

CHAPTER III

RESULT AND DISCUSSION

Merit system are one of the supporting factors in the implementation of good governance in all aspects, one of which is the appointment of positions in employee management from the government. The purpose of implementing this merit system is to get officials who are competent in their fields, are reliable in any condition, are able to provide satisfying public services to the community, and being professional in their work. One of the things done is through organizing in screening of human resources or state civil apparatus by promotion or position auction with a merit system. The position auction itself is a term used in the government agencies as meaning in filling vacant position with certain requirements and rules applied in the mechanism.

The position auction is one of the government steps to be able to improve the quality of services, so the needs related to government can be fulfilled effectively. Everything that wants to be achieved optimally depends on human resources or the civil apparatus of the state carrying out these obligations. Good or bad agency depends on the performance results generated by its resources. Therefore, to achieve satisfactory results, human resources who are competent in their fields are required to carry out their obligations properly and correctly. Hence, position auction is held to capture qualified human resources by implementing merit system in the mechanism. For obtaining competent employees, the merit system is enforced in the position auction because it avoids

the politicization of the bureaucracy which in the appointment of positions it is based on the practices of corruption, collusion and nepotism (KKN) and political closeness which make appointment of position unfair and fraudulent.

Kulon Progo is one of the regency of the Special Region of Yogyakarta that carries out position auction with a merit system mechanism. The Government of Kulon Progo Regency has problems in the staffing department where the number of employees working in the Government of Kulon Progo agencies still did not meet the quota and was far below the standard figure. The large number of vacancies that have occurred has made the Government of Kulon Progo Regency take steps to overcome these problems. With the issuance of Law No. 13 year 2014 concerning Procedures for Filling Structural Position, in the Government of Kulon Progo Regency began to implement the regulation. This is also a solution for the Government of Kulon Progo in facing so many vacancies. The existence of these regulations is expected to be able to close the shortcomings of the apparatus and be able to get apparatuses who are truly able to develop the Kulon Progo Regency area to become better and more advanced. Therefore, the Government of Kulon Progo decided to start holding a position auction for structural officials of echelon II by implementing a merit system mechanism. The process of holding a position auction for structural officialas of echelon II refers to Ministry of Utilization of State Apparatus (Permenpan) Number 13 year 2015. It was stated by Ms. Siti Fajriah, as the Sub-field of Career Development, in the interview on February 1st, 2019. She said,

"The beginning of the regulation of position auction especially in the pre-senior high office was from Permenpan No. 13 of 2014. Thus, from the issuance of the Permenpan, we tried to obey because it was arranged".

The statement from above showed that after the new regulations came out concerning the filling of position, the Government of Kulon Progo Regency began to try to comply with and to implement these regulations in an orderly manner. Therefore, in the holding of the position auction and the procedures for filling the position in the Government of Kulon Progo Regency, referred to Permenpan Number 13 year 2014 carried out in the DIY local government environment especially for structural officials of echelon II. Besides that, Kulon Progo is the regency that first held the position auction in Yogyakarta. In accordance with the explanation from the Head of BKPP, Ms. Yurianti as the selection committee at the time who was interviewed on February 4th, 2019 said,

"Yes, it was the beginning of the open selection process for the first Kulon Progo in DIY".

Based on the results of the interview above, it could be explained that the Government of Kulon Progo Regency was the first institution to carry out merit system based on position auction in the Special Region of Yogyakarta. It could be said that the Government of Kulon Progo Regency had been able to analyze the level of success which had been achieved so far in carrying out position auction and proved the government seriousness to evolve toward the bureaucracy developing and improving the quality of performance of bureaucrats. The

Government of Kulon Progo Regency had held the position auction since 2015 until now which was aimed to Pratama High Position or echelon II position and referred to merit system. Ms. Siti Fajriah as, the Sub-field of Career Development in an interviewed on February 1st, 2019 said,

"Starting in 2015, there was either a vacancy due to our retirement or transfer to the Pratama High Position through the selection process. For example, we also need a process for transfer; we also go through the selection process, not only with open selection or commonly referred to as job auction".

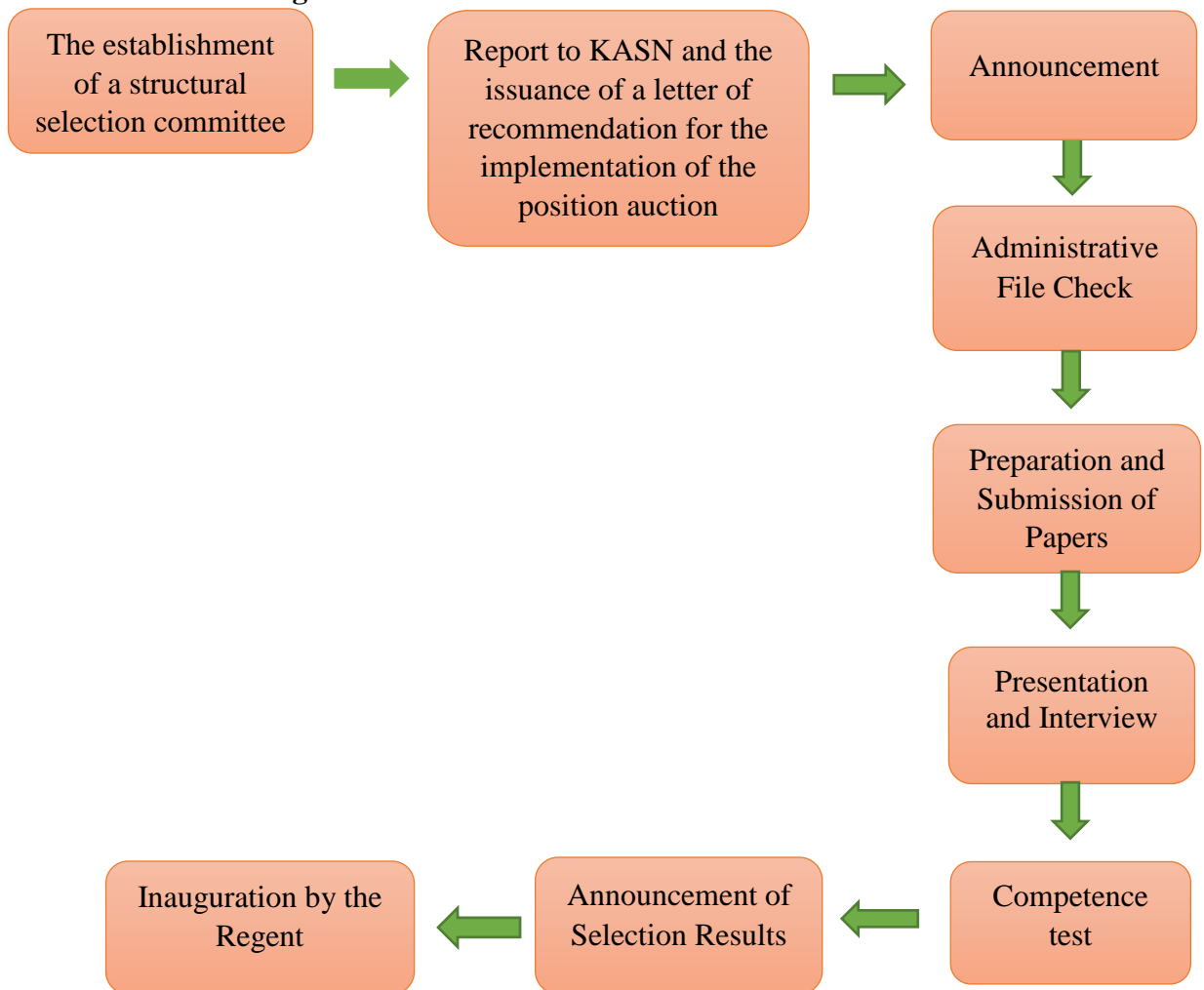
Based on the results of the interview above it was known that the Government of Kulon Progo Regency had carried out the position auction since 2015 where the government tried to comply with the regulations that had affected at that time. The auction rules, especially in the Pratama High Position of echelon II, referred to Permenpan Number 13 year 2014 concerning procedures for filling out Pratama High Position openly in government agencies. With the issuance of the regulation, the Kulon Progo Regency government complied with and carried out all activities which were in accordance with applicable procedures.

3.1 The Stages Implementation of Merit System through the Position Auction

In the position auction for structural officials of echelon II there are various screening processes or allowances carried out by referring to procedures that have been previously set. The guideline for position

auction with a merit system mechanism for structural officials of echelon II has several steps applied in the Government of Kulon Progo Regency environment. These stages include the formation of job vacancy selection committees until the final results and inauguration.

