



An Investigation of How Open Selection System Will Be Implemented in 2021 For Primary High Leadership Positions in The Government of Gayo Lues Regency

Hardi Afni^{1✉}, Nurhafni², Muhtarom³

^{1,3}Universitas Terbuka

²Universitas Malikussaleh

Correspondence Author: hardiafni@gmail.com✉

Abstract:

Filling High Leadership Positions within Government Agencies is a guideline for central and regional government agencies in carrying out the filling of major, middle and primary high leadership positions in an open and competitive manner. The aim of the research is to find out how to implement, supporting factors, inhibiting factors and efforts in implementing open selection for first high leadership positions. The theory used is the theory of public policy implementation. The research method uses qualitative research methods. The implementation of the open selection policy for senior high leadership positions within the Gayo Lues Regency Government has been running in accordance with Law Number 5 of 2014 concerning State Civil Apparatus. However, the implementation of this policy is not optimal because there are still inhibiting factors in implementing the policy. Efforts that can be made by implementers to maximize the implementation of the JPT first open selection in Gayo Lues Regency include increasing the budget, facilities and infrastructure, re-evaluating the parties involved. Future research can look at it from the perspective of rationalization in the education level for participating participants. take part in the JPT first open selection.

Keywords: Implementation, System, Position Filling, JPT

INTRODUCTION

Investigation of the open selection system in the placement of senior high leadership positions in the Gayo Lues Regency government. Filling of Main and Middle High Leadership Positions in ministries, non-ministerial government institutions, secretariats of state institutions, non-structural institutions, and regional agencies is carried out openly and competitively among civil servants by taking into account competency requirements, qualifications, rank, education and training, track record of positions, and integrity and other requirements required in accordance with the provisions of laws and regulations and carried out at the national level. Filling High Leadership Positions within Government Agencies is a guideline for central and regional government agencies in carrying out open filling of ajor, middle and Primary high leadership positions and competitive (Muh Arief, 2020).



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The selection of candidates for major, middle and primary high leadership positions is carried out in a transparent, objective, competitive and accountable manner. The target for filling high leadership positions within Government Agencies is to select candidates for major, middle and Primary high leadership positions in central and regional government agencies in accordance with the required competencies based on the merit system. In 2021, the Gayo Lues Regency Government will hold an open selection for Leadership Positions Primary High. The Gayo Lues Regency Government in implementing the Open Selection for Primary High Leadership Positions has not issued a Regent's Regulation, but in this case the Implementation of Open Selection still refers to the Minister of Administrative and Bureaucratic Reform Regulation Number 15 of 2019 concerning Filling High Leadership Positions openly and competitively within government agencies ([Kholifah, E. 2020](#)).

Research phenomenon, it is known that the open selection was carried out by the Personnel and Human Resources Development Agency and in collaboration with North Sumatra Universities including UNIMED, UMA and UMSU. The Personnel and Human Resources Development Agency (BKPSDM) of Gayo Lues Regency, which in this case is the technical implementer of selection activities. The Secretariat Committee Team (BKPSDM) which made the implementation of open selection for Primary high leadership positions not optimal was carried out by the Gayo Lues Regency Government, including in the formation of the PANSEL Team, 55% of the PANSEL elements came from North Sumatra Higher Education Academics, in this case the Travel Cost Budget The Pansel Team's service to Gayo Lues was not accommodated in the DIPA budget, so the implementation of the activity had to go to North Sumatra (Medan City), it was difficult to get cooperation with the Assessor Team, the lack of interest of civil servants within the Gayo Lues Regency Government in taking part in the selection, and the minimal budget for implementation Open Selection activities. This makes the implementation of open selection activities for senior high leadership positions in Gayo Lues Regency not optimal.

