IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN THE RECRUITMENT AND SELECTION PROCESS OF GOVERNMENT EMPLOYEES IN INDONESIA

Nur Alfia Azzahra, Aji Nur Ariansyah, Yana Noor Imawan, Dedi Muhammad Siddiq*, Nur Haslina Binti Ramli
Universitas Swadaya Gunung Jati, Indonesia
e-mail: nuralfiaazzahra721@gmail.com nurariansyah03@gmail.com yananoor42@gmail.com dedisiddiq@ugj.ac.id haslina581@uitm.edu.my

Keywords	ABSTRACT
Good Governance, Recruitment, Civil Servant	Good governance principles are very important in the public sector because they aim to ensure that government institutions work effectively, efficiently, and responsively to the needs and aspirations of the community. Implementing good governance in the public sector not only helps increase efficiency and accountability, but also strengthens democracy and encourages public participation in the decision-making process. This research tries to discuss the extent to which the good governance principles are reflected and implemented in the recruitment and selection of candidates for civil servants. Taking the context of the recruitment and selection process in one of the districts in Indonesia, this research uses a qualitative methodology by collecting data in the form of semi-structured interviews with 25 participants from the recruitment and selection committee and the candidates of civil servants. This research found that overall, the good governance principles are relatively reflected and implemented properly in the in the recruitment and selection of candidates for civil servants although there are some indications of a mismatch between the qualifications of prospective employees and the real needs of the government institution the candidates will work for. This research also found indications of a low level of transparency in the implementation of recruitment and selection, giving rise to opportunities for favoritism and nepotism.

INTRODUCTION

Good governance is an important concept in the management and implementation of the public sector, and emphasizes principles such as transparency, accountability, efficiency, and participation in decision making (Widanti, 2022). The concept leads to responsible management of state's resources and decision-making oriented to the public interest, so as to improve the quality of life of the society (Sawir, 2020). According to the World Bank, good governance is defined as a way of managing power in the

management of a country's economic and social resources for sustainable development (Keping, 2018). The principle of good governance is very important in the public sector because it aims to ensure that government institutions work effectively, efficiently, and responsively to the needs and aspirations of the people. The implementation of good governance in the public sector not only helps in increasing transparency and accountability, but also in strengthening democracy and encouraging public participation in the decision-making process (Sari, 2023). Thus, the application of good governance principles is the key to creating a government that is clean, fair, and able to properly serve the public. Specifically, the implementation of these principles, in the recruitment and selection process of government employees, is very important to ensure that the process is carried out fairly, transparently, and meritocracy-based, so as to produce a competent and integrity state civil servant (Iqbal, 2017).

Rosenbloom et al. (2022) explain the theoretical framework and justification for the importance of good governance in the context of managing and implementing the public sector, including in the recruitment and selection process of government employees. This shows how the principles of good governance can be applied to improve efficiency, transparency, and accountability, which ultimately contributes to sustainable development and improvement of the quality of public services.

The recruitment and selection process for government employees in Indonesia has undergone a number of changes and adjustments over time. The process is regulated among others by Law Number 5 of 2014 concerning the state civil apparatus or *Aparatur Sipil Negara* (ASN) which is the legal basis for all recruitment and selection procedures for government employees in Indonesia. The law emphasizes the importance of the principle of meritocracy, in which the selection of employees is based on competence and performance, not nepotism or favoritism.

In practice, the recruitment of government employees in Indonesia is carried out through an open and competitive the candidate of ASN selection system, and organized by the State Civil Service Agency or Badan Kepegawaian Nasional (BKN). The selection system includes a series of basic competency tests and field competency tests designed to measure candidates' abilities and skills according to the needs of the position offered. In addition, the Indonesian government has also implemented a basic competency selection system that uses information technology to ensure an efficient and transparent selection process (Chairiah et al., 2020)

The use of technology in the selection process is part of the government's efforts to apply the principles of good governance in the recruitment of government employees. Thus, the use of technology is expected to reduce corruption, collusion, and nepotism, as well as improve the quality of public services through the procurement of competent and professional human resources who will manage the services in the future. However, despite many improvements, the recruitment and selection system for government employees in Indonesia still faces a number of challenges, such as the problem of integrating information systems between institutions and the need to increase the capacity of human resources who manage the selection process (Sinambela, 2021).

In the process of recruitment and selection of government employees in Indonesia, there are several problems that often arise and become obstacles in the implementation of good governance principles. One of the main issues is low transparency and accountability, and often leads to negative public perceptions of the recruitment system (Sawir, 2020). This lack of transparency creates space for nepotism and favoritism practices, where recruitment decisions are not always based on merit or qualifications, but rather personal relationships or political interests (Iqbal, 2017).