Image 3.1: The Process of Position Auction



Source: Processes By Researcher

Based on the cycle above, it can be seen that in the process of holding the auction the office has several stages. First, starting from the regent together with the BKPP team of Kulon Progo formed a selection

committee. Secondly, the selection committee held a meeting to formulate the design of the auction process which would then be reported to KASN to be able to obtain approval to hold the position auction. After KASN gave permission, the position auction could be held. Third, the announcement of job requirement was opened at this stage, the position auction being would be posted on the website the Governmen of Kulon Progo Regency. Fourth, step is the examination of administrative records, which namely participants who registered would be observed through the document and checked, so it matched to the specified requirements. Fifth step is the preparation and submission of papers, which namely for participants who had been considered graduated by the committee, were asked to make papers in accordance with their chosen position submitted to the selection committee. Sixth step is presentation and interview. which namely participants are asked to present the results of the papers they had made after the interview session was held for participants. Seventh step is competency test, which namely at this stage participants were taken to the place of testing competency measurement. Eighth step is the announcement of the results, which namely the results of the competency test, were taken the best three, participants who would be presented to the regent. Ninth step is the last choice was in the hands of the regent, so anyone could not interfere the decisions that had been determined and then appointed by the regent.

1. Preparation

Preparation is the earliest stage before the auction implementation for structural officials of echelon II with a merit system mechanism is organized by the Government of Kulon Regency. The position auction implementation refers to Permenpan Number 13 year 2014 concerning the procedures for position auction of Pratama High Position in the Environment of Government Agencies. By holding the position auction, the Government of Kulon Progo Regency and BKPP team of Kulon Progo, are required to form a committee structure that assists the position auction process for the position where the committee is called the selection committee (pansel). The selection committee was made to be able to select the participants objectively because the committee was loyal to have capabilities in line with the positions that were put forward. On the other words, the selection committee were people who were compatible in that field.

The formation of the selection committee was carried out with a composition consisting of 45% from internal agencies and 55% from external agencies. The external agencies consisted of is experienced people and it was possessed the knowledge concerned with the position being auctioned. The selection committee come from academic elements, experts, and also scientists who have been involved in the type of office field that was auctioned. The selection

committee must be an odd number, namely between 5 and 9 selection committee. This was in accordance with the statement from Ms. Siti Fajriah, as the Sub-field of Career Development interviewed on February 1st, 2019 she said,

"Referring to Permenpan No. 13 year 2014, especially in Law number 5 and then regulated further PP 11, Pansel consists of internal and external where the external is at least 55% and the amount must be odd between 5 and 9 in accordance with position requirements. The selection of committee must be adjusted based to the expert or field of each position ".

Based on the statement from Ms. Siti Fajriah it revealed concluded that at the stage of selection for the position auction, it referred to Permenpan Number 13 year 2014 concerning procedures for filling high leadership positions openly within government agencies. In addition, the election of the selection committee was also guided by Law Number 5 year 2014 concerning state civil apparatus in which there are conditions to form a selection committee regulated in articles 110 (1) to (6) which are further regulated in Government Regulation Number 11 year 2017 regarding the management of civil servants in chapter III Procurement in Article 18 describing the formation of a selection committee for civil servant procurement agencies. Thus, the structural committee becoming the selection committee referred to the regulations mentioned above because it was regulated in regulations.

The following table is a list of personnel of the selection committee in the auction held in Government of Kulon Progo Regency in 2017/2018.

Table 3.1: Structure and Personnel of Pratama Open Leadership Committee for Kulon Progo Regency in 2017/2018

No	Position in the Committee	Name	Position in the Department
1.	Head	Ir. RM. Astungkoro, M.Hum.	Plh. Regional Secretary of Kulon Progo Regency
2.	Member	1. Drs. Djoko Kushermanto, M.M, 2. Drs. Yuriyanti, M.M. 3. Ibtri Rejeki, S.H., M.M, 4. Drs. Sulistiyo, S.H., CN., M.Si. 5. Drs. Sigit Sapto Rahardjo, M.M. 6. Prof. Dr. Muhadjir Darwin, M.P .A.	Head of the Kulon Progo Regency Regional Development Economic Agency Head of the Education and Training Personnel Agency in Kulon Progo Regency Head of Regional Office I Yogyakarta State Personnel Agency Assistant of Government and People's Welfare of the Special Region of Yogyakarta Head of Transportation Office of the Special Region of Yogyakarta Lecturer / Chair of the Masters Study Program and Doctor of Policy Studies at Gadjah Mada University, Yogyakarta

Source: Appendix to the Decree of the Regent of Kulon Progo

Based on the table above it could be seen that every person who became a selection committee has a different professional background so it showed that the auction process was carried out professionally because the selection committee came from people who were experienced, such as academics from Gadjah Mada University leading universities, government assistants, as well as several agencies from outside Kulon Progo Regency. It revealed that the process of implementing the auction office was really selected by people who were competent in their fields and neutral because they took selection committees from different professions and not only all came from inside the agencies but also from outside.

The application of merit systems is expected to minimize the occurrence of fraudulent acts such as money politics, deception factors, and also evaluations conducted in a non-transparent manner and can create synergistic selection, so the auction of berish and honest positions which are in line with the expectations put forward so far. As a selection committee has not only extensive knowledge and professionals, but also must have a full sense of responsibility for the tasks that have been given to them. Being a selection committee has certain tasks that they must carry out, namely:

- a) Organize the selection filling the position of Pratama High Position
- b) Formulate job requirements to be filled

- c) Formulate the scope and stages of selection
- d) Arrange selection material according to the position to be filled
- e) Carry out open and competitive selection stages
- f) Process the results of each selection stage
- g) Announce the results of each selection stage
- h) Cooperate with related parties in carrying out the selection
- i) Conduct an assessment and choose a maximum of 3 (three) candidates from the selection participants for each position opened
- j) Deliver the results of the assessment of prospective participants to the regent
- k) Submit a report on the results of the selection process to the State Civil Apparatus Commission

The selection committee must be responsible for the tasks that have been given to them. For the smooth implementation of the duties, the selection committee will be assisted by the selection committee secretary. The position auction was coordinated with the regent and members of BKPP of Kulon Progo. Thus, the secretary of the selection committee must be able to maximize themselves in helping to run the auction. The secretary of the selection committee has several tasks, namely:

- a) Meet all administrative needs

- b) Prepare a schedule for the selection committee activities
- c) Facilitate the need for selection committee meetings such as meeting material
- d) Prepare letters and other documents and distribute to various agencies concerned
- e) Make minutes of meetings
- f) Report the results of the implementation of activities and tasks to the chairman of the selection committee

All applicable provisions for the selection committee and secretary are regulated in the second amendment to the decision of the Regent of Kulon Progo Number 407 / A / 2017 to Number 68 / A / 2018 concerning the Establishment of the Pratama High Position for Kulon Progo Regency in 2018. The Selection Committee and the secretary begin to carry out their duties after this decision has been ratified, and the working period ends when the results of the position auction have been recommended to the regent.

Based on the decision of the regent who had determined the formation of the selection committee, the position auction for structural officials of echelon II could be continued to be reported to the National Civil Apparatus Commission (KASN) in Jakarta to review how the preparations had been made by the Kulon Progo district government team. Ms. Siti Fajriah as Sub-field of Career Development interviewed on February 1st, 2019 stated,

"Yes, first, we report on the positions that will be selected openly, both vacant and retired positions which will be auctioned and what the regent's decision is about the appointment of the district head and also what the open selection schedule. Then, the one reported and coordinated with the KSN, the CV is from the Pansel member. Yes, so the KSN examines all the requirements, including the schedule, what rules are not new yet, whether it is appropriate, and a recommendation issued to carry out an open selection. "

The result was in accordance with the opinion expressed by the head of BKPP, namely Ms. Yurianti, as the selection committee at the time during the interview on February 4th, 2019 she mentioned,

"Yes, for get an ACC recommendation from KSN, it means that if we have obtained this recommendation, all the requirements and all stages of the open selection have met the requirements".

Based on the statement above, it could be explained that the implementation of the position auction for structural officials of echelon II was first consulted by the State Civil Apparatus Commission or KASN whose center was in Jakarta where the structural committee had previously designed the regent in collaboration with the Education and Training Personnel Agency of Kulon Progo Regency. After that, the CV from each selection committee was coordinated to KASN as a report from the data of the

selection committee that participated in the auction implementation of the position. In addition, KASN also reviewed the design of the auction process to be held in order to know whether it was in accordance with the rules applied or whether there was something that needed to be corrected in the system or other additions. If KASN had given approval to all the auction procedures for the position, the announcement of the position auction here carried out by the organizer of the position auction

2. Implementation

The next stage carried out for the implementation of the position auction for structural officials of echelon II after the preparation stage was the implementation. At the implementation stage, there were various series which are the process of selecting participants who participated in registering for the position auction. The implementation stages includes announcements of vacant positions, administrative selection, preparation of papers, presentation and interview, competency tests, and finally the announcement of the final results.

