



Accountability of the Implementation of CPNS Recruitment in the Regional Personnel
Agency of North Maluku Province in 2019

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Abstract:

Improvement of the CPNS acceptance system using CAT is part of increasing accountability in personnel recruitment state civil. This system applies throughout Indonesia, including North Maluku. With this system, the space misuse of power and authority (*abuse of power*) level public officials in North Maluku provincial government environments can be controlled as best as possible. This study is intended to answer the process to the impact of implementing accountability for CPNS recruitment in the regional personnel agency of North Maluku province. This research uses a qualitative method with a case study approach. The results of this study provide an illustration that the accountability of the implementation of CPNS recruitment at the Regional Personnel Agency of North Maluku Province using the *Computer Assisted Test* has a very accountable procedure so that it can be accepted by the community without carrying out resistance as the previous system (LJK). With the *Computer Assisted Test* (CAT) system, it is possible to see the total value of the 2019 CPNS SKD test results immediately after the participants have finished taking the test, meaning that the accountability of CPNS recruitment in North Maluku Province is heading towards a better direction in answering the problem of collusion, corruption and nepotism (KKN).

Keywords: Accountability, recruitment, CAT

INTRODUCTION

Civil service is one of the jobs that are in great demand by the people of Indonesia. However, at the beginning of the leadership of President Joko Widodo, he issued a moratorium on the acceptance of prospective civil servants. The purpose of the moratorium is to streamline

the performance of civil servants in accordance with their duties. This is as stated in Law Number 43 of 1999 which mandates that every Central / Provincial / Regency / City Agency is required to have Civil Servant Human Resources who can meet the requirements both in quantity and quality so that they can carry out government and development tasks.

Setyowati (2014) stated that in 2010 the Department of Administrative Reform and Bureaucracy showed that there were 40 regencies/cities in 16 provinces that committed fraud which included: (1) There were candidates who were accepted without taking the test, (2) passed the recommended people. certain authorities, (3) bribing local committees, (4) manipulating the difficulty level of tests on certain candidates, (5) local governments do not report the test results of candidates to the center.

The birth of various problems in the acceptance of CPNS, the central government took steps to carry out a moratorium while preparing a CPNS acceptance system using the *Computer Assisted Test (CAT)*. *The Computer Assisted Test* is a test in computer-based CPNS selection, where scores can be monitored directly by the general public when participants are working on questions or after the test.

Improvement of the CPNS acceptance system using CAT is part of increasing accountability in the acceptance of state civil servants. This system applies throughout Indonesia, including North Maluku. With this system, the space misuse of power and authority (*abuse of power*) level public officials northern Maluku provincial government environments can be controlled as best as possible. The selection of CPNS using CAT in North Maluku has taken place four times from 2014, 2015, 2019 and 2020. The application of this system does not guarantee anyone to cheat, including officials.

LITERATURE REVIEW

The concept of Accountability

Accountability comes from the term in English, namely *accountability*, which means responsibility or circumstances to be accounted for or circumstances to be held accountable. Meanwhile, according to Muhammad Luthfi Iznillah et al (2018: 33) Accountability can be interpreted as the obligations of individuals or authorities who are entrusted with managing public resources and those concerned, with them to be able to answer matters concerning their accountability. In terms of accountability for CPNS recruitment, it can be interpreted as a manifestation of the obligation of the Regional Personnel Board of North Maluku Province to account for the process until the results of the implementation of CPNS recruitment entrusted to him in order to achieve the goals that have been set through periodic accountability media.

Sjahrudin Rasul (2000) states that accountability is defined narrowly as the ability to give an answer to a higher authority for the actions of "a person" or "a group of people" against society at large or within an organization. In the context of government institutions, the "someone" is the head of the government agency as the recipient of the mandate who must provide accountability for the implementation of the mandate to the community or the public as the giver of the mandate.