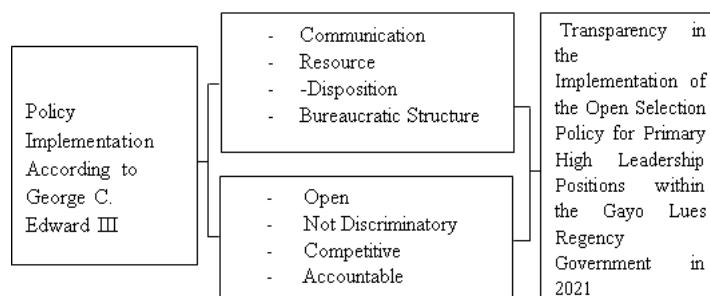


Figure 1. Concept of Implementation Theory

Implementation of Public Policy, Recruitment of Civil Servants and Open Selection for Primary High Leadership Positions is in accordance with research

regarding the Implementation of the Open Selection Policy for Primary High Leadership Positions in the Gayo Lues Regency Government in 2021. Meanwhile, the operationalization of the concept of this research uses scientific concepts from George C Edward III which divides indicators of public policy implementation into 4 (four) indicators including, Communication, Resources, Deposition, and Audi Bureaucratic Structure (2023).

METHODS

The methodology for implementing this research applies descriptive research methods and uses a qualitative approach. This research is to find out about the selection of Primary high leadership positions within the Gayo Lues Regency Government in 2021. This research approach is to find out the extent of government policy in placing the quality of human resources where by using a qualitative research design it is hoped that information regarding policy implementation can be analyzed in depth from information obtained through observation, in-depth interviews.

The data sources in this research pay attention to aspects of observing indicators and how to obtain information according to the data as follows:

Table 2. Concept Operationalization

Aspects Observed		Indicator Scientific Concept	How to Obtain Information
Public Policy Implementation		- Communication	Interview
		- Resource	2. Observation
		- Disposition	3. Documentation
		- Bureaucratic Structure	
Civil Servant Recruitment		Stages and mechanisms in civil servant recruitment as per Menpan RB Regulation Number 27 of 2021	1. Interview 2. Observation 3 Documentation
Open Selection for Primary High Leadership Positions		In carrying out open selection for pratama high leadership positions, the principle must be implemented	1. Observation 2. Interview 3. Documentation

Source: George C. Edward III (Researcher Processed 2022)

This data analysis was carried out during data collection and after data collection was completed within a certain period. Miles and Huberman stated that data analysis in qualitative research is carried out interactively and continuously until completion. Data analysis has stages of data reduction, data presentation, and verification. [Rukajat, Ajat. \(2018\)](#)

Qualitative analysis involves several steps, and the following are some of the main concepts in conducting qualitative research analysis, namely selecting an analytical approach:

1. Inductive Researchers start without a previous theory or framework and let findings emerge from the data.
2. Deductive: Researchers start with a particular theory or framework and test or confirm it through data. Data is collected through interviews, observations, or documents. Data is sorted, organized, and reduced so that it can be handled more easily.
3. Identify and label significant data units (coding) so that they can be analyzed further.
4. Coding can be descriptive or interpretive, describing what happens or giving meaning to a phenomenon.
5. Grouping similar coding to identify main themes or patterns.
6. Deep understanding of these themes helps in exploring meaning and context.
7. Triangulation uses multiple data sources or methods to confirm or strengthen findings. Triangulation can involve the use of multiple analytical methods or involve more than one researcher.
8. Analysis is carried out by considering the context from which the data comes. The researcher provides an interpretation of the findings and seeks to understand their implications in the broader context.
9. Understand the role and position of the researcher in the analysis process. Awareness of the researcher's influence and perspective on findings. The results of the analysis are reported in narrative or thematic form and provide a detailed description and relevance of the findings in the research context.

RESULTS

Supporting Factors for the Implementation of the Open Selection Policy for Primary High Leadership Positions within the Gayo Lues Regency Government in 2021

a. Communication

Communication is the delivery of information from one person to another and has a purpose in the hope that the information conveyed is able to provide feedback on what is conveyed. Communication plays an important role because in making decisions you must know clearly what must be done. Communication in terms of policy implementation means that in order for a policy to be implemented effectively it must be clear in terms of conveying and disseminating information related to the policy itself. In this case, communication is an activity related to the socialization of the implementation of the JPT Primary open selection policy within the Gayo Lues Regency Government ([Wasistiono, DKK, 2019](#)).

