

OPEN BIDDING PHENOMENON JPT PRATAMA POST REGIONAL AUTONOMY

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Abstract

The purpose of this study is to capture the phenomenon of the open bidding process carried out in order to select apparatus who have sufficient capacity, competition and integrity to fill certain positions so that they can carry out their tasks more effectively and efficiently. The research design used was a qualitative research design, which investigated the open selection of Echelon III structural officials in the "R" Regency Government Environment (initials in order to maintain the confidentiality of informants) in Bengkulu Province. Research results: (1) The selection of high ranking pratama officials in the Regency District "R" has referred to the laws and regulations; (2) The regional head uses the final result of open bidding in filling the position, based on his authority the regional head does not have to appoint an official who gets the highest score; (3) The inhibiting factor of the open bidding implementation of pratama high-ranking officials in the "R" Regency environment is the fulfillment of competency of the examinees which is not infrequently influenced by the culture of personal closeness and the insistence of politicians to penetrate the structuring of the bureaucratic elite; (4) The perception of the implementation of open bidding related to the determination of each position position, namely selection is a formality impacting on the competence of applicants.

Keywords: Open Selection, High-Ranking Pratama Officials, Competence

Introduction

The implementation of the decentralization and regional autonomy (OTDA) policies that have lasted for more than ten years is still doubtful by many parties. The doubt arises because of various inhibiting factors and the number of negative indications that occur in the field so that the implementation of the OTDA policy is considered not to be in accordance with the mandate of the legislation. Until now the central government has not completed its responsibility to make laws and regulations supporting the implementation of Law (Law) No. 22, 1999, but on the other hand, the central government has issued several laws and regulations that conflict with each other. Provinces and regencies / cities do not have the same perception in describing their authority. Similarly, the nuances of collusion, corruption and nepotism (KKN) in various fields of government are considered increasingly fertile. Meanwhile, the space for participation that should be given broadly to the community has also not been consistently implemented (Toyamah et al, 2002).

This OTDA phenomenon continues to determine position positions from echelon four to echelon two. Admittedly or there is no strong indication that the position of position is more or less related to the respective roles of the ASN apparatus both directly and indirectly both in the regional head election (PILKADA) and post-PILKADA. Some districts / cities were dismissed after the local election with a variety of reasons.

To anticipate that the state civil apparatus (ASN) can be appointed and dismissed in a professional and measurable manner, the government issues the ASN Law related to open bidding or often known as job auctions especially for the main JPT; Middle JPT; and JPT pratama (PP No. 11/2017). Previously, recruitment through open bidding refers to Law Number 13 of 2014 concerning Open Recruitment.

Setiawan and Putri (2016) stated that the inhibiting factors for the open selection of high-ranking pratama officials in the Bandar Lampung City Government were the lack of information disclosure for the public to find out which candidate candidates to be appointed or promoted, often being used by parties certain to put people entrusted to occupy positions. In addition, the lack of competence of officials who are promoted so that they do not meet certain ranks, have the required level of education qualifications and have the necessary office competencies. Earlier Indriani and Baswir (2003) mentioned that knowledge would affect the management of regional finances. Whereas Defriadi's (2017) research found a hindering factor in the implementation of aspects of time, budget, bureaucratic cultural behavior, and employee mental blocks.

Some researchers indicate that since OTDA compared to before OTDA, the financial performance of autonomous regions has a diversity of results. Some researchers like; Kamaludin and Usman (2018), Kamaludin & Rahmayanti (2012), Akai and Sakata (2002), Thieben (2003), Malik, Hassan, and Hussain (2006), Iimi (2005), (Waluyo, 2007), and Sabilla & 2007 Jaya (2014) suggests that financial decentralization has a positive impact on economic growth. On the other hand, some other researchers are just the opposite, as stated by Xie, Zou, and Davoodi (1999), Zhang and Zou (1998), and Jin and Zou (2005). Likewise with the financial performance of autonomous regions, some researchers also obtained different results. Some stated that the performance was relatively good while others stated that it was not better than before OTDA. Some

research results also explain that after OTDA there is a tendency for regional heads to use their power based more on the various interests of regional heads.

