIS AND DISCUSSION

### a. Research Site Description

The Office of the Regency Employment and Training Agency (BKD) of Garut Regency is under and reports directly to the Regent through the Regional Secretary. Having the task of carrying out the main tasks and functions in the field of administration and management of personnel in the work area, To carry out these main tasks, it is outlined in the BKD's vision, mission and strategy as the organizing agency for staffing management. The management of state civil servants in the regions is committed to advancing and developing an effective and efficient civil service management and management system of the state apparatus that is able to encourage the improvement of the professionalism of the State Civil Apparatus (ASN) and the quality of public services so as to create good governance. The vision and mission of the Garut Regency Personnel and Training Agency are illustrated as follows:

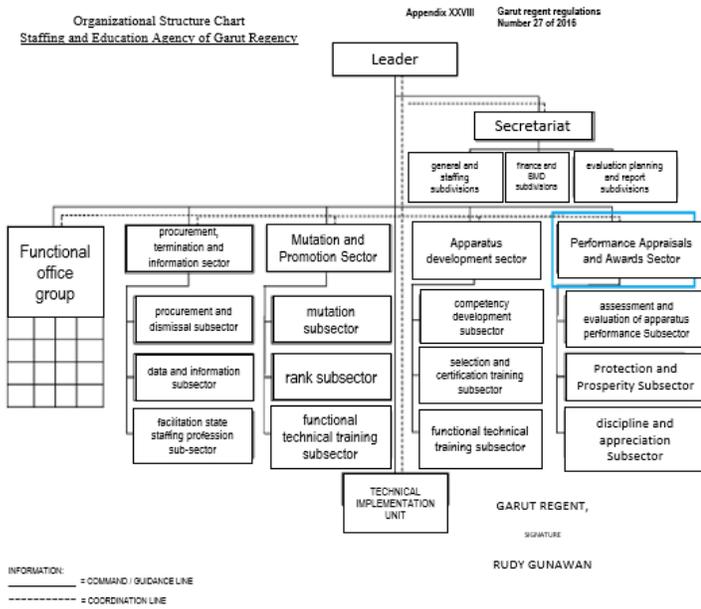
#### Vision:

"Realizing a Professional and Prosperous State Civil Apparatus"

#### Mission:

1. Creating professional, disciplined, creative and innovative civil servants;
2. Achieve a comprehensive and accountable employment service;
3. Improving the welfare of the state civil apparatus based on performance (Merit System).

Figure BKD Structure



DETAILS PROPOSED ASN REQUIREMENT IN 2018						
development sector	EXISTING	PROPOSAL				Total
		executor	JF First Young	JF Beginner	JF Skilled	
<b>Education</b>						
- kindergarten ( <i>Taman Kanak</i> )	124					-
- primary school ( <i>Sekolah Dasar</i> )	7150		137			137
- Junior high school ( <i>Sekolah Menengah Pertama</i> )	1811		237			237
- Senior High School ( <i>Sekolah Menengah Atas</i> )	-					-
- Vocational high School ( <i>Sekolah Menengah Kejuruan</i> )	-					-
- Extraordinary school ( <i>Sekolah Luar Biasa (SLB)</i> )	-					-
<b>Health</b>						
- General practitioners	62		55			55
- Dentist	15		17			17
- Specialist / Sub	32		13			13
- nurse	999					159
- Midwife	910					12
- Laboratory analyst						4
- Infrastructure Development Workers	102	33				1
- Financial Analyst		74				74
<b>amount</b>	<b>2,120</b>	<b>107</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>176</b>
						<b>742</b>

Data Source: Garut Regency BKD

Organizational Structure of the Regional Personnel and Training Agency under the coordination of the Assistant of the General Administration of the District Secretariat. Garut Staffing and Training Agency, consisting of:

- Head of the Personnel and Training Agency
  - Secretary of the Regional Personnel and Training Agency
    - Head of General and Staffing Subdivisions
    - Head of the Planning, Evaluation and Reporting Section
    - Head of Regional Finance and Property Subdivision.
  - Head of Testing, Termination and Information
    - Head of Procurement and Termination Subdivision.
    - Head of ASN Professional Institution Facilitation Subdivision.
    - Head of Data and Information Subdivision
  - Head of Device Development Division
    - Head of Competency Development Section.
    - Head of the Education and Training Subdivision for Training and Certification.
    - Head of Functional Technical Training Subdivision.
  - Head of Mutation and Promotion
    - Head of the Mutation Section
    - Head of Department Office.
    - Head of Career Development and Promotion Section.
  - Head of Performance Appraisal and Evaluation Division.
    - Kassabag Appraisal Appraisal Performance and Awards.
    - Head of the Protection and Welfare Section.
    - Head of Discipline and Discipline.
- b. Garut Regency CPNS Needs

