

ARTICLE

Effectiveness of CPNS Recruitment by the Personnel and Human Resource Development Agency (BKPSDM) Pamekasan Regency

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Abstract

Recruitment of civil servants is carried out to meet the needs of civil servants based on the required formation. To ensure the quality of civil servants, recruitment is carried out nationally. BKPSDM is one of the institutions responsible for carrying out the recruitment of civil servants in the regions where the implementation process requires transparency and integrity so that the elected CPNS have the quality and competence in accordance with the required formation. To measure the level of effectiveness of BKPSDM in the recruitment of CPNS, researchers used the theory of organizational effectiveness from Richard M. Steers (1985) by measuring the goal optimization, systems perspective, and attention pressure on human behavior simultaneously. In terms of goal optimization and from a system perspective, the process of implementing the recruitment of CPNS at BKPSDM Pamekasan is good, but it needs transparency in terms of emphasis on human behavior, because based on the research results there are still CPNS participants who are not satisfied with the performance of the committee which lacks transparency, there are indications of "nepotism" in the determination of CPNS who pass the selection and are appointed as Civil Servants.

Keywords: Effectiveness, recruitment, CPNS, BKPSDM

Introduction

Civil Servant (PNS) is an extension of the government which is placed in various agencies under the auspices of the government. Civil servants stationed in their areas are a reflection of the government which is responsible for implementing programs from the central government for national development. The success of government tasks and national development is the responsibility of civil servants. Therefore, in order to achieve the objectives of national development, namely, a society that is law-abiding, modern, democratic, and prosperous is needed civil servants with quality and integrity. Civil servants as public servants must be able to provide services fairly to all levels of society on the basis of loyalty (loyalty) to our constitution, namely Pancasila and the 1945 Constitution.

Based on the regulation issued by the National Civil Service Agency (BKN) of the Republic of Indonesia Number 14 of 2018, it explains that in order to implement the provisions of Article 45 of Government Regulation Number 11 of 2017 concerning the management of civil servants, it is necessary to stipulate Regulation of the State Civil Service Agency on Technical Guidelines for the Procurement of State Civil Apparatus;

1. Law Number 5 of 2014 concerning State Civil Servants (State Gazette of the Republic of Indonesia of 2014 Number 6, Supplement to State Gazette of the Republic of Indonesia Number 5494);
2. Government Regulation Number 11 of 2017 concerning Management of Civil Servants (State Gazette of the Republic of Indonesia of 2017 Number 63, Supplement to State Gazette of the Republic of Indonesia Number 60370;
3. Presidential Regulation Number 58 of 2013 concerning National Civil Service Agency (State Gazette of the Republic of Indonesia of 2013 Number 128);

Regulation of the Head of the State Civil Service Agency Number 19 of 2014 concerning the Organization and Administration of the State Civil Service Agency (State Gazette of the Republic of Indonesia of 2014 Number 998) as amended by the Regulation of the Head of the State Civil Service Agency Number 19 of 2014 concerning the Organization and Work Procedure of the State Civil Service Agency (Berita Republik of Indonesia Year 2015 Number 1282); (Regulation-BKN-No-14-Tahun 2018).

(Accessed on October 15 at 19:00)

BKPSDM (Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia) is a regional technical institution formed to support government tasks in the planning and management of regional government personnel. (Zebua, Manahati. 2016: 139). BKPSDM is tasked with compiling and implementing regional policies regarding employment and implementing the authority delegated by the central government to district and city governments as representatives of the government in the context of deconcentration. Based on KEPPRES (Presidential Decree) Number 159 of 2000 regarding the BKPSDM guidelines for carrying out functions :

1. Prepare the drafting of regional staffing laws and regulations.
2. Regional civil service planning and development.
3. Prepare technical policies for regional personnel development.
4. Preparing and the implementation of the removal of , of promotion , the transfer of , and dismissal of regional civil servants.
5. Service personnel administration.
6. The preparation and determination of the retired civil servanth.
7. Prepare the determination of salaries, allowances, and welfare of regional civil servants.

8. Administration of Regional Civil Servants.
9. Regional human resources information system management.
10. The dissemination of information to the agency of a regional employment at the state human resources. (Zebua, Manahati. 2016:140)

One of the roles of BKPSDM is to recruit candidates for civil servants. Through objective, transparent and accountable recruitment to obtain quality human resources (Civil Servants) who are able to carry out their duties professionally. Recruitment of civil servants must be oriented towards the process of selecting candidates for state administrators who have superior integrity and quality through a transparent and accountable recruitment process.