The second important issue that is no less important is the competency gap. Although various basic and field competency tests have been applied, there is still a gap between the qualifications of prospective employees and the real needs to the government's human resources in the field. This shows that the recruitment process has not been fully effective in assessing and predicting the work performance of prospective employees in the future (Fatimah, 2017). Furthermore, challenges in the aspect of inclusivity are also another concern. Although the government has tried to realize gender equality and wider access for people with disabilities, realization on the ground still encounters various

obstacles, ranging from selection designs that are not fully inclusive to social stigma that is still attached (Zein, 2023).

In addition, a further issue faced in the implementation of good governance principles is the long recruitment process and complicated bureaucracy, and this fact not only slows down the selection process, but also increases the administrative burden on the candidates and institutions responsible (Riccucci et al., 2019). The mismatch between the competencies possessed by applicants and the needs of government institutions is also another issue, and shows weaknesses in the assessment and selection system used (Cappelli, 2015). The existence of corrupt practices in the recruitment and selection process of civil servants is often reported, where positions and positions are traded, and erodes the principle of meritocracy that should be the basis for government employee recruitment (Nicolaides & Manyama, 2020). These issues reflects the urgent need for strengthening integrity and law enforcement in the government employee recruitment system.

This study examines the extent of the application of good governance in the recruitment and selection of civil servants in one district in Indonesia. More specifically, through an in-depth study, this research aims to investigate to which the recruitment and selection process for ASN candidates is consistent with the good governance principles. With qualitative methods through data collection techniques through in-depth interviews with the ASN selection recruitment organizing committee and also ASN recruitment and selection participants, this article has several contributions. First, this paper deeply examines the extent of the dynamics of recruitment and selection of civil servants by being captured with good governance principles. This contributes to the dynamics of the practice and process of recruitment and selection of civil servants in Indonesia. Second, this study explores in-depth information about the experiences and perceptions of the main actors in the recruitment and selection of civil servants from the implementing government of the program and the participants in the recruitment and selection of civil servants. This provides the dynamics of perceptions and experiences of recruitment and selection. Third, this research is among a few papers that discuss how the recruitment and selection of civil servants is carried out in the field with the theory of good governance and human resource management (HRM) discipline, especially in the recruitment and selection process.

METHODS

This study uses qualitative methodology with semi-structured interviews in capturing information about how to apply good governance in recruitment and selection of ASN candidates. This qualitative method is taken with consideration because this qualitative research method emphasizes more on collecting, analyzing, and interpreting the data obtained (Sugiyono, 2019).

The context of this study is the recruitment process of civil servants in agency of the local governments in Indonesia. This local agency was chosen because it is related to personnel and human resources. A total of 25 respondents were selected to be respondents in this study. In-depth interviews were conducted with the recruitment committee and recruitment participants such as the head of the organization, the head of the procurement of dismissal and information, the young HR analysis director, the first expert apparatus, the young expert apparatus and staff who knew the recruitment process.

Table 1 below identifies the demographics of the respondents.

Table 1. Demography Respondent

Respondents	Gender	Age	Position
Res 1	Male	53	Head of Field
Res 2	Male	28	First Expert Apparatus
Res 3	Male	40	Field Head
Res 4	Male	40	Young Expert Apparatus

Res 5	Male	44	Young Expert
Res 6	Male	52	Policy Analysis Young Expert
Res 7	Male	32	Manager
Res 8	Male	48	Head of Subdivision
Res 9	Male	46	Head of Subdivision
Res 10	Male	32	Personnel Data Processor
Res 11	Male	27	Executive
Res 12	Male	46	Operator
Res 13	Male	55	Operator
Res 14	Male	28	Executive
Res 15	Female	29	SIK Designer
Res 16	Female	40	Education Analysis
Res 17	Female	30	Financial Manager
Res 18	Female	44	Policy Analysis
Res 19	Female	33	Manager
Res 20	Female	28	Enviromental Analysis
Res 21	Female	32	Executive
Res 22	Female	37	Staff
Res 23	Female	28	Executive
Res 24	Female	35	Executive
Res 25	Female	48	Staff

Tabel 2. Summary of Demografic Respondents

Category	Description	Total	Percent (%)
Gender	Male	14	56 %
	Female	11	44 %
Age	21-30 Year	7	28%
	31-40 Year	9	36%
	41-50 Year	6	24%
	≥ 50 year	3	12%
Government Employees	ASN	12	48%
	PPPK	4	16%
	PTT	9	36%

The selection of respondents for interviews was carried out by purposive sampling technique. According to Turner (2020), purposive sampling is a sampling technique used when researchers already have individual targets with characteristics that match the study. Sampling in this study was used to identify employees who had extensive information related to the recruitment and selection process of government agencies.

This research uses in-depth interviews as a data collection technique. The semi-structured interviews will be conducted in January and February 2024 face-to-face. At the beginning of the interview, the researcher provided brief information about the research. The interview lasted for approximately 30 minutes using Indonesian and was then transcribed by research members and analyzed to capture the theme of the interview.

