

## **Integrity Content in the Selection of High-Level Leadership Positions (JPT) as a Determinant of Success in Providing the Best Service to the Public (Public Sector Human Resources Practices)**

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### **Abstract**

This study discusses the importance of integrity in the selection of High-Level Leadership Positions (Jabatan Pimpinan Tinggi – JPT) in Indonesia and the challenges faced in implementing a merit-based selection system. The selection system for officials has evolved from the colonial era to the Reform Era, where the government now applies an open selection process to ensure transparency and accountability. However, various issues such as political interference, collusion, and nepotism remain obstacles to producing officials with high integrity. This research employs a qualitative approach using a case study method to analyze the implementation of the JPT selection process in Indonesia. Data was obtained through interviews with civil servants, members of the State Civil Apparatus Commission (Komisi Aparatur Sipil Negara – KASN), academics, and direct observations of the selection process. The findings reveal that, despite the implementation of open selection policies, there are still weaknesses in enforcing transparency principles, monitoring the selection process, and applying integrity values in the recruitment system. As a recommendation, this study emphasizes the need for improvements in the selection system by strengthening integrity standards, enhancing the independence of selection committees, conducting thorough background checks on candidates, and increasing public oversight. The implementation of talent management is also proposed as a strategic solution to ensure the sustainability of high-quality leadership. Thus, enhancing integrity in JPT selection can contribute to improving public service quality and strengthening public trust in the government.

**Keywords:** High-Level Leadership Selection, Integrity, Meritocracy, Talent Management, Bureaucratic Reform.

### **1. Background**

The selection or appointment system for officials in Indonesia has undergone a long historical evolution, dating back to Indonesia's independence in 1945. Even during the Dutch colonial era (1619–1942), there was already a mechanism in place for filling government positions, which were largely entrusted to individuals favored by the colonial authorities. However, the selection process was neither transparent nor objective, as it was primarily based on aristocratic lineage and social status.

During the Independence Era (1945–1950), the selection of officials was based on

their experience in the struggle for independence. Appointments were entirely dependent on the discretion of the President and the government, with no systematic selection process in place. Meanwhile, in the Guided Democracy Era (1950–1966), appointments were based on political loyalty, with officials being selected by the President and political parties. This period also saw the emergence of corruption and nepotism. Particularly after the Presidential Decree of July 5, 1959, Indonesia transitioned to a Guided Democracy, giving Sukarno vast control over the appointment of officials.

The book "The Decline of Constitutional Democracy in Indonesia" by Herbert Feith discusses the collapse of parliamentary democracy in Indonesia from 1950 to 1959 and its transition to Guided Democracy under Sukarno. Regarding the appointment of officials, Feith describes the following stages: Parliamentary Democracy Era (1950–1957) → Officials were selected through a parliamentary mechanism, where political parties held significant influence in determining government positions, including ministers and regional leaders. Transition Period (1957–1959) → Sukarno began consolidating power from political parties, appointing officials based on loyalty to Nasakom (Nationalism, Religion, Communism). Guided Democracy Era (1959–1965, The appointment process became entirely controlled by the President. Sukarno predominantly selected military figures, pro- Nasakom individuals, and leaders who strongly supported his rule, leaving little room for opposition (Feith; 1962).

Feith describes this shift as a transformation from a law-based democratic system to an authoritarian government centralized under Sukarno's control. Meanwhile, the New Order Era (1966–1998) under Suharto introduced a new set of characteristics in the selection of officials; 1) Centralization of Power. the appointment of officials was highly centralized, with the final decision resting with the central government, particularly President Suharto; 2) Military Involvement, the military played a significant role in government appointments. Many officials were selected from military ranks; 3) Selection Criteria → Appointments were primarily based on loyalty and allegiance to the government rather than competency and capability; 4) Lack of Transparency, the selection process was opaque and often discriminatory; and 5) Influence of Connections and Collusion → Personal networks and collusion played a significant role in the appointment of officials.

The book "The Army and Politics in Indonesia" by Harold Crouch explores the military's role in Indonesian politics, particularly during the New Order era under Suharto. Crouch explains how the Indonesian Army, particularly the Army Strategic Command (Kostrad), dominated the government through the Dwi Fungsi ABRI (Dual Function of the Armed Forces), which allowed them to participate in both civil and political affairs. The book also details how Suharto used the military as a tool for power stabilization, patronage system development, and suppressing opposition (Crouch, 1978).

