

THE EFFECTIVENESS OF THE COMPUTER ASSISTED TEST (CAT) SYSTEM IN THE SELECTION OF CANDIDATES FOR CIVIL SERVANTS IN BAUBAU CITY, SOUTHEAST SULAWESI PROVINCE, INDONESIA

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Abstract

This study aims to determine and analyze the Computer Assisted Test (CAT) system's effectiveness in selecting civil servants candidates in Baubau City, Southeast Sulawesi Province, Indonesia, using qualitative descriptive method. The analysis was carried out with the criteria of production, efficiency, satisfaction, adaptation, and development. The result showed that the CAT system's effectiveness in selecting candidates for civil servant position has been quite satisfactory. However, the efficiency criteria still need to be improved. The obstacles are the lack of facilities and infrastructure for the Civil Service and Human Resources Development Agency of Baubau City and unavailability of employees as administrative officers or operators. These can be overcome by borrowing facilities and increasing working hours for existing administrative officers. Therefore, this study suggests the need for coordination regarding the budget for the procurement of infrastructure for the smooth running of activities. This is in the form of desks and computers, as well as additional employees as administrative officers or operators in the implementation of tests.

Keywords: CAT, effectiveness, selection of civil servants candidates

EFEKTIVITAS PENERAPAN SISTEM *COMPUTER ASSISTED TEST* (CAT) DALAM SELEKSI CALON PEGAWAI NEGERI SIPIL DI KOTA BAUBAU PROVINSI SULAWESI TENGGARA

Abstrak

Penelitian ini bertujuan untuk mengetahui dan menganalisis efektivitas penerapan sistem Computer Assisted Test (CAT) dalam seleksi Calon Pegawai Negeri Sipil di Kota Baubau Provinsi Sulawesi Tenggara. Penelitian ini menggunakan metode penelitian deskriptif kualitatif. Dalam penelitian ini dilakukan analisis efektivitas penerapan sistem Computer Assisted Test (CAT) dalam seleksi Calon Pegawai Negeri Sipil dengan kriteria yang diteliti yaitu (1) produksi, (2) efisiensi, (3) kepuasan, (4) adaptasi, dan (5) perkembangan. Hasil penelitian menunjukkan bahwa Efektivitas penerapan sistem Computer Assisted Test (CAT) dalam seleksi Calon Pegawai Negeri Sipil di Kota Baubau Provinsi Sulawesi Tenggara sudah berjalan dengan cukup baik dalam kriteria produksi, adaptasi, kepuasan dan perkembangan, namun dalam kriteria efisiensi masih perlu

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ditingkatkan. Hambatan Efektivitas penerapan sistem Computer Assisted Test (CAT) dalam seleksi Calon Pegawai Negeri Sipil, yaitu (1) Kurangnya sarana dan prasarana yang dimiliki oleh BKPSDM Kota Baubau, (2) Kurangnya ketersediaan pegawai sebagai petugas administrasi atau operator. Upaya mengatasi hambatan efektivitas penerapan sistem Computer Assisted Test (CAT) dalam seleksi Calon Pegawai Negeri Sipil di Kota Baubau Provinsi Sulawesi Tenggara, yaitu: (1) Melakukan peminjaman sarana dan prasarana, (2) Melakukan penambahan jam kerja kepada petugas administrasi yang ada. Saran dari penelitian: (1) Perlunya diadakan koordinasi dengan pemerintah terkait anggaran pengadaan sarana dan prasarana yang dapat menunjang kelancaran kegiatan berupa meja dan komputer, (2) Perlunya penambahan pegawai sebagai petugas administrasi atau operator dalam pelaksanaan tes.

Kata Kunci: CAT, Efektivitas, Seleksi CPNS

INTRODUCTION

In carrying out the process of government duties and national development, a competent, accountable, integrity, professional state civil apparatus free from the practice of Corruption, Collusion, and Nepotism (KKN) is required. Law Number 5 of 2014 concerning State Civil Apparatus Article 1 paragraph (1) explains that the State Civil Apparatus is a profession for civil servants and government employees with work agreements for government agencies. Civil servants are Indonesian citizens who meet specific requirements and are appointed permanent ASN employees by staffing officers to occupy government positions. Furthermore, the individuals appointed are expected to carry out all their duties and obligations optimally.