The limited quality of local governments (Pemda) is currently the main problem faced by regional governance in Indonesia. The process of selecting CPNS is risky, it has long-term consequences for future asset investment, considering that prospective civil servants who will later be appointed as civil servants are not only an important asset of the organization but also an organizational partner that needs to be and must be managed properly because it greatly determines organizational effectiveness. . In addition, the process of procuring civil servant candidates is full of risks from collusion, corruption, nepotism (KKN) practices carried out by certain parties.

Since the enactment of Government Regulation (PP) Number 78 of 2013 which is the second amendment to Government Regulation Number 98 of 2000, the recruitment and selection (procurement) of CPNS are carried out by Personnel Development Officials with Ministry of Administrative and Bureaucratic Reform (Kementrian PANRB). Personnel Process (Governor or Regent / Mayor), however, the number, composition and qualifications of recruits are tailored to the needs of the region (<http://etd.repository.ugm.ac.id> accessed on 15 Oktober 2019 at 20.00)

The Minister for the Empowerment of the State Apparatus promises to take firm action against the officials who accept bribes in the CPNS recruitment process in accordance with applicable regulations or laws. He said that one solution for the CPNS selection process to run properly was that government agencies did not need to be directly involved in the CPNS selection but left it to a competent independent institution to select CPNS. (<http://perpustakaan.bappenas.go.id/lontar/file> accessed on 15 October 2019 at 20:25).

BKPSDM Pamekasan based on KEPPRES Number 159 of 2000 has a function in the appointment of candidates for the State Civil Apparatus. However, the process of implementing recruitment has not been optimal, this conclusion is based on information from the public who found collusion and nepotism practices as well as a lack of transparency in the recruitment process for candidates for the State Civil Apparatus.

The following is an excerpt from the researchers' initial interviews with Pamekasan residents regarding the recruitment of the State Civil Apparatus:

1. A resident of SF (57 years) said that: in 2018 it is strongly suspected that irregularities have occurred in the acceptance of candidates for state civil servants. SF received direct information from the relevant officer that some candidates who were accepted had previously been "entrusted" with "insiders" who had high positions. (Interview Thursday, January 24, 2020)

2. A resident of AR (32 years) said that he had passed the SKD and SKB tests. Entered into the final filing and placement verification process, but failed to verify because the certificate did not match the required formation. AR questioned why this could happen at the final stage of file verification without any clear reasons. Even though the file selection has been carried out at the initial stage of registration before entering the test stage.

Based on the problems found, researchers are interested in analyzing based on an objective and comprehensive scientific approach to then get a solution. Therefore, this study entitled: Effectiveness of Candidates Civil Servant Recruitment by BKPSDM Pamekasan.

Literature Review

Effectiveness Organization Review

The term effective as (explained by Mohyi, 2013: 197 in his book entitled *Teori dan Perilaku Organisasi*) effective means right, on target and efficient, which means economical, as if it has become a human goal in carrying out every activity. Effectiveness means the level of accuracy in achieving a goal, while efficiency is the level of accuracy and sacrifice of something. Organizational effectiveness means the level of accuracy of an organization in achieving goals or something desired with its activities utilizing existing resources. Effectiveness can also be defined to what extent an organization realizes its goals. Meanwhile, organizational efficiency is the level of efficiency of an organization in using existing resources in order to achieve the goals.

According to Sedarmayanti (2006) effectiveness is a measure that provides an idea of how far the target can be achieved. This opinion states that effectiveness is a measure that provides an idea of how far the targets previously set by an institution or organization can be achieved. This is very important in every institution or organization and is useful for seeing the development and progress achieved by an institution or organization itself.

According to Steers (in Sutrisno, 2010: 133), effectiveness is generally only associated with organizational goals, gaining benefits and tends to ignore the process and human resources. In research on organizational effectiveness, human resources, and human behavior should appear to be the primary focus, and efforts to increase effectiveness should always begin with examining human behavior in the workplace.

Steers (in Sutrisno (2010: 123) says that to examine the effectiveness of the most appropriate way is to pay attention simultaneously to three interrelated concepts: 1) goal optimization, 2) systems perspective, and 3) stress on the aspect of human behavior in organizational structure.