It was only during the Reform Era (post-1998) that a more systematic selection process was introduced, where appointments were based on technical and administrative criteria and carried out by the President and state institutions. Following the fall of the New Order, Indonesia entered the Reform Era, which brought significant changes in the process of selecting government officials. The implementation of fit and proper tests became more

common, aimed at ensuring transparency and accountability in public official appointments. This shift reflects efforts to eradicate the widespread practices of nepotism and corruption that were prevalent in previous regimes ([https://en.wikipedia.org/wiki/Commission\\_of\\_Four](https://en.wikipedia.org/wiki/Commission_of_Four)).

In the Reform Era (1998– present), selection is based on competency, integrity, and transparency, with open selection processes in place for appointing officials. Additionally, independent institutions such as the National Selection Commission (KSN), State Civil Apparatus Commission (KASN), and the National Civil Service Agency (BKN) have become more active and effective. Currently, the government implements open selection for High Leadership Positions (Jabatan Pimpinan Tinggi – JPT), where appointments are made transparently and competitively. The objective is to ensure that officials possess the necessary skills, competencies, and integrity to perform their roles effectively and efficiently. The open selection policy for JPT is an implementation of Law No. 5 of 2014 on the State Civil Apparatus (ASN).

However, over time, the JPT selection process has faced increasing criticism due to political interference that compromises transparency, professionalism, and integrity. Many believe that the process lacks transparency and objectivity in assessments. The occurrence of bribery cases in JPT appointments in several government institutions indicates that the meritocracy system, as mandated by Law No. 5 of 2014 on the State Civil Apparatus (ASN Law), has not been fully realized. Although the ASN Law and its implementing regulations outline the mechanisms for JPT appointments and oversight, in practice, these regulations are often ignored. Requirements for selection are sometimes bypassed, and recommendations from KASN are frequently disregarded.

So far, there remains a pattern of bureaucratic subordination to politics (executive ascendancy), where bureaucracy serves political interests rather than functioning as an independent professional institution. To optimize public service delivery, bureaucracy and politics should function as mutually controlling and balancing entities (bureaucratic sublation) (Novianto M. Hantoro; 2019). Previous research has only examined academic and administrative competency aspects. Meanwhile, this study examines moral, ethical, and legal aspects.

In recent years, the National Civil Service Agency (BKN) has started introducing and promoting the Talent Management System in the selection of JPT positions. Various studies, discussions, and socialization efforts have been conducted. However, questions remain regarding whether this system will be fully implemented across all ministries, state institutions, and regional governments, and whether it will truly improve integrity in leadership selection or simply replicate previous issues.

The author sees the need to investigate the role of integrity in the current JPT selection system, both in the open selection process and the recently introduced Talent Management System. Integrity is a crucial quality for leadership, yet it appears to be diminishing in importance. Corruption, collusion, and nepotism remain widespread, especially among senior officials, due to low levels of integrity. Unfortunately, the current JPT selection process has yet to guarantee a solution to this issue.

## 2. Research Methodology

This study employs a qualitative approach with a case study method to gain an in-depth understanding of how integrity is implemented in the selection of High Leadership Positions (Jabatan Pimpinan Tinggi – JPT) in Indonesia. This research is descriptive-exploratory, aiming to describe the phenomenon of JPT selection and identify factors influencing transparency, integrity, and the effectiveness of the selection process. The study utilizes both primary and secondary data: Primary Data, in-depth interviews with State Civil Apparatus (ASN) officials, members of the State Civil Apparatus Commission (KASN), academics in human resource management, and JPT selection participants. Direct observations of the open selection process for JPT in government institutions. Secondary Data, official documents, including Law No. 5 of 2014 on the State Civil Apparatus (ASN Law), Government Regulations related to JPT selection, and evaluation reports on open selection conducted by KASN and the National Civil Service Agency (BKN). Literature reviews from journals, books, and research reports related to integrity and JPT selection.