A transparent and objective selection, as well as recruitment process are required to obtain and realize quality civil servants. The organization will have a large pool of people to select the very best candidates since many applicants will be interested (Hasibuan, 2014: 40). In the chain of human resource management, the recruitment and selection process plays an essential role in getting competent employees. It begins when steps are taken to find applicants and ends when applications have been submitted (Siagian, 2018:102).

After the organization conducts recruitment, potential employees are selected using a selection process to hire people who truly meet the job's requirements. Employees can be trained and developed to perform their duties in accordance with standards when this selection is conducted correctly, and the organization will benefit as a result. Employees with the right requirements and competencies in occupying certain positions will greatly determine the achievement of organizational goals in the future.

It is important to recruit civil servants to get reliable employees with high commitment in carrying out their duties and functions within the organization. In the current reform era, the

autonomy policy emphasizes that local governments conduct restructuring. Recruitment of new employees should be handled with great care to ensure that the large number of new employees are adequately controlled. Therefore, their duties and functions as a state apparatus can be carried out professionally. Additionally, the committee or organizer of the procurement of civil servants should also have a strong commitment not to be influenced by various political interventions and practices of corruption, collusion, and nepotism in conducting the recruitment and selection process for civil servants candidates.

Currently, the recruitment is carried out systematically based on high qualifications, competence, and quality. The goal is to obtain reliable human resources to create a good government order. In Indonesian Government Regulation Number 78 of 2013 concerning the second amendment to Government Regulation Number 98 of 2000 concerning the Procurement of Civil Servants, the method is quite appropriate and needs to be applied in the process of Recruitment and Selection of Civil Servants Candidates. The participants should be screened by conducting tests or selections in the form of Basic Competencies (SKD) and Field Ability Selection (SKB) selectively, transparently, objectively, and accountably.

Based on the Regulation of the State Civil Service Agency Number 14 of 2018 concerning Technical Instructions for Procurement of Civil Servants, there are several points regarding the technical instructions for the procurement of employees, including:

1. An introduction that contains the purpose and intent of making this regulation, the definition and procurement of civil servants, and others
2. Planning for employee procurement
3. Announcement of vacancies for candidates recruitment
4. Stages of civil servants candidate application
5. Selection and announcement of selection results
6. Appointment and probationary period to be a candidate for civil servants
7. Appointment and taking the oath/pledge of civil servants
8. Supervision and control
9. Financing
10. Closing

The series of tests will be able to effectively and efficiently obtain the desired civil servant candidates and meet the standards. Sutrisno (2018: 106-107) stated the criteria for measuring effectiveness are production, efficiency, satisfaction, adaptation, and development. Meanwhile, Steers (1985: 209) mentioned that the factors that influence effectiveness are :

1. Organizational characteristics
2. Characteristics of workers
3. Work achievement
4. Environmental characteristics
5. Management policy and practice

The concept of organizational effectiveness can be interpreted at the level of benchmarks in carrying out activities or functions by optimally utilizing available tools or resources to achieve a goal (Amalia and Juniarti, 2017). To avoid fraud, the State Civil Service Agency (BKN), the agency for organizing the selection of civil servants candidates, issued Indonesian BKN Regulation Number 50 of 2019 concerning Procedures for Conducting Selection with the Computer Assisted Test (CAT) Method. It explained that the recruitment and selection of civil servants' candidates were conducted using the CAT system. The usefulness of the system should produce timely and relevant information for decision-making within an organization (Imamudin, 2019).

The CAT system is a computer-based test for the selection of civil servant candidates. Meanwhile, the test participants' scores can be monitored directly by the general public when working on the questions or at the end. This obtains professional state civil servants in carrying out government duties, and this has been in practice in Baubau City since 2018. The aim is to acquire qualified and professional civil servants for community services. Public confidence in the selection and recruitment of civil servants candidates is expected to be restored by this system. However, such recruitment are new for the community, hence generating various responses and opinions. Yasin (2015) explained that implementing the system is unique, and not all people understand the working principles. For some, this system remains a mystery and is considered an old-fashioned filled with corruption, nepotism, and fraud in the form of participants trying to bribe certain individuals to become civil servants.

