



Optimizing the Recruitment and Selection Process for Contract-based Civil Servant among Existing Non-Permanent Staff

M. Multazam All Mukarom¹, Ely Sufianti^{2*}, Hafid Aditya Pradesa³, Muhamad Nur Afandi⁴, Abdul Rahman⁵

¹ Master of Applied State Development Administration, Politeknik STIA LAN Bandung, Bandung, Indonesia

^{2,3,4,5} Politeknik STIA LAN Bandung, Bandung, Indonesia

Abstract

This study aimed to optimize the recruitment and selection process for Government Employees with Work Contracts (PPPK) from existing honorary workers in Pagar Alam City Government. The policy to eliminate honorary workers, scheduled for completion by December 2024, has accelerated the transition of honorary workers to PPPK status through the recruitment process. However, the implementation of this policy faces various challenges, including a lack of detailed regulations, misalignment between administrative requirements and job needs, and uncertainties in the implementation timeline. Employing a descriptive qualitative approach, supplemented by a quantitative questionnaire, this research analyzed the person-job fit. The findings suggest that optimization can be achieved through the administrative selection stage by providing flexibility in assessing work experience and offering video tutorial-guided registration assistance. Furthermore, to ensure the quality of recruited PPPKs, an Additional Technical Competency Test (SKTT) is recommended to assess candidates' substantial competencies beyond basic qualifications. This research contributes significantly to improving the PPPK recruitment process, particularly for local governments undergoing the transformation of honorary workers. The recommendations produced can serve as a reference in developing more effective and efficient recruitment policies and procedures.

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Correspondence:

Ely Sufianti

(ely.sufianti@poltek.stialanbandung.ac.id)

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1. INTRODUCTION

The term "Tenaga Honorer" or honorary staff refers to workers in Indonesia who are employed on a contractual or non-permanent basis in government agencies. Honorary workers do not hold the status of State Civil Apparatus (ASN), which raises several issues regarding their working conditions and rights, including low wages, job insecurity, and limited social protections. According to Law Number 20 of 2023, Chapter 5, the types of ASN employment are categorized into Civil Servants (PNS) and Contract Government Officers (PPPK). This regulation indirectly instructs Personnel Supervisory Officers to cease recruiting non-ASN employees and eliminate employment types other than PNS and PPPK



in government institutions. The implementation of this policy is expected to streamline bureaucracy and accelerate ASN management processes within government agencies.

CNN Indonesia reported on November 11, 2023, with the headline “Jokowi Removes Honorer 2024, Kemenpan RB Reveals Requirements to Become PPPK” (Tim CNN Indonesia, 2023). According to the report, President Joko Widodo officially abolished the honorary workforce effective no later than December 2024. This decision is outlined in Law Number 20 of 2023 concerning the State Civil Apparatus (ASN), signed on October 31, 2023. The Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) reassured that there would be no mass terminations (PHK) impacting the 2.3 million honorary workers. Instead, the ministry, led by Abdullah Azwar Anas, is preparing a solution to transition honorary workers into PPPK positions. This indicates that while honorary workers will be phased out by the end of 2024, the government aims to provide a pathway for their continued involvement in the staffing system through PPPK appointments.

The implementation of PPPK recruitment in the Pagar Alam City Government was last conducted in the 2023 fiscal year. Based on the Announcement of the Pagar Alam City Panselda Number: 800/13/PANSELDA/PGA/2023 regarding the Results of Post-Rebuttal Administrative Selection for PPPK applicants in the Pagar Alam City Government, the results were as follows:

Table 1. Results of Administrative Selection for PPPK Applicants in Pagar Alam City Government

PPPK Applicant	Functional Position		
	Teachers	Health Workers	Technical Workers
Qualified	321 people	385 people	216 people
Not Qualified	10 people	24 people	303 people
Number of Registrant	331 people	409 people	519 people

Source: Data Processed (2024)

Referring to the details of the administrative selection results for PPPK applicants in technical personnel functional positions, out of a total of 519 applicants, 216 were declared qualified (passed the administrative selection), while 303 were not qualified (did not pass). This indicates that more than half of the applicants failed to meet the established administrative criteria. This result suggests either that the requirements were too strict or that the applicants poorly understood the administrative conditions, warranting further evaluation. Belli and Bursens (2023) highlights that determining suitable applicants through appropriate recruitment methods can enhance the selection process’s effectiveness, while others argue that it suitable to optimizing the use of applicants’ knowledge and skills (Hirst et al., 2023). This ensures that the recruited temporary staff possess the necessary competencies and can contribute optimally to achieving organizational goals (Keppeler & Papenfuß, 2021; Panggabean et al., 2023).