Based on some of the opinions regarding effectiveness above, it can be concluded that effectiveness is a measure that states how far the targets (quantity, quality and time) have been achieved by the organization where these targets have been predetermined.

Richard M. Steers (1985: 209) mentions four factors that influence effectiveness:

1. **Organizational Characteristics**

The first variable of organizational characteristics consists of structure and technology. What is meant by organizational structure is an organizational structure that reflects the division and grouping of tasks, units, vertically or horizontally, the delegation of responsibilities, coordination and cooperative relations among the parts of the

organization. (in Mohyi, 2013: 39). The structure in question is humans as resources who work together to achieve goals. Technology is an organization's mechanism for converting input (raw input) into output (finished output). Technology takes various forms (varies) including variations in the process of mechanisms used in production, variations in the materials used and variations in technical knowledge used to support activities towards the target.

2. Characteristic of the environment

The environment includes two distinct but related aspects. The first is external environment is that all the power arising out organization and influence as well as actions in the organization. The second is internal environment. Environment in general climate organization known as covering all attributes formerly guided operating environment has links with certain aspects of effectiveness

3. Characteristic of Workers

Worker characteristics have a profound influence on organizational effectiveness. Humans as monopluralistic creatures have many differences, especially in terms of nature, so it is very important for individuals to be aware of these differences to achieve organizational goals. So organizational goals will be achieved if the organization can integrate individual goals within the organization.

4. Policy and Management Practices

Management Characteristics is a strategy and work mechanism to optimize all elements of the organization so that effectiveness is achieved. Management policies and practices are tools for leaders to direct each activity to achieve organizational goals. In implementing policies and practices management must pay attention to humans, not only concerned with strategies and work mechanisms. These mechanisms include strategic goal setting, resource search and use, creation of an environment of achievement, communication processes, leadership and decision making, and adaptation to changing organizational innovation environments.

Model of Effectiveness Organization

There are several theories of organizational effectiveness models according to experts, where in the theory the model that has been put forward has different components. One theory is from Richard M. Steers (1985: 208-209), (in Sutrisno. 2010: 149-152).

Richard M. Steers Theory Model

The model proposed by Richard M. Steers is known as the "Multiple Dimensional Perspective" model. Richard M. Steers (1985: 208-209) states that the best way to examine effectiveness is to pay attention to three concepts that are interrelated with one another simultaneously. These three concepts are:

1. Goal Optimization

The main advantage of this goal optimization concept is that organizational success is measured according to the organization's intentions and according to the investigator's value considerations, what the organization according to the investigator should do. According to Yuchtman and Seashore (in Steers 1985: 5) using the term as the "final mission" of an organization. In other words, we do not judge success according to a measure of the extent to which the achievement of a goal has been maximally carried out, but rather identify a number of unavoidable obstacles that hinder the maximum achievement of the goal.

2. The perspective of system

Steers (1985: 6) argues that the design goals and systems perspective complement each other because the goal is not treated as a static final state, but as something that can change over time. The achievement of certain short-term goals can provide new inputs for determining the next goal. So, goals follow a cycle in the organization when we take a systems perspective. The use of a systems perspective emphasizes the importance of the meaning of organization and the environment. This systems perspective focuses on the relationship between these components together affecting the success or failure of the organization.

3. Attention Emphasis On Human Behavior

Emphasis on human behavior with its effect on organizational achievement. If we want to get a clearer picture of the factors determining effectiveness, we must examine worker behavior as the basic unit. If the members of the organization agree on the leader's goals, it can be estimated that the level of effort they put in to achieve the goals will be high, and vice versa, if the organizational goals are mostly not matched with the needs and goals of workers, it is difficult to maximize their contribution.

Researchers used Richard Steers (1985: 208-209) organizational effectiveness theory as a benchmark in this study for several reasons:

1. There are three indicators that must be considered in order to achieve organizational effectiveness.
2. Emphasizes on the main processes related to effectiveness, and does not view effectiveness as an end state.
3. Suitable to be applied for all kinds of organization.

Overview of Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM)

Definisi Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia (BKPSDM)

Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) is a government agency that was formed after regional autonomy in 1999. Before the government made a policy on regional autonomy, personnel affairs were under the direct control of the central government, the institutions in the regions were only the executors.

