

## Implementation of Filling Primary High Leadership Positions through A Job Fit Test in Jambi Provincial Government, Indonesia

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### Abstract

*The Job Fit Test for Primary High Leadership Positions in the Jambi Provincial Government was conducted to obtain competent Primary High Leadership officials. This research aims to analyze and describe the implementation of filling the Primary High Leadership Positions through the Job Fit Test in the Jambi Provincial Government and determine the associated obstacles and efforts needed to overcome them. This is a descriptive qualitative research with the implementation analysis used to investigate the Communication, Disposition, Resources, and Bureaucratic Structure. The results showed that the strategy used to fill the Primary High Leadership Positions is running well but still requires improvements in the aspects of Resources and Bureaucratic Structure. The obstacles experienced are the unavailability of supporting facilities and infrastructure in the form of buildings and the lack of proper government regulation. One of the efforts to overcome these obstacles is using the Jambi Province Human Resources Development Agency building for Primary High Leadership candidates and preparing a government regulation.*

**Keywords:** Job Fit; Competency Test; Primary High Leadership Positions

### Abstrak

Uji Kesesuaian (Job Fit) Jabatan Pimpinan Tinggi Pratama di Pemerintah Provinsi Jambi dilaksanakan untuk memperoleh pejabat Pimpinan Tinggi Pratama yang kompeten. Tujuan penelitian ini untuk menganalisis dan mendeskripsikan implementasi pengisian Jabatan Pimpinan Tinggi Pratama melalui Uji Kesesuaian (Job Fit) di Pemerintah Provinsi Jambi, hambatan dan upaya mengatasinya. Metode yang digunakan adalah deskriptif kualitatif. Selanjutnya dilakukan analisis implementasi dengan aspek yang diteliti, antara lain: Komunikasi, Disposisi, Sumber Daya dan Struktur Birokrasi. Hasil penelitian ini menunjukkan bahwa Implementasi Pengisian JPT Pratama melalui Uji Kesesuaian (Job Fit) secara keseluruhan berjalan dengan baik, namun masih memerlukan peningkatan pada aspek Sumber Daya dan Struktur Birokrasi. Hambatan yang dialami yaitu: fasilitas sarana dan prasarana penunjang berupa gedung belum tersedia dan belum dibentuk Peraturan Gubernur yang mengatur tentang teknis Pengisian Jabatan Pimpinan Tinggi Pratama melalui Uji Kesesuaian (Job Fit). Upaya mengatasi hambatan yaitu: menggunakan gedung BPSDM Provinsi Jambi untuk pelaksanaan kegiatan Uji Kesesuaian (Job Fit) calon pejabat Pimpinan Tinggi Pratama dan menyusun Peraturan Gubernur tentang teknis Pengisian Jabatan Pimpinan Tinggi Pratama melalui Uji Kesesuaian (Job Fit).

**Kata Kunci:** Job Fit; Uji Kompetensi; JPT Pratama

### INTRODUCTION

Recruitment involves employing competent employees based on their qualifications and the organization's requirements (Priansa, 2018: 117). According to Law Number 5 of 2014 concerning State Civil Apparatus, a close-career can be transformed into an open system. Several philosophies are considered when carrying out recruitment processes, such as 1) internal or external, 2) short or long term, 3) strong organizational commitment, and 4) employees as a commodity.

The selection of employees for High Leadership Positions requires some form of commitment and compliance by government agencies in implementing the merit system to produce competent bureaucratic

officials through the concept of selecting the appropriate individual for the right job, as well as an effort to avoid spoiling the system after the regional head election (kasn.go.id accessed on September 11, 2021).

This is one of the screening processes used to employ individuals with the desired competencies and qualifications. The selection process is usually performed to ensure that the appropriate person is placed in the right position. This means that it aims to provide opportunities for those who understand their duties and functions, thereby creating innovations to accelerate government programs (Sutrisno, 2017: 53). Government Regulation Number 17 of 2020 monitors efforts to create a competitive selection process to obtain competent State

Civil Apparatus to fill desirable positions.

The selection of employees for high leadership positions is regulated through Government Regulation Number 17 of 2020 concerning amendments to Government Regulation Number 11 of 2017 concerning the Management of Civil Servants. This process is carried out between agencies through a competency test. Based on Law Number 5 of 2014 concerning the State Civil Apparatus, the recommendations of this commission are binding and final, specifically in filling Primary High Leadership Positions in an Agency. Furthermore, Article 33 paragraph (1) confirms sanctions for violations of the merit system by Civil Service Guidance Officers and Authorized Officials in complying with the administration and requirements.

The procedure for filling high leadership positions in government agencies refers to the Minister for Empowerment of State Apparatus and Bureaucratic Reform Regulation Number 15 of 2019. Filling these open and competitive main positions is important to obtain competent and professional outputs of State Civil Apparatus employees in diverse fields. Therefore, the leadership or regional head should be highly committed to achieving bureaucratic reform by upholding the merit system and applicable job competency standards.