Human resource (HR) planning is a systematic process for forecasting the future demand and supply of human resources (Kawiana, 2020). Effective HR planning determines manpower needs (Cachón-Rodríguez et al., 2022) and ensures these needs align with an organization’s integrated plans (Callaway et al., 2022; Pynes, 2013), HR planning involves identifying the human resource requirements necessary for achieving organizational goals (Verma et al., 2022), providing direction for the organization’s future (Sievrt et al., 2022). According to Bangun (2012) and Armstrong (2006), HR planning relies on job analysis as a foundation for determining future HR needs, which leads to forecasting HR supply for upcoming years.

In the field of human resource management, various experts have proposed recruitment and selection concepts. Each theory provides different perspectives on how organizations can effectively manage these processes. One such concept is person-job fit, introduced by Lauver and Kristof-Brown (2001), which refers to the alignment between an individual’s characteristics and the demands of a job, including skills, abilities, values, and other personal traits. Person-job fit consists of several dimensions, such as the alignment of

individual skills and abilities with job tasks, the match between individual needs and job rewards, and the suitability of job demands with an individual's physical, mental, and emotional capabilities (Lauver and Kristof-Brown, 2001). A strong person-job fit is associated with higher job performance, greater job satisfaction, better employee retention, and more effective career development (Kristof-Brown et al., 2005). The general operationalization of person-job fit includes two perspectives: demands-abilities fit and needs-supplies fit.

Demands-Abilities Fit

The demands-abilities fit dimension highlights the extent to which the demands of a job align with the abilities or skills possessed by the individual performing the job. Job demands include aspects such as the level of difficulty of tasks, workload volume, complexity of responsibilities, and the time required to complete assigned tasks. On the other hand, individual abilities or skills encompass knowledge, technical skills, interpersonal competencies, and other personal characteristics relevant to job performance. When a strong demands-abilities fit exists, individuals are more likely to perform tasks effectively, experience lower levels of stress, and achieve better job outcomes. The alignment between job demands and individual skills allows employees to utilize their full potential, contributing to both personal growth and organizational success. Conversely, a mismatch can lead to underperformance, job dissatisfaction, and even turnover. Organizations must focus on accurate job analysis and competency mapping to ensure a strong demands-abilities fit. This includes assessing job requirements, identifying necessary skills, and aligning recruitment and selection processes accordingly. By achieving this fit, government agencies and organizations can create an environment where employees can thrive and meet their performance targets.

Needs-Supplies Fit

The needs-supplies fit dimension examines how well a job fulfills the needs and expectations of individuals working in it. Kristof-Brown emphasized the importance of aligning what individuals need from a job (e.g., financial rewards, recognition, career development, and job satisfaction) with what the job can provide (supplies). Needs can also include a supportive work environment, flexible work arrangements, and opportunities for personal and professional growth. A strong needs-supplies fit contributes to high job satisfaction, increased organizational commitment, and enhanced employee engagement. When individuals feel their needs are met, they are more motivated to perform their tasks and remain loyal to the organization. For example, offering competitive financial rewards, clear career pathways, and a supportive culture can significantly enhance the retention and satisfaction of employees. To achieve an optimal needs-supplies fit, organizations must focus on employee-centered policies and tailored job designs. By understanding individual expectations and aligning them with job offerings, government agencies can improve employee well-being and long-term organizational performance.

Recruitment and Selection Process for Contract-based Civil Servant (PPPK)

The recruitment of PPPK (Contract-based Civil Servant or Government Officers) is a critical process that plays a significant role in obtaining competent employees. Aggarwal stated that recruitment serves as the foundation for identifying and selecting individuals with the right skills and qualifications. While Pshdar et al. (2021) emphasized that recruitment is the main function of the HR department and marks the first step toward gaining competitive quality and strategic advantages for the organization.

The recruitment process for contract-based civil servant (PPPK) involves selecting employees through a structured process to ensure that the chosen individuals meet the required job criteria. Proper implementation of recruitment and selection, based on applicable regulations, creates numerous benefits for government agencies. Zhang et al., (2024) noted that employees recruited through structured processes tend to be more

productive and capable of performing their duties according to their competencies. Additionally, Abbasi et al., (2022) highlighted that effective selection processes enable organizations to develop employees and align their skills with organizational needs.