Table 3.2 The Schedule of Occupational Auction Stage Activities

No	Activities	Schedule
1.	Announcement of job vacancies	December 29 th , 2017
2.	Examination of administrative files	January 02 nd -12 th , 2018
3.	Writing and submission of papers	January 16 th , 2018
4.	Presentation and interview	January 17 th -18 th , 2018
5.	Competency test	January 22 nd -February

		2 nd , 2018
6.	Announcement of selection results	February 21 st , 2018

Source: Appendix 2017/2018 Selection Phase Activity Schedule

Based on the table above, it showed that there were various stages carried out with different schedules. *First*, the announcement of job vacancies was opened on December 29th, 2017 and closed on January 12nd, 2018. In this stage, the participants registered at least 3 participants for every one position. If the quota was not reached, an additional time system was used to fulfill the quota.

Second, the examination of administrative files were held from January 2nd to 12th, 2018. At this stage, all administrative files were examined to determine whether the candidates were eligible to be proceeded to the next stage. The provisions of administrative requirements for candidates are stated as follows:

- a) It is a civil servant of the regency / government city of the Special Region of Yogyakarta
- b) The rank is at least one level below the specified rank level
- c) They have office experience of approximately five years and at least
- d) They experience two years in administrator positions (echelon III structural positions)
- e) The highest age is 56 (fifty six) years
- f) All elements of work performance evaluation are at least of good value in the last 2 (two) years

- g) They receive approval from staffing officials
- h) Not in the punishment period
- i) They have healthy physically and spiritually and free from drugs
- j) They should fulfill the position competency requirements in accordance with statutory provisions.
- k) A Rp.6,000 stamped application is addressed to the head of the selection committee through the selection committee secretariat by completing the photocopy
 - 1) Decree (last rank, appointment of administrator position, position occupied at least 5 (five) years.
 - 2) Evaluation of work performance is of minimum value in the last two years
 - 3) Letter of approval to take part in the selection
 - 4) Free penalty and drug certificate from the laboratory in the last month from the submission of application
 - 5) A physical and spiritual health certificate from a doctor
 - 6) Integrity Pact
 - 7) Complete curriculum vitae

The result of the administration selection session was announced directly through the website of bkpp.kulonprogokab.go.id on January 15th, 2017. Hence, every result of the selection would always be

announced, all selected participants were expected to always actively see the announcement on the website.

Third, the writing and submission of papers was held on January 16th, 2018. At this stage, the participants were asked to make a paper in accordance with the field of position being applied. The provisions for making the paper include:

- 1) Topics must be in line with the position proposed
- 2) A4 / quarto paper 70 grams
- 3) 7 to 10 pages with 12,000 words
- 4) Font (Times New Roman), size (12), space (11/2)
- 5) Writing based on scientific standards
- 6) Writing systematics
 - a. Chapter I Introduction
 - b. Chapter II Basic Theory
 - c. Chapter III Discussion
 - d. Chapter IV Conclusion

Fourth, the presentations and interviews held were on January 17th-18th, 2018. At this stage, the participants explained the topic of the paper, that had been made, to be tested to the selection committee. At that time, the participants were asked to make papers spontaneously where the participants were asked to express their progressive steps when they were elected to the position or their vision and mission in an effort to improve the quality of performance in the position.

Fifth, the competency test or assessment center was held on 22th January-02nd, February 2018. The competency tests was conducted by the selection committee to measure the extent of knowledge and insights that the participants had, and also how well the participants understood the positions they chose. Commonly, the competency test cooperated with the employee competency measurement unit.

Sixth, the announcement of the selection results was held on February 21st, 2018. At this stage, it was announced whether the passed all participants the stages or not. At this stage, the selection committee chose three names to be submitted to the regent. The Regent selected one of the 3 participants who passed based on the assessment that the regent applied himself.

The Head of Education and Training Development Division Mr. Trustan Hendraswara as the Promotion Section interviewed on February 27th, 2019 stated,

"We are ready to start the provisions of the requirements starting from the time of course preceded by meeting meetings, yes. The pansel meeting began from the preparation of preparing the position to be auctioned then the conditions for the preparation. After that, there was an announcement. The announcement is also through the mass media as well as the letters. We distribute to government agencies up to the scope of DIY; we give the announcement announcement. Then, it is through mass media too".

Based on the results of the interview above, it could be explained that after the recommendation letter from KASN for holding of position auction, the selection committee will hold meetings in

advance to begin preparations for position auction to be held, such as making a position design which was auctioned through the announcement. The announcement will explained what positions were auctioned. Then, it was disseminated through the website and also the mass media to inform that the Government of Kulon Progo Regency held the position auction for structural officials of echelon II. To disseminate through the website and the mass media the organizing committee also distributed letters to various agencies in the special regional government of Yogyakarta. The following table was the results of the announcement set by the selection committee members and Kulon Progo BKPP team.

Table 3.3 The Position Name in the Position Auction

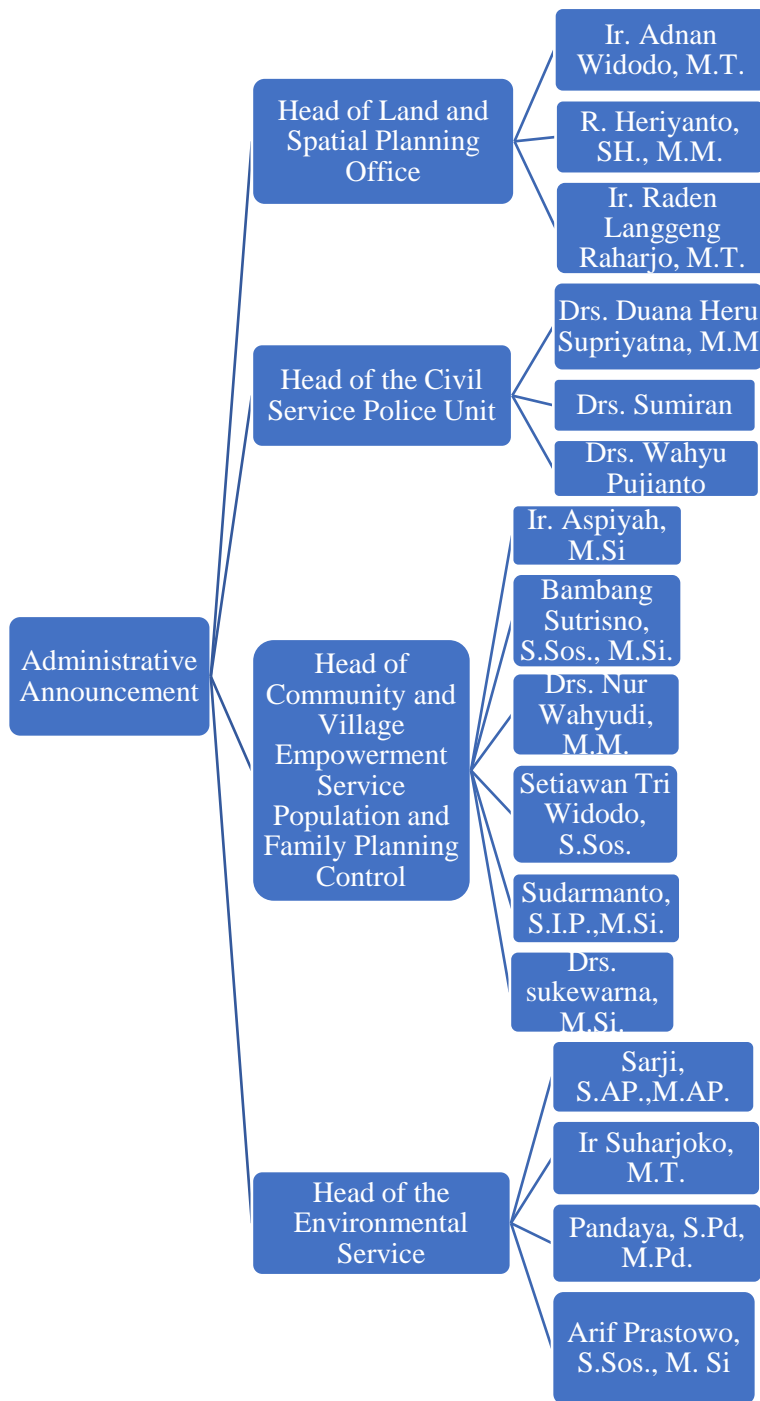
No	Position Auction
1.	Head of Land and Spatial Planning Office
2.	Head of the Civil Service Police Unit
3.	Head of Community and Village Empowerment Service Population and Family Planning Control
4.	Head of the Environmental Service

Source: Appendix for 2017/2018 Job Vacancies

Based on the announcement table above, it could be concluded that the Government of Kulon Progo Regency opened a vacancy which was precisely held on December 29th, 2017 where there were four positions that experienced vacancies including the Head of the Land and Spatial Planning Office, Head of the Civil Service Police Unit, Head of Population and Family Planning Control Community and Village Empowerment Service, and Head of the Environmental Service.

