

ANALYSIS OF THE IMPLEMENTATION OF MERIT SYSTEM AT THE MINISTRY OF YOUTH AND SPORTS

Jeandhita Rindhi Damayanti

Politeknik STIA LAN Jakarta, jeandhitarindhi@gmail.com

Ridwan Rajab

Politeknik STIA LAN Jakarta, rajabridwan@gmail.com

Hamka Hamka

Politeknik STIA LAN Jakarta, laiccahamka@gmail.com

Follow this and additional works at: <https://scholarhub.ui.ac.id/jsht>



Part of the [Public Administration Commons](#)

Recommended Citation

Damayanti, Jeandhita Rindhi; Rajab, Ridwan; and Hamka, Hamka (2030) "ANALYSIS OF THE IMPLEMENTATION OF MERIT SYSTEM AT THE MINISTRY OF YOUTH AND SPORTS," *Jurnal Sosial Humaniora Terapan*: Vol. 6: Iss. 1, Article 1.

DOI: 10.7454/jsht.v6i1.1102

Available at: <https://scholarhub.ui.ac.id/jsht/vol6/iss1/1>

This Article is brought to you for free and open access by the Vocational Education Program at UI Scholars Hub. It has been accepted for inclusion in Jurnal Sosial Humaniora Terapan by an authorized editor of UI Scholars Hub.

ANALYSIS OF THE IMPLEMENTATION OF THE MERIT SYSTEM AT THE MINISTRY OF YOUTH AND SPORTS

Jeandhita Rindhi Damayanti*, **Ridwan Rajab**, **Hamka**

Politeknik STIA LAN Jakarta, Indonesia

*Correspondence: jeandhitarindhi@gmail.com

Received: October 31, 2023 / **Approved:** December 14, 2023 / **Published:** January 9, 2024

Abstract

The implementation of the Merit System in employee placement at the Ministry of Youth and Sports has faced several challenges, impacting both employee morale and organizational performance. This research aims to analyze the current application of the Merit System and propose strategies for optimization. Using a qualitative descriptive method, data was collected through documentation, observation, and interviews with purposive sampling techniques. The study found that employee placement often disregards educational qualifications, competencies, and performance, leading to demotivation and inefficiency. For instance, high-level positions were sometimes filled by employees lacking the requisite qualifications, and performance discrepancies were evident, such as the reassignment of disciplined employees to strategic roles. The absence of comprehensive regulatory frameworks and leadership subjectivity further exacerbated these issues. The research concludes that optimizing the Merit System, with the proposed strategies, could lead to a more efficient and motivated workforce, ultimately improving organizational performance and public service quality.

Keywords: *employee morale, employee placement, merit system, organizational performance, the Ministry of Youth and Sports*



INTRODUCTION

Human Resources are the most important asset in an organization because they are the elements that always present in every organization, become the driving force in every activity, and create innovations to achieve organizational goals which ultimately have an impact on the sustainability of the organization. Because their roles and functions cannot be replaced by other resources, Human Resources are very important. No matter how great technological progress, information progress, availability of capital, and availability of adequate materials, if the organization is not supported by the availability of Human Resources, it will be difficult for the organization to achieve its goals (Sutrisno, 2016). However, if the existence of Human Resources is not managed optimally so that it affects the quality of Human Resources itself, it will bring huge problems to the organization. It is not surprising that there are countries with limited natural resources but their economy is very advanced because it is supported by advanced or superior human resources. Likewise, there are countries with abundant natural resources and human resources but their economy experiences a downturn simply because the quality of their human resources is below standard and lagging behind.

As the most important force in achieving organizational goals, organizations have an obligation to improve the quality of their Human Resources. Considering that organizations are required to be more responsive and adaptive to all the changes and challenges they face and to always develop according to the needs and developments of the times, Human Resources as the driving force of organizations also face the same or even higher demands. Especially in the current era of industrial revolution 4.0 which has brought quite significant changes in all aspects of human life with all the sophistication and convenience it offers. As a consequence, there has been a shift where the role of humans has been largely replaced by the sophistication of technology. For this reason, the capacity and competence of Human Resources must always be improved so that they are not crushed by these changes.