Person-job fit (Cable Derue in Tuti, 2018: 74-75) is the suitability between individuals and their diverse

tasks. It is observed based on their abilities and assigned functions. Therefore, it can be understood that person-job fit is the suitability of employees' abilities with organizational requirements to strengthen their performance in carrying out their duties and functions.

The suitability of the employees' job qualifications is one factor that needs to be considered in addition to the administrative requirements involved in the hiring process (Robbins and Tuti, 2018: 75). This triggers positive changes in the organizational bureaucracy where employees are expected to put in their best.

The Filling of Primary High Leadership Positions through a Job Fit Test is based on the Minister for Empowerment of State Apparatus and Bureaucratic Reform Regulation Number 15 of 2019 concerning the Open and Competitive Filling of Primary High Leadership Positions in Government Agencies. The activity stages consist of preparation, implementation, monitoring, and evaluation. Furthermore, Job Fit also pays attention to the Minister of State Apparatus Empowerment and Bureaucratic Reform Circular Number 52 of 2020 as additional rules for filling such positions during an emergency, for example, the Corona Virus Disease that emerged in 2019 (Covid-19).

The filling of 39 Primary High Leadership Positions through the Competency and Job Fit Tests in the Jambi Provincial Government was

conducted in 2019. The Job Fit Test recommends that two of the Officers be transferred. Furthermore, based on the performance assessment, three Executive Officers were relieved of their duties, and another three were demoted. The six civil servants complained to the State Civil Apparatus Commission, and this caused the Jambi provincial government to perceive the case as a polemic.

In 2021, the Jambi Provincial Civil Service Agency completed another Assessment, Competency, and Job Fit Test to fill 13 vacant positions. A total of 51 Primary High Leadership officials were registered, including the six Civil Servants who were relieved of their duties and demoted in the previous Job Fit Test (2019). The list of positions to be filled through the Job Fit Test is as follows ([jambiekpres.co.id](http://jambiekpres.co.id), accessed on September 1, 2021):

**Table 1.** List of Vacant Primary High Leadership Positions in Jambi Provincial Government

No	Positions
1	General Administration Assistant
2	Regional Inspector
3	Head of Health Service
4	Head of Youth and Sports Service
5	Head of Environment Service
6	Head of General Bureau
7	Head of Goods and Services Procurement Bureau
8	Head of Culture and Tourism Department
9	Head of Industry and Trade Department
10	Head of Civil Service Police Unit

and Fire Department

11 Head of Education Department

12 Head of Regional Civil Service Agency

13 Head of People's Welfare Bureau

Source: Job Fit Activity Report Book for Primary High Leadership Positions in the Jambi Provincial Government in 2021

Based on this data, several Primary High Leadership Positions in Jambi Province are still held by the executors of the tasks (Plt). The filling of these 13 vacant positions was carried out through mutations in one agency. The Civil Service Guidance Officers usually consider the Job Fit Test in determining competent officials to strengthen their performances and suitability for their jobs ([jambione.com](http://jambione.com) accessed on September 3, 2021). Based on the regularly encountered issues and phenomena, this research aimed to discuss the implementation of filling primary high leadership positions through the Job Fit Test, including relevant Obstacles and Efforts that need to be Overcome.

## METHODS

This qualitative research adopted a descriptive method. According to Hardani et al. (2020:69), this approach was employed to provide an accurate design or description of the occurrences, facts, and phenomena. In addition, the results obtained are presented in the form of a report. Sugiyono (2021:362) stated that qualitative research aims to acquire complete information from various procedures to ensure that the

subjects understand the phenomena under investigation.

The data and information collection process is an important part of this research. This was realized through interviews, observation, and documentation. The data was further analyzed by adopting Miles and Huberman's theory (Nurdin & Hartati, 2019:206). Its processing was performed in three stages, such as data reduction, and display, including verification.

## RESULTS AND DISCUSSION

### A. IMPLEMENTATION OF FILLING PRIMARY HIGH LEADERSHIP POSITIONS THROUGH JOB FIT TEST IN JAMBI PROVINCIAL GOVERNMENT

Policy implementation is the same as actions taken after its issuance, including those associated with the management of inputs to produce outputs for the public interest (Sutmasa, 2021:27). It is also interpreted as a public policy process performed after issuing applicable laws and regulations to solve societal problems.

Edwards III (Agustino, 2016:136-141) stated that the four factors used to measure the success of policy implementation are:

#### 1. Communication

Communication is a way of conveying information between policymakers and implementers to achieve set objectives. According to Agustino (2016: 136-141), the success of policy implementation is determined by communication.