The implementation of PPPK recruitment and selection has undergone dynamic developments over time (Rahman et al., 2022). The Ministry of PANRB continues to make adjustments to accelerate the fulfilment of evolving employee needs while ensuring sustainable and national consistency in PPPK procurement (Martins et al., 2023). The determination of PPPK formations is based on job analysis results and the priority needs of government agencies (Alam et al., 2024). This strategic approach is essential because ASN formation serves as an effective instrument for maintaining the number of public officers within the organizational capacity limits. As noted by Ben-Gal et al.(2022), balancing workforce demands with organizational capabilities ensures that government institutions operate efficiently while meeting their human resource needs.

2. METHODS

This study employed a qualitative research design, focusing on the processes and meanings of social reality. This approach allowed for an in-depth exploration of concepts, processes, and experiences related to the research topic. Given the complexity, depth, and rich context of the phenomenon, a descriptive qualitative approach was adopted. According to Creswell & Creswell, (2017), this method is particularly suitable for examining real-life cases in detail, enabling the researcher to gain a comprehensive understanding of the phenomenon under study.

Data collection was conducted through multiple methods to ensure triangulation and increase the reliability of the findings. The primary data collection techniques included interviews, direct observations, and document analysis. Interviews were carried out with key informants, including:

- a. Honorary workers,
- b. PPPK appointees,
- c. SSCASN administrators, and
- d. Members of the Pagar Alam City Regional Selection Committee.

Key informants were selected using purposive sampling, which ensures that participants are chosen based on their knowledge, experience, and ability to provide accurate and relevant information (Sugiyono, 2018). The interviews followed a semi-structured format, allowing for flexibility while ensuring the core topics were covered. Each interview session was recorded (with consent) and transcribed for further analysis. In addition to interviews, direct observations were conducted at the Pagar Alam City Government office. Observations focused on daily activities, administrative processes, and interactions related to the recruitment and integration of PPPK appointees. These observations provided contextual insights that complemented the interview data. To strengthen the findings, relevant government documents, such as recruitment policies, administrative guidelines, and performance reports, were also reviewed and analyzed.

To complement the qualitative approach and provide a broader understanding, a quantitative questionnaire was administered. This questionnaire explored aspects of person-job fit, focusing on its two main dimensions: demands-abilities fit and needs-supplies fit. The combination of qualitative and quantitative methods allowed for a more comprehensive analysis of the research problem, ensuring both depth and breadth in data collection. A sample of 106 honorary workers from the Pagar Alam City Secretariat was selected using purposive sampling. This sampling approach ensured that the sample was representative of the target population while accommodating the constraints of time and resources (Sugiyono, 2018). The questionnaire assessed how well the abilities and skills of honorary workers matched the demands of their current roles, including task complexity, workload, and required competencies. To capture the perspectives of individuals who had

successfully transitioned from honorary workers to PPPK, a sample of 269 PPPK appointees from the 2023 fiscal year was selected. This sample enabled the study to explore how well the job fulfilled their needs, including financial rewards, recognition, career development opportunities, and work-life balance. The quantitative data were collected online using a Google Form, ensuring accessibility and convenience for the participants.

The qualitative data collected through interviews, observations, and document analysis were analyzed using a thematic analysis approach. This method involved identifying, analyzing, and reporting patterns (themes) within the data (Sugiyono, 2018).. The transcripts were reviewed multiple times, and codes were generated to capture key ideas and recurring patterns. These codes were then organized into themes to address the research objectives. The quantitative data obtained from the questionnaires were analyzed using descriptive statistics. Measures such as frequencies, percentages, means, and standard deviations were calculated to summarize the data and identify trends in the demands-abilities fit and needs-supplies fit dimensions . The integration of qualitative and quantitative findings provided a well-rounded understanding of the research problem, highlighting both individual experiences and broader patterns(Sugiyono, 2018)..

To ensure the ethical integrity of the study, informed consent was obtained from all participants before conducting interviews, observations, or distributing questionnaires. Participants were assured of confidentiality and anonymity, and their participation was entirely voluntary. The study adhered to ethical guidelines for research involving human subjects, ensuring that the data collection process was conducted transparently and responsibly.

3. RESULT AND DISCUSSION

3.1. Results

The PPPK procurement process is governed by the Minister of PANRB Regulation Number 6 of 2024, which outlines the procedures for the recruitment of ASN employees. This study analyzes the implementation of this regulation within the Pagar Alam City Government, focusing on key aspects such as administrative procedures, selection mechanisms, and applicant evaluation criteria. Chapter 11 of the regulation highlights the key stages of PPPK procurement, including:

- a. Planning,
- b. Vacancy announcement,
- c. Application submission,
- d. Selection process,
- e. Announcement of selection results, and
- f. Appointment as PPPK.