The importance of the existence of Human Resources is also well recognized by Indonesian President Joko Widodo and Vice President Ma'ruf Amin. With a population that in 2022 reached almost 276 million people, Indonesia has the opportunity to get a demographic bonus where the number of people in productive age is greater than that of non-productive age. For this reason, the Government must be able to manage this demographic bonus well as an important capital for future national development. It is not surprising that President Joko Widodo and Vice President Ma'ruf Amin then placed developing and improving the quality of Indonesian Human Resources as the number 1 (one) of their visions, missions and work priorities which will be the focus of the Government during the 5 (five) year period of their leadership. Human Resources here covers all Indonesian society, including the Civil Servants (ASN) as the spearhead of public services.

Public services are indeed the main goal of bureaucratic administration. The importance of the quality of public services is proven by being one of the parameters in the Government Effectiveness Index, where the index tries to measure the effectiveness of bureaucratic performance in 214 countries in the world. Apart from the quality of public services, other parameters include the level of independence of the bureaucracy regarding political intervention, the quality of policy formulation, and the credibility of the



government. Indonesia itself in 2022 was ranked 64th or increased 9 (nine) ranks from 2021 and outperformed several other ASEAN countries such as Thailand (83), Philippines (89), Cambodia (134), but still below Singapore (1), Brunei Darussalam (19), and Malaysia (40) which incidentally have more limited human resources than Indonesia. For this reason, even though Indonesia has experienced an increase in ranking, the quality of all government bureaucratic apparatus in order to run the government must continue to be improved so that the quality of public services also increases.

Attention to improving the quality of ASN itself has actually been around for a long time. In Law Number 5 of 2014 concerning State Civil Apparatus, it is stated that professionalism is one of the principles for implementing ASN policies and management. This means that ASN must be able to develop along with the competitive era in order to be a professional civil servant. For this reason, ASN professionalism is the key to ASN's success as a bureaucratic driver, policy implementer and public servant. In order to increase the professionalism of ASN, the government makes various efforts, one of which is by mandating all Government Agencies to implement the ASN management based on the Merit System. This means that ASN policies and management must be implemented fairly based on qualifications, competencies and performance, without distinguishing between race, skin color, religion, origin, gender, marital status, age or other social status. This is intended to make ASN more professional. With professional ASN, it is hoped that public service performance can be improved.

To ensure that the Merit System is truly implemented in all Government Agencies, the State Civil Apparatus Commission (KASN) as a government institution which has the authority to monitor and evaluate the implementation of the Merit System in all Government Agencies uses the Merit System Index as a measure or standard for evaluating the Merit System in Government Agencies. However, even though the Ministry of Youth and Sports received a predicate "Good" in Merit System evaluation in 2021, the Ministry of Youth and Sports ranked 29th (twenty-nine) out of 33 (thirty-three) Ministries (within bottom 5). From the results of this evaluation, there were at least 2 (two) aspects that received the lowest scores, the career development aspect (40.38%) and the promotion and transfer aspect (31.25%). In the aspect of career development, the Ministry of Youth and Sports does not yet have Job Competency Standards (SKJ) which serves as a reference for employees in carrying out their job duties. The absence of SKJ has an impact on other career development elements such as the absence of employee profiles, gap and employee competency needs analysis, and the implementation of Talent Management which cannot yet be carried out.

The less optimal aspects of career development is exacerbated by promotion and transfer mechanisms that are not based on a match between employee qualifications and competencies with organizational needs as reflected in job qualifications and competencies whereas in employee placement, there is a well-known principle that is used by many organizations that says "the right man on the right place and the right man on the right job" which means that each employee must be placed in a position that suits his skills and abilities, so that the tasks can be carried out by the right people and get optimal work results. If this principle is not implemented and employees are placed in tasks and types of work that they are not good at, this will cause employee dissatisfaction, which will affect performance and ultimately obstructs all the efforts made to achieve the organization's

goals because the work results tend to be less effective for the organization (Rusdiana, 2022).