c. Garut Regency CPNS Quota

Garut Regency currently has 15,373 civil servants, 1251 non-civil servant contract workers with contract labor status and K2 honorary workforce category 4,359. The proposal submitted by Garut Regency to the Central Government was 1315 people and 628 people were approved, then the Ministry of Administrative and Bureaucratic Reform (PAN-RB) and State Personnel Agency (BKN) in conducting CPNS selection had issued several regulations namely:

- Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2018 concerning Criteria for Determining the Needs of Civil Servants and the Implementation of Selection of Prospective Civil Servants in 2018;
- Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 37 Year 2018 Regarding the Threshold Value of the Selection of Basic Competencies for Procurement of Prospective Civil Servants in 2018
- Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 61 Year 2018 Concerning Optimization of Needs / Formation of Civil Servants in the Election of Prospective Civil Servants in 2018
- Decree of the State Personnel Agency No. 8 of 2018 concerning Procedures for the selection using the Computer Assisted Tes (CAT) method.
- Based on the above regulations, it appears that the CPNS quota in Garut Regency is 654 cpns with the following arrangements:
  - Specific criteria 274 CPNS are intended for teachers and health staff with applicants from ex-K2 in 2013, maximum age of 35 years, certified before November 2013 and the person concerned did not pass the test in 2013.
  - The general criteria of 390 CPNS are intended for non-teachers with applicants from the community.
  - The test is carried out by setting:

- For special categories as mentioned in point 1, only 1 (one) time test is used, namely the basic ability test, while for
  - For general categories, 2 (two) tests are conducted, namely the basic ability test and then the field ability test.
6. Determination of graduation is based on the Passing Grade or value of graduation from Basic Competency Selection. For the procurement of 2018 Prospective Civil Servants,
  7. Selection of Basic Competencies for Prospective Civil Servants in 2018 include:
    - a) Personal Characteristics Test (TKP / Tes Karakteristik Pribadi);
    - b) General Intelligence Test (TIU / Tes Intelegensi Umum); and
    - c) National Insight Test (TWK / Tes Wawasan Kebangsaan).

The threshold values for electing basic civil service candidates in 2018 are as follows:

    - a) 143 (one hundred forty-three) for the Personal Characteristics Test;
    - b) 80 (eighty) for the General Intelligence Test; and
    - c) 75 (seventy-five) for the National Insight Test.
  8. Selection threshold for Basic Civil Servant Candidates in 2018 for participants who register on a special type of formation, namely:
    - a) Cumulative Value of Basic Competency Selection for the Son / Daughter of the Best Graduates with Awards (Cumlaude) and Diaspora at least 298 (two hundred ninety eight), with the lowest TIU score of 85 (eighty-five);
    - b) Cumulative value of Basic Competency Selection for Persons with Disabilities of at least 260 (two hundred sixty), with TIU scores as low as 70 (seventy);
    - c) Cumulative value of Basic Competency Selection for Children of Papua and West Papua of at least 260 (two hundred sixty), with a TIU score of at least 60 (sixty);
  9. The cumulative value of Basic Competency Selection for Teachers and Medical / Paramedic Personnel from Honorary Workers Form-II is at least 260 (two hundred sixty), with a TIU score of at least 60 (sixty);
  10. Cumulative value of Basic Competency Selection for formation of Specialist Doctors and Aviation Instructor positions of at least 298 (two hundred ninety eight), with TIU scores in accordance with Passing Grade; and the cumulative value of Basic Competency Selection for the formation of Measurement Officers, Rescuers, Shipmen, Volcano Observers, Lighthouse Guard Guards, Animal Trainers / Handlers, and Guard Prisoners of at least 260 (two hundred sixty), with TIU scores.

