

PUBLICATION MANUSCRIPT

**THE IMPLEMENTSTION OF MERIT SYSTEM THROUGH POSITION
AUCTION FOR STRUCTURAL OFFICIALS OF ECHELON II IN KULON
PROGO REGENCY 2017/2018**

By:

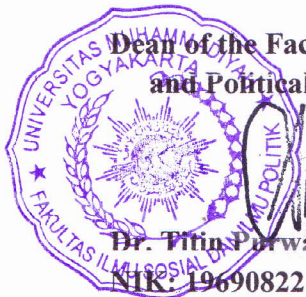
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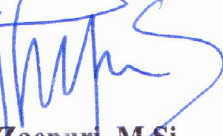


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**THE IMPLEMENTATION OF MERIT SYSTEM THROUGH POSITION
AUCTION FOR STRUCTURAL OFFICIALS OF ECHELON II IN
KULON PROGO REGENCY 2017/2018**

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Abstract

Bureaucracy is a system used by the government to create a competitive state civil apparatus. One of the steps taken is by applying merit system through position auction to select HR who will carry out government functions. The Government of Kulon Progo Regency implemented the system after the issuance of regulations concerning filling in positions. The method applied in this research was a qualitative method. This method aims to find out about events or phenomena occurring in the subject of research that can take the form of behaviors, activities, applications and thoughts described through writing and words. The participants in this research are Head of BKPP Kulon Progo Regency, selection committee, participants who passed, and promotion section. The technique used in this research was interview and documentation. The results based on the research on the implementation of the position auction in Kulon Progo Regency, it has been carried out effectively by referring to Permenpan Number 14 year 2014 where there are several stages of selection that must be open and competitive, and implements predetermined requirements, such as competency requirements, education and training, work experience and performance and including the preparation, holding competency test, inauguration, and evaluation. The suggestion for this research is to given the long time for participants to express their abilities and knowledge optimally, then the material on technical competencies is more much and the selection committee is expected to explore the ability of the participants to get quality, competent and ASN professional.

Keywords : Human Resources Management, Merit System, The Implementation of Merit System

INTRODUCTION

Bureaucracy is a system of government organizations in which there are a set of rules that is binding and legal, it has standard rules for selected bureaucrats who join organizational structure. Bureaucracy is used as means for the function of government; one of them is public service. The usefulness of the bureaucracy in public services is to make easier the public to take care of all administrative needs of the state that are required by the government with full responsibility, courtesy, speed and responsiveness from the bureaucrats. The system of work in the bureaucracy have legal rules, so bureaucrats could not act based on personal desires, but are required to obey all regulations that have been implemented. After the issuance of Law Number 25 year 2009 concerning to public services, bureaucrats are expected to be able to carry out state duties maximally and be aware of the responsibilities entrusted by the government to implement good quality services in the eyes of the citizens (Sakir, 2013).

Feisal Tamin, a Minister of Administrative Reform at the time, explained that in 2002, there were 4 (four) million more civil servants who served or worked in government organizations in Indonesia. At that time, the government allocated many funds to pay apparatus salaries and gifts allowance. The purpose of this is intended that the performance level of the more productive apparatus and the funds provided by the government are used as appreciation and apparatus boosters to maximize their work better. On the other hand, in fact, after researching, there were only 40% (forty percent) of the apparatus working optimally; 60% (sixty

percent) of the apparatus did not carry out their duties properly or were not productive in their work (Nahidah, 2016).

Seeing the condition of the Indonesian bureaucracy almost fell, the government has to begin to overcome to the deteriorating quality of the bureaucrats by moving towards more real changes to improve all aspects of the government system. In order to quicken good governance it is necessary to implement bureaucratic reform.

Merit system is a support for the implementation of good governance in various aspects; one of this is the appointment of structural positions. According to Law Number 5 year 2014 concerning State Civil Apparatus of Article 1 paragraph 22 the merit system is a system carried out based on qualifications, competencies, and performance fairly and regardless of political background, race, color, religion, origin, gender, marital status, age, or disability conditions. In order to support the implementation of the appointment of professional structural positions, it is necessary to apply aspects of competence, qualification, work performance, fairness, and openness in ASN management.

Related to filling in the position of the State Apparatus Apparatus can be done through an open selection mechanism or auction position. Open elections or work auctions are carried out in accordance with ASN management policies with the principle of producing superior apparatus in employment and competency related to the rank received in the office. The legal basis of holding open selection

is guided by the State 27 Civil Apparatus Act which explains that every civil servant who meet all the requirements can be promoted to a higher level of office.

The structural position itself has often lack of human resources even though the structural position is the coach for the employees in carrying out the task to be more harmonious or in the other words the leader of the employee. Accordingly, the auction position is needed to get an employee based on the level of structural position referring to the mechanism of merit system.