These stages provide a clear framework for understanding the factors that support or hinder the implementation of PPPK recruitment and selection, particularly for honorary workers. Analyzing these stages also offers a foundation for evaluating the overall effectiveness of the process in achieving person-job fit, where the qualifications and capabilities of applicants align with the job requirements. Person-job fit is a critical factor in the PPPK recruitment process. This concept emphasizes ensuring that applicants possess the necessary competencies to effectively perform the tasks and responsibilities of the job (Kristof-Brown et al., 2005). In the context of PPPK recruitment, person-job fit is assessed by evaluating whether an applicant's education, skills, and work experience align with the specific demands of the position. The process involves two key dimensions:

- a. Demands-Abilities Fit: The alignment between an applicant's abilities, skills, and experiences with the demands of the job.
- b. Needs-Supplies Fit: The extent to which the job fulfills the needs and expectations of the applicant, such as financial rewards, job satisfaction, and career development opportunities.

By ensuring a strong person-job fit, government agencies can recruit individuals who are not only competent but also capable of contributing to organizational goals effectively (Kristof-Brown et al., 2005).

The gap between Applicant Qualifications and Job Demands (Demands-Abilities Fit)

The demands-abilities fit dimension highlights the extent to which applicants' qualifications meet the demands of the job, particularly in terms of education and work experience. For example, relevant work experience can significantly increase an applicant's chances of passing the selection process, as it indicates familiarity with the tasks, procedures, and responsibilities of the position. The following is illustrated in the following figure:

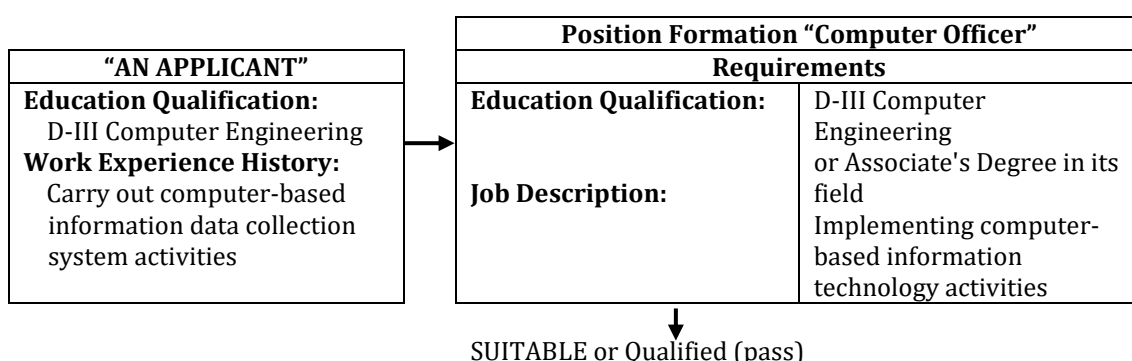


Figure 1. Illustration of Work Experience Relevant to the Position Applied for
Source: Data Processed (2024)

In this case, an applicant with relevant educational qualifications and work experience that aligns with the job description would be considered suitable (qualified) for the position. Based on the results of the analysis of the recruitment and selection stages of PPPK recruitment from honorary workers in the Pagar Alam City Government Environment. The analysis shows that one of the main challenges is the mismatch between individual qualifications and the required formations, based on the detailed table data on the causes of applicants not passing the administrative selection stage, it shows that half of the total applicants for PPPK functional positions, namely 251 applicants, did not pass the administrative selection due to a history of work experience that was not relevant to the position formation being applied for so that this high enough number raises questions about the effectiveness of the selection that has been carried out and it is necessary to dig deeper into the main causes of failure.

