

## CHAPTER III

### DISCUSSION

#### A. Implementation of ICT on Yogyakarta Meritocracy System

##### a. Information Communication and Technologies (ICT)

The development of an era certainly brought a lot of change, such as the increasing relevance of ICT. ICT is growing into a system that everybody embraces with the a variety of its uses in terms of making task efficient. According to Chin and Todd as quoted in the Dedi (2007) mentions that ICT have benefits such as making job easier, useful, increasing productivity, enhancing effectiveness, and also improve job performance.<sup>1</sup>

##### 1. Hardware

Hardware is the physical components used to input, process, output and storage on a computer system. On BKPP, there are several types of hardware as presented in table 3.1.

Table 3.1 about parts in BKPP Yogyakarta

Stuff	Total
Komputer	21 pcs
Printer	16 pcs
Laptop	9 pcs
Notebook	9 pcs
Laptop	3 pcs
Tablet	1 pcs
Scanner	2 pcs

Source: Parts Inventory of BKPP

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<sup>1</sup> Dedi, Rianto, Rahadi.2007. *Peranan Teknologi Informasi dalam meningkatkan pelayanan disektor publik.*, Seminar Nasional Teknologi, Yogyakarta

Based on data obtained from the Inventory of BKPP Kota Yogyakarta, BKPP has a total of 21 IT components commonly used in daily activities in order to support the smooth work of BKPP Service. In the service available 21 main computer available from floor 1 to floor 3, 21 of this computer consist of various kinds of brand and type that is, 8 computer type of Lenovo, 4 branded computer Dell and Asus, 3 Asus computer, and 1 Acer brand and HP which each amounted to 1. Furthermore, there are also 16 printers paired with several kinds of computers available. The available printers have different functions, as evidenced by the many models and types available. There are 5 types of printers commonly used are 4 types of regular printers, 5 types of LaserJet printer, 4 types of multifunctional printers, 2pcs inkjet printers, and 1pcs dot-matrix printer. In addition to available computer available portable computer that serves to facilitate the work outside the office, BKPP provides 2 types of portable computers consisting of 9pcs notebook and 3pcs laptop, which has a different spec and type of each type, in addition to notebooks and laptops are also available 1pcs brand tablets Samsung. In BKPP there are also 2 scanners available on the ground floor.

*"..In general, the tools available at the office are sufficient to assist the work, especially the fundamental work in fulfilling our obligations" (Interview with Mr. Zinul, on 4 April 2017)*

The same thing also expressed by Mr. Silva as head of BKPP's IT development field

*"..About hardware available in the office actually there is no constraint at all mas, all friends can operate it so long as all can for office and internet*

*access yes means (tools available) is enough anyway mas. As for the standard and specification of the computers in Diskominfo, BKPP only as user and basic user only, so it does not require specific spec"(interview with Mr. Silva Dahono SE, 4 April 2017).*

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Meanwhile, Mr. Subarono as the staff of field Information and Telecommunication Hardware of the Office of Information and Communication (KOMINFO) Yogyakarta, confirmed that the hardware and specification computer used in BKPP stated that KOMINFO does not directly provide computer specification required by each SKPD, They were only asked for advice by BPKAD about the required specifications by each department.

*"Computers available on SKPD is divided into 2 types, the first for administrators of ordinary office and for multimedia, well for procurement we do not give direct hardware, because the purchase of the device is set by Department of Building and Asset of Yogyakarta BPKAD which is change their name into DBGAD on January 2017 mas. We as the elderly (in the affairs of IT) only asked for advice and provide recommendations about the device to be purchased by BPKAD so we only match the letter of the server purchase plan with the needs of each SKPD average computer spec that is used it follows the provisions that have been made previous. But we still use the old provisions because the new lieutenant is still in the process of making. If the difference seems to be no difference, if there is only a little bit of it because this guideline is issued in what year and now it is 2017, the only difference is that "(interview with Mr. Subarono, 23 May 2017).*

The entire computer in SKPD must follow the Standard Operating Procedures (SOP) as stipulated in the Regulation of Mayor of Yogyakarta (Perwal) No 68 of 2007 on Standard Operating Procedure in management of clients at the Government of Yogyakarta City. This SOP regulates all matters relating to the use and maintenance of computer devices. At the

municipal government of Yogyakarta there are 2 classifications of computer being used for of office administration and also type for multimedia and video editing computer, each computer has a specification appropriate for its purpose. The following basic specification is used in Yogyakarta City Government including BKPP Yogyakarta:

a. Specifications for Office administration

Table 3.2 Specifications for Office administration

No.	Hardware	Specification
1	Processor	Pentium IV 3Ghz or equally AMD
2	Memory/RAM	512 DDR1/DDR2/DDR3 until 2GB
3	Floppy	3.5" 1.44 Mb
4	Storage Controller	Ultra ATA/100, SATA150/SATA300
5	Hard disk	80GB HDD Ultra ATA100 or SATA150/SATA300 7200 rpm
6	Optical Drive	DVD Combo
7	I/O interface	Serial, Parallel, PS 2, USB, VGA/Graphic Port
8	Video Display	Integrated that can set to 128 MB
9	Audio	Integrated Audio
10	Mouse	PS 2 / USB
11	Keyboard	PS 2 / USB
12	Monitor	LCD Color Monitor
13	Network Card	Fast Ethernet Card 10/100 Mbps PCI Adapter
14	Operating System	- Microsoft XP (Licensed) - Microsoft Office (Licensed)