Job auction is one form of bureaucratic reform after OTDA, which is intended to improve the performance of officials so that services run well. Susanti (2014) states that the sub-district and village heads who passed the position auction exam, and now occupy that position, have an impact on increasing the delivery of public services in the sub-district and sub-district they lead. In line with Susanti, Nurwana (2016) states that the concept of talent scouting used in job auctions has an effective impact and is in accordance with the needs of the provincial government for officials who can occupy technical positions supported by specifications of expertise and capabilities.

In line with the background of the problems and challenges that have been presented, this study wants to focus the direction of the research on describing the phenomenon of the open bidding phenomenon in the Primary Post Regional Autonomy. Thus, the formulation of the problems that become research questions in this research can be described as follows: 1) How is the implementation of open bidding officials pratama high leaders in the Government District "R", 2) How far the regional head uses the final results of open bidding in filling positions; 3) Are the factors hampering the implementation of open bidding pratama high-ranking officials in the "R"; 4) What is the perception of selection participants about the implementation of open bidding related to the determination of each position position.

Literature Review

The direction of OTDA in Indonesia

Law No. 22 and 25 of 1999 concerning local government is one of the juridical foundations for the development of OTDA in Indonesia. The law states that the development of OTDA in regencies and cities is carried out with due regard to the principles of democracy, community participation, equity, justice, and attention to the potential and diversity of the region.

Autonomy granted to regency and city areas is carried out by giving broad, real and responsible authority to regional governments proportionally. This means that the delegation of responsibilities will be followed by the arrangement for the distribution and equitable utilization of national resources, as well as central and regional financial balance (Mardiasmo, 2004).

The law basically wants to encourage community empowerment, development of initiatives and creativity, increase community participation, and develop the role of DPRD functions. The law also gives full autonomy to regencies and cities to form and implement policies according to the initiatives and aspirations of the people.

In its journey, many questioned the implementation of this law to create an efficient, effective, transparent and accountable autonomous regional government in a sustainable manner. Since the OTDA was conducted, almost all local governments were affected by legal cases. From the records there are only 5 regions that have not tripped over legal cases. This indicates that the implementation of financial decentralization in the regions was not implemented by the 5 principles. During the OTDA, almost all regions tried to recruit as many civil servants as possible under the pretext of improving public services. Even though everyone knows that recruitment is full of Collusion, Corruption and Nepotism (KKN). Although the number of civil servants exceeds the number needed, it is strange that there is no improvement in services. Very clear indications are very old in processing services, and with costs that are not clear as well, for example in the licensing.

Bureaucratic Reform

Bureaucracy is associated with Max Weber, a German figure known as the father of the Bureaucracy. Bureaucracy forms a hierarchy or organizational structure where superiors give duties and obligations to subordinates. Max Weber believes that the bureaucracy should be carried out with the leader directly leading his subordinates, so that the message or mandate conveyed and desired by superiors to subordinates and tasks can be carried out properly.

According to Weber, bureaucracy is the most important element in organizational growth and development (Yulfan, 2017) The bureaucratic reform according to Max Weber's theory is strategic efforts in reorganizing the ongoing bureaucracy in accordance with the principles of "span of control, division of labor, line and staff, rule and regulation, and professional staff". Dugget defines bureaucratic reform as a process that is carried out continuously to redesign the bureaucracy within the government and political parties, so that it can be useful and successful both in terms of law and politics. Bureaucratic reform is intended to have a process or series of activities, serious and rational actions. So that there are clear concepts and systems that are ongoing in a sustainable manner that includes six jobs, namely evaluation, structuring, controlling, repairing, attacking, and renewing (Yulfan, 2017). One of the reform agenda of the government in the rank of creating good governance related to reforms in the field of public administration that requires professionalism of government bureaucracy to improve public services. Bureaucratic reform is one of the theories used in open recruitment.

Previous research

Research related to open bidding of several researchers. Related to the factors inhibiting the selection, Setiawan and Putri's research (2016) states that there is no open information for the public to find out who candidate candidates will be appointed or promoted, often used by certain parties to put those entrusted to occupy a position. In addition, the lack of competence of officials who are promoted so that they do not meet certain ranks, have the required level of education qualifications and have the necessary office competencies. Whereas, Defriadi's (2017) research found a hindering factor in the implementation of aspects of time, budget, bureaucratic cultural behavior, and employee mental blocks.