If the announcement had been disseminated, the next step taken was to hold an administrative selection for each of participants who registered themselves to take part in the auction. The administrative selection process was examining the files to match the requirements had been applied that were adjusted to the positions chosen by the participants. Based on the data obtained through the results of the announcement of Number: PENG-3 / PANSEL / 2018 about the results of the open selection administrative selection of Pratama High Position in Kulon Progo Regency 2018 there were 16 applicants who passed the administrative selection with the following distribution:

Chart 3.1: Participant Names Passing Administrative Selection



Source: The attachment of the announcement of the results of the Pratama High Position in Kulon Progo Regency 2017/2018

Based on the chart above, it could be seen that there were names of candidates who had passed the administrative selection. In the post of head of the land and spatial planning, there were 3 candidates who had passed. The position of head of the civil service police unit was three candidates who escaped. At the Head of the Population and Family Planning Control Community and Village Service Office, there were 6 candidates who passed, and there were 4 candidates who passed the environmental service.

After the administrative selection was carried out, it was proceeded to the next selection stage, namely writing and submission of papers, presentations and interviews, and then the competency test. The final process of all the selections was to determine the results of each test that had been carried out in the form of final scores for all participants to determine 3 participants who would be named to the regent. The regent chose one of the 3 candidates who had been proposed by the pansel and the regent had the right to determine who they would be where all the judgments were final decisions that could not be contested. If the regent had made a choice, the final result was announced which was then reported back to KASN. The following table are the names of participant who were declared passed by the regent.

Table 3.4: The Open Selection Results or Position Auction of Kulon Progo Regency in 2017/2018

No	Name NIP Date of birth Education	Rank / TMT_Golru	Old Position	Now Position	Info.
1.	R. Heriyanto, SH., M.M. 19680606 199501 1 001 Kulon Progo, 06- 06-1968 S2 Masters in Managemen	Level I coach 1/10/15	Head of Government Administratio n Regional Secretariat	Head of Land and Spatial Planning Office	Passed
2.	Drs. Sumiran 19640101198602 1013 Kulon Progo, 01/01/1964	Level II coach 1/10/11	Head of Lendah District	Head of the Civil Service Police Unit	Passed
3.	Sudarmanto, S.IP, M.Si. 19730512 199803 1 008 Kulon Progo, 12- 05-1973 S2 Masters in State Administration	Level III coach 1/10/15	Head of Panjatan District	Head of Community and Village Empowerme nt Service Population and Family Planning Control	Passed
4.	Arif Prastowo, S.Sos, M.Si 19700514 199603 1 004 14 Bantul, 14-05- 1970	Level IV coach 1/4/14	Head of Public Welfare and Community Administratio n Section	Head of the Environmental Service	Passed

Source: Data of Participants Passed the Selection of Kulon Progo

Regency

Based on the table above, it showed that the final results of the position auction process were held by the Kulon Progo district government where there were 4 candidates who had been determined

to pass and would be appointed by the regent of Kulon Progo. The process in holding the position auction based on the merit system was the best solution applied in Kulon Progo Regency in minimizing the fraudulent practice of political closeness because in the process of auctioning the position itself, the priority was transparency so all activities carried out include an openness between the organizing team and participants to realize quality selection and free intervention.

As a manifestation of the effectiveness of the bureaucracy, participants who had passed and been appointed by the regent got performance monitoring aimed to know how the progress and quality level of the ASNs performance were on target or have experienced many polemics or had many problems. Ms. Aspiyah, as the Sub-District Head of Compassion, who was a participant who did not pass the auction at that time in an interview on February 15, 2019 said,

"After being inaugurated, the regent wouldl definitely see 100 working days".

It was in line with what was stated by the Head of the field of education and training development, Mr. Trustan Hendraswara as the Promotion Section interviewed on February 27th, 2019. He mentioned,

"There is a 100-day program. When it was installed there was a 100-day program. What was done was also evaluated. The evaluation was done directly by the regent if the performance was. Yes, the intention is in the name of the regent".

Based on the statements from Ms. Aspiyah and Mr Trustees Hendraswara above, it could be concluded that after the participants who were qualified are inaugurated, the monitoring of the performance carried out by the ASN was called 100 working days. At this stage the regent and team observed how the developments were made by the selected employees after the position auction in carrying out their duties and functions in the position, so later, it will be clear how serious the bureaucrats are in carrying out their obligations as the state civil apparatus.

After the monitoring, the regent made an evaluation of the performance of the apparatus which counted for 100 days to see the results whether they had reached the target or there were obstacles in the implementation. It was intended that the implementation of the merit-based position system auction was able to achieve the objectives related to the things stated in the ASN Law which to produce bureaucrats who had a balance between positions and competence. So every apparatus clean from Corruption, Collusion and Nepotism. The application of merit systems in the position auction aims to obtain ASN who is indeed competent, professional, and able to be responsible for carrying out positions held, and it can advance the institutions they choose at the selection. With the merit system of the implementation of the bureaucracy in this country is in accordance with the goals achieved and raised a brilliant ASN with innovative thoughts. Mr. Arif

Prastowo as the participant who passed the test and now serves as Head of the Environmental Service interviewed on February 25th, 2019 that stated,

"The merit system is one of the positive things for filling in certain positions because the selection is very objective, and all officials who fulfill administrative requirements are given the same opportunity and there will be potential, and then the accuracy of the positions selected; at least it gives an illustration or the perception that is in this Kulon Progo the filling of the pratama high position is indeed really adjusted to the provisions and can also dismiss the obscurity of certain mechanisms because it is clearly stated in its stages".

This was in accordance with what was stated by Ms. Aspiyah as the Sub-District Head of Pengasih Village who became the participant and did not pass the auction at that time interviewed on 15th February 2019. She said, "All the stages in my opinion are good, meaning that before the merit system was dependent on the person, for example the element of kulon progo corruption nepotism did not have such a case. In the past, the system was close, but for now, if it didn't meet the requirements, it wouldn't work

"All the stages in my opinion are good, meaning that before the merit of the system depends on the person. For example, the element of Kulon Progo corruption nepotism did not have such a case. First, the system is close, but right now, even though it is as close as possible if it does not meet the requirements, it will not work".

Based on the results of interviews from Mr. Arif Prastowo and Ms. Aspiyah, it could be explained that the implementation of position auction based on the merit system was a good step in designing an effective bureaucratic system. For the realization of a synergistic

contribution from selected ASNs to strengthen and manage the government competently without any games cheating on behalf of office. The selection process applied in a strict and transparent manner to occupy an empty position could be filled by people who had the good experience, trained, and professionals in improving the quality of bureaucratic performance, so it could be a positive influence on the officials within the agency. With the merit system, the ASNs are able to carry out their duties responsibly, and they do not make positions in office as personal gain, but it was to advance the pattern of performance in the position.

Seeing a very long and not easy process in conducting the auction office was certainly a positive value to get to the competent ASN. Openness during the auction showed that the government was serious about providing objective assessments without any partiality to the participants because the selection committee did not only come from internal agencies, but also from external institutions, so the assessment was truly pure without being manipulated.

The process of implementing merit systems through position auction in Kulon Progo Regency in filling positions especially for structural officials of echelon II had certain mechanisms by referring to the applicable laws and regulations. The flow of merit system implementation through position auction in Kulon Progo Regency was fairly long and it took long times. The implementation process began

with the formation of a selection committee conducted by the regent and members of BKPP Kulon Progo committee, and then the application was submitted to KASN after the selection process, and finally the determination of participants who had passed and appointed by the regent was released.

The implementation of merit systems in Kulon Progo Regency has been classified as good based on the statements given starting from the Head of BKPP, the staff, and participants because all positive arguments regarding the implementation of the merit system. However, there is one different view about the application of this system of merit, namely from Drs. Sigit Sapto Rahardjo, M.M. Head of the DIY Transportation Service as the selection committee at that time. He said that the implementation of merit systems only wasted time and money and was even ineffective. In accordance with the interview on February 21st, 2019. He said,

"The people who have been tested and passed are all regents. For what purpose is this selection that only costs money and is less efficient. If you want to be tested, just start with the condition that you have occupied a position such as echelon II already three times".