Based on educational qualifications, 55.6% of Ministry of Youth and Sports' employees have appropriate educational qualifications, while 12.3% of employees have educational qualifications that are still adequate or support their duties and positions. On the other hand, 32.1% of employees did not meet their educational qualifications, neither educational level nor field of education. For example, employees with a high school education level are placed in positions with a minimum qualification of a Bachelor's degree and employees with educational qualification in the medical field are placed in the legal field. Based on competency, 32.6% of employees have participated in competency development. However, out of the said 32.6% of employees, only 8.1% of them had appropriate competencies, while 60.9% of employees were considered quite appropriate. On the other hand, 30.9% of employees did not meet their competency. Incompatibility of employee competence can be seen from, for example, employees who are still active as sports trainers are promoted in the youth sector so they take part in more sports training rather than training related to their definitive structural position duties.

The use of qualifications and competencies as a measure of employee placement and promotion in fact can have a negative impact on both the employees themselves and the organization, such as decreasing employee's motivation (demotivation) to achieve (Ngebu et al, 2018). This is in line with the results of the research by Mathis and Jackson (2002) which states that placement is a very important factor for organizations in order to increase employee morale so that it can reduce the opportunity for employee demotivation to arise. Employee demotivation will certainly affect the performance of the employee concerned so that ultimately it will impact the performance of the organization which will also be disrupted. As the results of research by Widiatoro (2012) stated that organizational goals will depend on organizational performance, organizational performance depends on employee performance, while employee performance will be maximum if employees are placed in fields that match their expertise.

The absence of a basis for placement measures also has the potential to increase conflict of interest where leadership interference in employee career development policies leads employee competence often being defeated by political ability (Anita et al, 2018). As a result, strategic positions are often occupied by employees with insufficient competence, which has a direct impact on low performance and quality of public services. This is certainly not in accordance with the vision, mission and strategy of the Ministry of Youth and Sports in improving the professionalism of its employees. Due to many problems in employee placement at the Ministry of Youth and Sports, this research was conducted to analyze the implementation of the Merit System, especially in the employee placement process at the Ministry of Youth and Sports as well as strategies that can be implemented to optimize the implementation of the Merit System.

METHODOLOGY

This research uses a descriptive method with a qualitative approach to understand the data, find its meaning, and find the truth (Sujana and Ibrahim in Tersiana, 2018). In addition, the qualitative approach seeks to understand the phenomena experienced by

research subjects, such as behavior, understanding, and motivation, comprehensively and descriptively using various scientific methods (Moleong, 2016).

Documentation is a method used to trace history. Researchers first examine concepts or theories from existing documents as research guidelines. These documents include laws, government regulations, books, journals, and other literature that provide information related to research topics.

Observation is a data collection technique that involves making direct observations of human behavior, work processes, natural phenomena, and respondents. This technique is used to obtain facts in the field. Researchers observe phenomena that have occurred and are still occurring to gather field data.

The interview is a data collection technique conducted through two-way communication to obtain information directly from respondents. In this technique, questions are asked openly and unstructured, following the direction of the conversation while remaining focused on the target answer.

FINDINGS AND DISCUSSION

General Conditions of Employee Placement at the Ministry of Youth and Sports

In HR management, there is a well-known principle that is used by many organizations that says "the right man on the right place and the right man on the right job" which means that each employee is placed in a position that suits his or her skills and abilities, so the tasks can be carried out by the right person and the work results will be optimal. This principle is not only used for employee placement in private companies that prioritize the quality of their employees to be able to compete, but also in Government Agencies.

Likewise Government Agencies in general, employee placement at the Ministry of Youth and Sports includes first placement for the candidate who have passed the selection as Civil Servant as well as promotions, transfers and demotions for other employees, including Echelon I, II, III, IV, Functional Officials, and Staffs. However, this research will focus on the promotion and transfer process.

The placement of employees, both promotions and transfers, at the Ministry of Youth and Sports generally uses 3 (three) mechanisms. Firstly, for Echelon I and II using an open selection mechanism where all people, including those from outside the Ministry, who meet the requirements can apply and take part in the selection. In carrying out the selection, the Ministry of Youth and Sports forms a Selection Committee Team to carry out objective assessments of the candidates and will report the results to the Minister of Youth and Sports. This open bidding/open selection method is in accordance with the mandate of Law Number 5 of 2014 concerning the State Civil Apparatus, where the filling of High Leadership Positions, must be carried out openly and competitively, taking into account the competency, qualification and qualification requirements, rank, education and training, track record of position, and integrity as well as other requirements required in accordance with law.