A broad understanding of public service accountability means the accountability of government employees to the public who are consumers of their services. This is related to the thinking/concept of a democratic society, where the mandate given by the community to a person/group to regulate social life, by a person/group of people must be accountable to people who trust transparency/openness (Choirul Saleh, 2012).

Accountability is the fundamental relationship between demonstrating obligation and existence of responsibility to achieve results for which there was opportunity and expectation. Each of them is accountable for all activities – including the decision not to accept activities – in the work environment (Omorieg Charles Osifo, 2014)

Based on several views on accountability above, it can be interpreted that accountability is an obligation to present and report every state activity. accountability in government can be given the meaning of accountability and is part of the implementation of *good governance*.

Thus, what is meant by accountability in this case is to explain the form of accountability or transparency of the BKD as the implementing element in carrying out the accountability process in the implementation of recruitment. In the context of public sector organizations, c states that there are two kinds of accountability, namely: *vertical accountability* and *horizontal accountability*.

Principle of Accountability

Implementation of the principle of accountability and transparency in the accountability of local governments to realize good governance in the regions. Therefore, the principle of accountability is a condition in which the administration of government can be accountable to the public, both administratively and politically. Both in terms of policy making, implementation to reporting of a policy. The accountability aspect allows the public to measure the success or failure of implementing a policy in the administration of government. The principles of transparency, participation and accountability in the administration of government cannot be implemented without information disclosure (Sumarto 2003:15).

In order to ensure the principle of accountability, it is necessary to support indicators, in the form of a *Standard Operating Procedure* (SOP) in the administration of government affairs or in the administration of authority/implementation of policies, an accountability mechanism, an annual report, a system for monitoring the performance of state administrators and a supervisory system as well as a mechanism *reward* and *punishment*. The principle of accountability requires the existence of information disclosure that allows the public to access and use information to assess the performance of a government administration.

Recruitment

Recruitment is one of the functions of human resource management in the aspect of manpower procurement which specifically gets prospective employees to then select which one is the best and most in accordance with the required requirements, one of which is through the recruitment process. If the quality of a recruitment process is carried out well, it will produce good resources as well.

Recruitment

Process The recruitment process includes several important points, according to Simamora (2006:221) as follows:

- a. Developing a strategy for recruiting In the preparation of this strategy, the human resources department is responsible for determining job qualifications, how employees will be recruited, where, and when.
- b. Elimination of unsuitable applicants / screening Once applications are received, they should be screened to exclude unqualified individuals based on job qualifications. This process requires great attention, especially to stem the disqualification due to inappropriate reasons, so that in this process the filter is required to be careful.
- c. Creation of a pool of applicants The applicant pool consists of individuals who have met the criteria set by the recruiter and are worthy candidates for the required position.

Meanwhile, according to Wasistiono (2002:16-17) suggests that the implementation of recruitment can use three systems, namely: first, a centralized system, if the implementation is centered on the central government only; second, a decentralized system, if the implementation of recruitment is completely left to each region, both provincial and district/city; and third, a system of combining centralization and decentralization, if there is a division of authority in the organization of recruitment between the center and the regions.

RESEARCH METHOD

This study uses a qualitative approach, which is a research method used to examine the condition of natural objects, where the researcher is the key instrument. According to Kirk and Miller that qualitative research is a particular tradition in social science that fundamentally depends on observing humans in their own area and relating to these people in their discussion and terminology (Sudarto, 1995: 62) This type of research uses case studies. A case study according to Yin (2012) is an empirical inquiry that investigates phenomena in real-life contexts, when the boundaries between phenomena and contexts are not clearly visible and using multiple sources or multiple sources of evidence. This research was conducted at the Regional Personnel Agency of North Maluku Province as the object of research.

According to Marshal (in Sugiyono, 2008:310) To get accurate data, the researchers used data collection techniques as follows:

1. Observation

Observation is the basis of science. Scientists can only work based on data, namely facts about the real world obtained through observation. Observation allows researchers to study behavior and the meaning of that behavior.