#### d. Procedure for CPNS Recruitment

The CPNS recruitment for the Garut quota in the 2018 fiscal year was carried out under the coordination of the West Java Regional III BKN Office starting from the determination of the selection place to the field implementation, for the test place based on the results of the meeting deliberations arranged with the following division:

1. For Bandung Regency, West Bandung Regency, Bekasi Regency and Purwakarata Regency, they are located in Bandung Regency, located at Telkom University;
  2. For the Province of West Java, Sumedang Regency, Karawang Regency, Bandung City,
  3. Subang Regency, Cimahi City and Sukabumi Regency are placed in Bandung City, located in Sport Jabar Arcamanik.
  4. Bogor Regency, Bogor City, Bekasi City and Sukabumi City are located in Bogor Regency, Tegar Beriman Government Complex.
  5. Tasikmalaya City, Tasikmalaya Regency, Garut Regency, Banjar City and Pangandaran Regency are located in Tasikmalaya City, the location of the city's multipurpose buildings;
  6. For Cirebon City, Cirebon Regency, Majalengka Regency and Indramayu, they are placed in Cirebon City, located in the radians hotel;
  7. For the City of Depok organizes itself independently.
- e. The Recruitment Process with the CAT System
- Computer Assisted Test is the method chosen by BKN in the selection using computer aids to get the minimum standard of basic competency for CPNS applicants. CPNS Basic Competency Standards are needed to realize the professionalism of Civil Servants. In its application, CAT has the aims and objectives namely:
1. Speed up the inspection process and test reports
  2. Making standardized national exam results
  3. The organizer is carried out one door namely BKN

#### f. Supporting Facilities and Infrastructure

CPNS recruitment using the CAT system requires facilities and infrastructure including:

1. Participant registration room: used for registration of CPNS test participants conducted by the institutional committee.
2. Participant verification room: used to verify / ensure the correctness of the identity of participants who will conduct basic ability test (Tes Kemampuan Dasar / TKD), which is carried out by the committee of the institution.
3. Storage area: an area used for entrusting entrants' belongings such as bags, cellphones, and others. Test takers are not permitted to carry any items other than test cards and ID cards.
4. CAT waiting room: the room provided for test takers before entering the CAT room. In addition participants were given the opportunity to prepare themselves before taking the exam.
5. CAT Station Room: a room used for conducting tests for participants in the CAT selection exam. The CAT room consists of a client PC connected to a local / LAN network. In this room LCD projectors and audio systems are available which are used for briefing the participants before the test.
6. Monitoring Room: used to monitor the implementation of the test, the monitor screen is available in the room to see the test results of the test participants. In addition, this room is also a place to monitor the

implementation of tests per session and for the signing of test results per session.

7. Server room: room for locating servers and local network devices. The server room must be placed specifically because for data security and only certain officers are allowed into the room. The server room must have an Uninterruptible Power Supply (UPS) to secure the server from power outages / blackouts.

#### **g. Recruitment Procedure**

Prospective applicants must follow a series of recruitment procedures established by State Personnel Agency (BKN) with the following CPNS recruitment procedures:

1. Applicants register online at the BKN portal and print proof of participant registration to be used in the document validation process at the agency
2. Applicants send the required application documents to the agent submitted along with the participant registration number
3. The registration officer at the agency verifies the completeness and correctness of the application documents, according to the participant data that has been entered in the portal.
4. Applicants ask for CPNS Exam Participant Number to the local selection committee if the application file is declared complete and correct.
5. Applicants take the TKD exam at the time and place determined by the local selection committee.
6. Applicants can see the acquisition of basic ability test (Tes Kemampuan Dasar / TKD) values through the web or available media. For participants who have passed the TKD exam, they are entitled to take the TKB test if it is carried out by the proposed institution.
7. Each participant fills in the attendance list, submits a Test / Invitation Participant Card and Identity Card as a prerequisite for the initial verification process
8. Each participant entrusts all luggage, except the participant's number card and National Identity Card (KTP).
9. Before participants begin the test, they will be given guidance on technical instructions for using the CAT application.
10. BKN officials are asked to match photos of participants on their KTPs and Cards, strict protection is also carried out during testing. In addition to participants and supervisors, a maximum of two people from BKN are prohibited from entering.
11. During the Test provided two monitor screens, monitor I displays the condition of the room through CCTV and Monitor II displays the grade values that are passed.
12. After the Basic Competency Test (TKD) process is complete, participants can immediately see the test results on the announcement board that has been provided.

#### **h. Implementation of Testing**

In the selection process the following steps are carried out:

1. Committee Preparation  
Implementation of TKD using CAT is carried out among other steps:
  - 1) The CAT Committee conducts a coordination meeting with the agency that will carry out the selection of CPNS with the CAT system.