BKPSDM refers to the Pamekasan Regent Regulation Number 73 of 2016 article 2 paragraph 1, which is a supporting element of government affairs which is the regional authority of Pamekasan Regency in the field of Personnel and Human Resources Development. BKPSDM is led by a head of an agency who is under and responsible to the regent through the regional secretary.

BKPSDM as a local government agency consists of several fields, including the field of procurement, dismissal and personnel information, the field of transfer and promotion, the field of apparatus development and the field of apparatus performance appraisal and awards. (bkd.kota.pamekasan.go.id) BKPSDM manages all personnel affairs including the process of promotion of employee structures including the process of increasing structural positions for echelon III and IV employees in regional apparatus organizations.

Recruitment Prospective Review of State Civil Apparatus

State Civil Apparatus Recruitment System

Preparation of ASN formation requirements is carried out prior to employee recruitment. This is regulated in Government Regulation Number 54 of 2003 concerning the principles of

preparing the Civil Servant Formation to fill government organizational positions. According to Law Number 43 of 1999, what is meant by formation is the number and rank structure of Civil Servants required by a unit of state organization to be able to carry out main tasks for a certain period of time determined by the minister who is responsible for publishing and improving the State Apparatus.

Employee Recruitment Process

The recruitment of civil servant or state apparatus process includes:

1. Strategies for recruiting.
2. Recruitment registration.
3. Screening of unsuitable job applicants.
4. Making applicant groupings.

The Purpose of Employees Recruitment

The purpose of recruitment is to provide a stipulation for job applicants who potentially have certain qualifications. According to Siagian in Rosidah (2009: 169), recruitment aims to get as many potential applicants as possible so that the organization will have a greater opportunity to make choices for prospective employees who are considered to meet organizational qualification standards.

Overview of the State Civil Apparatus

ASN (Aparatur Sipil Negara) is a profession for government civil servants in accordance with the general provisions of Law Number 5 of 2014 concerning State Civil Servants. ASN is a profession for civil servants and government employees with a work agreement to work for government agencies. Furthermore, ASN is appointed by the Civil Service Officer and assigned to a government position and is paid based on statutory regulations.

ASN management is the management of ASN to produce professional employees with professional ethics, free from political intervention, free from corruption, collusion and nepotism. ASN as part of bureaucratic reform, has the obligation to manage and develop itself and must be accountable for its performance.

ASN Functions, Duties and Roles

Law Number 5 of 2014, the second part of article 10, explains that the functions of ASN are a) implementer of public policy; b) public servants and; c) unifying the nation. Furthermore, ASN duties as described in article 11 are:

- a) Implementing public policies made by civil service officers in accordance with statutory provisions;
- b) Providing professional public services;
- c) Strengthening the unity and integrity of Indonesia.

Furthermore, Article 12 describes the role of ASN, as follows:

ASN plays a role as a planner, implementer and supervisor of the implementation of general government tasks and national development through the implementation of policies and professional public implementation, free from political intervention, and free from corruption, collusion and nepotism.

Research Method

This research is a qualitative research using the case study method, the researcher conducted an in-depth exploration of the CPNS recruitment program by BKPSDM Pamekasan. Exploration is carried out by measuring the Goal Optimization, System Perspective, Pressure of Attention on Human Behavior which is carried out simultaneously.

Results and Discussion

Goal Optimization

According to Yuchtman and Seashore as quoted in Steers' book (1985: 5). The main advantage of this goal optimization concept is that organizational success is measured according to the organization's intentions and according to the investigator's value considerations, what the organization according to the investigator should do.

Based on regulations that have been established by the government, the president has the authority to determine the appointment, transfer and dismissal of civil servants. The President can delegate it to institutions or agencies already stipulated in law, including the regents / mayors. Henceforth, the Regent delegated the CPNS recruitment to BKPSDM Pamekasan.

BKPSDM as the institution entrusted with the responsibility for the recruitment of civil servants has the responsibility:

1. Prepare a schedule for the implementation of the procurement selection of PNS
2. Announce the formation of vacant positions, the number required and the requirements for applicationmelakukan seleksi administrasi
3. Prepare facilities and infrastructure for the implementation of basic competency selection and field competence
4. Announce the results of administrative selection, results of basic competency selection, and results of field competency selection
5. Propose the results of the test selection to the national committee.

The recruitment of CPNS as described in Presidential Regulation Number 11 of 2017 is carried out based on the needs of PNS. The optimization of ASN recruitment goals by BKPSDM in Pamekasan is quite good, because it has met the standards stated in the regulations set by the government. In line with the main duties and functions of BKPSDM.