The number of informants in this study is not limited, the benchmark in qualitative research is that the number of informants is until the researcher is satisfied with the information obtained. Data collection is conducted through: In-depth interviews with key informants to explore their experiences, challenges, and perspectives on integrity in JPT selection. Document analysis of regulations, policies, and reports related to JPT selection implementation. Observations of the selection process to assess the extent to which transparency and meritocracy principles are applied.

This study employs a thematic analysis approach, consisting of the following steps: Data Reduction: Filtering and categorizing information based on key themes, such as integrity, corruption, collusion, and nepotism practices. Thematic Categorization: Identifying patterns within the data related to factors that support or hinder integrity in JPT selection. Drawing Conclusions: Presenting findings descriptively and interpretatively to provide a comprehensive overview of the JPT selection process. Data analysis through coding is the process of identifying, categorizing, and coding qualitative data to understand the meaning and themes contained within it.

Coding steps:

1. Reading and understanding the data: Reading the collected data and understanding its context.
2. Identifying themes: Identifying themes or concepts related to the research.
3. Coding: Code the data related to the identified themes or concepts.
4. Developing categories: Developing broader categories based on the assigned codes.
5. Analyzing and interpreting: Analyzing and interpreting the coded data to understand the meaning and themes contained within.

Types of coding:

1. Open coding: The process of assigning codes to data without a predetermined theoretical framework.
2. Axial coding: The process of connecting assigned codes to form broader categories.
3. Selective coding: The process of selecting the codes most relevant to the research and discarding irrelevant codes.

#### Benefits of coding:

1. Identifying themes: Coding helps identify themes and concepts related to the research.
2. Developing theory: Coding can help develop theory related to the research.
3. Increasing validity: Coding can increase the validity of the research by ensuring that data is analyzed systematically and transparently.

Data analyzed using coding techniques allows researchers to analyze qualitative data systematically and transparently, as well as identify themes and concepts related to the research. To ensure data reliability and validity, the study adopts the following measures: Source Triangulation: Comparing findings from interviews, document analysis, and field observations. Member Checking: Validating the research analysis with informants to ensure interpretation accuracy. Audit Trail: Systematically documenting all research stages to maintain transparency in the analytical process. The findings of this study are expected to provide recommendations for the government and relevant institutions to improve the JPT selection system based on integrity and meritocracy, as well as to enhance transparency and accountability in the selection process.

### 3. Result and Discussion

#### Open Selection for High Leadership Positions (JPT)

The selection process for High Leadership Positions (Jabatan Pimpinan Tinggi – JPT) in Indonesia represents an effort to implement the merit system in the management of the State Civil Apparatus (Aparatur Sipil Negara – ASN). This system emphasizes the appointment of officials based on qualifications, competencies, and performance, without discrimination based on political background, race, religion, or gender.

According to research published by the National Civil Service Agency (Badan Kepegawaian Negara – BKN), the implementation of the merit system in JPT selection is expected to enhance the professionalism of ASN personnel and contribute to the realization of good governance (BKN, 2019). Other studies indicate that the open selection process for JPT appointments has transformed ASN management from a closed system into a more open, competitive, and transparent process. This transition is expected to minimize practices of corruption, collusion, and nepotism (Della Damayanti, 2022). However, some research also identifies challenges in implementing the open selection system for JPT, including limited public participation and the potential infiltration of the spoils system, which may compromise the objectivity of the selection process.

The open selection process for High Leadership Positions (Jabatan Pimpinan Tinggi – JPT) is generally conducted based on several key components, including track record verification, assessment, interviews, and presentations. Track record verification is carried out to assess the suitability of the applicant for the position, considering the following aspects: previous and current positions held, formal educational background, leadership and technical/functional training, notable achievements, and demonstrated integrity.

The open selection process for JPT is designed to be transparent and competitive, with the objective of appointing officials who possess the necessary skills, competencies, and



integrity to effectively and efficiently fulfill their roles. The open selection policy for JPT is an implementation of Law No. 5 of 2014 on the State Civil Apparatus (ASN Law). Regulations and Laws Governing Open Selection for High Leadership Positions in Indonesia

Several regulations and laws govern the open selection process for high leadership positions in Indonesia. Laws and Regulations on the Open Selection Process for High Leadership Positions.