In Baubau City, the executive committee of the Civil Service and Human Resources Development Agency faced a shortage of administrative officers or operators. This officer is tasked with receiving, researching, and assessing the validity of the participant's administrative completeness. The agency has 1 administrative officer or operator staff who is always preoccupied. Another problem was the inadequate infrastructure used by the organizing committee, and they still had to borrow computers from schools to support the recruitment process. Based on these conditions and phenomena, this study aims to determine the effectiveness of the implementation

of the CAT system as well as the obstacles and solutions in the selection of candidates. Ideas for improving the system are expected to be generated by the findings of this study.

METHOD

This study used a qualitative descriptive method. According to Nazir (2014:43), it examines the status of people, an object, a set of conditions, a system of thought, or a class of events in the present. Meanwhile, Creswell (in Herdiansyah 2014: 8) argued that it is a process of scientific research activities to determine problems in the definition of society by creating a general and complete portrait, expressing thoughts in detail from the original instructions, and conducting a pristine setting without pressure.

Interview, observation, and documentation techniques were used to obtain data. Meanwhile, triangulations are used to increase understanding of the findings during the research process but not to discover the truth of a phenomenon in the field. Sugiyono (2012:1) stated that qualitative research methods are used to examine the condition of natural objects, where data analysis is inductive, and the results emphasize meaning more than generalizations. The steps taken for analysis are data reduction, data presentation, and concluding (Miles and Huberman in Silalahi, 2012: 339).

RESULTS AND DISCUSSION

1.1 Effectiveness of the CAT System in the selection of civil servant candidates in Baubau City

The analysis of the CAT system's effectiveness is based on Sutrisno's theory compared to the actual situation on the ground.

A. Production

Production is an organization's ability to produce goods or services under the demands of its environment. Based on data, interviews, and observations, the Civil Service and Human Resources Development Agency of Baubau City's ability to describe the results were under the established procedures and running smoothly. The same thing was also experienced by Ruhana (2018), where the implementation of the CAT-based civil servant candidate selection system was conducted under the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 20 of 2017 concerning the Criteria for Determining the Needs of Civil Servants and Implementation of Civil Selection Servant Candidates in 2017, as well as Amendments to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic

Reform Number 24 of 2017 concerning changes to the Threshold Value of the Basic Competence Test of Civil Servants Candidates in 2017.

The procedure for implementing civil servant candidates for the City of Baubau consists of 18 stages, and the details can be seen in Table 1.1.

Table 1. 1
2021 Formation Admission Selection Implementation Schedule

NO	Activity	Schedule
1	Selection Announcement	June 30 to July 14, 2021
2	Selection Registration	June 30 to July 21, 2021
3	Announcement of Administrative Selection Results	28 to 29 July, 2021
4	Refutation Period	July 30 to August 1, 2021
5	Reply Refutation	July 30 to August 8, 2021
6	Post-Rebuttal Announcement	August 9, 2021
7	Implementation of SKD	August 25 to October 4, 2021
8	SKD Result Announcement	October 17 to October 18, 2021
9	Preparation for the Implementation of the SKB	October 19 to November 1, 2021
10	Implementation of the SKB	November 8 to 29, 2021
11	Graduation announcement	December 18 to 19, 2021
12	Refutation Period	December 20 to 22, 2021
13	Reply Refutation	December 20 to 29, 2021
14	Post-Rebuttal Announcement	December 30 to 31, 2021
15	Filling in curriculum vitae	January 1 to 18, 2021
16	Proposed Determination of Employee Identity Number	January 19 to February 18, 2022

Source: Civil Service and Human Resources Development Agency of Baubau City, 2021

Implementation of the selection of candidates using the CAT system is the responsibility of the Civil Service and Human Resources Development Agency. However, the full authority for its acceptance is the responsibility of the State Civil Service Agency. After registration opens on June 30, 2021, several documents for registration requirements are expected to be submitted to the Civil Service and Human Resources Development Agency. Furthermore, the applicants should then

register according to the required schedule. The administrative selection results were announced on July 28, 2021. According to Table 1.2, all five applicants have passed the administrative examination.