Based on data obtained from interviews and observations, it was discovered that the Filling of Primary High Leadership Positions through the Job Fit Test in the Jambi Provincial Government had been executed. This factor can be properly conveyed to all elements. The communication process is usually carried out between policymakers and implementers by ensuring the instructions are clear, detailed, systematic, and consistent.

The Jambi Provincial Civil Service Agency has communicated detailed information regarding the procedures for filling the Primary High Leadership Positions through the Job Fit Test conducted by the government. This is contained in the Selection Committee Minutes Number

BA/001/Pansel.JPT/BKD3.3/XIII/2021 concerning Guidelines and Procedures for Competency, Performance Evaluation and Assessment, as well as Job Fit Tests for Civil Servants and Primary High Leadership Officials in the Jambi Provincial Government in 2021. The schedule for the Implementation of the Job Fit is as follows:

**Table 2.** Schedule for the Implementation of the Job Fit for Primary High Leadership Positions in the Jambi Provincial Government

Activity	Schedule	Place
Managerial Competency Tracking (Assessment Test/Simulation)	August 30 to 31, 2021	Jambi Province Human Resources

Confirmation interview on Performance Evaluation, Competency, and Job Fit Tests	September 01 to 02, 2021	Development Agency Jambi Province Civil Service Agency
Processing of qualification assessment/record tracking, performance assessment/evaluation, and technical/field competency text, as well as preparation of recommendations	September 04 to October 04, 2021	Secretariat of the Selected Committee
Final Plenary Meeting and submission of recommendations and results of the competency and Job Fit Tests to the Civil Service Guidance Officers (Jambi Governor)	October 05, 2021	Jambi Province Civil Service Agency

Source: Job Fit Activity Report Book for Primary High Leadership Positions in the Jambi Provincial Government in 2021

The Job Fit Test was implemented from August 30 to November 2, 2021, starting with the Managerial Competency Assessment (Assessment Test/Simulation) stage until the committee reported the selected results to the Civil Service Guidance Officers.

Based on the data obtained from interviews and observations, it was concluded that the delivery of procedures and the use of written

rules regarding the Filling of Primary High Leadership Positions through the Job Fit Test in the Jambi Provincial Government was properly executed. This can be seen from consistently implementing the diverse activities at each stage. As the executor of these activities, the Jambi Provincial Civil Service Agency has tried to maintain good communication with the Civil Servants and City or Regency Primary High Leadership Officials and proper coordination with the State Civil Apparatus Commission.

## 2. Disposition

Disposition is the attitude and support of policy implementers, which can be in the form of the appointment of bureaucrats and incentives. Agustino (2016: 136-141) stated that the relevant government's appointment of bureaucrats could be officially executed by appointing competent parties in the diverse fields. Meanwhile, incentives are rewards and a driving factor for policy implementers to improve the quality of a laid down rule.

As the Civil Service Guidance Officer, the Jambi Governor coordinates with the State Civil Apparatus Commission and the Minister of Home Affairs to appoint bureaucrats after carrying out the Job Fit Test. A total of 51 Civil Servants or Primary High Leadership Officials in the Jambi Provincial Government were selected in accordance with the following notes:

- a. In the circumstances related to the transfer of an official to the High Leadership Position, such as the Regional Parliament Secretary, then before the determination and inauguration, the competency test results are coordinated by the Regional Parliament Leaders as stipulated in Article 127 paragraph (4) Government Regulation Number 11 of 2017 concerning the Management of Civil Servants.
- b. Suppose an individual is transferred to a Leadership Position such as the Head of the Social, Population, and Civil Registration Service, then prior to the determination and inauguration. In that case, the competency test results are coordinated by the Director-General of Population and Civil Registration of the Ministry of Home Affairs.

Based on the data obtained from interviews and observations, it was concluded that the appointment of bureaucrats was properly executed. This is evident from the formation of the Selection Committee, Assessment Team, and Secretariat formed in accordance with the Jambi Governor's Decree and the provision of honoraria based on established regulations.

### 3. Resources

Human Resources (HR) is an important indicator for the

successful implementation of a policy. Nalien (2021:3-4) stated that enacting effective and efficient policies requires staff who pay attention to quantity and quality. In addition, these staffs are expected to possess relevant competencies and fulfill qualifications that support their duties and functions to achieve a policy's objectives.

The Human Resources responsible for handling the Filling of Primary High Leadership Positions through the Job Fit Test in the Jambi Provincial Government are adequate. This is illustrated by two Governor Decrees, including the Jambi Governor's Decree Number 538 of 2021 concerning the Selected Committee for Primary High Leadership Positions in 2021 and the Jambi Governor's Decree Number 575 regarding Appointment of Assessment Team Experts in the Context of Competency and Job Fit Tests, also executed in the same year.