Based on the statement above, it can be seen that he believed that all participants who passed were chosen by the regent from the beginning. Political factors must be in this mechanism because anyone

in the position auction system can enter but rarely from outside parties who can enter unless it is indeed requested because the head of the region itself already has a choice, but political factors certainly exist. In addition, the implementation of merit systems through position auction is very costly and takes a long time. In addition, the application of this mechanism is not suitable for the region and it would be better if it was returned to the regions for the procedure for implementation. If implemented in the regency, at least the province will supervise, therefore this mechanism is better made to be simpler. So overall this system is very inefficient and only wastes time and money.

3. Monitoring and Evaluation

Monitoring and evaluation are things that really need to be considered after implementing all the activities have been held. Monitoring and evaluation are useful for reviewing whether the implementation of activities carried out from the beginning to the end has been carried out related to the corridor which was implemented. Then, it is also useful to be used as material for criticism and input, so the implementation of activities is further enhanced both in terms of quality and readiness for implementation. During the of position auction with a merit mechanism system for structural officials of echelon II, monitoring and evaluation needs to be held to review the index of the success of the activities carried out. The head of

Education and Training Development Division, Mr. Trustan Hendraswara as the Promotion Section on February 27th, 2019 said,

"We always evaluate the implementation, right? However, all of that has its own rules. For example, we want to evaluate it, oh, yesterday was not enough; usually, it's just like that, right, but all the stages are evaluated by us after it's finished. "

Based on the statement above, it could be seen that every activity held were evaluated after everything was finished. At this stage the team presented various matters concerning the implementation of activities from the beginning to the end. All activities were subjected to a review to see whether there were still shortcomings or activities that were less effective, so the research showed the extent of the success achieved in the implementation. If there were deficiencies in the activity, the team repaired and refined it while if the activity did well, it would be maintained.

At the monitoring and evaluation stage carried out by the selection committee team and KASN, the selection committee was tasked with monitoring and evaluating elected officials who had been appointed. KASN had the duty to monitor and evaluate the implementation of position auction for structural officials of echelon II. KASN has very high rights in this activity because before the selection of one of the three candidates to be elected and appointed by the regent, the names of the selected participants must be reported in advance in the form of

letters signed by the regent. Before the inauguration was carried out, there was a need for approval from KASN. If there had been an agreement from KASN, the implementation of the new inauguration might be carried out.

3.2 The Implementation of Merit System through Position Auction for Structural Officials of Echelon II in Kulon Progo Regency

1. Competence

In carrying out the wheels of government, qualified human resources are needed to bring government functions effectively. Realizing a good and true government organization, it is necessary to develop these human resources. All activities carried out by human resources are standardized which have been implemented. Therefore, the government as an agency responsible for the realization is required to take concrete steps by creating and selecting human resources who are competent and have good quality values in developing and realizing these achievements. Related to what is stated in Law number 5 of 2014 concerning the state civil apparatus, it contains that each state apparatus must fulfill the qualifications that have been set with the aim of to build the character of the state apparatuses, so they are more synergized on occupied positions, and they can think ahead. They are committed, and have a strong leadership motivation for themselves.

A competence is something that is closely related to ability, insight, and an attitude of responsibility in doing something. The competence itself is a character whose people have ability to think, act, and find solutions to solve a problem logically through mature considerations. With the existence of the competency, might be seen how a people skills in carrying out their duties at work. Ms. Siti Fajriah as Sub-field of Career Development in interviewed on February 1st, 2019 stated,

"Thus, if we do open selection, we do competency suitability, besides administration, it also automatically has to fulfill the initial start. Then, if the competency must be managerial, it must meet. Then, technically, it must meet the structural structure now, each position has a different standard. "

Based on the explanation from Ms. Siti Fajriah, it could be concluded that each position auction had its own competency standards where it must be fulfilled as a condition to be able to pass the selection. The implementation of the competency assessment in the auction office is indeed very emphasized because it is one of the stages by the selection committee to determine the assessment and can match the structural positions they choose. Based on the Ministry Regulation Number 38 Year 2017 the competency standards that by ASN are Technical Competence, Managerial Competence, and Cultural Social

Competence. It was related to Ms. Siti Fajriah as the Sub-field of Career Development interviewed on February 1st, 2019 said,

"For our competencies, three of them are managerial, technical, socio-cultural as well as regulated in Number 38 year 2017".

It was in accordance with the explanation of Ms. Yurianti as Head of the BKPP Kulon Progo who was the selection committee at she was interviewed on February 4th, 2019 said,

"Some required documents for open selection are such as managerial competency standards, technical competency standards, and socio-cultural competency standards."

Based on statements from Ms. Siti Fjariah and Ms. Yurianti, it could be explained that each position auction in Kulon Progo Regency for all three competency requirements must be fulfilled because they had been included in the applicable regulations. The three competencies were carried out by different tests with the assessment based on the standards applied. the three competencies can be explained as follows.

Technical competencies are knowledge, skills, and behavior that can be directly observed which will be measured and developed for each level and type of position. Technical competencies measured by the level of specialization of education.

The procedure for preparing a dictionary of technical competencies is guided in the Permenpan Number 38 year 2017 about State Civil Apparatus Competency Standards which include:

Managerial competencies are knowledge, skills, and attitudes that can be observed in managing organizational units that will be developed to lead. Managerial competencies are measured from the level of education, structural or management training, and leadership experience.

Cultural Social Competence is observable knowledge, skills, and behavior as well as things that must be fulfilled by office holders who are developed to be able to communicate with the public in terms of religion, ethnicity, culture, behavior, insight, nationality, ethics, norms, principles, and emotional to get the expected results. Cultural Social Competencies are measured from work experience related to pluralistic communities both in terms of religion, ethnicity and culture, so they can measure how much insight they have.

Measuring technical and cultural social competencies of the selection participants was done through making scientific works or papers and interview sessions. At this stage, the participants was asked to make a paper related to the position chosen and presented. Ms. Aspiyah as the Sub-District Head of Compassion who was a participant who did not pass the interviewed on February 15th, 2019 explained,

"Later, what is the name of the paper when making a paper, then interviewing the candidates will send papers and later on, we are asked to make what the vision or the mission is possible or what the strategy will be if he becomes the office".

It was line the narrative of Mr. Arif Prastowo, as the pass participant and now as the Head of the Environmental Service on February 25th, 2019 said,

"The participants then be asked to make a paper later to be presented. Then later there were some kind of spontaneous paper to convey the vision and mission ".

Based on a statement from Ms. Aspiyah and Mr. Arif Prastowo, it could be explained that participants taking part in the position auction was required to make scientific works or papers which then be presented to the selection committee for evaluation. Making scientific papers or papers had been given time vulnerability in line with applicable rules. It was in line the regulations that in the position auction implementation participants are asked to make papers and then be presented.

This is so that the selection committee can see how the participants are able to convey ideas related to their chosen position. In addition, participants be asked to present their vision and mission or what plans they develop to advance their chosen institutions. At this stage participants be tested for their knowledge and insights, so it be seen

that the participants are in accordance with their chosen position because each participant is required to understand the position they choose according to the character of the selection committee's assessment.

Then the results of the paper and presentation be assessed through the selection committee with certain substances such as the initial title, the benefits of the paper, systematic writing, the synchronization of the material with the chosen position, how to deliver, and accuracy in answering questions. It is related to the narratio by the head of BKPP, Ms. Yurianti as the selection committee at that time during the interviewed on February 4th, 2019 said,

"When the presentation was assessed by the paper, the presentation was then the substance of the interview results themselves and there was the value of the interview, well, if the paper has the originalias title then the benefits of the paper, then yes, what is the systematic writing Later the paper can be assessed on its own, then the substance in him answers the question, there is a value of its own, and later it will be integrated in its value".

Based on the statement above, it can be explained that the selection committee assessed the participants' abilities by measuring the substance contained in the paper. Then the way of delivering ideas at the presentation is also an assessment of the selection committee for participants. Papers from the participants will be matched with the positions they choose whether they are related to one another or the opposite. Each of these substances has its own point which then be accumulated so that the final value be achieved. After that the interview be held with participants regarding the paper they made.

Interviews conducted by the selection committee also reviewed all the abilities and knowledge they had regarding the chosen positions. The selection committee provide a number of questions which must then be answered by the participants. The participants are required to have extensive knowledge relating to matters related to the chosen position and regulations relating to the position, so participants can be seen what the characters in their work professionals are like. The accuracy of participants in answering all challenges and questions from the selection committee is also an important point in the research.