2. Interviews

In connection with this research, data collection will be carried out through in-depth interviews (*independent interviews*) or what Singarimbun and Effendi (1995:8) call free interview techniques.

In order to obtain an accurate source, the researchers conducted interviews with the BKN and the regional secretary of North Maluku Province, the Head of the BKD, the Head of Sub-Division for the Procurement of Apparatus and Committees who have the authority and competence in providing information related to this research.

1. Documentation

Documents are records of events that have already occurred. Documents can be in the form of writing, pictures or monumental works of someone.

Sources of Data The data collected to support this research is data that is actually obtained from data sources that are believed to be valid, namely:

1. Primary data, according to Nasution (in Sugiyono, 2008) primary data is data that can be obtained directly from the field or research place. So in this study, primary data were obtained from the North Maluku provincial civil service agency and the CPNS admissions committee, and other related institutions.
2. Secondary data is from official documents related to research problems, in this case the results of meetings held by related institutions, relevant laws and regulations, and documentation results.

Data analysis

The data collected in this study were processed and analyzed using an interactive analysis model. According to Miles and Hubermas (*in*, Silalahi 2012), interactive analysis allows a researcher to carry out analytical activities loosely without having to go through a rigid process of data collection, proceeding to data reduction, data presentation, and ending with drawing conclusions.

Components of data analysis: According to the interactive model of Miles and Hubermas(*in*, Silalahi 2012), Step-by-step analysis of the data in question, namely:

1. Data reduction is the process of selecting, concentrating, paying attention to simplification, abstracting, and transforming rough data that emerges from written records in the field.
2. Presentation of data, namely as a set of structured information that gives the possibility of drawing conclusions and taking action.

3. Drawing conclusions and verification.

Techniques for Improving Data Validity

Basically, apart from being used to refute allegations against qualitative research that says it is unscientific, it is also an inseparable element of the body of knowledge of qualitative research (Moleong, 2011:320). The validity of the data is carried out to prove whether the research conducted is really a scientific research as well as to test the data obtained.

According to William Wiersma, triangulation in credibility testing is defined as checking data from various sources at various times. Thus there is triangulation of sources, triangulation of data collection techniques, and time (Sugiyono, 2008:273).

RESULTS AND DISCUSSION

CPNS Recruitment Implementation Process

In order to realize CPNS recruitment accountability, the selection process is strictly monitored. Supervision is carried out in a layered manner through the State Personnel Agency in collaboration with the Regional Personnel Agency to form an implementing committee for CPNS recruitment activities. The committee at the BKD level is chaired by the Regional Secretary for North Maluku province and coordinated by the Head of the apparatus procurement arrangement and is given the task of preparing selection test implementation facilities such as rooms, computer equipment, networks, servers and exam schedules, while the committee from BKN is tasked with direct monitoring of the process. SKD basic competency selection test.

In the process of implementing the selection test, the National Civil Service Agency (BKN) and the BKD committee guarantee the confidentiality of the exam questions. The mechanism used in the distribution of exam questions is to use a direct distribution method from the server of the State Civil Service Agency to the server of the Regional Personnel Agency then forwarded to the computer equipment of the examinee at the same time. This mechanism is part of the accountability for recruitment of prospective civil servants.

With the CAT system, it is possible to see the total score of the 2019 SKD CPNS test results immediately as soon as participants finish taking the test. Before entering the room, the committee checked the suitability of the participant's identity. In addition, the committee also carried out *body checking* of each participant. Test takers are only allowed to enter the room with a participant card and identity card. Other luggage must be deposited with the committee. The committee also prepared an LCD screen outside the building that could be used by the introductions to monitor the participants' scores directly while the participants were taking the test. In this way, it is impossible to manipulate the participants' scores.