Table 2 Details of the Causes of Technical Staff Functional Position Applicants Not Passed or Not Eligible

No	Causes of Not Passing or Not Qualified	Number of Applicants
1	Work experience history not relevant to the position	251
2	Diplomas or transcripts not meeting educational qualifications	36
3	Proof of identity (KTP) not following the provisions	9
4	Work experience history less than 2 (two) years	18
5	Application letter or statement letter not matching the format	24

Source: Data Processed (2024)

The above data highlights that 251 out of 338 applicants failed due to irrelevant work experience, raising questions about the effectiveness of the current selection process. This mismatch creates challenges for both parties: government agencies may miss out on potentially competent candidates, while unsuccessful applicants feel that their time, effort, and experience have been disregarded. One of the key issues identified in the recruitment process is the overemphasis on formal administrative requirements. For example, an applicant may possess the required educational background but fail to clearly articulate

their work experience in the system. In such cases, the applicant is deemed not suitable, as illustrated below:

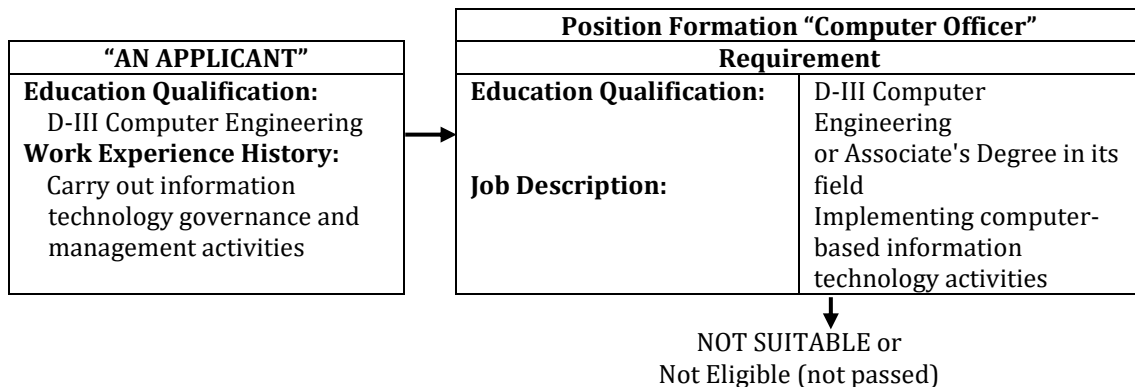


Figure 2. Illustration of Work Experience that is Less Complex and Considered Not Relevant to the Position Applied for
Source: Data Processed (2024)

Here, the applicant’s work experience is broadly related to IT but lacks explicit details that align with the job description. As a result, the system considers the applicant not suitable (not eligible) for the position (Figure 2).

Referring to the above discussion and data, it is evident that the strictness of the administrative requirements system poses significant challenges for applicants, particularly in the PPPK recruitment and selection process. From the broader demands-abilities fit perspective, work experience and educational qualifications that are relevant to the job should align well with position requirements. However, the findings indicate that a considerable number of applicants failed to meet administrative requirements, despite possessing the necessary competencies and experience. The rigidity of the system, while ensuring consistency and fairness in recruitment, often prioritizes formal documentation over substantive evaluation of applicants’ skills and qualifications. This emphasis on administrative formality creates barriers for potential talents who may not meet the requirements perfectly but are otherwise capable of fulfilling the demands of the position. If the current system and regulations remain unchanged, these challenges will persist, potentially hindering the recruitment of qualified personnel who can contribute effectively to the organization. To further support this argument, the researcher utilized a questionnaire to measure respondents’ perceptions regarding demands-abilities fit in the PPPK selection process. The recapitulated results are presented as follows:

Table 3. Recap of Demand-Abilities Fit Questionnaire Results

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	Total
A	22	14	10	11	4	0	13	3	12	4	93
B	12	17	23	20	5	2	18	13	15	0	125
C	13	15	13	12	27	25	16	20	19	28	188
D	0	1	1	4	11	20	0	11	1	15	64

Description:

A : Very Satisfied

B : Satisfied

C : Dissatisfied

D : Very Dissatisfied

Source: Data Processed (2024)

The dominance of the ‘Dissatisfied’ (C) category indicates that many respondents believe the fit between their qualifications and the job demands remains unfulfilled. The data highlight a significant mismatch between the applicants’ competencies, including work

experience and educational backgrounds, and the stringent administrative selection criteria. Several factors contribute to this dissatisfaction, such as:

- a. Irrelevant work experience not explicitly matching the job description,
- b. Educational qualifications not aligning with position requirements, and
- c. Inflexible administrative criteria, which fail to account for actual capabilities and potential.

This dissatisfaction may discourage applicants from participating in subsequent selection stages or foster perceptions of inequity in the recruitment process. Similar findings by Waheed et al., (2023) underscore the importance of balancing administrative requirements with substantive evaluations to ensure equal opportunities for all qualified candidates.