BKPSDM is tasked with assisting the Regent in carrying out the function of supporting government affairs which is the authority of the Regency in the field of Personnel and Human Resources Development (implementing the formulation and implementation of ASN management policies). BBKPSDM has the following functions::

1. Technical policy formulation in the field of civil and human resource development;
2. The management of formation, rank, and apparatus guidance;
3. The management of mutation, rank, the development of a career, and promotion;
4. Education management, training and the development of human resources;
5. Providing ASN professional institution facilities;
6. Management of office administrative affairs includes planning, general and personnel, finance and assets;
7. The implementation of other functions given by the Regent in accordance with their respective duties and functions.

The implementation of the main tasks and functions of BKPSDM will be an indication of the achievement of the overall goals of the organization, and specifically the achievement of the objectives of each field within the organization including the field of procurement of ASN / PNS at BKPSDM Pamekasan.

Stephen Robbin (in Mohyi, 2013: 199) says that the approach to achieving goal optimization to assess the effectiveness of an organization must be assessed on how to achieve the final goal. This approach views the organization as a unit that is deliberately made, rational and to achieve goals, so that the successful achievement of goals can become a measure..

Based on the results of interviews with BKPSDM stated that the optimization of objectives at BKPSDM Pamekasan was carried out well when viewed from the performance of its employees. BKPSDM considers that the goals of the organization will be achieved if supported by qualified human resources (apparatus) who have high morale. So as to improve the quality of human resources, BKPSDM implements several strategies, namely: providing rewards for employees who can complete their work properly and on time in the form of additional income allowances; then evaluate each activity regularly in the form of monthly meetings; to maintain and at the same time improve discipline a finger print is mandatory for employees every time they come and go home from office; In order for institutional progress, a suggestion box is provided for those who wish to provide input and criticism of organizational performance.

Robbin in Mohyi (2013: 199) says that this goal optimization approach is widely used in the concept of Management by Objective (MBO): a management philosophy that assesses the effectiveness of an organization and its members by seeing how far they achieve specific goals that have been set together.

The Perspective of System

Steers (1985: 6) argues that the design goals and systems perspective complement each other because the goal is not treated as a static final state, but as something that can change over time.

This systems perspective focuses on the relationship between the components that affect organizational success. In the process of recruiting civil servants, BKPSDM coordinates with the National Civil Service Agency (BKN) and citizens who will apply to become civil servants in the Pamekasan regency.

The recruitment of civil servant or state apparatus process includes:

1. Strategies for recruiting.
2. Recruitment registration.
3. Screening of unsuitable job applicants.
4. Making applicant groupings.

Standard operating procedure (S.O.P) for the Procurement of Candidates for Civil Servants based on sources or documents that researchers obtained during the research are:

- a. S.O.P Announcement, Registration, and Administration Selection

1. Forming a selection committee for the recruitment of CPNS within the Pamekasan Regency Government
2. Hold a CPNS recruitment planning meeting
3. Report the meeting results
4. Arrange the concept for the announcement of the CPNS procurement
5. Give initials
6. Signing the announcement of the CPNS procurement
7. Announcing the procurement of CPNS recruitment
8. Open online application
9. Verifying application documents
10. Hold a meeting to decide the results of administrative selection
11. Develop a concept for the announcement of the results of the administrative selection
12. Give initials
13. Signing the announcement of the results administrative selection
14. Announce applicants who pass the administrative selection
15. Receive rebuttal from the administrative selection results from applicants
16. Holding a meeting to decide on the applicant's rebuttal
17. Draft announcements regarding applicants who meet administrative requirements and are entitled to participate in SKD selection
18. Give initials
19. Signing the announcement of applicants who have passed the administrative selection and are entitled to participate in SKD
20. Announce applicants who meet administrative requirements and are entitled to participate in SKD selection, exam schedule and venue
21. Report the implementation of the CPNS procurement (Announcement and administrative selection)
- b. S.O.P Selection of Basic Competencies (SKD)
 1. Coordinate with BKN for SKD preparation
 2. Hold a meeting to prepare the implementation of SKD
 3. Hold the SKD
 4. Receive exam results from the National Committee for National Education and do the disposition
 5. Prepare draft SKD results announcement
 6. Hold a meeting to prepare the announcement of the SKD selection results
 7. Give initials
 8. Signing the announcement of the SKD selection results and who is entitled to participate in the SKB
 9. Announce the results of SKD selection and are entitled to take part in the SKB
 10. Report the Implementation of SKD
- c. S.O.P Implementation of Field Competency Selection (SKB)
 1. Coordinate with BKN for SKB preparation
 2. Hold a meeting to prepare the implementation of SKB
 3. Implementing SKB
 4. Receive exam results from the National Committee for National Education and do the disposition
 5. Prepare a draft of the Regent's Decree regarding the participants who pass the CPNS selection and the draft announcement of the CPNS selection results
 6. Hold a meeting to prepare the determination of CPNS recruitment selection results