With regard to budgetary (financial) factors, the following researchers have different results, but there are also some similarities, especially those related to OTDA or financial decentralization. Kartikaningsih (2005) that the impact of regional autonomy policies on autonomous regions varies greatly. It can be said that the level of performance achievement in the implementation of regional autonomy in the 1999-2003 period was still low, although in most indicators it showed positive changes. Meanwhile Azhar (2008) that there are differences in performance before and after OTDA in NAD and North Sumatra, however the efficiency of budget use is not a significant difference. This means that after the OTDA inefficiency in budget use has become increasingly severe due to the impact of financial decentralization. Temua Toyamah et al. (2002) in Lampung Province the realization of the budget has continued to increase for the three sectors since OTDA only according to SMERU's observations there were not many significant changes. Hofman et al. (2006) considered that fiscal decentralization in Indonesia had an impact on misallocation of budget use and lost the principle of budget efficiency. Shleifer & Vishny (1993) governance structure and political process are the factors that most determine the level of corruption, so that weak governance will have a difficult impact on controlling bureaucracy. Conditions like this are happening in our country to the local level, where supervision is very weak and institutional collusion occurs.

The impact of OTDA or financial decentralization from several other researchers has different impacts. Thieben (2003), Malik, Hassan, and Hussain (2006), Iimi (2005), Akai, Nishimura, and Sakata (2007), and found that fiscal decentralization had a positive effect on economic growth. While the results of studies by Zhang and Zou (1998), Xie, Zou, and Davoodi (1999), and Jin and Zou (2005) state that fiscal decentralization has a negative effect on economic growth. (Waluyo, 2007) and Sabilla & Jaya (2014) fiscal decentralization in Indonesia has a positive impact. Efforts to implement full fiscal decentralization in Indonesia were only carried out effectively in 2001 since the issuance of Laws 22 and 25 of 1999 concerning regional autonomy. With the relatively short implementation period, it seems that there are still many functions that remain the affairs of the central government and have implications for the dominance of the revenue and expenditure budget by the central government. During the period 2002-2008, the value of transfers to the regions against central government spending was relatively not too high, on average only reaching 31.31 percent, whereas transfers to these regions were the largest component in regional revenues. Zulyanto, (2010) the composition of district / city government revenue in Bengkulu province still shows a high dependence on central government transfers, especially in the form of General Allocation Funds (DAU) and Special Allocation Funds (DAK).

In contrast to research with regard to finance as described previously. Research related to bureaucratic reform that is linked to open recruitment as Law Number 13 brings a positive impact related to public services especially if the appointed officials are officials who pass the selection (Susanti, 2014; Nurwana, 2016; Defriadi, 2017).

Research Method

This study uses a qualitative research design which is a naturalistic method that is carried out in natural conditions. The qualitative research approach used in this study is the phenomenological approach, which tries to explain or uncover the meaning of concepts or phenomena of experience based on awareness that occurs in some individuals.

This research was conducted in a natural situation, so there were no limits in interpreting or understanding the phenomenon being studied. Creswell (2014) phenomenological research seeks to find out about the things that are necessary (essential), invariant structure (essence) or the meaning of experience that is fundamental and emphasizes the intensity of consciousness where experience consists of things that appear from the outside and things that are in each awareness is based on memory, image and meaning.

Research conducted related to filling the position of Primary High Leadership in the "R" Regency of Bengkulu Province. Research data collection is done by observation (unstructured and structured), documentation, questionnaires (closed and open), and in-depth interviews. The questionnaire was filled by the PANSEL team, ASN involved, regional leaders / regents, and BKD. The questionnaire was developed from the results of observations and literature regarding open bidding, especially regulations related to open binding. Respondents who will be interviewed with indepth interviews are taken from respondents who have filled out the questionnaire and will also be discussed with key informants who understand the rules and implementation of open binding. Data analysis in phenomenology research by Creswell (2014), divided into several research steps including: 1) Organizing all data or a comprehensive picture of the phenomenon of experience that has been collected; 2) Read the data as a whole and make marginal notes about the data that

are considered important then encode the data; 3) Finding and grouping the meaning of the statement felt by the respondent by doing horizontalizing i.e each statement is initially treated as having the same value. Furthermore, statements that are not relevant to the topic and questions or statements that are repetitive or overlapping are removed, so that only horizons are left (the textural meaning and the constituent or constituent elements of phenomena that do not experience deviations); 4) The statement is then collected into a unit of meaning and then written a description of how the experience occurred; 5) Next the researcher develops an overall description of the phenomenon so as to find the essence of the phenomenon. Then develop textural description (about the phenomenon that occurs in respondents) and structural description (which explains how the phenomenon occurred); 6) The researcher then provides a narrative explanation of the essence of the phenomenon under study and obtains the meaning of the respondent's experience of the phenomenon