Managerial competencies could be measured through competency tests where at this stage, there were various examinations such as simulation practice, completion of assessment, and accuracy of action. The implementation of the competency test is usually carried out through the assessment center method wherein there are several assessors in assisting in competency assessment, and it is listed in Perka BKN Number 07 and 08 year 2013. The following table are managerial competencies imposed at the auction in Kulon Progo in 2017/2018:

Table 3.5: Position Description

No	Name of Position	Job Overview	Managerial Competence
1.	Head of Land and Spatial Planning Office	Leading the implementation of tasks by formulating policies, controlling, directing, coordinating, evaluating and	Planning, analytical thinking, decision making, building work relationships, oriented to quality, leadership, initiative,

		regulating official programs, modernizing prospective leaders and reporting to superiors	integrity, conceptual thinking, organizing, attention to order, service oriented, conflict management
2.	Head of the Civil Service Police Unit	Overtaking the implementation of the task of the Civil Service Police Unit by formulating policies, controlling, directing, coordinating, evaluating and regulating peace and public order programs, enforcing local regulations and secretariats and reporting to superiors based on applicable laws and regulations to realize the implementation of affairs in peace and order public and community protection	Planning, conceptual thinking skills, decision making, service oriented, building work relationships, organizing, leadership, analytical thinking, quality oriented, others development, integrity
3.	Head of Community and Village Empowerment Service Population and Family Planning Control	Overtaking the implementation of tasks by formulating policies, controlling, directing, coordinating, evaluating and regulating agency programs, modernizing prospective leaders and reporting to superiors	Oriented to quality, planning, analytical thinking, decision making, organizing, developing others, conceptual thinking, building work relationships, attention to order, integrity, leadership
4.	Head of the Environmental Service	Leading the implementation of tasks by formulating policies, controlling, directing, coordinating, evaluating and regulating environmental governance programs, secretariat and	Leading the implementation of tasks by formulating policies, controlling, directing, coordinating, evaluating and regulating environmental governance

		reporting to superiors based on applicable laws and regulations	programs, secretariat and reporting to superiors based on applicable laws and regulations
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Source: appendix of open selection description of Kulon Progo

Regency in 2017/2018

Based on the table above, it could be seen that were each position auction had a different managerial focus. Each position had a different role, so the standard applied for each position could not be equated. At the competency stage there were various examinations given to the participants to find out in depth how the skills possessed by the participants and what potential could support the abilities of participants.

For carrying out the assessment, it is usually carried out in the competency measurement unit or assessment center where facilities as supporting material for participants complete, and also assessors who have experience and professionals working as supporters of the selection. Assessment center is an alternative method for obtaining valid results in the assessment of position auctions. In the Permenpan Number 13 year 2014 chapter II Number 2, for region that are unable to apply the method of assessment center, they can use psychometric methods, interviews, competencies, case analysis or presentations.

The implementation of the competency exam quarantined participants who had passed the previous stage. At this stage, the participants were given various examinations and simulations which

will act as officials who have occupied a position. The selection committee assisted by the assessor provide what direction should be taken by the participants during the process of implementing the competency test, and they assess how the performance of the participants in carrying out all the tasks have been given. Mr. Sudarmanto, as the Head of Community and Village Empowerment Service Population and Family Planning Control who passed the interviewed on March 21st, 2019 said,

"DIY Department as an institution that value the assessment center stages was carried out for 2 days and 2 nights, there is also a direct psychologist who assesses and also we are quarantined there. After the two days we are checked, we were portrayed as aspects of our abilities with simulations and also of course interviews for cases, and there were questions like this which had already been done immediately if there was a room using CCTV. It was followed by interviews with the committee or the testing team from UGM, BKD, and DIY Office".

Based on the statement above, it could be conclude that in the competency test phase quarantine is applied for each position auction the participants which at that time lasted for 2 days 2 nights. At the time of quarantine participants be given various examinations that they must complete at a predetermined time, so the timeliness in carried out the tasks be considered at this stage. One of the tests that is done is to

became a leader in the agency and have subordinates were required to carry out their duties as leaders. The participants must be a leader was able to protect and cooperate with subordinates in a good relationship to be able to unite various thoughts into one common goal for the progress of the agency. A leader must form a performance that synergizes with subordinates then divides various tasks to subordinates in a balanced manner related to the portion that subordinates had.

Simulations carried out are that the participants who act as real leaders who then have to make and carry out tasks with subordinates where later leaders form a productive and conducive work environment. Participants be given various questions that must be solved as a test in carrying out the task of being a leader. The participants were required to find a solution to the problem that be given by the selection committee to the participants as a form of assessment of the Pansel to see the expertise and determination of the participants in resolving the problems that occur in the agencies they were entrusted with. Based on the various examinations had been given by the pansel to the participants, the pansel give an assessment which then be closed again to determine which candidates be passed for the next stage.

The guidelines in preparing managerial competency standards were guided by the National Social Security Agency Number 07 year 2013 concerning Guidelines for Preparing Civil Servants Managerial

Competency Standards. Based on the regulation, it was explained that in setting up managerial competency standards, a drafting team would be formed in which the Personnel Development Officer, abbreviated as PPK, would form the drafting team named the Managerial Competency Standards Compilation Team (TPSKM). After the drafting team had been made, it was compiled where the process of preparing managerial competency standards had stages, namely:

1. Data Collection

- a. Organizational structure and work procedures include the names of positions, main tasks, and functions to be formulated in competency standards based on position names and if it is not yet available, the relevant agencies need to conduct advance information search based on the results of job analysis activities.
- b. The vision and mission of the organization are to confirm the type of managerial position needed, and if it has not been documented, TPSKM can get information from the head of the agency about the direction of the future authorities.
- c. Position overview and job description are to determine the type of competency and level of each position

2. Identification of Managerial Competencies

The managerial competency identification uses forms through referring to the managerial competency dictionary with the following steps.

- a. Determine the name of the competency position
 - b. Pour job descriptions
 - c. Analyze each job description at least two main activities
 - d. Find keywords from job descriptions to determine the type of competency
 - e. Determine the level of competence for the main activity
3. Compilation of Temporary List of Managerial Competencies
- a. The results of the identification of managerial competencies are included in the temporary list of managerial competencies through including competencies, competency levels, and main activities
 - b. Made using the form
4. Validation of Managerial Competence
5. Determination of Managerial Competency Standards
- a. Confirmation results on the temporary list and managerial competency categories are used in determining managerial competency standards
 - b. Confirmation results and categories are determined to be managerial competency standards based on the relevant agency related to the type and level of position.

- c. The managerial competency standards that have been prepared are collected and determined by the PPK in each agency using forms in the form of documents.

The government did not require to use the center assessment method in the implementation of job auctions if the area heavy and has a lack of costs in implementing it. Therefore, the position auction could be use a simpler method without having to burden the regional government that carry out the auction. However, the local Government of Kulon Progo Regency from 2015 until now uses the assessment center method in implementing competency tests because they were considered more able to obtain valid and accurate results. Ms. Siti Fajriah, as Sub-field of Career Development interviewed on February 1st, 2019 explained,

"If it is compared to not use open selection, the simple method is cheaper but the assessment center is more efficient and better. Hope you can get a professional ASN. "

Based on the statement above, it could be concluded that the assessment center method was more expensive than the simple method. However, the Government of Kulon Progo continues to take the assessment center method as the main choice in the auction competency test because it is considered capable of providing actual and reliable results. Assessment is also supported by assessors who make selection more reliable in their results. As long as the budget can

still be sufficient to hold the auction using the assessment center method, the method be chosen first. With the assessment of this method, it is hoped that it could produce prospective officials who are indeed highly intellectual and in line with the position to be occupied. The following table was the managerial competency standards of structural officials of echelon II.