Laws: 1) Law No. 5 of 2014 on the State Civil Apparatus (ASN), Articles 59–63, concerning the appointment and selection of officials; 2) Law No. 23 of 2014 on Regional Government, Articles 55–58, concerning the appointment and selection of regional officials; 3) Law No. 25 of 2009 on Public Services, Articles 13–15, concerning public service standards.

Government Regulations: 1) Government Regulation No. 11 of 2017 on State Civil Apparatus Management, Articles 20–25, concerning the selection of officials; 2) Government Regulation No. 18 of 2021 on Appointment and Dismissal of High Leadership Officials, Articles 5–10, concerning the selection process for officials; and 3) Government Regulation No. 49 of 2018 on Public Service Standards, Articles 10–15, concerning selection standards for officials.

Presidential Regulations: 1) Presidential Regulation No. 38 of 2017 on Appointment and Dismissal of Officials, Articles 5–10, concerning the selection of officials; and 2) Presidential Regulation No. 87 of 2019 on Evaluation and Development of the State Civil

Apparatus, Articles 10–15, concerning the selection of officials. Institutional Regulations: 1) National Civil Service Agency (BKN) Regulation No. 14 of 2020 on Selection of High Leadership Officials; 2) National Selection Commission (KSN) Regulation No. 1 of 2020 on Procedures for Selecting High Leadership Officials. Standards and Guidelines: The selection process adheres to the following standards and guidelines: 1) Competency Standards for High Leadership Officials (SKPPT), as established by BKN; and 2) Guidelines for the Selection of High Leadership Officials, as determined by KSN.

Since the implementation of the open selection policy for High Leadership Positions (JPT), as mandated by Law No. 5 of 2014 on the State Civil Apparatus (ASN Law), several challenges have been identified, including: 1) Lack of Transparency – A non-transparent selection process may lead to public and employee distrust; 2) Personal Interests Involvement – The influence of personal interests in the selection process can result in biased decisions that are not based on qualifications and competencies; 3) Lack of Competency – Insufficient competency and knowledge regarding the position being filled may lead to inaccurate decision-making; 4) Discrimination – Discrimination based on gender, age, religion, or background may occur during the selection process; 5) Limited Public Participation – The lack of public involvement in the selection process may result in decisions that do not align with societal needs and expectations; 6) Dependence on Networks – Overreliance on personal networks and connections may lead to biased decisions that do not prioritize qualifications and competencies; 7) Lack of Objective Evaluation – Inadequate and unclear evaluation criteria may result in ineffective decision-making; and 8) Delays in the Selection Process – Delays in the selection process may cause vacant positions and

disrupt organizational operations.

**Current Impacts of These Challenges.** These challenges have led to several significant negative consequences, including: 1) **Low-Quality Leadership** – Poor leadership can result in organizational failure and a loss of public trust; 2) **Decline in Public Confidence** – The erosion of public trust makes it difficult to implement programs and organizational activities effectively; 3) **Organizational Damage** – Ineffective and inefficient leadership may lead to organizational dysfunction and instability; and 4) **Loss of Resources** – Ineffective leadership in resource management may result in significant resource wastage and inefficiencies.

Several cases have been recorded in the open selection process for High Leadership Positions (JPT) in Indonesia, highlighting concerns regarding transparency, fairness, and conflicts of interest (Kompas; 2019). These cases include:

1. Selection of the Head of the Central Bureau of Statistics (BPS) – 2019. The selection process for the BPS Head in 2019 was widely criticized for lack of transparency and alleged discrimination. Several candidates with adequate competence and experience failed to pass the selection process.
2. Selection of the Governor of Bank Indonesia (BI) – 2013. The 2013 selection of the Bank Indonesia Governor was considered non-transparent and involved conflicts of interest. Several qualified and experienced candidates were not selected.
3. Selection of the Chief of the Indonesian National Police (Polri) – 2016. The 2016 selection of the National Police Chief was perceived as lacking transparency and involving conflicts of interest. Several candidates with sufficient competence and experience did not pass the selection process.
4. Selection of the Rector of the University of Indonesia (UI) – 2019. The 2019 selection process for the UI Rector faced criticism for being non-transparent and discriminatory. Several highly competent and experienced candidates failed to be selected.
5. Selection of the Head of the National Disaster Management Agency (BNPB) – 2019. The 2019 selection process for the BNPB Head was criticized for lack of transparency and potential conflicts of interest. Several qualified and experienced candidates were not chosen.
6. These cases indicate ongoing challenges in implementing a fully transparent and merit-based selection process for high leadership positions in Indonesia.