Result and Discussion

Implementation of the Selection (Open Bidding) Officials of the High Leaders Primary in the District Government "R"

Filling out the Primary High Leadership Positions in the "R" Regency Government refers to Law Number 5 of 2014 concerning State Civil Apparatus and Minister of Administrative Reforms and Bureaucratic Reform No. 13 of 2014 concerning Procedures for Filling Openly High Leadership Offices in Institutions Government. Preparation for the open selection was carried out by the establishment of the Selection Committee by the "R" Regency Development Officials who had conducted open bidding a number of 3 (three) times, which was carried out by the formation of a selection committee by the staffing officer in coordination with the state civil apparatus commission (KASN) established by:

1. Decree of the Regent of "R" Number 180.xyz.IV of 2016 concerning the Open Selection Committee for Primary High Leaders in the "R" Regency Government Environment. The schedule for the selection starts from the announcement on May 10, 2016, to the submission of the results of the selection to the Staff Development Officer (PPK) on June 13, 2016. The positions of the Primary High Leaders to be filled are: (1) Regional Secretary, (2) Staff Expert in Politics and Law, (3) Head of Bappeda, (4) Head of Regional Disaster Management, (5) Head of Regional Customs Agency, (6) Head of Regional Financial and Asset Management Service, (7) Head of Agriculture Service, (8) Head Culture and Tourism Office, (9) Head of Youth and Sports Service, (10) Head of Health Office. Applicants who enter the requirements of 60 people, who meet the administrative requirements as many as 50 people, and those who follow the selection of 50 people. Selection committee recommends 3 (three) people who have the highest value for each position.
2. Decision of the Regent of "R" Number 180.xyz.XI of 2016 concerning the Open Selection Committee for Primary High Leadership in the "R" Regency Government Environment. The schedule for the selection starts from the announcement on November 21, 2016, to the submission of the Best Candidates by the Selection Committee (Pansel) to PPK on December 16, 2016. The positions of the Primary High Leaders that will be filled are: (1) Government and Welfare Assistant; (2) Economic and Development Assistant; (3) General Assistant; (4) DPRD Secretariat; (5) Expert Staff for Economy, Development and Finance; (6) Expert Staff for Community and Human Resources; (7) Civil Service Police Unit; (8) Department of Manpower and Transmigration; (9) Office of Women's Empowerment and Child Protection, Population Control and Family Planning; (10) Food Service; (11) Environmental Agency; (12) Population and Capil Service; (13) Social Service, Community and Village Empowerment; (14) Transportation Agency; (15) One-Stop Integrated Investment and Services; (16) Department of Trade, Cooperatives, UKM, Industry and Human Resources; (17) Fire Service; (18) Kesbangpol Agency; (19) Department of Education, Youth and Sports; (20) Inspectorate; (21) Department of Public Works and Spatial Planning for Housing and Settlement Areas; (22) Office of Communication and Information. Applicants who enter the requirements of 109 people, who meet the administrative requirements of 99 people, and who follow the selection of 97 people. Selection committee recommends 3 (three) people who have the highest value for each position.
3. Decision of the Head of Regent of "R" Number 180.514.XI of 2017 concerning the Establishment of the Open Selection Committee for Primary High Leaders in the Rejang Lebong Regency Government Environment. The schedule for the selection starts from the announcement on December 1, 2017, to the submission of the results of the selection to the Employee Supervisory Officer (PPK) on December 21, 2017. The Primary High Leadership positions to be filled are: (1) Health Office; (2) Inspectorate; (3) Food Security Service; (4) Office of Public Works and Spatial Planning; Housing and Area of Possibility; (5) Youth and Sports Services; (6) Regional Library and Archives Service; (7) Social Service. Applicants who enter the conditions as many as 32 people, who meet the administrative requirements as many as 32 people, and who participated in the selection of 31 people. Pansel recommends 3 (three) people who have the highest value for each position.