Regarding transmission (distribution of good communication), communication is carried out in 2 directions, namely internal and external communication. Based on the results of the researcher's observations, it is known that BKPSDM, after coordinating the filling of vacant positions with the Regent as Personnel Management Officer, made a Letter of Request for Recommendations for the Implementation of Activities to KASN, coordinating with Prospective Members of the Pansel Team and Assessors. After the KASN recommendation came out, BKPSDM made an announcement about the JPT Primary open selection activities. Then communication activities were carried out through the stages of distributing announcements via information boards at the Regional Secretariat Office and BKPSDM publishing them to mass media through the Information and Communication Service as well as distributing announcements via the Gayo Lues Regional Government WhatsApp Group. Then the next stage is to receive the complete Registrant Administration documents. Drs. Jamaluddin, M.Pd as Head of BKPSDM Gayo Lues stated that for socialization for officials taking part in this selection we made an announcement on the notice board at BKPSDM, the Regional Secretariat office and also socialized it using print or electronic media, this is one of the efforts to socialize it. That there are Primary High Leadership Positions which will be selected openly and are generally open to other Regency Governments, you are welcome to apply if you have met the specified requirements ([Parrett, William H, 2020](#)).

Based on the results of observations and interviews, it can be concluded that the communication activities carried out by BKPSDM are in the form of massive socialization provided through print and electronic media, and the information provided to JPT Primary open selection participants has also been provided optimally. Socialization activities are part of the communication stage in implementing public policy with the aim of providing clear and detailed information to create transparency in the implementation of JPT Primary open selection activities by BKPSDM Gayo Lues Regency. The second element in the communication stage is clarity in conveying information, as the results of researcher observations show that JPT Primary open selection information has been conveyed clearly, especially regarding the stages of receiving registration documents, the registration period, as well as other information about JPT Primary open selection activities even in the form of delivery ([Davidson, Bronwyn, DKK 2003](#)).

Information is only through socialization and no training or technical guidance is carried out, but in general the communication delivered meets the elements of openness and clarity in conveying information. Participants who took part in the JPT Primary open selection Kusno Arimin, SE stated that socialization was provided, when in 2021 I took part in the JPT Primary open selection, I received very complete and accurate information via BKPSDM and forwarded it to the WhatsApp Group, Departments, and heads The Department also offers us, especially those who meet the requirements, to be able to participate in these activities. In terms of consistency in the communication stage, BKPSDM is known

to have been consistent in conveying information, especially in socializing activities regarding regulations or policies for holding the JPT Primary open selection, and the information conveyed through announcements is very clear as is the result of observations and interviews.

b. Disposition

Disposition is an attitude held by policy implementers, such as commitment, will, desire, and the tendency of policy implementers to carry out policies seriously. One of the factors that influences the effectiveness of managing a policy or implementing a policy is the attitude of the implementer. If the implementers agree with the content of the policy, then they will implement it happily, but if their views differ from those of the policy makers, then the implementation process will experience many problems. There are three forms of implementer attitudes/responses to policies; awareness of implementers, instructions/directions for implementers to respond to policies towards acceptance or rejection, and the intensity of the response ([Tummers, Lars, Bram Steijn, dan Victor Bekkers, 2012](#))

The implementation of the JPT Primary open selection policy within the Gayo Lues Regency Government is known to be supported by disposition factors in the form of commitment from the open selection organizers. Disposition in policy implementation means tendencies that are factors that have important consequences for effective policy implementation. So it can be said that if the implementers have a positive and supportive tendency or attitude towards policy implementation, the policy can be implemented effectively, and conversely, if the implementers reject the policy and think negatively about the policy, it can make policy implementation ineffective. Ir. Bambang Waluyo, as Acting Regional Secretary of Gayo Lues stated that apart from the regulations in the law which require all parties to actively participate and support in open selection activities for JPT Primary in Gayo Lues Regency itself the Regent also strongly supports the implementation of this open selection policy, he actively asked about the progress of KASN, then also the organizers who had been mandated by the Regent in implementing the open selection. I saw that all of them were committed to implementing the provisions in full so that the merit system in implementing this open selection could be achieved optimally ([Vassilios Petridis, 1996](#)).