As described by Sulistoni (2003:35), angovernment *accountable* has the following characteristics: able to present information on government administration openly, quickly and accurately to the public; able to provide satisfactory service to the public; able to provide space for the community to be involved in the development process and the government; able to explain and account for every public policy proportionally and there is a means for the public to assess the performance of the government. Through public accountability, the community can assess the degree of achievement of the implementation of government programs and activities.

All processes and stages in the recruitment of CPNS at the Regional Personnel Board of North Maluku Province in 2019, generally can be interpreted as an effort to provide accountability carried out by organizational units or interested parties openly to those who provide such accountability. In the process and stages of CPNS recruitment implementation is based on the *Standard Operating Procedure* (SOP), so that it meets the principle of accountability.

Impact of Implementing Accountability for CPNS Recruitment in 2019

The impact of implementing accountability for CPNS recruitment in this study uses several aspects of accountability formulated by Beavola Kusumasari (2015: 8-9) including the following:

a. Accountability is a relationship. The

relationship in question is a two-party relationship between individuals, groups of institutions, the state and society. Authorities are responsible for providing adequate direction, guidance, and allocating resources in accordance with their duties and functions. On the other hand, individuals / groups / institutions are responsible for fulfilling all their obligations. Therefore, in accountability, the relationship that occurs is a responsible relationship between the two parties.

In the recruitment of CPNS at the BKD of North Maluku Province in 2019, there are stages in the selection system using CAT. One of the stages referred to based on the concept above is the stage of making a rebuttal. The objection is an activity that involves file selection participants with the committee in charge of CPNS recruitment activities. As stated by Faizal Reza Pahlevi, the admin section of the *on-line service*, that:

Applicants who do not meet the requirements (TMS) can object to the verification results for 3 (three) days through their respective accounts on the sscn.bkn.go.id portal, Disclaimers from applicants will be replied to by the Agency's committee for 7 (seven) days, by re-verifying through the sscn.bkn.go.id system and the applicant's status can change to qualified (MS) if the TMS problem is due to an error/negligence of the Agency Committee /Agency verification team (interview on 10 October 2020).

The buffering stages above are in line with Mulgan (2003) who explains that accountability is a contract between the government and bureaucratic apparatus, as well as between the government represented by civil servants and the community. The contract between the two parties has the following characteristics: First, external accountability, namely control measures that are not part of their responsibilities. Second, interaction accountability is a two-way social exchange between those who demand and those who become responsible (in giving answers, responses, *rectification*, and so on). Third, the accountability relationship is a structural power relationship (government and public) that can be carried out asymmetrically as a right to demand answers.

b. oriented accountability

Results-The expected result of accountability is the behavior of government officials who are responsible, fair and innovative. In this context, every individual / group / institution is required to be responsible in carrying out their duties and obligations, and always act and strive to contribute to achieving maximum results.

In recruiting CPNS, of course, there has been innovation from using the Computer Answer Sheet (LJK) system to the *computer assisted test* (CAT) providing maximum results in terms of accountability, for example in the CAT selection the committee provides public space for the public to access the achievement scores obtained by participants. In the exam, this is part of the institution to be responsible and fair in the 2019 CPNS recruitment process. As conveyed by Gusnawati Fataha below:

The implementation of the 2019 CPNS SKD test is carried out in a transparent and accountable manner with the Computer Assisted Test system of the State Civil Service Agency (CAT BKN). The SKD test with the CAT system ensures the transparency of the selection process. This CAT system allows the total score of the 2019 CPNS SKD test results to be seen immediately when we finish working on the test (interview on 19 October 2020).