## **Talent Management**

Talent management is a strategic process aimed at identifying, developing, and retaining talented individuals within an organization to achieve its goals effectively. Rampersad (as cited in Sukoco & Fadilla, 2016:87) defines talent management as an effective approach to managing talent in organizations, including succession planning and development, maximizing employee self-development, and optimizing talent utilization. Meanwhile, Lewis & Heckman (2006:174) describe talent management as a comprehensive process that includes recruitment, placement, development, and planning for employee career growth.

The concept of talent management was first introduced by McKinsey & Company through a 1997 study. In 2001, this concept was further developed and published in the book “The War for Talent”, authored by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod. The

book defines talent as key employees who possess sharp strategic thinking, leadership abilities, communication skills, the ability to attract and inspire others, entrepreneurial instincts, functional expertise, and the capability to deliver results (Vincent Gaspers, 2013).

Talent management aims to create a sustainable, high-performing organization while achieving both strategic and operational objectives. Additionally, it serves as a foundation for employee performance evaluation, corporate services, and strategic decision-making in human resource development investments (Haudi, 2021).

Implementation of Talent Management. Effective implementation of talent management involves: Talent identification, Skill development through training, and Regular evaluation. Moreover, capacity building plays a crucial role in enhancing employee competencies to support the organization's objectives (Satria Avianda Nurcahyo, 2024).

The talent management process consists of several key stages: 1) Talent Acquisition, the recruitment and selection process to attract high-potential individuals who align with organizational needs; 2) Talent Development, providing training and work experiences designed to enhance employee skills and competencies; and 3) Talent Retention and Placement, strategies to retain talented employees through recognition, career development, and proper job placement based on their expertise.

In the public sector, talent management is also implemented to ensure that key positions are filled by future leaders and individuals who support the organization's core competencies. This is crucial for improving overall performance and public service delivery. Performance measurement in the public sector can be conducted using performance indicators. In government institutions, these indicators are regulated under Presidential Regulation No. 29 of 2014 on the Government Institution Performance Accountability System, which states that performance indicators must meet the SMART criteria: Specific – Clearly defined objectives, Measurable – Quantifiable outcomes, Attainable – Realistic and achievable targets, Time-bound – Set within a specific timeframe, and Trackable – Monitorable and collectable data.

Benefits of Talent Management. Talent management provides a competitive advantage. By managing talent effectively, organizations can enhance performance and innovation, which in turn strengthens their market position. Additionally, higher employee retention is achieved as employees who feel valued and given development opportunities tend to be more loyal and remain with the organization longer. Talent management also allows organizations to prepare successors for key positions, ensuring operational continuity.

Talent Management in Indonesia. In Indonesia, the concept of talent management has been adopted in both the public and private sectors. The government, for instance, has implemented the National Talent Management Program to identify and develop talented individuals in various fields, including research, innovation, arts, culture, and sports. The National Civil Service Agency (BKN) has also initiated talent management for State Civil Apparatus (ASN) as a foundation for human resource regeneration.

Based on recent studies, talent management is now recognized as a key element in effective human resource management. By implementing the right talent management



strategies, organizations can ensure that they have high-quality individuals ready to support long-term objectives.

### **Integrity Content in the Selection of High-Level Leadership Positions (JPT)**

Integrity represents an individual's self-image within an organization, as reflected in their daily behavior and actions. It signifies consistency between one's words, beliefs, and actions, demonstrating a commitment to ethical principles in everyday conduct. Incorporating integrity into the selection or appointment process is essential to ensuring that officials possess strong moral character and ethical behavior.