Table 3.6: The managerial Competency Standards for Structural Officials of Echelon II

No	Competency	Selection
1.	<p>Flexibility of Thinking (FB) The ability is to use various perspectives in facing the demands of change</p> <p>KEY WORDS: Able to use various points of view</p>	<p>Accommodate a variety of different points of view according to the demands of change. (FB.5)</p>
2.	<p>Innovation (Inov) The ability is to generate new ideas / ideas and thoughts in order to improve work effectiveness.</p> <p>KEY WORDS: Able to make new ideas / ideas and thoughts.</p>	<p>Adapt ideas / thoughts to organizational effectiveness. (Inov.4)</p>
3.	<p>Analytical Thinking (BA) The ability describes problems based on relevant information from various sources in a comprehensive manner to identify causes and impacts on the organization.</p> <p>KEY WORDS: Able to analyze problems or solve problems.</p>	<p>Describes the long-term impact of problems that arise in the continuity of the organization's activities. (BA.4)</p>
4.	<p>Integrity (Int) The ability to act consistently and transparently in all situations and conditions in accordance with the values, norms or ethics that apply in the work environment</p> <p>KEY WORDS: Able to act consistently.</p>	<p>Creating work situations that make coworkers adhere to organizational values, norms and ethics in all situations and conditions. (Int.5)</p>

5.	<p>Initiative (This) The ability is to take active steps without waiting for orders for organizational purposes.</p> <p>KEY WORDS: Able to take active steps without waiting for orders.</p>	<p>Perform various actions to resolve the problems faced.</p> <p>(This. 4)</p>
6.	<p>Leadership (Kp) The ability is to convince, influence and motivate others with the aim that they follow and work plan units / organizations.</p> <p>KEY WORDS: Able to convince, influence and motivate people.</p>	<p>Build a conducive work situation (Kp.5)</p>
7.	<p>Building Work Relationships (MHK) The ability is to establish and foster work relationships with relevant parties in order to achieve organizational goals.</p> <p>KEY WORDS: Able to establish and foster work relationships.</p>	<p>Establish work relations between agencies and between regions in the framework of organizational work effectiveness (MHK.2)</p>
8.	<p>Decision Making (PK) The ability to take action quickly and precisely by considering the impact and being responsible for its decisions.</p> <p>KEY WORDS: Able to act quickly and precisely in decisions</p>	<p>Make difficult / dilemmatic decisions and quickly consider the consequences.</p> <p>(PK. 4)</p>
9.	<p>Organizing (P) The ability to coordinate the implementation of work so that it runs according to a predetermined plan</p> <p>KEY WORDS: Able to coordinate activities.</p>	<p>Coordinate diverse activities between work units / work groups regularly (P.4)</p>
10.	<p>Planning (Per) The ability is to develop a specific, realistic and measurable work plan in accordance with the organization's vision, mission and long-term goals</p> <p>KEY WORDS: Able to compile a work plan.</p>	<p>Arrange the vision, mission, values and objectives of the work unit / organization. (Per.6)</p>

*Source:Perbup Attachment Number 68 of 2015 concerning
Managerial Competency Standards*

2. Education and Training

In obtaining quality human resources, the thing that needs attention is education owned by someone. Education is the most important factor as an assessment in position auction where from that, it be found how high education has been taken by someone, so it can be matched later to the position chosen by the participant. The enforcement of education here aims to obtain a state civil apparatus that has an adequate level of education based on applicable requirements. As an official of the Trustees, especially in structural officials of echelon II, the participants have to have a high level of education because with the knowledge had while they are educated, they need more knowledge, and understand what things are developed if having a broad understanding. Mr. Trustan Hendraswara as Head of Education and Training Development interviewed on February 27th, 2019 said,

"Hence, for the implementation of this selection, it has fulfilled the requirements of all where the education is connected, so it must synchronize with the position chosen at the time of registering."

Based on the statement above, it could be showed that each position auction has its own portion which must be fulfilled in terms of education. The education taken so far by the participants must had a match with the position to be chosen because if someone has a very

different educational background from the position, there would be a lack of synchronization with the position with the field that had been occupied so far.

Besides education, the thing to consider is experience. An experience is a history of performance results that have been owned by someone during his lifetime where this is also a determining factor for participants to pass in the position auction. The experience in the auction office takes the form of a level of rank that someone has, so each of participants can understand what they need to be able to register themselves as candidates to occupy the position auction being. In the era of education and training, it is an important condition in the position auction for structural officials of echelon II because from that, it is seen how the quality of education possessed, and what training has been undertaken. Training is important because it can improve the quality of the abilities and knowledge of an employee to work better. Head of Education and Training Development Division, Mr. Trustan Hendraswara as the Promotion Section on February 27th, 2019 said,

"The experiences, that have been passed or the training programs have been followed have been assessed as having all the points later, and also the groups must be sufficient".

Based on the above statement, participants who want to occupy an echelon II position needed had experience in training to support education as a requirement. Education and training were the main

points in the selection committee assessment to be able to pass participants to the next stage. This is intended, so a participants taking part in the position auction had a history of clear levels of office during their life so, they could be considered whether they were in line with the position they chose or not.

In addition, experience was needed as a requirement because if someone had long been in the same situation and they were very familiar with the conditions they would be easier to developed, solve problems, and adapt more quickly to recognize how new environmental condition. Experience could be obtained through positions where they had long worked in a particular institution and already had a lot of knowledge that could be applied later in a new position. Ms. Aspiyah as the Sub-District Head of Pengasih Village was a participant who did not pass the auction at that time. During the interviewed on February 15th, 2019 said,

"Education is one indicator of how, for example, the education priority determined there is."

Based on the results of the interviewed, education is the most important factor for determining someone in a position. The level of position required provided understanding to participants who register whether the position auction is in line with the education needed. Thus, it could be concluded that get a structural officials of echelon II then the education taken must be in harmony with the position to be chosen,

so there needs to be a match. This proved that participants taking part in the position auction must be people who had a clear educational background and have good educational qualifications, so the people chosen were educated and highly educated. The following table were the educational requirements to applied to position auction in the Kulon Progo Regency in 2017/2018.

Table 3.7: Name of Position and Education

No	Name of Position	Educational Requirements
1.	Head of Land and Spatial Planning Office	S2 all majors / S1 preferably Sospol, Law, Economics, Geography, Civil Engineering, Planology
2.	The Head of the Civil Service Police Unit	S2 all majors / S1 preferably Sospol, Law
3.	Head of Community and Village Empowerment Service Population and Family Planning Control	S2 all majors / S1 Sospol, Psychology, Law, Economics, HR Management
4.	Head of the Environmental Service	S2 all majors / S1 Environmental Engineering, Biology, Physical Geography

Source: appendix of education requirements for position auction 2017/2018

Based on the table above, it showed that each position had different educational requirements. In each position there were various fields of education required in line with the needs of positions except for those with S2 education, they were permitted in all positions. With these educational conditions, the placement of state civil apparatus can be in accordance with the specifications of education. It could be open opportunities for the participants to measure their basic ability to occupy a certain position. In addition, the track record or history of

education or experience levels could be a further consideration able to occupy a position with the knowledge and experience during the period of employment someone had.

3. Experience

Experience is a past event that had ever happened to someone's life, but it can be used as a reference in living life in the future. Experience is the most valuable learning that can be used as a learning for a better life. In a government, experience is an important point in seeing the quality of a person in carrying out their duties while working in a position. The quality of one performance during working can be seen from various experiences that they have found during the period of work that has been done. The more experience that person has in the world of work, the easier it will be for someone to understand certain work situations it is able to think more mature in acting.

Every civil servant or ASN definitely wants more experience in order to reach the target has been designed; one of the experiences is promotion. Getting a promotion is not an easy thing for employees because they has to fulfill many requirements and experience which must be sufficient to occupy that position. Therefore in the position auction, work experience is very necessary in the requirements because the existence of such experience can be used as an assessment of whether a person already has broad insight into the position chosen.

Ms. Aspiyah as the Sub-District Head of Pengasih Village, was a participant who did not pass the auction at that time interviewed on February 15th, 2019 said,

"Work experience requirements that apply to all participants, namely at least 2 years working in the same field".

It was line with stated by the Head of Community and Village Empowerment Service Population and Family Planning Control, Mr. Sudarmanto on March 21th, 2019. He said,

"To be able to be appointed in a high position, Pratama or Echelon II, yes, it is obligatory that the requirements be completed, at least the class is said to be 4a, then he has been in office for 2 years, that is administrative requirements".

Based on the statement above, it could be showed the employee who wants to take part in a position auction for structural officials must meet the specifications of experience, at least he has served in a certain position. In the administrative requirements it had also been explained that for participants wanting to take part in the position auction must have a work experience of at least 2 years in the same position. This proved that participants taking part in the position auction were indeed people who already had good education qualifications and long work experience in certain fields, so the people chosen were truly competent and highly educated. The work experience held for 2 years was a provision that was very helpful for

an employee to get a very broad experience which could be applied to a new agency environment with a similar background. Thus, adjusting to the new environment was not too difficult because of the experience that had been obtained before it could be applied later. In addition, graduated participants who were appointed to the position could create innovative thoughts in developing the quality of the institutions they held and were able to become an example for subordinates in improving the work system better.