Based on the results of observations and interviews, it can be concluded that the commitment of the actors implementing the JPT Primary open selection policy in Gayo Lues Regency in 2021 in holding open selection is a supporting factor in implementing the policy. It can be seen that the tendencies of the actors implementing public policy can determine whether a policy is implemented successfully or not. Even though it is known that there is no Standard Operating Procedure (SOP) from the Gayo Lues Regency Government for the implementation of open selection, implementers have attempted to implement the JPT Primary open selection policy by following the State Civil Apparatus Law as the legal basis for its implementation ([De Wilde, Marjolijn, 2018](#)).

Factors Inhibiting the Implementation of the Open Selection Policy for Primary High Leadership Positions within the Gayo Lues Regency Government in 2021

The formation of Primary positions that are open to JPT candidates within the Gayo Lues Regency government is based on the following agencies.

Table 1. Vacancies in 2021

No.	Institution	Number of Participants
1.	Head of the One Stop Investment and Integrated Services Service	5 People
2.	Head of the Archives and Library Service	9 People
3.	Head of the Land Service	4 People
4.	Head of the Dayah Education Service	6 People
5.	Head of Civil Service Police Unit and WH	5 People
6.	Head of the Youth and Sports Department	5 People

Source: BKPSDM 2021

Based on data obtained by researchers from the Personnel and Human Resources Development Agency of Gayo Lues Regency, it is known that there were 24 participants who applied for the vacant position, and there were participants who applied for 2 positions at once. Of the 24 applicants, 1 person was declared not to have met the administrative requirements, while 23 participants passed the administration or continued to the next stage. In 2021, it is known that there are 2 (two) participants who took part in the selection from 6 positions who did not meet the criteria, especially in terms of educational qualifications. Has a background in Nurse Health Education. Sukri Mas, S.Kep applied for the position of Head of the Dayah Education Service and Anwar Shadat, S. Hut applied for the position of head of the Archives and Library Service. This is very inconsistent with the policy in the recruitment process for Primary high leadership positions which are required to meet the qualifications of the position applied for and educational qualifications, one of which is. Meanwhile, in 2022, BKPSDM Gayo Lues Regency will again carry out open selection activities on the grounds that 2 high level Primary leadership positions have become vacant due to old officials entering the Retirement Age Limit (BUP) and one official being rotated to another position so that an open selection is needed ([Brehmer, B. 1969](#)).

1) Budget, Time, and Assessor Team

It is known that the inhibiting factors in implementing the JPT Primary open selection policy in Gayo Lues Regency are related to budget, time and the assessor team. The budget provided in the DPA is insufficient for a series of activities, while open selection activities must continue. Then, regarding time, it was discovered that the selection committee team from academics and the assessor team found it very difficult to find time to go to Gayo Lues because of their various activities. Assessment institutions originating from outside the region are also a factor inhibiting JPT Primary open selection from being implemented optimally in 2021. Drs. Jamaluddin, M.Pd as Head of BKPSDM Gayo Lues stated that the obstacles I saw were the minimal budget, the time of the assessor team and the selection committee taking into account their various activities while the PPK had given orders for the implementation of activities, indeed we had worked together in the past. with Aceh universities, and the obstacles are also the same, limited by time and also the distance from Gayo Lues to Banda Aceh takes around 12 hours while to Medan City it only takes 8-9 hours ([Amalia, Rizki, 2020](#)).