The gap between Individual Needs and Job Supply (Needs-Supplies Fit)

The concept of needs-supplies fit is the fit between individual needs (needs) and what the job can provide (supplies). This explains that individuals have certain expectations of their jobs, such as compensation, career development opportunities, a supportive work environment, and a balance between work and personal life. Meanwhile, the job must be able to fulfill these needs so that there is compatibility. The PPPK recruitment process has been designed to ensure that applicants have an understanding of the responsibilities and expectations of the job, as well as the fit between individual needs and what the job can provide.

Based on its relation to the implementation of PPPK recruitment and selection, it shows that the fulfillment of rights is a key factor in getting individuals to carry out their obligations, a more informative recruitment process will be able to help applicants understand what is expected of them and what applicants can get if they have passed the selection. PPPK is part of the State Civil Apparatus (ASN) so it will be bound by ASN legislation number 20 of 2023, so honorary workers who have been appointed PPPK will be bound by the rights and obligations of an ASN.

Based on the needs-supplies fit perspective, the rights and obligations of a PPPK will be negotiated to create a reciprocal balance between individual needs and what is offered from the job. So, with this balance, it is expected to increase job satisfaction for PPPK. Thus, prospective applicants can make decisions based on a clear understanding of the position offered.

Table 4. Attachment Format for Announcement of CASN Admission Selection for Fiscal Year 2023

Position	Allocation PPPK	Placement Unit	Educational Qualifications	Income Range (Rp)		Job Description
				Min	Max	
First Expert - Legal Analyst	2	Regional Secretariat - Assistant for Governance and People's Welfare, Legal Division	Diploma IV (D-IV) in Law Bachelor's or Degree (S-1) in Law	2.966.500	6.000.000	Conducting analysis and evaluation activities in the field of laws and regulations and unwritten laws, legislation formation, legal issues, supervision of the implementation of laws and regulations, agreement documents and implementation of agreements, legal services, licensing, legal information, and legal advocacy

Source: Data Processed (2024)

Based on Announcement Sheet Number 800/1162/BKPSDM/2023 Regarding Selection of CASN Acceptance in Pagar Alam City Government for Fiscal Year 2023,

clarifying again about the income range and job description applicants can assess the suitability between their personal needs and the existing offer so that they are expected to carry out the duties and responsibilities that have been determined as well as possible. This attachment creates a mutually bound working relationship between the organization (government) and employees when the rights obtained such as salaries, allowances, etc. must be balanced with the implementation of obligations which include work ethics, discipline, and contribution to organizational goals.

The needs-supplies fit framework emphasizes the alignment between what individuals need from their jobs such as compensation, career development opportunities, supportive environments, and work-life balance and what the organization offers. A well-structured recruitment process can enhance this alignment by clearly communicating job expectations and benefits to applicants, enabling them to make informed decisions. Within the context of PPPK recruitment, fulfilling the balance between rights and obligations plays a critical role in ensuring job satisfaction and long-term commitment. As part of the State Civil Apparatus (ASN), PPPK appointees are subject to the rights and obligations outlined in ASN legislation Number 20 of 2023. Therefore, creating a reciprocal balance between the job offers and individual needs is essential to enhance satisfaction and performance among PPPK employees. To measure respondents' perceptions regarding the needs-supplies fit, a questionnaire was administered, and the results are recapitulated below:

Table 5. Recap of Needs-Supplies Fit Questionnaire Results

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	Total
A	27	27	18	4	15	18	21	28	22	17	197
B	30	29	39	51	39	38	37	30	34	35	362
C	2	3	1	4	4	3	1	1	3	6	28
D	0	0	1	0	0	0	0	0	0	1	2

Description:

A : Very Satisfied

B : Satisfied

C : Dissatisfied

D : Very Dissatisfied

Source: Data Processed (2024)

The predominance of the 'Satisfied' (B) category reflects a generally positive perception of the needs-supplies fit among respondents. This indicates that the job offers such as income, benefits, and career opportunities are sufficiently aligned with individual needs and expectations. However, the presence of some 'Dissatisfied' (C) responses suggests that gaps remain, particularly for certain segments of respondents. These findings suggest that while the PPPK recruitment process in Pagar Alam City Government successfully communicates job expectations and benefits, further improvements are necessary to address dissatisfaction among a minority of applicants. The inclusion of clear and detailed information such as the income range, job description, and career growth opportunities in official announcements can help bridge these gaps. For example, the Announcement Sheet Number 800/1162/BKPSDM/2023 provides comprehensive details on job positions, income ranges, and duties. Such transparency ensures that applicants can assess the alignment between their personal needs and the job offers, enabling a mutually beneficial working relationship. By improving this alignment, the recruitment process can foster job satisfaction, reduce turnover intentions, and enhance organizational performance. In conclusion, while the current system demonstrates significant progress in achieving the needs-supplies fit, further refinements are needed to optimize the experience for all applicants and address lingering dissatisfaction effectively.