Integrity in the appointment of officials refers to the values and principles that an official must uphold to carry out their duties effectively and ethically. These values serve as a foundation for good governance and the prevention of corruption, collusion, and nepotism (KKN) in public service. Nine Integrity Values for a Corruption-Free Work Environment:

1. **Honesty;** Honesty is a sincere and truthful attitude, free from deceit and fraud. A person with honesty at heart will never engage in corruption, as they understand that such actions are dishonest and criminal. Individuals with integrity will always adhere to the principles they believe to be right.
2. **Discipline;** Discipline is a mental attitude that ensures timely and appropriate actions, demonstrating respect for time and rules. This mindset must be developed through continuous practice to ensure that all actions comply with established regulations.
3. **Responsibility;** A responsible individual is willing to acknowledge their mistakes, remains trustworthy and reliable, and fulfills their job obligations. A responsible person will not engage in corruption, as they believe that wrongdoings will have consequences.
4. **Independence;** Independence refers to the ability to stand on one's own without reliance on others. An independent person has the courage to self-regulate and uphold their integrity, consistently striving to maintain commendable character.
5. **Hard Work;** Hard work involves persistent effort and dedication to completing tasks, regardless of obstacles. Individuals who embody this value maximize their time and energy to achieve the best possible results, prioritizing quality and productivity.
6. **Simplicity;** Simplicity means living modestly and avoiding excess. Unlike poverty, simplicity is a choice—a decision to focus on what truly matters. A simple person frees themselves from unnecessary material attachments, prioritizing meaningful values instead.
7. **Courage;** Courage is the willingness to face danger or difficulties without fear. A courageous individual has strong determination and confidence, never backing down from challenges. Courage is essential in preventing corruption and reporting corrupt activities to authorities.
8. **Empathy and Care;** Empathy involves awareness and concern for others, as well as an active commitment to addressing issues in one's surroundings. It reflects a sense of responsibility towards societal well-being.
9. **Justice;** Justice, derived from the Arabic word meaning balance, honesty, and fairness, signifies impartiality and adherence to truth. In a broader sense, justice represents an attitude that is free from discrimination and dishonesty, ensuring

equal opportunities and fair governance.  
(<https://dipb.kemenkeu.go.id/kppn/tobelo/id/data-publikasi/artikel/2984-9-nilai-integritas.html>).

By incorporating these nine integrity values into the selection and appointment of officials, organizations can foster a transparent, ethical, and corruption-free work environment, ultimately contributing to better governance and public service delivery.

The assessment criteria in every leadership selection process should be based on these integrity values to ensure the appointment of leaders with strong integrity, which would help prevent corruption, collusion, and nepotism (KKN). At present, integrity values are more critical than other competencies, as leadership in Indonesia remains rife with corrupt practices. Corruption continues to be a major challenge to the integrity of public officials in Indonesia. Many officials have been involved in corruption cases and lack ethical responsibility in managing state finances. Collusion between officials and external parties remains a persistent problem, compromising decision-making integrity. Nepotism is another pressing issue, with many officials prioritizing family and friends' interests over national interests.

The integrity of public officials in Indonesia remains a highly debated issue. The low level of integrity among many officials has caused economic, social, and political damage in the country. Therefore, it is crucial to understand the challenges and solutions necessary to improve public integrity. Enhancing transparency, accountability, oversight, education and training, as well as public participation can contribute to improving the integrity of government officials in Indonesia.

**The Relationship Between Corruption and Integrity.** The link between corruption and integrity can be explained as follows: 1) Corruption as a Violation of Integrity. Corruption is a breach of integrity as it involves unethical and dishonest actions; 2) Corruption as a Result of a Lack of Integrity. Corruption often occurs due to a lack of personal integrity. When an individual lacks integrity, they are more likely to engage in unethical behaviour; 3) Integrity as a Safeguard Against Corruption. Integrity plays a preventive role in corruption. Individuals with strong integrity are more likely to adhere to ethical conduct and reject corrupt practices; and 4) Corruption as a Threat to Integrity. Corruption threatens organizational and personal integrity as it undermines the fundamental values of honesty, unity, and ethical responsibility. To combat corruption, strengthening integrity among officials should be a top priority. A commitment to ethical leadership, stronger enforcement mechanisms, and greater public accountability can help foster a more transparent and trustworthy government in Indonesia.