7. Give initials
8. Sign the decree of determination and announcement of participants who have passed the CPNS selection
9. Announcing the results of the CPNS recruitment selection
10. Report the procurement of CPNS
- d. S.O.P of CPNS Appointment
 1. Coordinate with BKN regarding the proposed of NIP determination for CPNS
 2. Hold a meeting to prepare the proposal for determining the NIP for CPNS
 3. Filing to complete the requirements
 4. Prepare draft NIP determination for CPNS
 5. Give initials
 6. Signing a letter of proposal for the NIP determination of CPNS
 7. Send a letter of proposal for the NIP determination of CPNS
 8. Receive NIP determination for CPNS from BKN and conduct disposition
 9. Prepare a draft of the CPNS appointment decree
 10. Give initials
 11. Signing the appointment decree of CPNS
 12. Give a appointment decree of CPNS to the participants who have successfully passed
 13. Report the procurement of CPNS appointments

Robbin in (Mohyi, 2013: 197 in his book entitled *Teori dan Perilaku Organisasi*) explained that a systems perspective assesses the effectiveness of an organization from its ability to obtain input, process that input, channel its output and maintain organizational stability and balance. An organization is a system that is covered by a suprasystem and has subsystems, which interact either within the organization or with its environment and influence each other to achieve conformity. An organization is said to be effective if it can establish a harmonious relationship with its environment.

Based on the results of the research, from a system perspective, it has been carried out correctly, because there is good coordination between BKPSDM as the agency responsible for carrying out the recruitment of CPNS in the regions and BKN in accordance with the system and SOP that have been established by existing laws and regulations.

Attention Emphasis On Human Behavior

Based on the results of interviews from both BKPSDM and citizens regarding the form of misappropriation of CPNSD recruitment in Pamekasan Regency, there are several opinions. According to BKPSDM, the process and results of decisions are in accordance with the BKN instructions.

Citizens also considered that the CPNSD recruitment process was appropriate. However, according to them there is still fraud, namely the practice of bribery. This is based on the results of interviews with citizens (Non civil servants) that there were friends who took the CPNSD exam in 2018, his friend passed the exam, it was the final stage of filing but in the final stage the CPNS committee questioned the diploma and stated that the applicant's qualifications were not feasible with the available formations so that it was finally declared a failure.

This is regretted by citizens, this problem increases their belief about the existence of forms of abuse. To avoid the emergence of a suspicion problem of citizen BKN and BKPSDM must review all the recruitment processes for CPNS. For example, in the registration process, a

filing is carried out and it is declared that they have passed in the initial stages of obtaining an SSCN registration card, where the registration card does not yet include the exam location and participant number. From the registration card, it will be exchanged for an exam card. Supposedly the exchange can be done at the BKPSDM office during the exam, this is used to avoid irregularities, because it is possible that the participant's number can be traced which exam questions so it does not rule out the possibility of fraud.

Conclusion

Based on the results of research and discussion on the effectiveness of the Personnel and Human Resources Agency (BKPSDM) in the recruitment of CPNS Pamekasan Regency which refers to the theory of the Organizational Effectiveness Model by Richard M. Streers which emphasizes three indicators that must be considered in order for organizational effectiveness to run well: goal optimization, systems perspective, and attention stress on human behavior. So it can be concluded that the effectiveness of BKPSDM in CPNS Recruitment is already good, but there are still things that must be considered in order to reduce the lack of citizen belief about the CPNS recruitment process so that transparency is needed in this process. To show that the recruitment of CPNS is in accordance with standard operating procedures that have been stipulated by law and that the selected civil servants really conform to the required formation and have the competencies expected by the government..

Limitation of the Study

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Declaration of conflicting interest

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