- 2) The CAT Committee checks the infrastructure by conducting a test run before the actual test is held.
2. Verification of participant data  
Each participant fills in the attendance list, submits a Test Participant Card / Invitation Letter and Identity Card as a prerequisite for the initial verification process to ensure that those who take the test are truly participants according to valid evidence.
  3. Participant Registration  
After completing the attendance list, each participant entrusts all luggage including communication equipment / cellphone, except participant's number card and National Identity Card (KTP). All participants' belongings are put into an available locker and then given a storage number, then participants wait in the waiting room before entering the exam room.
  4. Technical Direction  
Before participants begin the test, they will be given a briefing on technical instructions for using the CAT application using a video of about 10 minutes in length and given additional guidance. The video explains how to work, use and if something goes wrong.
  5. Final verification  
Before taking the test, BKN officials must match the photo of the participant on the KTP and the Test Card with the actual participant to avoid the jockey, strict guarding is also carried out during the test. The examination room with a capacity of 300 (three hundred) computer units must be sterile, meaning that in addition to participants and supervisors, a maximum of two people from BKN are prohibited from entering.
  6. Monitoring Tests  
During the test, three monitor screens are provided, monitor I displays the condition of the room via CCTV and two monitor screens display passing grade values.
  7. Announcement of Exam Results  
After the TKD process is complete, participants can immediately see the test results on the announcement board that has been provided.

#### **i. Evaluation of Recruitment Results**

TKD test results in the recruitment of CPNS CAT system at BKN Regional Office III West Java has not been the final result in determining whether or not the participants pass the screening test. In contrast to the theory of Moenir (1982: 131) which states that one of the recruitment evaluation activities is determining whether or not the participants pass the screening test. The results of the TKD test processing from the BKN Regional Office III West Java will be submitted to the National Selection Committee (Panselnas) to be combined with the TKD test results from all of Indonesia at the same organizing agency. The authority to announce TKD test results rests with the National Committee. BKN is only the executor and facilitator in recruiting and evaluating recruitment in terms of service quality in an effort to improve the quality of future recruitment activities. The BKN Regional Office evaluates recruitments using the Service Satisfaction Index. During this time, the community responded positively to the recruitment of CPNS using the CAT system.

## DISCUSSION

The recruitment of CPNS in Garut Regency was held in Tasikmalaya using the CAT system running smoothly although there were some problems that emerged during the 8 (eight) days of implementation. Garut Regency itself to test basic competence gets a time allocation of 3 (three) days, namely Monday to Wednesday 3 to 5 November 2018, every day there are 3 (three) sessions with a total number of participants 360 (three hundred sixty) participants. After the selection process, it turned out that only 118 people fulfilled the requirements or as much as 18% of the quota set, this was very far from expectations especially because the implementation was seen from a large enough budget, then for the next testing session, namely competence in the field of waiting for the decision of the central committee. The central selection committee finally made a policy to reduce the value of Pasing by issuing Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 61 Year 2018 regarding Optimization of Meeting the Needs / Formation of Civil Servants in the Selection of Civil Servants of Civil Servants in 2018. Minister of PAN RB Syafrudin issued Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan) Number 61 of 2018 to capture more public servants. (CNN Indonesia / Christie Stefanie) In his statement mentioned that the issuance of Regulation of the Minister of Administrative and Bureaucratic Reform (Peraturan Menteri Negara Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi / Permenpan) Number 61 Year 2018 is an effort of the government to meet the needs of civil servants in ministries, institutions, or regional governments. The consideration is the level of difficulty of the Basic Competency Selection (SKD) Candidates for Civil Servants (CPNS) 2018 which is very high compared to the SKD questions of the previous year. On that basis, the impact on the number of participants who passed the 2018 CPNS admission is limited. Through Permenpan Number 61 Year 2018, SKD participants who do not reach the passing grade or threshold value do not automatically fall. They can still proceed to the Field Competency Selection (SKB) stage, with the condition that they will be ranked the best of the cumulative SKD figures set by Permenpan 61/2018. The Basic Competency Selection (SKD) test for CPNS selection itself is divided into three sub-tests namely the National Insight Test (TWK), General Intelligence Test (TIU), and Personal Characteristics Test (TKP). Previously for applicants through general formation must meet the threshold value of 143 for the crime scene, 80 for TIU, and 75 for TWK. However, for other formations the cumulative value and TIU value apply at a minimum. Furthermore, thanks to Permenpan Number 61/2018, SKD participants who do not meet the threshold value, the following SKD cumulative value provisions apply:

- a. The cumulative value of the General Formation SKD is the lowest of 255 (two hundred and fifty-five)
- b. The cumulative value of SKD General formation for the position of Specialist Doctor and Aviator Instructor is at least 255 (two hundred and fifty five)
- c. The cumulative value of the General Formation SKD for the position of Measuring Officer, Rescuer, Ship's Men, Volcano Observer, Lighthouse Keeper, Animal Trainer /