### **Negative Impacts of Public Officials Lacking Integrity**

When public officials lack integrity, the resulting negative consequences can affect various aspects of governance and society. The following are some of these impacts:

#### **1. Increased Corrupt Practices**

A lack of integrity among public officials often leads to corrupt behavior. Officials who lack ethical principles tend to abuse their authority for personal or group gain. This undermines public welfare and democracy, erodes the rule of law, and hinders national development (Kemenkopmk.go.id, 2023).

2. Declining Public Trust

Unethical behavior by public officials reduces public confidence in the government. When citizens witness ethical violations and integrity breaches, they are more likely to doubt the government's credibility and honesty in carrying out its duties (Kemenkopmk.go.id, 2023)

3. Poor Organizational Performance

Integrity is a fundamental component of effective leadership. Without integrity, decision-making can be influenced by personal or group interests, ultimately harming overall organizational performance (Kejati-jatim.go.id, 2023).

4. Violation of Ethics and Social Norms

Officials who lack integrity are more likely to disregard ethical and social norms, leading to a negative work culture and decreased employee morale (Ombudsman.go.id, 2020).

5. Unfair Public Services

A lack of integrity can lead to discrimination and injustice in public service delivery. Decisions may be made based on personal or group interests, rather than on the needs and rights of the broader society (Kemenkeu.go.id, 2023).

Ensuring high integrity standards among public officials is essential to fostering good governance, public trust, and equitable service delivery. Overall, the integrity of public officials is crucial in ensuring a clean, transparent, and accountable government. Without integrity, various aspects of national governance can be disrupted, ultimately harming society and hindering national development.

### **Ensuring Integrity in the Selection of Officials or High Leadership Positions (JPT)**

Integrity is one of the key aspects that must be prioritized in the selection process for High Leadership Positions (Jabatan Pimpinan Tinggi – JPT) in Indonesia. The following steps can be taken to ensure that integrity is embedded in the selection process:

1. Establishing Clear Competency Standards

Develop competency standards that explicitly include integrity-related aspects, ensuring that candidates for JPT positions have a clean and trustworthy track record.

2. Forming a Selection Committee with High Integrity

Ensure that selection committee members possess strong integrity, a clean track record, competence, impartiality, and are not affiliated with any political party.

3. Conducting Track Record Verification

Perform background checks through methods such as self-assessment, public scrutiny, or surveys to ensure that candidates have no history of ethical or legal violations.

4. Requiring an Integrity Pact

Mandate candidates to sign an integrity pact as a commitment to uphold ethical principles and integrity values in their official duties.

#### 5. Involving the Public in the Selection Process

Facilitate public participation by allowing citizens to provide feedback or objections regarding specific candidates.

By implementing these measures, the JPT selection process is expected to produce not only competent officials but also those with high integrity. This, in turn, will help enhance public service quality and strengthen public trust in the government.

### 4. CONCLUSION

The evolution of the official selection system in Indonesia, from the colonial period to the Reform Era, illustrates a significant shift in governance values. Historically, the selection of public officials was driven by political interest and loyalty to those in power, resulting in a bureaucracy that often lacked professionalism and accountability. However, the Reform Era brought with it a wave of change, marked by the introduction of an open selection system for High Leadership Positions (Jabatan Pimpinan Tinggi – JPT). This system was designed to enhance transparency, objectivity, and meritocracy in bureaucratic appointments, thereby strengthening the quality of public administration.

A central pillar in the success of this selection system is integrity. Integrity is not only a moral foundation but also a key competency that ensures public officials can uphold public trust and deliver services in a clean, accountable, and professional manner. Nevertheless, the study reveals that the lack of integrity remains a persistent challenge in the implementation of JPT selection. Political interference continues to distort the process, leading to practices of corruption, collusion, and nepotism (KKN). Irregularities such as bribery, neglect of recommendations from oversight bodies like the State Civil Apparatus Commission (KASN), and non-transparent candidate evaluations undermine the legitimacy of the system.

To address these challenges, several strategic recommendations are proposed. These include establishing clear competency standards that prioritize integrity, forming independent and ethical selection committees, and conducting comprehensive background checks. Candidates should also be required to sign integrity pacts as a formal commitment to anti-corruption values. Moreover, public involvement in the selection process should be encouraged to improve oversight and trust. Lastly, adopting talent management with integrity as its core is vital for ensuring the emergence of future bureaucratic leaders who are not only competent but also uphold ethical governance principles.

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