b. Specification for multimedia and video editing

Table 3.3 Specification for multimedia and video editing

No.	Hardware	Specifications
1	Processor	Intel core 2 3Ghz or equally AMD
2	Memory/RAM	1GB DDR1/DDR2/DDR3 until 2GB
3	Floppy	3.5" 1.44 Mb
4	Storage Controller	Ultra ATA/100, SATA150/SATA300 and All in Card Reader Internal (SD/MMC/MS/MSPRO/XD)
5	Hard disk	160 GB HDD Ultra ATA100 or SATA150/SATA300 7200 rpm
6	Optical Drive	DVD RW (DVD R/W = CD R/W)
7	I/O interface	Serial, Parallel, PS 2, USB, VGA/Graphic Port
8	Video Display	128 MB AGP/PCIe or more

<b>9</b>	Audio	Integrated Audio
<b>10</b>	Mouse	PS 2 / USB
<b>11</b>	Keyboard	PS 2 / USB
<b>12</b>	Monitor	LCD Color Monitor
<b>13</b>	Network Card	Fast Ethernet Card 10/100 Mbps PCI Adapter
<b>14</b>	Operating System	- Microsoft XP (Licensed)

Based on the data above, it can be seen that the hardware specs that are available on the BKPP, strongly support the implementation the activities in the Office as it also builds information technology. The available devices have also been quite capable in using certain software and build a system database that is used together and also BKPP surroundings. As a comparison the author get the data from the DISKOMINFO of Yogyakarta about spec computer, hardware spec were used on the DIY DISKOMINFO particularly in the development of applications using Intel Xeon SIMPEG 3.4 GHz, harddisk 73.4 Gigabytes, and 16 gigabytes of RAM. Then based on interview with Mrs. Anik part of Managed Informatics KOMINFO DIY, mentions that the device used did not vary much but there are some devices that already should not be directly connected with the SIMPEG sever. The Provincial and city government use different kinds of hardware due to the different task load.

## 2. Software and Database

Software can be defined as a system that encapsulates between hardware and brainware as users of IT. BKPP themselves do not have or require special software in carrying out daily activities, basically any device specifically a laptop computer and have available the application basis for pursuing the work starting from the operating system up to the

utility. The operating system used on most BKPP still use windows because it's easier to understand.

*“We do not require special applications the outside mas directly related to the database, because most jobs in BKPP only deals with in the process of typing means the most important basic applications like office available mas. Most of the device here (computer, laptop) still rely on windows let friends be able to use it immediately”. (interview with Mr. Silva Dahono, 4 april 2017)*

In addition to basic applications such as Microsoft Office commonly used for the manufacture of various task purposes, such as processing numbers, has 3 other special softwares that are directly connected to the database and server to support the employee system in BKPP and also the Government of Yogyakarta. The software is SIMPEG, SAPK and Talent Pool application, that software based on web base. SIMPEG and SAPK are systems proclaimed by Badan Kepegawain Nasioanal and has spread all over Indonesia, while Talent Pool is a special software developed by BKPP to find and manage the best ASN that has been owned by Yogyakarta city government.

Management Information System Employment Government of Yogyakarta or as known as SIMPEG, is a system that manages information about staffing data that contains the set of data throughout the employees who used in order planning, development and coaching, and utilization of apparatus. This SIMPEG system is deliberately created using the web as a manufacturing base, it aims to simplify the users delivery of certain tasks at Yogyakarta City Government in monitoring, make use of,

as well as providing of input to the Government of the city of Yogyakarta in order to deliver services and enhance the performance of all employees more effectively, but will not ignore system security and confidentiality of the data is therefore the system is only accessible surroundings SKPD city of Yogyakarta and the intranet. In addition to this SIMPEG also has special functions in terms of ease use which simplifies the collection a wide variety of the data ranging from data and info about employees ranging from data line itself, until the list of training ever conducted from the beginning in the City of Yogyakarta. Though ASN is the scope of Municipal City Government, it can access SIMPEG but the access given to the ASN is very limited, where only certain people are given the permission to access the SIMPEG in deeper, especially on BKPP everyone who served in the field of Development IT are allowed to access the city's SIMPEG.