Table 1.2.
Data of Participants Who Passed the Administrative Selection

No	Name	Description
1	Wulan Sari Tias Nuraini	Pass
2	Heny Hastuti	Pass
3	Nurhidayah	Pass
4	Gina Revana Dwi Aprilia	Pass
5	Sitti Rosiyanti	Pass

Source: Civil Service and Human Resources Development Agency of Baubau City, 2021

After the announcement of the administrative selection, the next stage is the implementation of the SKD held in Buton Regency on October 25, 2021. The following are the selection procedures:

1. Participants are required to be clean (bathe and wash hair) and maintain cleanliness prior to departure.
2. Participants are expected to arrive at the selection location on time and take part in the selection process as scheduled.
3. At least 60 minutes before the selection begins, they should arrive and register with the appropriate agency and have their required documents checked to ensure they are in order.
4. Participants arrive at the selection site wearing a mask that extends from their nose to their chin.
5. Companion of participants stops at the designated drop zone.
6. Companion of participants is prohibited from waiting and gathering around the selection location.
7. Members of the Indonesian Police are assigned to ensure that there are no crowds of conveyors around the selection site.
8. Participants should have their body temperature measured.
9. Participants with a body temperature of 37.30°C should be re-examined twice

with a 5-minute interval and placed in the designated area.

10. Participants with a body temperature of $< 37.30^{\circ}\text{C}$ are allowed to go directly to the registration section for the required completeness, such as the original Identity Card/Certificate of replacement for the original valid ID card, or original/photocopy Family Card legalized by the competent authority.
11. In checking the required documents legalized by the authorized official, masks should be removed for proper identification to ensure they are registered participants.
12. Participants are expected to scan the barcode to get a registration PIN.
13. Participants should carry out luggage storage independently at the designated place while maintaining a minimum distance of 1 meter
14. Participants should bring the Selection Card, a wooden pencil, and the required documents that has been legalized by an authorized official.
15. Officers are expected to carry out inspections or body checks using a metal detector by adjusting the sensor distance and wearing masks and face shields.
16. The Agency Selection Committee is required to spray hand sanitizer into the participant's hands before being directed to a sterile waiting room.
17. Participants wait in a sterile waiting room while maintaining a minimum distance of 1 meter.
18. The CAT Implementation Team, in directing the participants into the selection room, still maintains a minimum distance of 1 meter.
19. The CAT Implementing Team should provide disposable opaque paper.
20. Participants during the selection are expected to report any health complaints.
21. Participants can leave the selection room after completing the questions, while maintaining a minimum distance of 1 meter and asking permission from the CAT Implementation Team.
22. After taking the items from the safe in an orderly manner, participants should leave the location immediately.
23. The results of the live scoring CAT selection can be seen through online streaming media, and the link is shared before the selection is held.
24. The results for each session are printed and uploaded on the official website of

each agency. However, they are not pasted on the bulletin board.

The implementation of the SKD for the acceptance of civil servant candidates for the Scope of the Baubau City Government in 2021-2022 was held in Buton Regency on October 25, 2021, using the CAT system with a total of 5 participants. The Civil Service and Human Resources Development Agency of Baubau City has coordinated with that of Buton Regency to conduct cost-sharing related to the implementation of the selection. The results run smoothly and under established procedures, and three of the five participants achieved the minimum passing grade.

Table 1.3

Data of Participants Who Passed the Basic Competency Selection Stage

No	Participant Number	Name	Education	Desc
1	217472210000001	Wulan Sari Tias Nuraini	7199826	P/L
2	217472210000002	Heny Hastuti	7199826	P/L
3	217472210000005	Sitti Rosyanti	7199826	P/L
4	217472210000004	Gina Revana Dwi Aprilia	7199826	P
5	217472210000003	Nurhidayah	7199826	TL

Source: Civil Service and Human Resources Development Agency of Baubau City, 2021

Description:

- P/L: Meets the threshold value according to the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1023 of 2021 entitled to take part in the SKB.
- P: Meets the threshold value according to the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1023 of 2021.
- TL: Does not meet the threshold value according to the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 1023 of 2021.
- TH: Not Present.
- TMS: Failed due to inability to meet the agency's requirements.