Table 1. Registration and Selection Schedule

No	Activities	Date of Open Bidding		
		(1)	(2)	(3)
1	Announcement about Open Position Selection JTPT	10-27 Mei 2016	21/11 – 05/12 2016	1 – 6 December 2017
2	File Receipt	10-27 Mei 2016	21/11 – 05/12 2016	3 – 8 December 2017
3	Selection and Administration Verification	10-28 Mei 2016	21/11 – 06/12 2016	9 –10 December 2017
4	Announcement of Administration Result	30 Mei 2016	7 December 2016	
5	Psychology Test and Field Competency Test	1 - 7 June 2016	8 December 2016	12 December 2017
6	Papers Presentation and Interview	2 - 6 June 2016	9–13 December 2016	13 – 17 December 2017
7	Track Record	7 - 11 June 2016	5–13 December 2016	14 – 17 December 2017
8	Big Three Announcement		15 December 2016	20 December 2017
	Submitting Selection Results to Staffing Supervisors	13 June 2016	16 December 2016	21 December 2017

Table 1 can be concluded that the selection stage has referred to the applicable provisions and regulations, as stated in Article 120 paragraph (4) of Law Number 5 of 2014, namely: "In supervising the filling of senior pratama positions in the Central and Regional Agencies as referred to in Article 113 and Article 115, KASN has the authority to provide recommendations to the Staffing Supervisory Officer in terms of: a. formation of: 1) selection committee; 2) vacant position announcements; 3) selection process; 4) nominating a candidate name; 5) determination of candidates; and 6) inauguration"

Based on the name indicated in the decision of the Regent of "R", it is known that the Pansel, two people came from Higher Education, two people from the Regional Government and one person representing the elements of society. This appointment has followed the stipulation that the Selection Committee is an odd number of at least 5 people and at most 9 people. The comparison of members of the Selection Committee comes from internal at most 45%. This Regent Decree has stated that the Chancellor consists of elements of: (a) Related officials from the relevant agencies; and (b) Officers from other agencies related to the vacant field of duty; (c) Academics / experts / professionals. In addition, in carrying out their duties in the "R" District, the selection committee is assisted by an independent competency assessment team with experience in assisting the selection of Government Officials, especially at the psychological testing stage.

Factors Inhibiting the Implementation of Open Bidding

The inhibiting factor for the implementation of open bidding is related to the competencies of officials who are promoted. Most civil servants in government agencies, structural positions are an honor and have a high enough status in the community, because there will be many facilities and conveniences so that many who want in various ways. Some civil servants have such thoughts, so sometimes the mechanism or procedure adopted for obtaining structural positions is ignored, for example: Culture or culture that develops in government organizations tends to prioritize personal closeness with superiors which has an impact on the promotion process, and competence as Article 7 of Government Regulation (PP) No. 13/2002. Culture of personal closeness with superiors will encourage coercion to hold positions of executing duties (Acting) in fulfilling the requirements to participate in open bidding. - Urges politicians to penetrate the structuring of the bureaucratic elite. Civil Servants who are instrumental in winning the election or electioneer and other parties such as mass media actors or certain journalists influence the decision on structuring structural officials as a form of reward for their support which often overlooks aspects of professionalism, capability and competence.

Problems related to the competence of officials that need to be considered is that the test results do not reach the minimum graduation standard for filling position positions. But to fill in the gaps, the one who gets the highest score will be determined as a high-ranking pratama official (questionnaire with open questions and interviews with the selection committee and competency test assessors). This conclusion is obtained from the statement of open entries which states that: "Civil servants who meet the requirements tend to assume formality, which causes reluctance to register. Applicants do not meet the minimum standards of graduation "

Perception Regarding Position Selection

Exploration of perceptions in connection with job selection is obtained by distributing questionnaires to informants selected from the Selection Committee, Examining Assessors, and Participants.

The results of the questionnaire tabulation related to the process of implementing open bidding (announcement of job vacancies are presented in Table 2.