*"By having this SIMPEG greatly facilitate our work particularly in staffing, so if there's any data you want to look for as well as revamped employee regarding such as training, promotion and his us sojourn was labeled an access course at SIMPEG and change. SIMPEG also had a lot of users mas, because each SKPD we give at least 1 users can also edit their data according to their agencies mas" (interview with Mr. Silva Dahono on May 15, 2017)*

Picture 3.1 about Employee List in SIMPEG

No	Nama Pegawai NIP / No.KARPEG Tgl. Lahir/Sta.Kawin	Pangkat TMT Masa Kerja	Jabatan Eselon/TMT	Pendidikan Terakhir	Diklat Struktural Diklat Teknis Fungs. Tahun	Alamat	Keterangan
1	SILVA DAHONO, SE 198407272009021003 / 198407272009021003 / P. 362704 YOGYAKARTA, 27-07-1984 PRIA / KAWIN ISLAM	III/c 01-04-2016 8 2	Kepala Sub Bidang Sub Bidang Pengelolaan Data dan Informasi Badan Kepegawaian Pendidikan Dan Pelatihan IV A 03-01-2017	S.1 UNIVERSITAS GADJAH MADA EKONOMIKA DAN BISNIS 2007	PRA JABATAN 2010	SEKIP BLOK N-12 RT : 17/RW : 62 SINDUADI MLATI SLEMAN DIY Telp. : 085643501500	<a href="#">PRIBADI</a> <a href="#">DRP</a>

Jumlah data semuanya adalah : 1 pegawai =====>> 06-04-2017 Jumlah : 1 orang pegawai

[Klik untuk kembali pencarian data](#)

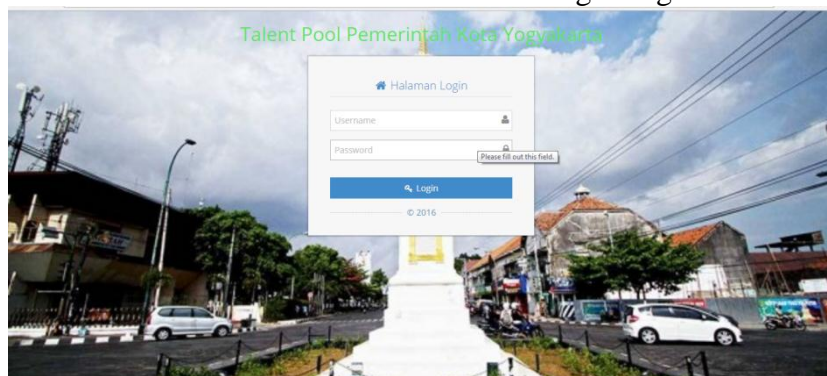
In addition to SIMPEG, there are another application that almost the same namely the Employee Service Application System (SAPK). SAPK itself is an application derived from the Badan Kepegawaian Nasional (BKN) in the form of online employment services throughout Indonesia. In the past, BKPP needs to send all print out of data to BKN, with SAPK greatly affecting the efficiency of time, funds and reducing paper usage, because the data required by BKN only need input through SAPK. Basically the data on SAPK is also the data contained in SIMPEG and ideally the data must be the same as the data contained in SIMPEG but in reality there are constraints between each software and database that has not been integrated in each application. If you want to update the data on SIMPEG then the same thing must also be done on SAPK, each application has not been able to synchronize automatically if one of the applications is updated. Until now this is still a constraint considering SIMPEG is an application that has been owned by each region and has



been developed in such a way that the data contained in the application is valid while SAPK is a new application that has not qualified for various SIMPEG in the region.

Furthermore, after the publication of Perwal Yogyakarta number 107 year 2016 about the Talent Pool of Civil Affairs Officials in the Government of Yogyakarta City, BKPP as the institution that responsible for Human Resources available in the municipal government of Yogyakarta do new ideas by issuing a strategic program and new software that is Talent Pool. Talent Pool is an innovative program to find, manage and maintain the best ASN in Yogyakarta City Government that is prepared for s future leaders in order to support the vision, mission, and organizational strategy in the long term. In addition, the talent pool also aims to realize an objective, planned, open, timely and accountable system of succession, which can strengthen and accelerate the implementation of the Merit System as mandated by the ASN Law.

Picture 3.2 about Talent Pool Login Page



Talent Pool is an advanced application of application and database SIMPEG which is between each application, there is little difference i.e. If SIMPEG contains the overall staffing data without any special standards while it talent pool is a database application that focuses on data search best employees which contains the data of the rank in Office of the personnel who have passed the selection and election in a position in the City Government of Yogyakarta. Talent pool is an application that is projected to prepare competent officials who will sit on the post office and strategic structural by following a series of advanced selections, in other words, the talent pool is a search engine for surrounding ASN in Yogyakarta. While it's purpose is to search for ASN, the priority is to employ qualified and competent civil servants for the future of Yogyakarta, but also possible for Prospective Civil Apparatus (CPNS) will work in Yogyakarta's SKPD in the future.