After being deemed to have passed the SKD phase, participants conduct the SKB examination as scheduled. However, there was a change in the schedule regarding the issuance of the Head of the State Civil Service Agency as the Head of the Implementing Team for the National Selection of Procurement of Civil Servant Candidates 2021 Number 13515/B-KS.04.01/SD/K/2021. The SKB test was carried out from 15 to November 28 2021 and from November 27 to December 18 2021, for the first and second stages. The following are the regulations for implementing the SKB:

- a. Participants should be present at least 60 minutes before the selection starts.
- b. Participants are required and only allowed to bring wooden pencils, ID cards, and test participant cards to be shown to the committee. In an emergency, participants may present a Family Card or a certificate of identity replacement that has been authenticated by an authorized official.
- c. Participants are expected to match the photo on the provided card.
- d. Participants should dress politely and neatly (no t-shirts, jeans, and sandals/slippers are allowed), with the following conditions:
 - 1) Men: plain white shirt with collar, and trousers made of plain black cloth.
 - 2) Women: plain white shirt with collar, skirt/trousers made of plain black cloth, dan plain black headscarf (for those who are veiled).
 - 3) Shoes: black or plain brown.
- e. Participants sit in the designated place
- f. Participants who are late are prohibited from entering to take part in the selection (considered failed).
- g. Participants in the test room are prohibited from:
 - 1) Bringing books and other notes.
 - 2) Bringing a calculator, cell phone, camera of any kind, watch, and pen.
 - 3) Bringing food and drink.
 - 4) Carrying a firearm / sharp or the like.
 - 5) Asking and talking to fellow test-takers.
 - 6) Receiving/giving something from/to others without the permission of the committee during the exam.

- 7) Leaving the room unless you get permission from the committee.
- 8) Smoking in the test room.
- 9) Using a computer other than CAT system applications.
- h. Participants who have finished the exam can leave the place in an orderly manner.

A. Efficiency

Efficiency is the ratio between output and input, hence in the implementation of the CAT system, it should pay attention to the availability of resources, service processes, and implementation outputs. The results showed that the efficiency of the CAT system in the selection of civil servant candidates is not good enough. This can be seen from the availability of resources, namely the budget in the form of providing facilities and infrastructure as well as human resources involved. The selection process has been conducted independently on the basis of observations, interviews, and collected data. The source of funds used is from the Regional Revenue and Expenditure Budget at the Supreme Advisory Council of Civil Service and Human Resources Development Agency of Baubau City for Fiscal Year 2021. However, the agency still borrows facilities from schools to support the smooth implementation of the selection due to small budget, and this is presented in Table 1.4.

Table 1.4
List of Computers and Desks Borrowed by the Organizing Committee of Baubau City Civil Servant Candidates Test

No	WORK UNIT	NUMBER OF COMPUTERS	COMPUTER BRAND	NUMBER OF TABLES	SWITCH	UPS
1	Junior High School 1 Baubau	21	ACER			
2	Junior High School 2 Baubau	20	LENOVO			
3	Junior High School 3 Baubau	23	LENOVO	50		
		20	ZYREX (CPU Mini)			

4	Junior High School 4 Baubau	70	LENOVO		6	4
5	Junior High School 17 Baubau	10	LENOVO (still sealed)			
6	Junior High School 18 Baubau	10	LENOVO (old)			
		20	LENOVO (new)			
7	SKB			60		
8	Elementary School 1 Wajo	30		76		
9	ULP	25				
TOTAL		249		186	6	4

Source: Civil Service and Human Resources Development Agency of Baubau City, 2021

Personnel who serve as administrative officers or operators are the human resources, which are still insufficient. The Civil Service and Human Resources Development Agency of Baubau City only has 1 administrative officer or operator staff. The duties and responsibilities of the Administration Team based on the Decree of the Mayor of Baubau Number 548/V/2021 are:

- 1) Preparing materials to carry out announcements online (internet).
- 2) Receiving, researching, and assessing the validity of the administrative completeness of civil servant candidates.
- 3) Preparing the facilities and infrastructure for the implementation of the exam.
- 4) Preparing a list of participants for the exam.
- 5) Preparing the rules for taking the exam.