The recruitment system using CAT also answers many problems that often occur in CPNS acceptance, for example in using LJK, community resistance to unaccountable selection

results, frequent practices of nepotism by officials. In using the CAT system, on the contrary, people's perceptions changed from a vote of no confidence to trust. This can happen because the case of the president's own son did not pass the selection using CAT, thus the CAT system can guarantee the achievement of accountability both horizontally and vertically.

c. Accountability requires reports

Performance reports are the embodiment of accountability. By providing a performance report means being able to explain the actions and results that have been achieved by individuals / groups / institutions, as well as being able to provide tangible evidence of the results and processes that have been carried out. In the world of bureaucracy, the form of accountability for each individual is in the form of a report based on an employment contract, while for institutions it is LAKIP (Report on Government Agencies Performance Accountability). Below is an interview with Fahri Fuad who said that:

In the CPNS selection there is a final report on the selection of prospective civil servants (CPNS) for the North Maluku province formation in 2019 which contains the process, stages, results of the selection of civil servants and follow-up plans. The report was submitted to the State Civil Service Agency as the responsibility of the Regional Personnel Agency (Interview on September 21, 2020).

The performance report is a form of accountability for the implementation of the tasks and functions entrusted to each government agency for the use of the budget. The most important thing needed in the preparation of performance reports is performance measurement and evaluation and *disclosure of the* adequate results of the analysis of performance measurement.

The purpose of the performance report is to provide measurable performance information to the mandate provider on the performance that has been and should have been achieved. The Performance Report is also an effort for continuous improvement for government agencies to improve their performance.

d. Accountability requires consequences

Accountability is an obligation. Obligations denote responsibility, and responsibility produces consequences. The consequences can be in the form of rewards or sanctions.

The following are the results of an interview with Alex Tovano Rada on October 7, 2020:

Accountability for CPNS recruitment in North Maluku Province is heading for a better direction. Indicators of these achievements can be in the form of several awards given especially in the implementation of the CAT system including; received awards from BKN *eword* in two categories, the first related to the implementation of the electronic-based CPNS recruitment system and the second was the commitment to the implementation of the CAT system. Then the award at the regional level is in the category of implementing the CAT system which is professionally within the scope of the North Maluku provincial government.

The consequences given in the 2019 CPNS recruitment are in the form of awards. This means that the award is one of the indicators of success in the CPNS recruitment process in 2020. Thus, the implementation of the recruitment system can be ensured to run well and fulfill the aspects and dimensions of accountability.

e. Accountability improves performance

The main objective of accountability is to improve the performance of civil servants in providing services to the community. In the proactive accountability approach, accountability is defined as a relationship and process that is planned to achieve the goals that have been set from the start, the placement of appropriate resources, and performance evaluation. In this process, each individual/group/institution will be held accountable for being actively involved in the evaluation process and focusing on improving performance.

The implementation of the 2019 CPNS selection activities for North Maluku Province did not match the needs with the results of the procurement. This is because the required candidate employees are not met with the formation allocation given by the Central Government to the Provincial Government of North Maluku. Although there are many problems in the implementation of the 2019 Formation CPNS selection activities, both in terms of infrastructure equipment and other technical issues. The 2019 Formation CPNS selection activity went in an orderly, safe and smooth manner until it was completed.

CONCLUSION

This study discusses the process and impact of accountability for the implementation of CPNS recruitment in the regional personnel agency of North Maluku Province, the two processes above cannot be separated, if the process can be carried out properly it will have a good impact as well.

- a. The accountability process for CPNS recruitment at the North Maluku provincial staffing agency in 2019 can be seen from the accountability process (*process accountability*), there are several stages in recruiting CPNS including the following: the facilitation stage, the registration stage, the administrative verification stage and the announcement stage of the file selection results. The Regional Personnel Agency of North Maluku Province also provides a stage of refutation for those who do not pass and if the refutation submitted can be proven true, the CPNS recruitment committee will again provide opportunities for the rebuttal.
- b. The impact of implementing CPNS recruitment accountability in 2019 is as follows:
 1. Candidates for civil servants feel they are treated fairly by the State in the selection process because of the implementation of the system *Computer Assisted Test*.
 2. The level of cheating in the implementation of the civil servant candidate test is very minimal
 3. *The Computer Assisted Test* has a very accountable procedure so that it can be accepted by the wider community and does not carry out resistance (rejection) like the previous system (LJK).

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