Obstacles in implementing the open selection were also conveyed by Kusno Arimin, SE as a participant in the JPT Primary open selection in 2021, who stated that the obstacle for me personally was in terms of costs in participating in this activity, because in 2021 yesterday I used personal costs, that is It will be implemented at the end of the year, in December so the official travel budget has run out and I hope that in the future this activity will be carried out in Gayo Lues Regency, bringing the Select Committee Team and Assessors to Gayo Lues, I think if the activity is in Gayo Lues there will be lots of fellow civil servants who meet the requirements to take part in this open selection activity.

Another problem is related to limited administrative processing with a short registration time, conveyed by Andy Projoastowo, SE as a JPT Primary open selection participant who stated that the first obstacle was the issue of filing, in the filing requirements there was an SKCK from the Gayo Lues Police and also a certificate healthy and drug free, the problem is that the application only takes 5 working days to open, so in processing this file I feel it is very hampered and then as before, the location of the activity is in the city of Medan, I think that's all.

2) Resources

Resources in implementing policies are like a machine, oil, which will not function properly if the oil is lacking. According to Nugroho (2012:22), resources can consist of Human Resources, Financial Resources, Authority Resources and Infrastructure. In implementing the JPT Primary open selection policy within the Gayo Lues Regency Government in 2021, it is known that there are problems with the resource element. Based on the results of observations, it is known that there is a lack of interest from human resources in participating in selection activities and a lack of financial resources in carrying out open selection. The following are the results of research related to human resources and financial resources in the JPT Primary open selection in Gayo Lues Regency ([Gilbert, Richard, dan Anthony Pearl, 2012](#)).

1) Human Resources

In accordance with Article 72 of the ASN Law which states that every civil servant who meets the requirements for competency, qualifications, rank, education and training, track record and integrity as well as other requirements in accordance with statutory provisions, has the same right to be promoted to a higher level of position. However, what happened in Gayo Lues Regency was that there was a policy rationalization in carrying out the JPT Primary open selection, which was caused by human resources, namely civil servants who were less interested in taking part in the open selection. The following is the number of Civil Servants in the Gayo Lues Regency Government according to Echelon and Gender:

In 2021 there will be civil servants who have a background in Nurse Health Education. Sukri Mas, S.Kep applied for the position of Head of the Dayah Education Service and Anwar Shadat, S.Hut applied for the position of Head of the Archives and Library Service. This is not in accordance with the policy in the recruitment process for Primary high leadership positions which requires meeting the qualifications of the position applied for and educational qualifications, one of which is. The lack of interest in applicants is also evidenced by the participants who took part in the JPT Primary open selection, whereas if you look at table IV.3, the number of Echelon III officials is 170 (one hundred and seventy) people who have met the requirements for taking part in the open selection, it is known that in 2021 there will be 6 positions vacancies for JPT Primary formation, generally 5 or more people can participate in 1 position, but in 2021 the lack of interest from civil servants in participating in the JPT Primary selection means that 1 person will take part in the selection for 2 vacant positions ([McCarthy, John D., dan Mayer N. Zald 1977](#)).

Based on the results of observations and interviews, it can be concluded that the minimal interest of civil servants in taking part in the open selection within the Gayo Lues Regency Government has resulted in the minimal number of participants registering and taking part in the JPT Primary open selection in 2021. In the implementation of the JPT Primary open selection, other human resources were involved. is the Selection Committee Team (Pansel) and Assessors in the competency test consisting of the Government, Academics and external Assessors. The JPT Primary open selection committee team was approved through the Decree of the Regent of Gayo Lues Noor 896/2021 concerning the Formation of an Open Selection Committee to Fill Primary High Leadership Positions within the Gayo Lues Regency Government with the task of carrying out assessments of papers, carrying out final interview assessments, announcing the results of each stage selection, determining the 3 participants who received the highest ranking and compiling and submitting a report on the selection results to the Regent of Gayo Lues. Based on research observations, it is known that the selection committee team carries out its duties with full responsibility, which is demonstrated by carrying out good interactions with each other, not

discriminating in treatment of selection participants, taking paper presentations and interviews seriously, and being able to explore in depth the competencies of open selection participants.