B. Satisfaction

Satisfaction is addressed to the community's response, in the implementation of the selection of civil servant candidates using the CAT system. The observations and interviews with several informants showed that the level of

satisfaction was very good. The implementation process is easy using a computer and is online hence the test is considered fair and transparent. Additionally, the CAT system can also measure the ability to obtain competent and accountable civil servant candidates. Therefore, it can dispel the public's perception that the implementation of the selection of candidates for civil service positions is rife with corruption, collusion, and nepotism.

C. Adaptation

Adaptation is an organization's ability to translate internal and external changes. Before using the CAT, a manual system was used by the Civil Service and Human Resources Development Agency of Baubau City. The observations and interviews with several informants showed that the differences in the implementation of the selection of candidates with the manual and the CAT systems was very striking. Manual systems require a great deal of time and effort, are slow, and require a close estimate of the final outcome. Consequently, this system can be indicative of corruption, collusion, and nepotism. The CAT system is considered more effective and efficient because the test results are immediately available on the same day online. Therefore, it can help the government create competent and accountable civil servants. It greatly impacts the implementers and participants, as well as facilitates the recruitment process. The results of the exam were available on the same day, and this can break public opinion about implementing the CAT system in the selection of civil servant candidates.

D. Development

Development is a phase after survival in the long term. In this case, the Civil Service and Human Resources Development Agency of Baubau City conducted a phase or stages to hold selection activities in the form of several internal and external strategies. The interviews and observations showed that the internal strategy was to select and place capable people to serve on the selection committee. A person is deemed competent when he can perform his duties satisfactorily, above and beyond the minimum requirement (Arifah and Amalia, 2021). This supports

the selection of civil servant candidates using the CAT system. The formation of the selection committee has been carried out quite well, and the entire agency employees are included in the process. Table 1.5 shows a list of the organizing committee for selecting civil servant candidates for general formations within the Baubau City government.

Table 1.5.
List of Names of the Organizing Committee for the Selection of Baubau City civil servant candidates

No	Name/Position	Position at Committee
1	Regional Secretary of Baubau City	Director
2	Head of Civil Service and Human Resources Development Agency of Baubau City	Person responsible
3	Secretary of the Civil Service and Human Resources Development Agency of Baubau City	Chairman
4	Head of Procurement and Mutation	Deputy Chairperson and General Coordinator
5	Secretary	Head of Procurement Section
6	Baubau City Inspector	Supervisory Coordinator
7	Head of Pensions, Employment Status, and Data of Civil Service and Human Resources Development Agency of Baubau City	Participant Registration Coordinator
8	Head of Development and Training for Civil Service and Human Resources Development Agency of Baubau City	Locker Coordinator (Storage)
9	Head of Development and Promotion Section for Civil Service and Human Resources Development Agency of Baubau City	IT Coordinator
10	Head of General Secretary for Baubau City	Equipment Coordinator
11	Head of Subsection of General and Civil Service Civil Service and Human Resources Development Agency of Baubau City	Consumption Coordinator
12	Head of the Health Team	Health Team Coordinator
13	Head of the Baubau City Civil Service Police Unit	Security Coordinator

Source: Civil Service and Human Resources Development Agency of Baubau City, 2021

The external strategy is to cooperate with several parties, such as Telkom, to support the smooth running of the network during the test. The Civil Service and Human Resources Development Agency of Baubau City also coordinates with the State Electricity Company to ensure that there are no interruptions in the electricity supply during the implementation of activities. Furthermore, the agency has prepared a generator to anticipate any problems in the test when there is a sudden blackout. Social media is also used to disseminate information regarding the selection of civil servant candidates. This can make it easier for applicants to find and access information using the CAT system.