The budget resources prepared by the Jambi Provincial Government for filling primary high leadership positions through the Job Fit Test are adequate. This was charged to the Jambi Province Regional Revenue and Expenditure Budget in 2021. Meanwhile, the transportation and accommodation of participants are directed to their respective agencies in accordance with applicable regulations.

The facilities and infrastructural resources in the Job Fit Test activities are incomplete. Until now, the Jambi Provincial

Government does not yet own an Assessment Center Building, a place for carrying out Competency and Job Fit Tests.

Based on the data acquired from interviews and observations, it was concluded that the Human and Budget Resources in implementing Filling Primary High Leadership Positions through the Job Fit Test was relatively good. However, some facilities, such as the Assessment Center Building, are still lacking.

#### 4. Bureaucratic Structure

Bureaucratic performance can be improved by developing Standard Operating Procedures (SOPs) and Fragmentation. SOPs are guidelines that must be carried out during the implementation of policies. Meanwhile, fragmentation is the distribution of responsibilities to ensure that the activities or programs associated with a policy are properly executed according to their respective fields (Agustino 2016:136-141).

The Jambi Provincial Civil Service Agency in executing the filling of Primary High Leadership Positions through a Job Fit Test is guided by the applicable SOPs and agreed upon by all relevant parties. This selection was also implemented by sharing responsibilities based on their respective main tasks and functions.

The preparation of SOPs refers to the Ministry of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 409 of 2019 concerning Competency Standards for State Civil Apparatus

Positions and the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 15 of 2019 concerning the Filling of High Leadership Positions through Job Fit and Competency Tests in Government Agencies.

All activities for conducting the Competency and Job Fit Tests were performed in accordance with established regulations without any significant problems or obstacles in the implementation procedures, as well as the involvement of an objective, independent, and competent assessor team.

Fragmentation or sharing of responsibilities in filling Primary High Leadership Positions in the Jambi Provincial Government was formed by forming a committee based on their main tasks and functions as well as their competencies in each field.

Based on the data acquired from interviews and observations, it was concluded that the procedures and sharing of responsibilities as indicators of the bureaucratic structure in the implementation of filling Primary High Leadership Positions through the Job Fit Test in the Jambi Provincial Government had been properly executed. This was indicated by the implementation of SOPs based on applicable regulations as well as the cooperation and coordination of the diverse fields within the Jambi Provincial Civil Service Agency as the activity executor.



**B. FACTORS INHIBITING THE IMPLEMENTATION OF FILLING PRIMARY HIGH LEADERSHIP POSITIONS THROUGH JOB FIT TEST IN THE JAMBI PROVINCIAL GOVERNMENT**

**1. Resources**

Limited resources, facilities, and infrastructures such as buildings and supporting equipment are obstacles experienced by the Jambi Provincial Civil Service Agency. The unavailability of these infrastructures is inseparable from the limited budget, plus its refocus during the Covid-19 Pandemic.

2. The SOPs were guided by the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 15 of 2019. Currently, no derivative regulation (Governor Regulation) monitors the technical instructions for executing the Job Fit Test.

**C. EFFORTS TO OVERCOME OBSTACLES TO THE IMPLEMENTATION OF FILLING PRIMARY HIGH LEADERSHIP POSITIONS THROUGH JOB FIT TEST IN THE JAMBI PROVINCIAL GOVERNMENT**

**1. Resources**

Efforts made by the Jambi Provincial Civil Service Agency to overcome certain obstacles such as lack of facilities and infrastructure involve temporarily using the Human Resources Development Agency building to carry out the Job Fit Test. The Regional Civil Service Agency compiled and resubmitted the budget for its procurement to

overcome this issue.

**2. Bureaucratic Structure**

The Provincial Government is drafting a Governor Regulation to clarify procedures and share duties and responsibilities for Primary High Leadership Positions in the Jambi Provincial Government.

**CONCLUSION**

Based on the results and discussion, the following conclusions were drawn: a.) The implementation of Filling Primary High Leadership Positions through a Job Fit Test in the Jambi Provincial Government was carried out in accordance with the Minister for State Apparatus Empowerment and Bureaucratic Reform Regulation Number 15 of 2019 concerning the Implementation of Open and Competitive filling of such positions in Government Agencies and the Minister for State Apparatus Empowerment and Bureaucratic Reform Circular Number 52 of 2020 concerning Public Health Emergencies such as Corona Virus Disease 2019 (Covid-19), as well as the appointment and redeployment of six civil servants in 2019; b.) The obstacles encountered include: Inadequate facilities and infrastructure, specifically a building or room for performing the Job Fit Test; and No governor regulation that monitors technical instructions for the implementation of this analysis; c.) Efforts to overcome these obstacles are: Erect the required facilities and infrastructure by submitting the actual budget; and Preparing governor regulations

regarding technical instructions for the implementation of the Job Fit Test.

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