Kulon Progo is one of the regency that hold a position filling to fill the vacancy in the government of Kulon Progo Regency. The problem arising is that the emptiness occuring in the government becomes an obstacle to the regeneration of officials in the Kulon Progo Regency. In every year, the number of Civil Servants (PNS) entering the full-time / retirement period is around 300 employees. The high number of pensions affected the number of civil servants in Kulon Progo.

The head of the Education and Training Personnel Agency (BKPP) Kulon Progo, Ms. Yuriyanti, explained that based on the analysis of the of Kulon Progo Regency it requires around 9,438 civil servants however the total number of employees available as of March 1, 2016 only reached 7,821 employees. In 2017, the amount employees full-time duty or retirement of civil servant which reached 285 therein contained 34 structural Office employees. Currently in 2018 there is still shortage of civil servant Kulon Progo about 2,000 starting from the position of general function, specific function to structural position (Jati, 2018).

Regent Kulon Progo Regency, Hasto Wardoyo said that from the moratorium imposed employees within five years of this happening that regeneration of officials in Kulon Progo Regency. It caused that employee retirement was disproportionate to the ASN who entered, so the need for employee relocation from outside the region itself. However, the regency government performs the expected concrete steps capable of overcoming the problem of shortage of the ASN that is to optimize the Organization of the auction Office to Office of Echelon II which is still experiencing the emptiness (Jati, 2018). Some of the Office which was auctioned off at the end of 2017 includes;

- a. The Head of Department of Land and Spatial
- b. The Head of Civil Service Police Unit
- c. The Head of Department for Community Empowerment and the Village Population Control and Family Planning
- d. The Head of Department of the Environment

Position filling carried out in Kulon Progo applies merit system mechanisms, so anyone can take responsibility of the position. In a workshop organized by the regional Government in Kulon Progo Regency, Dr. Hasto Wardoyo, Sp. OG(K) conveyed that by using the merit system, it is capable of creating increased professionalism in the apparatus Service (Kurniawati, 2015). Ms. Yurianti, as the Head of the Education and Training Personnel Agency (BKPP) in Kulon Progo, explained that the auction office held addressed to civil servants in the Special Region of Yogyakarta with the system through several stages such as the selection the administration the interview, and the test of

competence. The system is a system which is first applied in Government at DIY. Therefore, this system by having the Government would filter in Kulon Progo apparatus to follow the position filling selectively (Harahap, 2015).

The implementation to fill of structural officials in the model of the position auction in Kulon Progo Regency is an interesting matter to be observed considering that the auction of structural officials has its own procedures in each region based on applicable laws. In addition, the implementation of the merit system applied is need to be reviewed whether it runs well or experiences obstacles in its implementation. Therefore, the researcher is interested in conducting research with the title "The Implementation of Merit System through Position Auction for Structural Officials of Echelon II in Kulon Progo Regency in 2017/2018".

RESEARCH METHODS

The type of research used was a qualitative research method through analyzing at the problems that arise in research, so the researcher searches various sources to explain and to understand the state of the problem which is the main focus for research activities. According to Sugiyono cited in (Adiguna, 2017), qualitative research methods or commonly referred to as postpositivism research or having naturalistic terms is a research used for the condition of a natural object. A qualitative research basically aims to find out events or phenomena that occur in the subject of research. This research can take the form

of behaviors, activities, applications, and thoughts that were described through writing and words.

Hamdi and Bahruddin cited in (Adiguna, 2017) used a type of descriptive research that was a research method based on describing the latest events or phenomena or at the present time and also in the past. Descriptive research is used to interpret all available data by revealing facts in the field without being added or subtracted.

a. Primary data

A primary data is all data obtained from the field both in the form of verbal and words through doing interviews with selected respondents. It is to provide information on the research conducted as data to gather facts as much as possible in Arikunto cited in (Fazli, 2018). The primary data in this study were:

Table 1.1: Primary Data

No	Primary Data	Data Sources	Data Collection Technique
1	Implementation of merit system in the position auction	Head of BKPP in the Kulon Progo Regency	Interview
2	Application of the merit system through position auction	Selection committee	Interview
3	The process of running the merit system in the position auction	ASN	Interview
4	Information announcements	Promotion section	Interview

b. Secondary Data

c. A Secondary data is the collection of data obtained through literature studies of various documents or media, such as books, regional regulations, laws, and journals. Secondary data in this study included:

Table 1.2: Secondary Data

No	Secondary Data	Sources Data	Data Collection Techniques
1.	Organizational structure	BKPP of Kulon Progo Regency	Documentation
2.	Vision and Mission	BKPP of Kulon Progo Regency	Documentation
3.	Number of ASN	BKPP of Kulon Progo Regency	Documentation
4.	Number of job vacancies	BKPP of Kulon Progo Regency	Documentation
5.	Number of position auction participants	BKPP of Kulon Progo Regency	Documentation
6.	Data on participants passing the administrative and final selection	BKPP of Kulon Progo Regency	Documentation
7.	Selection committee	BKPP of Kulon Progo Regency	Documentation
8.	Duties and functions of the Regional Personnel Agency	BKPP of Kulon Progo Regency	Documentation

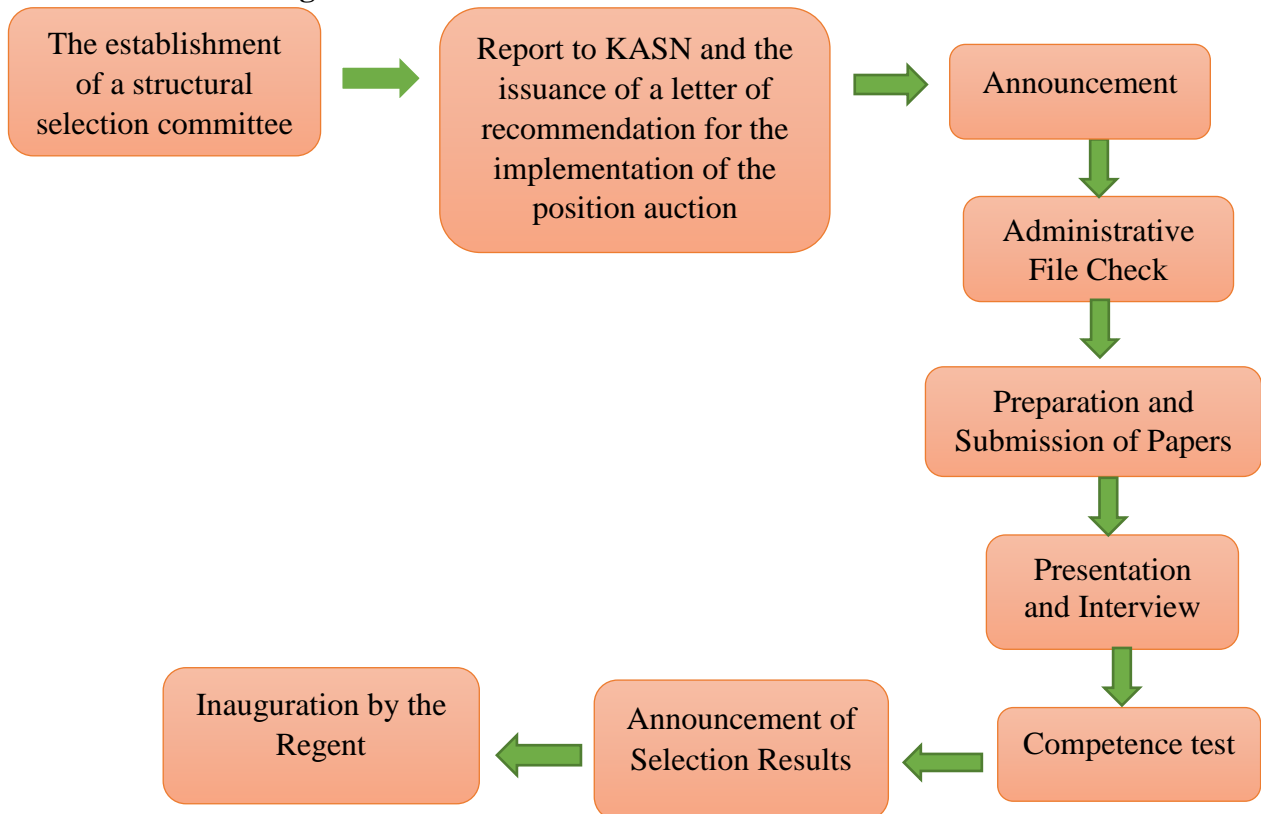
Source: Process By Researcher, 2018

RESULT AND DISCUSSION

A. 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 1.1: 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 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.

Table 1.3: 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,	Head of the Kulon Progo Regency Regional

		M.M,	Development Economic Agency
		2. Drs. Yuriyanti, M.M.	Head of the Education and Training Personnel Agency in Kulon Progo Regency
		3. Ibtri Rejeki, S.H., M.M,	Head of Regional Office I Yogyakarta State Personnel Agency
		4. Drs. Sulistiyo, S.H., CN., M.Si.	Assistant of Government and People's Welfare of the Special Region of Yogyakarta
		5. Drs. Sigit Sapto Rahardjo, M.M.	Head of Transportation Office of the Special Region of Yogyakarta
		6. Prof. Dr. Muhadjir Darwin, M.P .A.	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.