1.2 Barriers to the Effectiveness of the Computer Assisted Test (CAT) System in the Selection of Civil Servant Candidates in Baubau City

A. Lack of facilities and infrastructure owned by the Civil Service and Human Resources Development Agency of Baubau City

The Civil Service and Human Resources Development Agency of Baubau City lacks facilities and infrastructure in the form of desks, computers, and a hall/laboratory. The same conclusion was reached in Hafiz's (2019) study, where the CAT system's problems and obstacles stemmed from the limited number of computers available. The interviews and observations showed that the implementation of the selection of civil servant candidates using the CAT system in Baubau City was quite good. However, there were still some obstacles, such as the lack of facilities in the form of desks and computers. This is because the budget obtained by the agency is inadequate. Additionally, the school has no dedicated classroom or computer lab, therefore, desks and computers are borrowed.

For budget support, the agency obtains all funds from the government in the form of Regional Revenue and Expenditure Budget and that of Regional Apparatus Organizations and Regional Apparatus Work Units. However, this was deemed insufficient because the selection implementation required many computers and

desks. In the implementation of tests from previous years, the committee always borrows facilities from schools due to a lack of budget.

B. Lack of availability of employees as administrative officers or operators

Staff size is also a factor that contributes to the success of an activity program. Based on data from the Strategic Planning of Civil Service and Human Resources Development Agency of Baubau City in 2019-2023, the agency's employees totaled 38 people, with 14 and 24 occupying structural and general functional positions. This shows that the number of employees is sufficient to carry out their duties and functions. However, administrative officers feel that they are still lacking. Amalia, Syafri, and Muafi (2021) also found that at the level of resources, IPDN Campus Cilandak has not optimally implemented the Sikarya policy due to the lack of civil servants as admins.

The results of observations and interviews showed that the Civil Service and Human Resources Development Agency of Baubau City experienced problems related to human resources. In this case, the officer or operator of the CAT system implementation was tasked with receiving, researching, and assessing the validity of the participant's administrative completeness. The agency has one administrative officer or operator because the quality of employees is still lacking. This officer should be able to prepare materials and carry out online announcements in addition to receiving, researching, and assessing the validity of the participant's administrative completeness. In the event of a data research error, the results of online announcements will be affected, hence the officer is expected to be careful and observant.

1.3 Efforts to Overcome Barriers to the Effectiveness of the CAT System in the Selection of Civil Servant Candidates in Baubau City

A. Borrowing facilities and infrastructure

In organizing the selection of civil servant candidates through the CAT system, attention should be paid to the availability of resources, including facilities and infrastructure such as desks, computers, and buildings. These are important because when there are no computers and desks, the implementation of online tests

will be hindered. The results of the interviews demonstrated that a barrier to hiring was the absence of office supplies like desks and computers. Therefore, the committee tried coordinating with several schools to lend these facilities. The selection site for this year was held in the Buton district by conducting cost-sharing. This is because the number of participants in the Basic Competency Selection was only 3. Meanwhile, the Maedani Building was selected as the location for last year's selection because of its supportive facilities.

B. Adding working hours to existing administrative officers

Additional working hours are added when work is completed in excess of the normal working time. Based on interviews and observations, it was determined that only one administrative officer was overburdened. Therefore, the agency added additional working hours, and others staff are also empowered to help complete the work.

CONCLUSION AND SUGGESTION

1. CONCLUSION

Based on the results, it is concluded that:

1. The effectiveness of the CAT system in selecting civil servants candidates in Baubau City has been running quite well in the criteria of production, adaptation, satisfaction, and development, but efficiency needs to be improved.
2. Obstacles in the application of the CAT system include:
 - a. Lack of facilities and infrastructure owned by Civil Service and Human Resources Development Agency of Baubau City.
 - b. Lack of availability of employees as administrative officers or operators.
3. Efforts to overcome obstacles are:
 - a. Borrowing facilities and infrastructure.
 - b. Adding working hours to existing administrative officers.

2. SUGGESTION

Based on the conclusions, the suggestions provided are as follows:

- a. It is necessary to coordinate with the government regarding the budget for

- procuring facilities and infrastructure in the form of desks and computers.
- b. Implementing tests requires additional personnel as administrative officers or operators.

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