The optimization of the PPPK recruitment and selection process proposed in this study offers significant potential to enhance the quality and effectiveness of recruitment. Two major efforts are outlined: administrative selection optimization and competency selection optimization. A primary issue identified in the PPPK recruitment process is the strictness of

administrative requirements, particularly concerning irrelevant work experience histories. This strictness causes a substantial number of applicants to fail at the initial stages. The proposed optimizations are as follows:

a. More Flexible Use of Work Experience

The objective is to broaden administrative selection criteria by considering adaptable and transferable skills, rather than restricting recruitment to narrowly defined work experience. This approach emphasizes applicants' ability to apply relevant skills to the position being sought. The proposed implementations include:

1) Review of Administrative Requirements

Ensuring that administrative criteria are not unnecessarily burdensome for applicants who meet technical qualifications but are constrained by documentation requirements.

2) Simplification of the Verification Process

Streamlining document verification to reduce excessive, non-essential requirements that often overwhelm applicants and slow down the selection process.

3) Improvement of the Grievance Mechanism

Establishing a clearer and more transparent grievance mechanism for applicants who feel disadvantaged or aggrieved by administrative decisions. This includes clear procedures for appeals and objections.

b. Administrative Registration Assistance through Video Tutorial Guides

To facilitate a smoother registration process, the creation of video tutorial guides is proposed. These tutorials provide clear, step-by-step instructions for completing the registration process, including document uploads and verification requirements. By enhancing applicants' understanding of the process, this approach reduces errors caused by confusion or lack of knowledge.

The competency selection process has been observed to operate smoothly in alignment with established procedures. However, further enhancements are proposed based on Minister of PANRB Regulation Number 6 of 2024, Article 41, which introduces the Additional Technical Competency Selection (SKTT). This optional stage provides a more in-depth assessment of specific competencies required for particular positions (Garai-Fodor et al., 2023).

Currently, the Pagar Alam City Government has not implemented SKTT. Introducing this additional selection stage can significantly improve the alignment between applicants' competencies and job requirements. The proposed improvements focus on test materials, evaluation tools, and structured scheduling, as outlined below:

a. Test Materials

The SKTT test materials are designed to assess applicants' advanced technical skills, ensuring alignment with the Regional Apparatus Organization (OPD) needs and the applied position. Test materials are dynamic and adaptable to the technical demands of each role. An overview of potential test materials is as follows:

Table 6. Overview of Additional Technical Competence Selection Test Materials

No	Material Test	Overview
1	Technical Case Study	Presenting technical scenarios or problems and requiring solutions.
2	Specialized Technical Knowledge	Testing operational standards, tools, and technologies relevant to the role.
3	Simulation of Work Practices	Simulating specific technical tasks, such as data analysis or reporting.
4	In-depth Technical Interviews	Assessing technical skills through focused interviews.

Source: Data Processed (2024)

These test materials ensure that applicants' technical capabilities align with the responsibilities of the position. The adaptability of SKTT materials ensures relevance across various technical roles and public agencies.

b. Evaluation Tool

Effective implementation of SKTT requires appropriate evaluation tools to objectively measure participants' technical competencies. One recommended tool is the technical interview, which enables examiners to assess both theoretical understanding and practical skills. The technical interview provides insights into applicants' abilities to handle real-world situations and challenges. To ensure objectivity, the assessment involves:

Table 7. Team of Examiners Implementing Additional Technical Competency Selection

Team	Test Examiner
Examiner 1	Regional Secretary or Assistant Regional Secretariat (Echelon II Official)
Examiner 2	Head or Secretary of Local Government Agency (Echelon II/III Official)
Examiner 3	Administrator of Local Government Agency (Echelon III Official)
Examiner 4	Functional Official in charge

Source: Data Processed (2024)

The assessment criteria ensure a fair, proportional, and comprehensive evaluation of applicants' competencies:

Table 8. Details of Additional Technical Competency Selection Assessment Criteria

Materials Tested	Percentage Score
Technical Case Study	30%
Specialized Technical Knowledge	40%
Practical Simulation	20%
In-depth Technical Interview	10%
Total	100%

Source: Data Processed (2024)

The combination of diverse evaluation methods ensures that applicants' technical skills, problem-solving abilities, and practical experience are thoroughly assessed.

c. Schedule Preparation

A structured schedule is critical for the smooth implementation of SKTT. Scheduling must consider resource availability, room/platform capacity, and participants' readiness. The preparation process includes:

- 1) Determining Exam Dates
- 2) Dividing Sessions based on participant capacity.
- 3) Allocating Time for each test component, including interviews and simulations.
- 4) Timely Announcements to participants to ensure adequate preparation.