2) Financial Resources

Financial resources for the implementation of the JPT Primary open selection activities within the Gayo Lues Regency Government in 2021 have been prepared and provided in the 2021 BKPSDM DPA. Financial resources in the form of a budget are prepared for the entire series of JPT Pratama open selection activities, including intensive selection committee teams, institutions who became the assessor team. Based on the research results, it can be concluded that the problems that are inhibiting factors in maximizing the implementation of the JPT Primary open selection in 2021 are that internally the organizers are experiencing minimal budget constraints, assessor time and academics who are part of the selection committee team. Meanwhile, the external obstacles felt by JPT Primary open selection participants are accommodation costs to North Sumatra to take the exam which must be paid by participants, and related administrative requirements which conflict with the short registration period ([Kannapel, Patricia J., dkk.2005](#)).

In implementing the JPT Primary open selection policy within the Gayo Lues Regency government, BKPSDM requires efforts to maximize things that are still not optimal in implementation in 2021. Based on the results of researchers' observations, possible efforts that must be made by BKPSDM are related to budgeting for open selection activities. Supporting facilities and infrastructure, and evaluating the academies that are part of the selection committee team, and institutions that are part of the assessment team. The results of the research can essentially provide updates from research that has previously been carried out by previous researchers, as for updates from research regarding the Implementation of the Open Selection Policy for Primary High Leadership Positions in the Gayo Lues.

Regency Government Environment in 2021 that the researchers found internally and externally, namely Internally, the implementation of the open selection policy for Primary high leadership positions in the Gayo Lues Regency government environment in 2021 is not yet effective due to the lack of interest of civil servants in taking part in the open selection and also the limited financial resources for the JPT Primary open selection activities in the Gayo Lues Regency government environment in 2021 and the infrastructure for carrying out open selection activities is inadequate. Externally, the lack of attention from the Gayo Lues Regency Government has influenced the ineffective implementation of the open selection policy for pratama leadership positions within the Gayo Lues Regency Government in 2021, where it is hoped that the government can act as a party to collaborate with the assessor team and the Select Committee Team as well as the party providing additional budget to increase effectiveness in implementing JPT Primary open selection activities ([Bachtiar DKK 2023](#)).

In the research conducted by researchers, new problems were found related to the ineffective implementation of the open selection policy, namely because the selection activities were carried out outside the Gayo Lues Regency area and also limited financial resources for the JPT Primary open selection activities. The lack of government attention also influences the implementation of the open selection policy for high level Primary leadership positions, in this case it is difficult to get cooperation from the assessor team.

CONCLUSION

The implementation of the open selection policy for senior high leadership positions within the Gayo Lues Regency Government has been running in accordance with Law Number 5 of 2014 concerning State Civil Apparatus. In terms of consistency in the communication stage, the BKPSDM is known to have been consistent in conveying information, especially in the socialization of regulations or policies for holding the JPT Primary open selection, and the information conveyed through announcements is very clear. However, the implementation of this policy is not optimal because there are still inhibiting factors in implementing the policy. Supporting factors that influence the implementation of the open selection policy for senior high leadership positions within the Gayo Lues Regency Government are consistent communication and commitment/disposition from the organizers of the open selection. Meanwhile, the inhibiting factors are known to originate from the limited budget for implementing the open selection, and the time available by the assessor team and the panel team from academics from outside the region, resources, and bureaucratic structure.

SUGGESTION

This open system in carrying out selection in recruiting for high level Primary leadership positions can be implemented by prioritizing the placement of quality human resources. It is hoped that the implementation of the Primary JPT selection can provide changes in improving the performance of the ASN state civil servants and have an impact on achieving government competency so that it can increase the work innovation index of the Gayo Lues district government. The implementation of JPT Primary within the Gayo Lues district government is oriented towards managerial, technical and sociocultural aspects so that it becomes a pattern of empowerment for the ASN state civil apparatus.

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