Handler, and lowest Detainee Guard of 255 (two hundred and fifty-five)

- d. The cumulative value of the SKD formation for the Son / Daughter of the Best Graduates (Cumlaude) and the Diaspora is the lowest of 255 (two hundred and fifty five)
- e. The cumulative value of SKD formation is for persons with disabilities as low as 220 (two hundred and twenty)
- f. The cumulative value of SKD formation for the Son / Daughter of Papua and West Papua is at the lowest 220 (two hundred twenty)
- g. The cumulative SKD value for the formation of Teachers and Medical / Paramedical personnel from Form-II Honorary Staff is at least 220 (two hundred and twenty).

Article 4 Permenpan 61/2018 states that the provision applies that there are no SKD participants who meet the threshold value based on Permenpan Number 37 of 2018 or that the number of SKD participants who meet the threshold number 37 of 2018 is inadequate. Permenpan 61/2018 also regulates the possibility of participants having the same cumulative SKD value. In this case, the determination is based sequentially starting from the Personal Characteristics Test (TKP), General Intelligence Test (TIU), and the National Insight Test (TWK). "If there are participants who have the same TKP, TIU, and TWK values, and are within the limit of 3 (three) times the allocation of formations, all participants with the same value are included, "with the change in Permenpan, finally 549 participants were selected, in Garut.

From the information obtained above, we can find several records, including:

1. Tracing since the beginning of the selection there are a number of conditions raised by the institution that are received so rigidly that applicants have difficulty fulfilling them;
2. Graduation factors that pass the level are too high, so that most applicants are almost 82% unable to achieve it;
3. Organizational factors, highly procedural Oversight from the Financial and Development Supervisory Agency (BPKP) that must be protected including:
  - a) Question the rules required when posting a question on the server whether special police escorts are required.
  - b) Asking whether the rules of procedure and also the scheduling schedule per session for TKD test participants includes SOP.
4. External factors originating from the organizational environment
 

The division of time and location into 5 (five) places and information delivered before the selection process makes it difficult for districts / cities to support activities with local budgets in addition to being very far from the regency / city of origin.
5. CAT Application
  - a) The application of CAT installed before the selection process and no trials conducted previously caused traffic jams at the beginning of the selection process to be hampered by an increase in applications that took 3 (three) hours, so the implementation of the selection time was delayed;

- b) Communication between the central and regional committees that is less solid causes the schedule for selection between districts / cities and the center to cause misunderstandings and have an impact on the implementation of conflicting selections.
6. Determining the time and place of implementation carried out at the end of the fiscal year makes it difficult for local governments to determine the budget that needs to be allocated.
7. Solution  
CPNS recruitment using the CAT system is a national flagship program that needs to be developed in a sustainable manner. Implementation of CPNS recruitment using the CAT system is still experiencing various obstacles, so various efforts have been made to overcome these obstacles, including:
- Communication is carried out between the local committee and the central committee to determine what has been agreed so that applicants can fulfill it;
  - There is a change in the rules governing passing grades to be lower, so applicants can achieve them;
  - Requested at the central BKN in the form of the referred SOP soft copy.
  - Dissemination and outreach to various institutions related to the implementation of the CAT Test
  - Coordination meetings are held between local committees to determine what needs are needed and how much budget is needed.
  - Preparation of implementation instructions / technical instructions by the Head of BKN as technical guidelines for CPNS recruitment test implementing committee
  - Applicants who pass the Basic Competency Test at more than one institution are subject to punishment or the National Selection Committee will determine the placement
  - Training for the Regional Office CAT committee on the CAT system problem management application
  - Solutions for institutions that want to use the CAT system but have inadequate facilities can ask the BKN Regional Office as a facilitator.
  - Agents who wish to use the CAT system can request the BKN Regional Office as a facilitator.

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## 5. CONCLUSION

Considering the discussion of research results, several conclusions can be made including:

- Recruitment of CPNS in 2018 has been carried out well as evidenced by the absence of KKN that has been feared by the public so far, therefore this recruitment model with CAT can be continued for future CPNS acceptance;
- Weaknesses still start from inadequate planning, making questions too difficult and implementation that is too narrow at the end of the fiscal year to be corrected for years to come;

- Communication is established between the local committee and the central committee during the process of preparation for implementation until the completion of testing can solve problems that arise.

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