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

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.

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

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 1.4: 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

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 1.5: 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

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. 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 panel and the regent had the right to determine who they would be where all the judgments were final decisions that could not be contested. After regent had made a choice, then reported back to KASN.

Table 1.6: The Open Selection Results or Position Auction of Kulon Progo Regency in 2017/2018

No	Name NIP Date of birth	Rank / TMT_Golru	Old Position	Now Position	Info.
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	Education				
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 Administration Regional Secretariat	Head of Land and Spatial Planning Office	Passed
2.	Drs. Sumiran 1964010119860210 13 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 Empowerment 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 Administration 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.

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, 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 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.

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

1. Competence

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. Based on the Ministry Regulation Number 38 Year 2017 the competency standards that by ASN are Technical Competence, Managerial Competence, and Cultural Social Competence.

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.

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 1.7: 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 regulating official programs, modernizing prospective leaders and reporting to superiors	Planning, analytical thinking, decision making, building work relationships, oriented to quality, leadership, initiative, 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	Planning, conceptual thinking skills, decision making, service oriented, building work relationships, organizing, leadership, analytical thinking, quality oriented, others development, integrity

		order public and community protection	
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 reporting to superiors based on applicable laws and regulations	Leading the implementation of tasks by formulating policies, controlling, directing, coordinating, evaluating and regulating environmental governance programs, secretariat and reporting to superiors based on applicable laws and regulations

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.

2. Education and Training

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. 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.

3. Experience

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.

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

The applicant who wishes to take part in an echelon II structural position auction must have 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, each participant who applies is a person who has a good personality in the world of work because if they have bad records in their working period, it 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 because the reference of the selection committee 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.

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.

CONCLUSION

A. Conclusion

Based on the results of the analysis, the researcher can draw the conclusion as follow:

1. In the process of conducting position auction for structural officials echelon II, there have several stages to be implemented, namely preparation, implementation, and evaluation. The three stages have

specific procedures and activities to carry out merit system-based job auctions.

2. The implementation of merit systems through position auction in the Government of Kulon Progo Regency refers to Permenpan Number 13 year 2014 and as a whole activity has been implemented effectively, openly, fairly, and has fulfilled all the imposed requirements, including competence, education and training, work performance, experience, and ethics; the conclusions of all assessments include:
 - a. The implementation of the position auction has fulfilled the merit system principle, namely the competency test where participants go through various tests as a form of networking to get qualified candidates. Tests carried out by the selection committee include assessment center, interview, and various tests related to the field of office.
 - b. The assessments in job auctions to participants pay attention to work performance which can be viewed from curriculum vitae, experience during working, and a list of positions that have been passed so far which are obtained based on consideration judgments by the selection committee.
 - c. Education and training are the main requirements in the selection stage stipulated in administrative requirements

where participants taking part in the selection must fulfill the initial requirements so that they can be declared to pass the next stage. Here, screening is done to get participants who are eligible for positions and have good qualifications.

- d. Participants taking part in the position auction need to have extensive experience in the chosen field of office to support the work to be carried out if they are elected to the position. Experience is very useful for advancing and making new innovations for the work environment.
 - e. Participants who take part in the position auction must have good qualifications and avoid problems that can damage the organization progress. The intention of a worker must be straightened and harmonized with the goals to be achieved together without only benefiting the personal self. Therefore, ethics needs to be applied in selection ,so employees can be accountable for their positions without doing things that deviate, and it can harm the organization.
3. Characteristics of implementation for filling positions have differences between the previous model and the present. The previous model more looked at the seniority and proximity classes, so the selection of prospective participants was unfair and it could lead to fraud during the election. Whereas, the current model uses a

merit mechanism system where everyone is given the same opportunity with clear qualifications.

B. Suggestions

1. The position auction with the merit mechanism was an effort to obtain qualified, professional, and competent human resources in their fields, but the selection process was still not running optimally. Selection committee of Kulon Progo Regency did not more related the potential possessed by the participants, so the abilities that have been more easily explored became in depth discussion even though it was related to the assessment to match the position which would be occupied by the participants .
2. The time given to participants to present their thoughts was relatively short. The participants were not satisfied with the time determined by the selection committee because with limited time, the participants had not maximized to express their vision and mission, so the delivery of potential was not bridged optimally. Hence,there is a need for additional time for the participants to show their own quality abilities.
3. Material related to technical competency standards is further enhanced because service issues are not only about managerial, but also technical. It is intended that if someone has been elected and has not mastered the technical situation in his own service, they will be forced to have to know the technical in depth. At least before occupying these positions, the participants already have the provision to master the

technical problems in their respective departments, so when making decisions, the participants do not feel that it is not too difficult. Thus, the participants hoped that the materials related to technical competency standards can be further reproduced.

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