Secondly, for Echelon III and IV using the mechanism called Baperjakat where the Performance Assessment Team consisting of Echelon I will provide considerations to the Minister to appoint someone to the Position of Echelon III or IV. This mechanism is also



in accordance with Government Regulation Number 11 of 2017 as amended by Government Regulation Number 17 of 2020 concerning Management of Civil Servants. However, these considerations must still be made based on an objective comparison between competence, qualifications, performance assessment, job requirements, leadership, cooperation, creativity without distinguishing between ethnicity, religion, race and class.

Thirdly, for Staffs, a pass-through mechanism is used, where placement is only based on an agreement between the head of the work unit that needs the employee and the head of the targeted employee. This mechanism is not in accordance with Government Regulation Number 11 of 2017 as amended by Government Regulation Number 17 of 2020 where promotions and transfers for all Administrative Positions including Staffs must be carried out based on the considerations of the Performance Assessment Team. This mechanism is worsened by the absence of a thorough analysis from the Human Resources and Organization Bureau so that the Human Resources and Organization Bureau will immediately give Letters of Assignment to employees who are transferred without looking at the requirements of the position and the employee who will occupy that position. In the absence of analysis or consideration from the Human Resources and Organization Bureau, the decision is 100% in the hands of the targeted employee's leader.

Implementation of the Merit System in the Employee Placement Process at the Ministry of Youth and Sports

Law Number 5 of 2014 concerning State Civil Apparatus mandates that all Government Agencies implement Merit System-based in HR Management. The Ministry of Youth and Sports, as a Government Agency, also does the same. However, unfortunately the results of the Merit System evaluation showed that the implementation of the Merit System at the Ministry of Youth and Sports is still not optimal, especially in the aspects of promotion and transfer.

The first problem that causes the implementation of the Merit System in employee placement, both promotions and transfers, run inadequately at the Ministry of Youth and Sports is that the Ministry of Youth and Sports does not have regulations such as regulations regarding the procurement of Civil Servant, Standards for each position, career patterns, and High Level Positions' procurement whereas these regulations are the basis for implementing the Merit System and are included in the assessment elements. Therefore, it is not surprising that the recommendation the Ministry of Youth and Sports got from the evaluator team mostly is to accelerate the establishment of the regulations in question.

The second problem is the existence of leadership subjectivity and intervention which is reflected in the filling of the positions of Echelon III dan IV using the Baperjakat method which, even though it is in accordance with the mandate of Government Regulation Number 11 of 2017 as amended by Government Regulation Number 17 of 2020, however due to the assessment itself is carried out internally by the Ministry of Youth and Sports so that many Echelon III and IV positions are found to be occupied by Officials with inappropriate qualifications and competencies.

Likewise, the placement of Staffs which only uses the pass-through method requires no consideration from the Performance Assessment Team and thorough analysis from the HR and Organization Bureau and only based on the factor of closeness to the



leaders. This is in accordance with Ismail (2019) who said that the existence of power politics is a very strong clash for the implementation of the Merit System within Government Agencies.

The third problem is the main factors of the Merit System such as qualifications, competence, and performance as well as placement factors according to Saydam (2000), namely employee interests have not been considered in employee placement. The lack of consideration of educational qualifications in employee placement can be seen from the level of mismatch between employee qualifications and the position they occupy, which reached 32.1%. This is the average of all levels of positions where the largest discrepancies are at the Echelon III, IV, and Staff levels which reached more than 50%. This discrepancy lies not only in the field of employee education but also in the level of education that is below the qualifications for the position.

The lack of consideration of competence in employee placement can be seen from the unavailability of Job Competency Standards, resulting in the assessments that's based only on managerial and socio-cultural competence. The results of this assessment also show that 40.5% of Echelon III dan IV Officials do not meet their competency. Apart from that, the Ministry of Youth and Sports also does not have tools that can be used to measure employee technical competency because the identification or analysis of competency gaps and needs are not available so the position of employee technical competency is unknown.