4. Work Performance

Realizing the progress of an institution is better, the needed human resources must be very diligent and included in the good criteria. Every apparatus that works must have their own values based on the quality of the performance produced during working. Therefore, if an agency wants to recruit an employee, besides the points described above, namely education, experience, and competency, the achievement during the employees get in their job is something that needs to be taken into account. The obtained achievement is something that can prove that a person has good quality in her field of work and it is able to make herself, superior to others. Work performance is a reward for workers as a place to work morale and be more innovative in improving their quality. The Government of Kulon Progo Regency also makes work performance a consideration in the auction held for structural officials of echelon II. Provisions that apply to each

applicant are having the minimum "good" accredited work value in the last 2 years. Thus, the participants who can pass the next stage are the right people of good quality, and they can be considered for their future work. Duana Heru Supriyanta, as the Head of Nanggulan Village was a participant who did not pass the auction at that time said,

"Yes, at least, for work performance is well-behaved, and it has been for the past two years"

Based on the statement above, it could be showed the applicant who wishes to take part in an echelon II structural position auction must had a good behavior letter for the last two years they have worked. If in that period the participants did not achieve this, it could be ascertained the participants could not continue for the next stage. Thus, the each participant who applies is a person has a good personality in the world of work because if they have bad records in their working period, might be when they are elected as one of the candidates there be undesirable things for the progress of the agency.

Besides that, the person could be responsible for carrying out their duties if elected. Work performance was the most important thing became the reference of the selection committee to showed how the quality of the participants during their tenure in certain field, so it could be seen later based on their work performance they could be assessed how much they contribute in building good and progressive performance for yourself and for agencies. Mr. Sudarmanto as the

Head of Community and Village Empowerment Service Population and Family Planning Control in an interview on March 21st, 2019 explained,

"There are requirements for both formal requirements of presumption and experience requirements, and the most important are competency requirements or work performance itself".

Based on the statement above the work performance of the participants was factor that important consideration in filling out the position auction. In addition, the various requirements imposed, such as work experience and rank; work performance also became a matter that could not be released to used as a reference in the assessment of the selection committee. The work performance of the participants could be viewed from curriculum vitae, work experience and a list of positions that havd been done for life which are used as administrative requirements in the auction. Mr. Sudarmanto as the head of Population and Family Planning Control Community and Village Empowerment Office on March 21st, 2019 said,

"I have been five years old; I have been in a 2-year inspectorate, I have also been in staff for 2 years. At that time in the climbing sub-district we were one of the sub-districts that had a good index of public satisfaction. Of the 12 sub-districts plus all of service organizations we are reached 87 points from the assessors. At the

end of 2017, we get the highest score and the best accredited area
".

Based on the statement above, it revealed that Mr. Sudarmanto had quite a long work experience where he has been in a different position. From this experience he finally made achievements in the area he led, namely in the Panjatan sub-district. Although at first, his sub-district did not rank highest and was in a quite impressive position, with enthusiasm and perseverance in making improvements in the field of service, finally the Panjatan sub-district was ranked the best and got the highest score among the others. It proved that the achievements of a participant are things that be considered by the selection committee in giving an assessment because the work performance owned by a participant is a manifestation of the results of success that have been carved out first and proof of the willingness to provide better change for the organization.

The achievements of a person can be seen from the curriculum vitae, work experience while serving, and a list of positions that have been held during her lifetime. On the application form, there is a curriculum vitae sheet and some positions that have been held during his tenure. Someone who gets work performance while working is a person having a high contribution value in developing their agency. In the agency, work performance could be measured through the performance of employees during their tenure and also the discipline

applied in work. Therefore, if an employee fulfills it, a reward will be given as a form of appreciation in achieving performance.

In the interview session, participants are asked what experiences have had and during work in the agency. Work performance is not only measured by the compensation given by an agency as a reward for employees, but also discipline and accuracy in work are also achievements of the assessed class. With discipline and sincerity in work, it could be defined as a benchmark for giving consideration to participants in the position auction. The sincerity of someone in providing excellent service to the public is something that needs to be maintained because satisfaction from the community is the main goal of government agencies.

Table 3.8: The Data Of Work Performance Value Of Passed Participants

ARIF PRASTOWO, S.Sos., M.Si.

No.	Year	SKP	Value of Work Behavior	Value of Work Performance	Value Classification
1	2014	51.41	32.53	83.94	GOOD
2	2015	51.42	32.53	83.95	GOOD
3	2016	51.564	32.632	84.196	GOOD
4	2017	51.6	32.8	84.4	GOOD

Drs. SUMIRAN

No.	Year	SKP	Value of Work Behavior	Value of Work Performance	Value Classification
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1	2014	50.69	34	84.69	GOOD
2	2015	47.71	34	81.71	GOOD
3	2016	50.208	34.068	84.276	GOOD
4	2017	50.28	34.232	84.512	GOOD
5	2018	49.398	34.368	83.766	GOOD

R. HERIYANTO, SH., M.M.

No.	Year	SKP	Value of Work Behavior	Value of Work Performance	Value Classification
1	2014	51.15	34.27	85.42	GOOD
2	2015	51.756	34.4	86.156	GOOD
3	2016	51.942	34.6	86.542	GOOD
4	2017	48.828	34.668	83.496	GOOD
5	2018	49.77	34.768	84.538	GOOD

SUDARMANTO, S.IP, M.Si.

No.	Tahun	SKP	Value of Work Behavior	Value of Work Performance	Value Classification
1	2015	51.18	34	85.18	GOOD
2	2016	51.414	34.068	85.482	GOOD
3	2017	51.786	34.132	85.918	GOOD

Source: Appendix of Participant's Performance in Pass Selection

Based on the table above, it could be showed in order to obtain good work performance values, the participants must meet the assessment competency standards had been applied. Every assessment standard could had the difference every year and the participants must fulfill this with the minimum requirement that the value was good. The results of the data showed that the participants who passed had met these standards seen starting from Mr. Arif Prastowo, S. Sos., M.Sc., Drs. Sumiran, H. Heriyanto, SH., M.M., and Sudarmanto, S.IP, M.Sc. The average of work behavior value of from year to year is 30 , and

then the value of work performance of participants from year to year reach above 80. Based on the assessment data above, it could be ascertained the clarification done by the participants was good.

A behavior is something that is often used as an assessment for humans to assess whether someone has good or bad influence toward the environment. All activities and behaviors possessed by someone can show the personality of the person, so it could be judge ourselves rationally from the person. In the order to fethical life, it is very necessary in everyday life. Ethics itself is the values and norms that are done by someone or group to regulate all the behavior possessed. The world of work is very demanding for employees to work as much as possible to achieve the results set by the agency. In addition, excellent work built by employees for agencies might be a good image among the public. It showed that the positive views received by agencies from the public might be of good value to the agency and it succeeds in providing maximum service to the public, because employees who work should really prioritize organizational goals. If in their, work they are only selfish without being able to work together in groups, so the negative impacts might arise and make things mess. Getting workers who are honest, responsible, and well behaved is not easy.

Humans are sometimes too greedy in fulfilling their needs, and they feel always dissatisfied with what they have. Power is sometimes a very big temptation, so some humans are difficult to control their

desires to benefit from the power they have. Therefore, for choosing someone in a position, it must be really careful to selected a person

The Government of Kulon Progo Regency was trying to ward off such treatment in their institutions. With the existence of this auction, it was expected to be able to attract people who truly wholeheartedly devoted themselves to these agencies and provided optimal service to the public. In order to avoid things that were not desirable, in the implementation of the position auction, one of the conditions that must be owned was good behavior and free from the threat of disciplinary punishment. It was stated in the general administrative selection requirements imposed. A worker must also be free from drugs because our countries a legal state that is not tolerant of narcotics. Therefore, each participant must be free of prohibited substances as stipulated in the law. Ms. Aspiyah as the Sub-District Head of Pengasih Village was a participant who did not pass said,

"Other supporters are used as a condition to register in the position auction, for example, a health test, if a health test, like a positive drug, certainly do not qualify for administrative selection".

Based on the interview, it could be explained that each participant who applies for the position auction must first a medical test to find out whether the applicant is a drug addict or not. Drugs are one of the worst killers of the nation's generation. The image of the agency were

bad if there were employees who were positively indicated to be using drugs because people who had taken illegal drugs would be sure that all responsibilities and tasks assigned would be neglected and make the name of the institution tarnished in the eyes of the public. Therefore, this test was carried out on employees working not under drug control.

In addition, medical tests were implemented to determine the health conditions of the participants. The participants with the threat of an acute and difficult to cure disease were overwhelmed in carrying out their duties. Jobs tend to have very hard pressure and demand perfectionist work, so if someone had poor health, fear of undesirable things could be fatal for the applicant. Therefore, medical tests needed to be conducted to ensure that applicants were in good health and able to work optimally under the pressure of work that demanded for professionals.