A sample schedule format is presented below:

Table 9. Sample Format for Preparing the SKTT Schedule

No	Activity	Implementation Period
1	Competency Selection	2 weeks
2	Additional Technical Competency Selection	2 weeks
3	Competency Selection Score Processing	1 week
4	Announcement of Graduation	1 week

Source: Data Processed (2024)

By adhering to a clear and structured timeline, the SKTT process can be conducted efficiently, ensuring timely completion of all recruitment stages.

3.2. Discussion

This study aims to identify key factors influencing the implementation of PPPK recruitment and selection and to analyze the alignment between individual competencies and job requirements. Based on the research findings, recommendations are proposed to optimize the recruitment and selection process for honorary workers within the Pagar Alam City Government. The recruitment process for ASN employees involves multiple stages, including planning, announcement of vacancies, application submission, selection, announcement of results, and appointment as PPPK. The evaluation of each stage reveals both supporting and inhibiting factors. A significant portion of applicants for PPPK functional positions fail at the administrative stage due to a mismatch between their competencies and the job requirements. This finding suggests that the administrative criteria are either too stringent or poorly understood by the applicants, necessitating a thorough review of administrative selection policies in PPPK recruitment.

Findings from the evaluation of gaps between individual competencies and job requirements highlight the following issues: Administratively, applicants with work experience aligned to the required job description are considered eligible to proceed to subsequent stages. However, the primary focus should be on aligning individual characteristics with job demands. Overreliance on formal documentation as the primary determinant of eligibility may exclude potential candidates with strong substantive competencies. This raises concerns that administrative formalities are often prioritized over substantive evaluations, which should be central to assessing applicants for functional positions.

Although the recruitment process adheres to established regulations, there are gaps in the provision of technical guidance during the recruitment process. Specifically, the lack of comprehensive and integrated operational guidelines creates uncertainty for applicants, who may feel disadvantaged due to the absence of clear references for the selection process. This lack of clarity can undermine applicants' trust in the integrity and transparency of the recruitment mechanism implemented by Panselda.

The administrative selection process, which involves document verification and validation, often results in a high number of applicants being disqualified due to mismatches in qualifications or work histories. This suggests a tendency to prioritize document completeness over a more substantive evaluation of required competencies. Excessive focus on administrative conformity risks overshadowing the assessment of technical skills that are critical for fulfilling PPPK roles. To achieve greater objectivity, there should be a balance between administrative verification and a deeper evaluation of technical competencies. This can be achieved by incorporating additional technical competency assessments into the PPPK recruitment process. By addressing these issues, the recruitment process can be made more inclusive, transparent, and competency-focused, ensuring that candidates with the necessary skills and potential are not overlooked.

4. CONCLUSION

The optimization of PPPK recruitment and selection emphasizes flexibility and transparency in administrative selection and the enhancement of competency evaluation through the Additional Technical Competency Selection (SKTT). By broadening administrative criteria to accommodate transferable skills and simplifying document verification processes, the recruitment system can become more inclusive and reduce barriers for qualified candidates. Additionally, the development of video tutorials for registration aims to improve applicants' understanding of the process, minimizing errors and streamlining participation. On the competency side, the implementation of SKTT introduces a more in-depth assessment of applicants' technical capabilities, ensuring alignment between their qualifications and the demands of the position. Together, these

measures aim to foster a fairer and more effective recruitment process, contributing to the selection of high-quality personnel for the Pagar Alam City Government.

Future research should explore the long-term outcomes of these optimizations, particularly in terms of employee performance and organizational impact. Investigating the effectiveness of SKTT in bridging competency gaps could provide valuable insights into its scalability and potential adoption in other regions. Furthermore, examining applicants' perceptions of the revised processes, including their trust in the transparency and fairness of the system, could inform additional improvements. Research could also focus on developing innovative evaluation tools, such as digital platforms for competency testing, to enhance objectivity and efficiency. By addressing these areas, subsequent studies can contribute to the continual refinement of PPPK recruitment systems, ensuring they remain responsive to evolving organizational needs and applicant expectations.

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