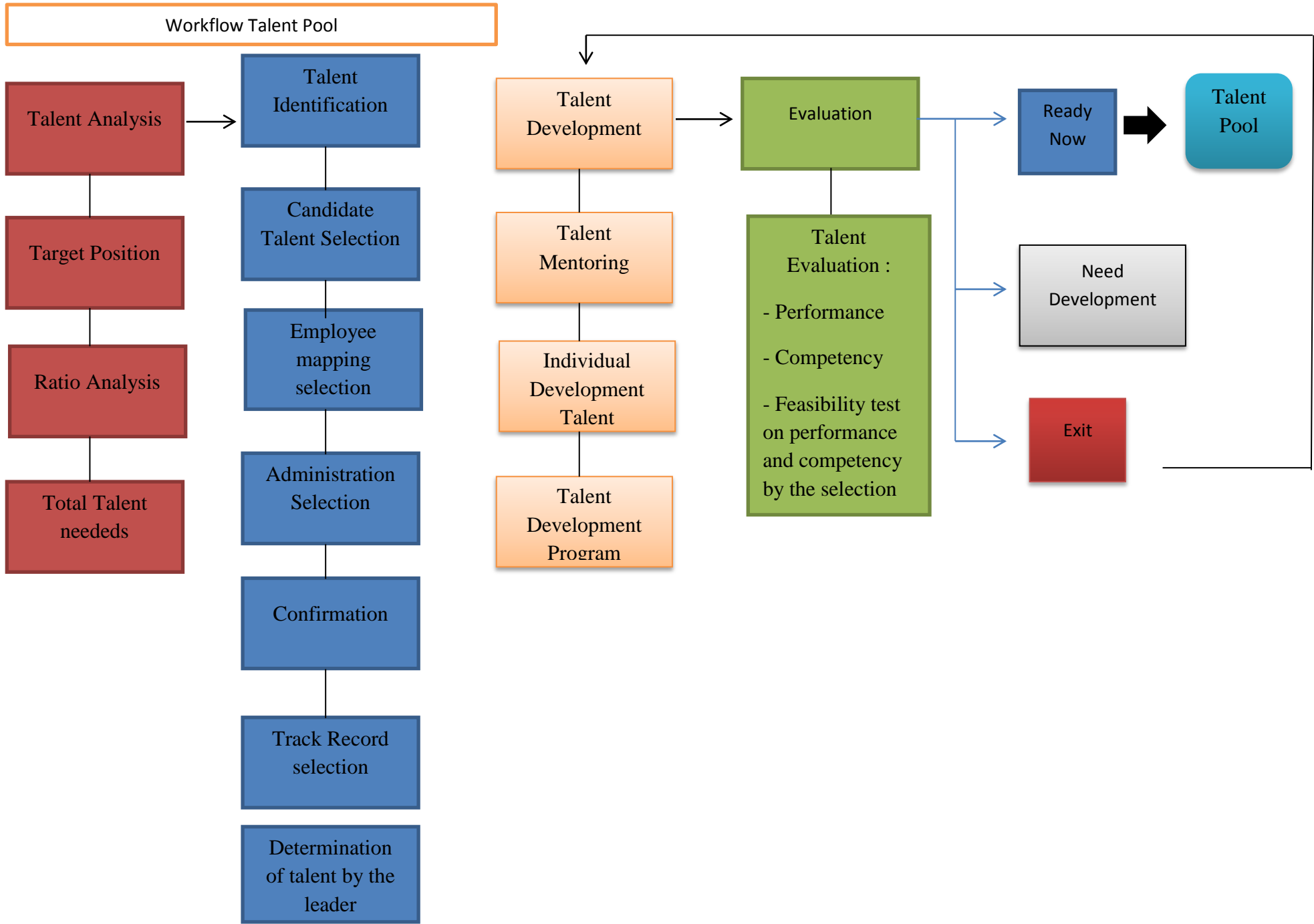
*"With this application (talent pool), employee searching becomes easier and greatly helps the role and assignment of Position and Balance Consideration Board (Baperjakat) in determining who will occupy the structural positions later. If then we only see SIMPEG and it is very difficult to find it, sometimes we use the relation in the search of employees but often that meet the mismatch between standard employees with positions that will be occupied "(interview with Mr. Ari Iryawan)*

However, not all employee data is entered into Talent Pool, therefore there is a long flow before the use of this Talent Pool. The first thing to do is to select qualified employees to sit in certain positions, the conditions are seen from the assessment of position analysis which have been done before such as education, class and training. For example, if the vacant

position is in echelon 4 fed the minimum requirement rank is 3B whose education history and his or her dictates have been in accordance with what is required. But the data of rank 3B must be entered into SIMPEG and then prioritized to follow the competency assessment, this is caused talent pool is a supporting application that is still new and not really mature because it is still in development stage, thus can be said that Talent pool and SIMPEG have not been perfectly synchronized, therefore if SIMPEG in update talent pool will not update itself, this is one of the problems that must be solved by BKPP.

Talent pool itself has a very long scheme in the determination of superior seeds on employees. Before employee data is entered into the talent pool first done a series of selection and assessment of competence is made. The competency assessment includes psychotherapy test, problem solving, until interviews which is conducted by the last assessor. For anyone who is able to pass with satisfactory results then the employee data is prioritized to enter into the talent pool. The data that has entered the talent pool is then selected again following the workflow as follow





This workflow was built with the aims that the development flow of Talent Pool can be understood easily and systematically and the absence of equal parts of each other. In addition, workflow is very useful as a support work process in order to achieve the goals in accordance with the expected. In this workflow, it can be seen that the first thing done by BKPP is to analyze the needs of employees, analyze the positions and number of employees needed, in this section BKPP focuses on empty position that should be filled, the higher vacant positions will need most employees Competent and in accordance with the field therefore the determination of the position depends on the number of talents available. After the position and number of employees needed are known, then begin to enter the next channel where the employee determination will take place. In this phase, the employees will follow various selection such as talent selection and employee mapping selection which is intended to find out the most suitable position from each employee to selection of files, not only there in the phase of the assessment of the background and track record is an important part and long, because all employment history data of employees considered and tested its feasibility to occupy crucial positions. This is done to filter the best ASN capable and competent in order to create an objective, work on plan and ensure an open, timely, and accountable cadre system so as to strengthen and accelerate the acquisition of Merit System as mandated by the ASN Law. Seeing how long the path in the first and second phase resulted in BKPP currently only able to

complete this selection and will rise in the next stage of talent pool is the development of employees who have graduated from the selection.