Meanwhile, the employee placement process at the Ministry of Youth and Sports does not fully consider employee performance because there are problems with performance assessments which are only carried out through logbook and performance appraisal which are prone to the leaders' subjectivity so there is no guarantee that a good score in performance appraisal reflects good employee performance as well. For example, officials who undergo disciplinary punishment still got good marks on their performance appraisal and are transferred to more strategic work units.

Lastly, employee interests have not been fully mapped because the assessment was only carried out on Structural Officials so that employee interests as a whole are unknown yet. Apart from that, the results of the assessment are also not fully used as material for consideration in employee placement so that employee interests are not a priority consideration.

Employee Placement Strategy Based on the Merit System at the Ministry of Youth and Sports

Based on the results of document review, observations, and interviews, the researcher recommends several strategies that can be implemented by the Ministry of Youth and Sports to ensure the principle of the right man in the right place and the right man for the right job through the implementation of the Merit System in employee placement. The strategies include establishing all regulations or basic rules for implementing the Merit System, including regulations for employee placement such as Job Competency Standards, career patterns, and High-Level Positions' procurement. These regulations provide a foundation for the Merit System and protect policymakers from potential intervention that could hinder proper employee placement.

Minimizing leadership subjectivity and intervention can also be achieved through open selection and talent management. Open selection ensures that the selection and



promotion process is transparent, allowing employees to apply for positions that match their qualifications, competencies, and interests while enabling the organization to acquire the best employees. Talent management involves mapping employee talents to place them according to their qualifications and competencies. A comprehensive assessment of all employees, including staff, is necessary to align employee qualifications, competencies, performance, and interests with organizational needs.

Redistributing employees based on assessment results ensures they are placed in positions that match their qualifications, competencies, and performance. Proper placement is crucial as inappropriate placement can demotivate employees, affecting their performance. Therefore, it is essential to place employees appropriately to enhance professionalism. Furthermore, employees should be directed to become Functional Officials, with their positions aligning with their roles to meet their obligations. To improve professionalism, the Ministry can take steps such as encouraging employees to improve their educational qualifications, which align with their duties. Considering that currently, 70% of positions require at least a Bachelor's degree while almost 50% of employees have less than a Bachelor's degree, it is vital to address this educational gap.

Competency development, including technical training, should be mandatory for employees to fulfill technical competency requirements, enhancing their abilities and expertise. Additionally, performance standards need to be established to improve employee performance quality and minimize leadership subjectivity. A 360-degree behavioral assessment should be conducted alongside setting clear performance assessment standards. Considering employee interests in placement is also crucial, as mismatched placements can lead to demotivation. Comprehensive assessments from Echelon I, II, III, IV, Functional Officials to Staff are necessary to map employee interests during the assessment.

CONCLUSIONS

Based on the research results, it can be concluded that the placement of employees at the Ministry of Youth and Sports uses three methods: open selection for Echelon I and II positions, Baperjakat for Echelon III and IV Positions, and pass-through mechanism for Staff positions. The implementation of the Merit System in employee placement is not yet optimal due to several factors, including the absence of established regulations for implementing the Merit System, leadership intervention and subjectivity, and insufficient consideration of educational qualifications, competencies, and performance in employee placement. Examples of these issues include the incompatibility of educational qualifications, with Echelon IV positions occupied by employees with high school qualifications, and the mismatch of competencies, such as Echelon III positions in the youth sector being filled by employees with sports coaching competencies. Performance mismatches are also evident, with officials who have disciplinary penalties being rotated to more strategic work units.

To address these problems and optimize the implementation of the Merit System, several strategies are recommended: accelerate the establishment of regulations for the Merit System, use open selection methods and/or talent management to minimize subjectivity and intervention, redistribute employees according to educational qualifications, competencies, and performance, and conduct comprehensive assessments to map employee interests for consideration in placement.