Table 2 Tabulation of Informant Perception regarding Open Bidding Related to Job Vacancy Announcement

No	Statement	Information					F	%
		SS	S	Rr	TS	STS		
Announcement								
1	Job vacancy announcements are held openly	4	-	-	-	-	4	100%
2	Filling out vacancies must contain other administrative requirements	4	-	-	-	-	4	100%
Implementation of Selection (Administration File Selection)								
3	Having work experience is important in job selection	4	-	-	-	-	4	100%
4	Education is not a main requirement in job selection.	-	1	-	-	3	4	100%
5	The selection committee is always careful in taking care of filling out application forms.	2	1	1	-	-	4	100%
Selection Test								
6	In the selection test to determine the candidate does not have to be done with the position according to the selection committee's recommendation.	-	1	-	2	-	3	75%
7	Physical requirements are a major factor in job selection tests according to the applicant's abilities.	-	1	-	2	1	4	100%
8	Prospective members of the pratama leadership must take each stage of the selection test	4	-	-	-	-	4	100%
Track Record Check (Reference and Background)								
9	Reference and background checks are the main factors in meeting the pratama leadership position selection criteria.	4	-	-	-	-	4	100%
10	Reference and background checks are indicators to provide information about the applicant's character.	3	1	-	-	-	4	100%
11	Work experience and education are the main qualifications in examining applicants' references and backgrounds.	2	2	-	-	-	4	100%
Physical examination								
12	Physical and mental requirements are one of the requirements in job selection.	1	3	-	-	-	4	100%
13	Proficiency is not included in the selection of pratama leadership positions.	-	1	-	2	1	4	100%
14	Physical examination is only a factor of formality in the selection of pratama leadership positions.	-	1	-	3	-	4	100%
Presentation and Interview								
15	The final interview does not need to be done by the Primary Leaders because they have conducted a previous selection.	1	-	-	2	1	4	100%
16	The final interview was conducted to arrange standards according to the applicant's position.	2	2	-	-	-	4	100%
17	The final interview determines the extent of the applicant's ability to determine positions.	1	3	-	-	-	4	100%
Announcement of Test Results / Designated Officials								
18	Open selection is a formality factor in filling pratama leadership positions	-	-	1	1	2	4	100%
19	The appointment of the official test results does not have to be the best rating	2	-	-	1	1	4	100%
20	Recommendations / safekeeping are taken into consideration in the appointment of pratama officials.	1	-	-	2	1	4	100%

Based on Table 2 it is concluded that the perception of the selection stage has fulfilled the applicable procedures and provisions. The appointed official is a participant in the list of three (3) best values based on the recommendation of the Pansel team, however 50% of the informants agree with the statement that the appointment of the official does not have to get the best / highest score as item 19. Although the regional leader (Bupati) can shows the recommended participants, but it's good to appoint officials from the participants who get the highest score. This was confirmed by the informant's statement: "In general, open bidding is carried out in accordance with applicable laws, it's just a weak point that the Regent has the authority of the three best, and not necessarily the best"

Regarding the selection test, the results of the unstructured interview with the informant who was a competency test assessor stated: "The competency test conducted is in the form of a general competency test in relation to managerial abilities, but the competency specific abilities that are required by the office are less able to be tested because of the job description. The implementation of ANJAB / ABK documents has not been carried out or there are no documents yet".

Conclusion

Based on the results of research and discussion, it can be concluded as follows: 1) The implementation of the selection (open bidding) of high-ranking pratama leaders in the "R" Regency Government Environment refers to Law Number 5 of 2014 concerning State Civil Apparatuses and Minister of Administrative Reform and Bureaucratic Reform No. 13 of 2014 concerning Procedures for Filling in Positions High Leadership Openly in the Environment of Government Agencies; 2) The regional head uses the final result of open bidding in filling his position, based on his authority the regional head does not have to appoint an official who gets the highest score; 3) The inhibiting factor of the open bidding implementation of pratama high-ranking officials in the "R" Regency Government is the fulfillment of competency of the examinees which is not infrequently influenced by the culture or culture of personal closeness and the insistence of politicians to penetrate the structuring of the bureaucratic elite; 4) The perception of the implementation of open bidding is related to the determination of each position position, namely the concern that selection is a formality which has an impact on the competency of the applicant. Determination of the position of position through specific work field tests can not be done because the implementation of ANJAB / ABK has not been done.

Suggestion

The recommendations that can be given related to this research are: 1) In connection with making decisions in making policies that can help the government with regard to recruitment of officials, especially with open recruitment, is making efforts to remove the image of formality of civil servants who have competence and capability, this has an impact on the competence of the applicants so that the minimum standard of passing recommended candidates is met; 2) This research can be the basis for further research, particularly in the field of human resources regarding recruitment, which is related to ASN competencies, especially those appointed to occupy Primary High Offices and their relationship with good governance.

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