### 3. Networking

Based on Sutarman (2009) network is the connected systems that support the usage of shared resources among different computers. Networks available in all regional organization (OPD) in Yogyakarta city is divided into 2 parts, first is internet and then intranet. For internet use OPD as the recipient always use the auction every year to find the provider that will be used in OPD of Yogyakarta city, and now all internet in SKPD hold by G-Media, the bandwidth provided by G-media as the auction winner is equal to 350mbs to support all work in Yogyakarta city government. While the intranet is a system that can only be accessed at certain points, if not in one of the spot is of course access the intranet is impossible. Intranet system itself is now connecting the city administration area of Yogyakarta with OPD outside PEMKOT that has amounted to 115 places interconnected with fiber optic cable.

### 4. Users

Brainware or users can be interpreted as the main point of all kinds of existing devices, with a good brainware of course the performance of the available devices will be better too. In addition to all employees who can use all kinds of devices there are some special brainware that is tailored to 3 software support personnel. Of the 3 software 2 of which have the same brainware in some people but are limited by different access

levels, the special user is in charge of monitoring and managing the data on SIMPEG. In this SIMPEG there are 2 classification of users, the first is the Manager of BKD, who is the head of all kinds of existing users, BKD managers have access to all data contained in SIMPEG without any limitations. In addition to access data BKD managers have the right to change and perform data editing of employees in the whole city of Yogyakarta City. Therefore, if any data need to be changed, it should be permitted from the manager of BKD by providing a certificate of data changing, in addition BKD managers are also responsible for permission making other users. In addition to responsibility for SIMPEG, BKD managers are also responsible for all kinds of national data contained in SAPK.

Table 3.4 about List of Super Users BKPP

	Name	Position
N	Silva Dahono SE	Head of Sub Division of Data and Information Management
e	Muhammad Asman Noor ST	Information System Analyst
x	Supardi	System Information Managed
t	Vemi Adi Martono Budiman	Executing Computer Organization

Next is the management of agencies. Agency managers have access that is almost the same as the Manager of BKD. They are allowed to perform editing and input data but only limited to the work environment agencies only, agencies managing do not have access to data permit agencies outside the scope of work. Usually each agency provides one person who



is responsible to input the data in the agency that will be in the input into the SIMPEG to assist the BKD Manager. The selection of agency managers is usually based on experience and has ever been able to handle SIMPEG affairs. Actually the task is almost the same but there are differences in access permissions only, they are only allowed to access the data where they work. So if want to access data from other agencies of, they cannot. Well we usually (the manager of BKD) ask one person who is responsible for this but sometimes there are some offices that assign more than one personnel depending on the heavy workload of each agencies.

*"Actually the task is almost same but there are several differences in access permissions, they are only allowed to access the data where they work, so if want to access data from other agencies it will be impossible. Well we usually (the manager of BKD) asks one person who is responsible for this job, but sometimes there are some offices that giving their own employees more depending on the heavy workload of his service as well ". (Interview with Bapak Silva Dahono on May 13 2017)*

In addition to SIMPEG and SAPK, Talent Pool also has a special brainware. The admin on Talent Pool there is only one person that is Kasubid Career Management, Mr. Ari Iryawan. All kinds of assignment are submitted to him, considering the talent pool is a software for staffing and of course there are various A kind of assessment on the performance of employees who are working in the Government of Yogyakarta City.