REFERENCES

- Al-Saba, R.A.M.A. (2022). Evaluation of the implementation of merit criteria in the selection of senior bureaucratic officials in Egypt. *Journal of Humanities and Applied Social Sciences*, 5(5), 417-434.
- Anita, et al. (2018). *Pengembangan manajemen talenta bagi pegawai negeri sipil di instansi pemerintah daerah*. Makassar: Pusat Kajian dan Pendidikan dan Pelatihan Aparatur II Lembaga Administrasi Negara Republik Indonesia.
- Bewinda, R.N., Fauzy, R., Daud, R. (2023). Sejarah sistem merit dalam manajemen sumber daya manusia sektor publik di Indonesia. *Musamus Journal of Public Administration*, 6(1), 522-529.
- Dipboye, R. L. (2018). Principles of employee selection. In *The Emerald Review of Industrial and Organizational Psychological* (pp. 625-673).
- Faiz, A., Astuti, R.S., Afrizal, T. (2020). Sistem merit pada sektor pemerintahan: Proses pengisian dan penempatan jabatan pelaksana di Badan Kepegawaian Daerah Jawa Tengah. *Jurnal Perspektif*, 9(2), 406-416.
- Hartini, S., Sudrajat, T. (2017). *Hukum kepegawaian di Indonesia*. Jakarta: Sinar Grafika.
- Hasibuan, M.S.P. (2006). *Manajemen sumber daya manusia*. Jakarta: PT Bumi Aksara.
- Indahingwati, A., Nugroho, N.E. (2020). *Manajemen sumber daya manusia*. Surabaya: Scopindo Media Pustaka.
- Ismail, N. (2019). Merit system dalam mewujudkan transparansi pembinaan karier aparatur sipil negara. *Jurnal Al Adl*, 10(1), 33-42.
- Kalesaran, M. (2021). Penerapan sistem merit menuju pemerintahan yang terpercaya (Studi penelitian pada Badan Kepegawaian Daerah Provinsi Sulawesi Utara). *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, 6(1), 1-23.
- Larasati, S. (2018). *Manajemen sumber daya manusia*. Yogyakarta: Deepublish.
- Mathis, R.L., Jackson, J.H. (2002). *Manajemen sumber daya manusia*. Jakarta: Salemba Empat.
- Moleong, L.J. (2016). *Metodologi penelitian kualitatif*. Bandung: PT Remaja Rosdakarya.
- Ngebu, W.D., et al. (2018). Pengaruh kompetensi dan penempatan pegawai terhadap kepuasan dan kinerja pegawai. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 7(12), 2555-2570.
- Nurbaya, S. (2020). *Manajemen sumber daya manusia di era revolusi industri 4.0*. Makassar: Nas Media Pustaka.
- Ployhart, R.E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of Management*, 32(6), 868-897.
- Pradika, D.B., et al. (2021). Pengaruh lelang jabatan terhadap kinerja ASN dalam mewujudkan agile government di lingkungan pemerintah Kota Yogyakarta. Yogyakarta: Samudra Biru.
- Rukin. (2019). *Metodologi penelitian kualitatif*. Sulawesi Selatan: Yayasan Ahmar Cendekia Indonesia.
- Rusdiana, H.A. (2022). *Manajemen sumber daya manusia untuk meraih keunggulan kompetitif*. Jakarta: Arsad Press.
- Sabrina, R. (2021). *Manajemen sumber daya manusia*. Medan: Umsu Press.
- Saydam, G. (2000). *Perencanaan sumber daya manusia*. Yogyakarta: Gunung Agung Jakarta.
- Sedarmayanti. (2017). *Manajemen sumber daya manusia, reformasi birokrasi, dan manajemen pegawai negeri sipil*. Bandung: Refika Aditama.
- Seijts, G., et al. (2019). Utility analysis of character assessment in employee placement. *Leadership and Organization Development Journal*, 41(5), 703-720.
- Sutrisno, E. (2017). *Manajemen sumber daya manusia*. Jakarta: Kencana.
- Suyadi, P. (2009). *Manajemen produktivitas*. Jakarta: PT. Bumi Angkasa.
- Tersiana, A. (2018). *Metode penelitian*. Yogyakarta: Anak Hebat Indonesia.



Widiyantoro, Y. (2012). Pengaruh seleksi, penempatan tenaga kerja dan pengembangan pegawai terhadap produktivitas kerja pada Inspektorat Kabupaten Kediri. *Jurnal Ilmu Manajemen: Revitalisasi*, 1(3), 145-156.