RESULTS

This study seeks to determine the application of good governance principles in the recruitment and selection of civil servants in one of the government agencies located in one district in Indonesia through interviews with the recruitment and selection committee and participants.

Based on qualitative data analysis from this research, it is generally found that the application of good governance principles in the selection and recruitment process of civil servants has generally been fulfilled. The recruitment and selection process has been carried out relatively transparently, efficiently, accountably, equality and follows the rule of law. However, interesting findings from this research that are important to discuss can be grouped into several issues. This research found that almost all good governance seems to be implemented in the recruitment and selection process of civil servants. However, for the principle of transparency there is an interesting fact. The principle of transparency, which is the first principle of good governance, is one of the principles of good governance that is indicated to be less implemented proportionally. Data analysis of all respondents' answers found that not all respondents were willing to answer openly to the questions asked related to the principle of transparency. One of the questions asked about buying and selling positions was not able to be answered in depth by respondents.

Second, the principle of efficiency. All respondents stated that the recruitment process in their agencies was quite efficient. According to Respondent 1, the ASN recruitment process is very long but quite efficient. The use of technology can increase the efficiency of the ASN recruitment process, making it easier for participants to participate in recruitment in the ASN admission.

Third, the principle of equality. In accordance with Law No. 20 concerning the ASN by setting limits on the terms used in its regulation, the recruitment and selection of civil servants is open to all people ranging from disabilities to the newly graduated young generation can take part in the selection of civil servants according to the formation required by government agencies. This regulation shows that every applicant has the same rights in participating in the recruitment of State Civil Apparatus (ASN) by not differentiating gender, race, customs and culture. Based on the findings of data analysis, it was found that every citizen who has met the criteria can take part in the recruitment of the State Civil Apparatus according to the qualifications needed.

Fourth, the principle of accountability. All respondents said that accountability in the recruitment and selection process of ASN in the agency studied was relatively good. Almost all respondents stated that the recruitment and selection process for civil servants carried out by their institutions strictly complies with the rules set by BKN and in accordance with Law No. 20 of 2023 concerning ASN by setting limits on the terms used in its regulation.

Finally, conformity with the rule of law. For this principle, the recruitment and selection process has followed clear and documented procedures, and always handles violations of law that occur during the recruitment process. The applicable rules of law seek to ensure that all parties comply with the established rules. The applicable legal rules also provide accountability for decisions taken during the recruitment process.

Discussion

This research tries to examine the application of good governance principles in recruitment and selection carried out by one agency of a local government in Indonesia. This study found that the principles of good governance consisting of dimensions of transparency, efficiency, equality, accountability and rule of law have been carried out in the recruitment and selection process of ASN candidates. This finding on good governance is consistent with research conducted by Dewi et al. (2023) which found that the application of the principles of equality, effectiveness and efficiency as well as adherence to the rule of law has been fulfilled in the recruitment and selection of NTB Provincial civil servants in 2021.

Furthermore, the principle of accountability in the implementation of decrees and selection of civil servants in these agencies so far seems to be working well. This finding is in line with Orlando & Jamiah (2022) who found that the implementation of good governance in terms of accountability is in accordance with the rules in the accountability dimension.

Finally, the implementation of good governance needs to be implemented through collaboration between the government, the community and the private sector. These three parties play an important role in improving the quality and capability of public services in Indonesia. This public service should begin with a recruitment and selection process in accordance with the principles of good governance. The recruitment and selection of civil servants who will produce civil servants who have an orientation to quality public services is largely determined by the extent to which this recruitment and selection process is guided by the principles of good governance Abror & Khuljana (2022).

Research Implications

This study has practical and theoretical implications. In practical terms, this research can be used as a guideline for the government organizing the recruitment and selection of civil servants. Although the possibility of selection stages varies every year, research on the importance of good governance in the recruitment of civil servants in government agencies is still needed. The next practical implication of this study is that Good Governance has a relationship with the success of the recruitment and selection process of government employees. Thus, the implementation of good governance in the recruitment and selection process of civil servants may produce good government employees.

Theoretically, this research contributes to the study of good governance in the context of recruitment and selection of prospective government employees. This study is believed to be able to provide enrichment and expansion of studies related to the implementation of good governance, especially in public sector HR management.

CONCLUSION

This research shows that the implementation of Good Governance consisting of dimensions of efficiency, accountability, equality and rule of low in the selection and recruitment of State Civil Apparatus (ASN) has interesting dynamics. Of these four dimensions, the Transparency dimension still leaves the question of how far this dimension is applied in the field. However, this research concludes that the principles of Good Governance in general have been applied to the context of this study. This research deserves to be followed up with different research contexts and methods.

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