Table 3.5 about SIMPEG Operator in Governmental Environment of Yogyakarta 2017

No.	Name	Institution
1.	Eko Rosalino, S.Kom	Dinas Kependudukan dan Pencatatan Sipil
2.	Kamal Mursyid	Dinas Perpustakaan dan Kerasipan
3.	Deni Hermawati, A.Md. LLAJ	Dinas Perhubungan
4.	Imron Risadi	Dinas Sosial
5.	Drs. Dwi Hana Cahya S	Dinas Kebudayaan
6.	Zain Pradika Surya	Dinas Lingkungan Hidup
7.	1. Puspita Sari Eka D, SE 2. Sujono	Dinas Perindustrian dan Perdagangan
8.	Ary Winarti	Dinas Koperasi, Usaha Kecil Menengah, Tenaga Kerja dan Transmigrasi
9.	Evi Marlina, SIP	Dinas Komunikasi Informatika dan Persandian
10.	1. Siti Rochmah 2. Agus Hartono	Dinas Pertanahan dan Tata Ruang
11.	Mushina	Dinas PU, Perumahan dan Kawasan Permukiman
12.	Raden Juswanta	Dinas Pemberdayaan Perempuan dan Perlindungan Anak
13.	Ilham Whina Septa	Dinas Kebakaran
14.	Suwandi	Dinas Pariwisata
15.	Sri Winarsih, SE	Dinas Pemuda & Olah Raga
16.	Yemias Sukirman	Dinas Penanaman Modal & Perizinan
17.	Sugiyanto	Dinas Pertanian dan Pangan
18.	Sri Suyani	Dinas Pengendalian Penduduk & KB
19.	1. Endah Istiwati, SIP 2. Suharta 3 Dwi Iswanti. 4 Deni Margiyanto 5. Tri Wahyudi	Dinas Kesehatan
20.	1. Adham Ardian Noor 2. Arif Budi Santoso 3. Agus Ikwantoro 4. Mustajab	Dinas Pendidikan
21.	Dita Setiyanto, A.Md	UPT Pengelola TK/SD Wilayah Utara
22.	Firman Pribadi	UPT Pengelola TK/SD Wilayah Selatan
23.	Apriliastuti	UPT Pengelola TK/SD Wilayah Barat
24.	Eko Prasetyo	UPT Pengelola TK/SD Wilayah Timur

## **b. Meritocracy**

Based on Law No. 5 year 2014 meritocracy is a policy and management of civil apparatus of State based on qualification, competence and performance fairly and fair without giving political background, race, color, religion, origin, gender, disability, age and marital status. Simply it can be interpreted as a system that rewards in accordance with performance and not related to factors such as race, religion, origin, gender and others. Based on its definition can raise the assumption with a system of meritocracy can create a civil apparatus State professionals to support the progress of the nation. However, such assumptions will only be a mere assumption if not focused on the qualifications, competencies, and performance as described in Law No. 5 year 2014, BKPP as the person in charge of human resources will understand it.

*"..before the emergence of this concept of meritocracy BKPP has previously used the principles contained in Law no. 5 that, especially regarding the qualifications, competence, and also discipline of employee mas "(interview with Mr. Ari Iryawan on May, 13 2017)*

### **1. Qualification**

The qualifications as defined in Kamus Besar Bahasa Indonesia is the skills necessary to do something in positions or the like. In BKPP there are several types of qualification standards used, such as formal education, rank and also the influence of the training both leadership training and functional training. Education is one of the important points that become the parameters used by BKPP in the selection and placement of ASN both

within BKPP itself and in Yogyakarta City Government. In meritocracy academic qualification should be key for entering higher level of job or position. Thus the move from ascription to achievement has occurred in the allocation of occupational position. We would see the demand for academic qualifications to be higher in high-level occupational jobs or groups, and the opposite applies to lower education, with low likelihood of getting a good job low enough as well, then the lower in the group towards the bottom of occupational level.<sup>2</sup> Based on that BKPP which is the development of human resources trying to maximize the education funding itself, until now ASN who occupy the position in BKPP on average have a fairly qualified educational background of more than 50% of employees are university graduates with various skills and Levels. Of 87 BKPP employees there are 16 people S2 graduates, S1 graduate amounted to 39 people, graduates from diploma amounted to 12 people and total graduates from elementary to high school amounted to 18 people. Employees who are in BKPP also have a certain soft skills that are tailored to the needs of each field so that the absence of capabilities that are not fit with the burden and work provided. In addition to seeing its important educational backgrounds, BKPP does not rule out anyone who wants to continue their education to the next level in order to increase the qualifications of available human resources.

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<sup>2</sup> Jackson, Michelle. 2001. *Meritocracy and Occupational Attainment: What do employees see as merit?* Sociology Working Papers, Nuffield Collage

*"..the background of education is important, but if only rigid on the education that has been owned at this time is quite difficult mas. Then BKPP opens opportunities for friends of employees who want to continue their studies but still see what level of expertise it is most needed. In BKPP itself there are 2 paths to improve the status of education that is learning and study permit, but there are several steps that must be passed and of course we still do the selection for anyone from friends who want to participate in one of the process. " (interview with Bapak Ari Iryawan on May, 13, 2017*

With the two options available paths BKPP employees are expected to be increasingly active and improve education to support the qualifications of each employee. However, there are some differences between the available paths. The learning permit requires that employees will be allowed to continue their schooling but they will be charged with personal fees and be released until the contract is complete. Meanwhile, the task of learning is one way to improve the capability of the facilitation and get financing from the Municipal Government with the form of a scholarship but still carry out their duties at the office as usual. The learning task has the advantage that employees who follow the task of learning will still get their salary as regularly every month but this does not apply to employees who follow the qualification improvement based on permission path. Until now, there are no BKPP employees who follow the learning permit and there are 5 employees who are currently ensure to pursue higher learning task, please refer to the table.

Table 3.6 about List pf improvement based on permission path

No.	Name	Degree
1.	Madyaning Krisharyali	Master of Psychology UGM
2.	Berliana Dewi Anggraini	Master of Psychology UGM
3.	Brahmanti Maulana Abadi	Master of Public Administration UGM
4.	Wuri Widyawati	Master of Public Administration UGM
5.	Diyah Ayu Mustika Ratri	Master of Development Economic UGM

Educational background is not the only one of the parameters that BKPP uses among its employees qualifications. The next thing that BKPP uses in managing its apparatus is to use job analysis and weight of workload. Based on the data obtained by the sub-section of career development of BKPP and the analysis of positions according to the provisions set by the Mayor of Yogyakarta Regulation number 45 year 2015, release that such provision includes:

- a. Name
- b. Echelon
- c. Grade
- d. Education
  - 1) Education background
  - 2) Diklat PIM
  - 3) Functional diklat

As an example of the application of the qualifications made in BKPP is as follows: head of sub-division of Financial Evaluation Planning and

reporting at least must have rank/gol spaces III/c, at least D3 economy/Management/accounting staff, used to be in the Sub sections of finance, has attended training-training that deals with the problem of administering financial

## 2. Competence

According to the Regulation of the Head of the National Personnel Agency Number 7 of 2013, competence is the characteristic and capability of work that includes aspects of knowledge, skills, and attitudes according to the duties and / functions of the position. So the competence can be defined as the requirement that must be owned by every employee in performing the duties of the employee .

*".. if in BKPP in running the competence we refer to the regulation of the mayor of Yogyakarta number 45 of 2015 about the standard of competence managerial, in addition to doing and involving the training to employees and doing additional skills to support the competence every employee must have" (interview with Mr. Ari Iryawan on May 13 2017)*

Based on the results of interviews with Mr. Ari, the competence of BKPP and the City Government of Yogyakarta is guided by following the regulation of Yogyakarta Mayor no 45 year 2015, the Perwal contains about the standard of managerial competence which aims to create competence standards for every existing ASN to improve the quality and to provide the best service to the community. There are 12 competency standards which aim to realize the professionalism in the apparatus in general and to the senior leadership officer, the official is an official with a

position equal to the echelon 2. The standards as listed in the Perwal are as follows:

- a. Planning
- b. Organizing
- c. Quality oriented
- d. Integrity
- e. Organization Commitment
- f. Team Work
- g. Analytical thinking
- h. Conceptual thinking
- i. Respond to cultural influences
- j. Communication Skill
- k. Decision Making
- l. Service oriented

The whole point is a basic standard that must exist in the employees of the city government of Yogyakarta, but these standards can be increased and decreased depending on the position and the structural positions of each employee. For example the head of the field and head of the body is required to master the competence of conflict management. If there are internal and external conflicts, each head of the field is able to resolve the conflict well. In addition there are also some standards of the 12 standards are important and must be controlled. These important standards are



different each employee tailored to each task and responsibilities of each employee, for example after taking the 12 basic competencies Head of BKPP must master the competence Other important such as guiding, information search, written communication to develop the potential of others which is intended is the BKPP employees themselves. The second thing that is done by BKPP in improving the competence of its employees is to implement and engage employees in Education and Training or better known as Diklat. The training is one of the important points used by BKPP in looking at qualifications and competence of employees. The implementation of the training which remains the target and in accordance with the details of the task and work is expected to increase the competence of the employees in order to support the application of good meritocracy

Table 3.7 about List of Diklat in BKPP 2015-2016

Kinds of Diklat	Date
Diklat Training of Facilitator	24-Jan-15
Pelatihan Peran dan Pemimpin dalam Motivasi Karyawan	14-Feb-15
FGD Kurikulum dan Silabus Diklat Pengembangan Karakter PNS	22-Apr-15
Bimtek Pengelolaan Kepegawaian	22-Apr-15
Diklat Pengelola Kegiatan	30-Apr-15
Diklat Rahasia Kedinasan	22-May-15
Diklat Officer Course	26-May
Bimkar Penguatan Tim Sistem Informasi Menegement PAK (SIMPAK)	29-Jun-15
Diklat Adv. Pelaksanaan dan Pelatihan Jabatan Fungsi Analisis Kebijakan	27 –Augst-2015
Bimtek Keprotokolan	2-Sep-15
Pelatihan Aplikasi geograpical inforamation system (GIS) dalam pemanfaatan ruang	19-Sep-15

Diklat Penerapan Akutansi Pemda Berbasis Akruai Angkatan III	9-Oct-15
Diklat Lakip	26-Nov-15
Bimtek calon Tim PAK bagi Jabatan Fungsional pengawas sekolah	14-Dec-15
Workshop pemeriksaan atasan langsung angkatan XII	3-Apr-16
IHT pengembangan diri bagi Aparatur Pemkot	5-Apr-16
Diklat Penerapan Akutansi Pemda Berbasis Akruai	1-Apr-16
Pelatihan excellent sevice	14-Jul-16
Diklat Jurnalistik	19-Nov-16

In managing human resources in BKPP existing employees in addition to carrying out their duties also perform other duties that exist in BKPP. These tasks are formed by forming a Working Team such as a Competency Assessment Team, a Mutation Team, etc. The assignment in the team sometimes has nothing to do with a person's job but because the number of employees is not in accordance with the needs then another team to meet the needs and to complete the task faster. In is formed teams there is interaction between team members to discuss and resolve problem-solving related tasks. The interaction will hone one's skill to hone social skill and also soft skill. Not apart from that, at BKPP also conduct skill improvement, activities for the employee one of this is the monthly rotation of held position. The rotation of positions from one position to another also as one of the efforts to improve the skills / skills so that ASN will be tested to handle various tasks so that will be better prepared to run more difficult and more complex task, especially for promotion to a higher position.

## **B. The role ICT to supporting meritocracy system.**

ICT in essence brings many positive effects though not be separated from the negative impacts that are offered. According to Chin and Todd as quoted in Dedi (2007) states that ICT has benefits such as making job easier, usefull, increase productivity, enhance effectiveness, and also improve job performance. This also applies to BKPP although the benefits provided by ICT have not been seen directly.

### **A. Make Job Easier**

Ease is the main point when adhered then adoption of ICT in government. The easier the components used will also impact on the easier the job to be completed. At BKPP, ease in completing the work can be felt in every line and field of work. In general, the ease of data management, the achievement of information, the dissemination of data to the visualization of the work is an example of the use of ICT makes the job easier, on the other hand the use of ICT also helps to minimize existing problem and also accelerate the improvement, in addition to using ICT there is no need more mail delivery from one institution to other institution which enough time consuming as usual. Furthermore, ICT utilization which is very felt to work is in the process of managing BKPP staff. Personnel software such as SIMPEG, SAPK, to Talent Pool proved to make the

personnel process easy, effective and efficient. Of the three applications are SIMPEG which is the first application used BKPP is a form of utilization of ICT the most felt the impact, with SIMPEG all sorts of personnel affairs such as employee data search, see the payroll process, the process of changing the rank, mutation to change data that if needed to be more Easy, this is because in this application there is a wide range of data ranging from data and info about the employee when first became part of the Government of Yogyakarta City until now.

*"all the tools and also the available applications help with the function (Tupoksi) of each application used mas. But if you talk about the specific use of ICT in BKPP the use of computer and its supporting applications is the main point of the mas especially the use of SIMPEG application "(interview with Mr. Silva Dahono on May 14, 2017)*

Apart from the convenience of SIMPEG, other applications also provide easiness in supporting the effective and efficient aspects. In SAPK for example, although SAPK and SIMPEG have the same data but SAPK also makes the personnel process easy. Employee data at the city level which previously had to be sent to the center to use the data shaped print out then with SAPK such thing is no longer needed. With SAPK, the employee data that has been inputted will be stored directly in the national database, so if at the national level require the data of BKPP employees enough to access SAPK so the use of SAPK can minimize the use of paper, reducing the time and cost required so as to encourage the aspect of good governance that is effective And efficient. In addition, the use of Talent Pool also greatly simplify the personnel process especially in the search for employees remember the talent pool is a search engine for employees, especially

those who have met the criteria and are ready to be projected if there is a need for employees in the future. Indirect use of ICT can realize the aspects of good governance .

## B. Increase Productivity and Performance

With the use of ICT in the process of personnel and administration in BKPP Yogyakarta city more and more available facilities that indirectly improve employee performance and productivity. The increase that occurs in employee productivity can be used as one benchmark to see that the utilization of ICT in BKPP little by little support the implementation of Meritocracy system. With the improvement of productivity and employee performance indirectly generate a good work culture to meet and achieve the vision of BKPP mission. In the administrative process such as the use of ICT encourages to facilitate the process of data collection and also can minimize errors that exist, because if something goes wrong then as soon as possible will be immediately fixed. In addition, the use of ICT that available also encourage employees to work faster to complete the job as the responsibility of each employee. With the fewer hours needed to complete the work have an impact on the addition of time to do other tasks. This is evidenced by the almost exact job of the employee with the achievement of the target that must be met, as Mr. Ari's head career development said

*"Employee productivity is seen from the results of work and performance during the office of the mas, in addition there is a special way to assess the extent to which productivity and performance of existing employees. Our assessment uses employee performance standards (SKP) and Performance appraisal of employee (PKP). On the performance standards of employees especially at the end of last year we met an increase in work with targets to be achieved and on the result of some friends jobs, especially the field of*

*administration almost reached the overall target. For example in the management of correspondence and report making only less than 5% unmet mas. But for the data we can not give ya mas, because this data is a secret mas. "(Interview with Mr. Ari Iryawan om May, 14 2017)*

In the case of SKP it is found that some of the work that has been done almost all of the work is close to the target given every year. Not only on the achievement of the target that is close to the target work, the use of time used is also quite commensurate with the existing target. So the closer the job to the target given the more efficient also the time used Thus ICT has a very important role in the improvement of employment work which with the convenience offered, of course, make the work can be completed faster and give time to complete the other work.

In addition to using SKP, BKPP also conducts assessments using PFM where this assessment is performed directly by employees who are one on one level above the employee who rated and usually done by the head of each section. And in this case found good judgment on almost every employee who is in BKPP. This shows that employee productivity is quite helpful with the implementation of ICT.









