

## **Implementation of Policy in Appointment of Non-Permanent Employee to Be Prospective Civilian Government Employee in East Kalimantan Province and North Kalimantan Province**

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### **ABSTRACT**

The policy of appointment of non-permanent staff became *Calon Pegawai Negeri Sipil* (CPNS) (Prospective Civilian Government Employee), according to many parties are considered as populist policies from the political aspects, but from the academic aspect is considered less popular (especially in some countries), including in Indonesia, because they neglected the aspect of competency and professionalism. In the implementation, it is always contested to the influence of the spoil system principle. On the other hand, because of the presence of political reform and implementation of decentralization, there are growing demands that the draft of reform on personnel administration, from planning, submission of the formation, recruitment, selection, appointment and placement aimed to adopt the principle of merit system.

**Keywords:** Policy implementation, appointment of non-permanent staff, CPNS

## 1. INTRODUCTION

*Sumber Daya Aparatur* (SDA) (Apparatus Resource) in the context of civilian government employee is a very important element, strategic and dominant in governmental organizations. The challenges of increasingly sharp competition and increasing demand on excellent service quality then require *Manajemen Sumber Daya Aparatur* (MSDA) (Management of Apparatus Resources) which need to be innovative, creative, reliable, professional, competitive, fair, neutral from political pressure, accountable, prosperous and has diverse competency and need a good strategy, among others, the policy of appointment of non-permanent staff to be a Prospective Civilian Government Employee. Shifting on political and governance paradigm which occurred in the era of reformation and regional autonomy is the right moment to rearrange the policy in all fields, particularly in the Apparatus Resources policy that are the subject and object of development. Rearrangement of the Apparatus Resources policy has a means of changes and updates (innovations) in a variety of weaknesses in the past, and to anticipate the change in demands in the future. Therefore, the Government set a new policy in *Peraturan Pemerintah Nomor 48 Tahun 2005* (Government Regulation Number 48 of 2005), which amended first by *Peraturan Pemerintah Nomor 43 Tahun 2007* (Government Regulation Number 43 of 2007), on The Appointment of Non-Permanent Staff to be A Prospective Civilian Government Employee implemented over five years (2005 to 2010) and amended later by *Peraturan Pemerintah Nomor 56 tahun 2012* (Government Regulation Number 56 of 2012). In the implementation, there are still some problems, among others, the regulations are less concerned on the quality and competence, but just consider the years of service and age only.

In addition, the system of civil service is also not ideal, starting from the planning, job analysis, recruitment, selection, placement, and so on until retirement, there are still many complicated issues that need to be addressed. According to Suharto (2006: 1) one of the problems in the recruitment of employees are unprepared and un-professionalism of regional committee. The provincial government as coordinator in selection and decision in passing the candidate still not as good and transparent as expected. Therefore, various strategies of Apparatus Resources' reform should be started from planning, job analysis, recruitment, selection, appointment and placement. According to Sulardi (2005: 3) recruitment is one strategy to measure the success of management of personnel organization. Thus recruitment is a very important activity and has always been a concern of many parties. According to Prasojo (2006: 420), the recruitment processes in the bureaucracy has always posed problems because the recruitment process has not been done professionally and is still associated with collusion and nepotism. CPNS recruitment is still viewed as an annual event for the management of personnel and not as part of the needs in order to improve public services. Sulistiani (2004: 155) stated that "The pattern of recruitment that occurred in Indonesian bureaucracy is not guided by the solid analysis of the needs of employees, recruitment policy which incremental in nature, thus from year to year cannot be controlled and always partial in nature". Not well planned recruitment process can only recruits employees who may not meet the minimum qualification standards.

From the side of the organizers, recruitment is executed in ways that are less to gives guarantees in opportunities and finding the potential candidates. This is because the recruitment was carried out by government agencies and not by an independent institution. According to Akhyar Effendi (2005: 3), the principles that must be adhered to in setting policy and the process of recruitment of civil servants are: first, not benefit a small group of people; second, the entire recruitment process is done transparently; and third, all assessors and supervisors carry out its tasks under oath.

Problematic of CPNS recruitment undertaken by the government (Central Government) is not too different from that performed the local government, still strong egoism of some regions and ethnic relations are still prominent, which are part of the causes of the difficulty of finding qualified public servants.

From the above description, the problems of this study can be formulated as follows:

1. How is the process of policy implementation in appointment of non-permanent staff to become prospective civilian government employee in the East Kalimantan Province and North Kalimantan Province?
2. What factors which support and hinder the process of appointment policy of non-permanent staff to become prospective civilian government employee in the East Kalimantan Province and North Kalimantan Province?

3. How is the model of appointment policy of non-permanent staff to become prospective civilian government employee which is fair, elegant and humane in the East Kalimantan Province and North Kalimantan Province?

## **2. LITERATURE REVIEW**

### **2.1. Public Policy**

United Nations (1975) defined the meaning of policy as the form of a declaration on the basic guidelines for an act, a certain course of action, a program about certain activities or a plan. Meanwhile, according to Hogwood and Gunn (1986: 13-19) in Abdul Wahab (2008: 18), was grouping the diversity of policy terminology into ten kinds: (1) Policy as a label for a field of activity, (2) Policy as an expression of general purpose or desired state of affairs, (3) Policy as specific proposals, (4) Policy as a decision of government, (5) Policy as formal authorization, (6) Policy as program, (7) Policy as output, (8) Policy as outcomes, (9) Policy as a theory or model, (10) Policy as process.

Policy according to Dye as cited by Sutopo and Sugianto (2001), was defined as "Public policy is whatever the government choose to do or not to do". Policy at its core is a guide to action. These guidelines may be very simple or complex one, specific or general one, broad or narrow one, vague or unclear one, loose or detailed one, qualitative or quantitative one, private or public one. So, in line with the policy as defined by United Nation as mentioned above, Frederick (in Islamy, 1997: 17) gives the sense of policy, namely: "A series of actions which proposed by a person, group or government in a particular environment by addressing the barriers and opportunities to implementation the proposed policy in order to achieve certain goals".

In another sense as stated by Anderson (in Islamy, 1997: 17), policy is "A purpose course of action followed by action or set of actors in dealing with a problem or matter of concern".

Of the three opinions, the common definition of policy contains: (1) a series of measures; (2) carried out by a person or group of people; (3) problem solving; (4) the existence of a particular purpose. When all four of these elements combined, it can be obtained definition of "Policy is a series of actions contain decisions followed and carried out by a person or group of persons, in order to solve a problem to achieve certain goals."

Although the term can implemented in general term, but in reality it is more often and widely used in relations with the actions or activities of the government and the behaviour of the state in general, which is better known as public policies. The definition of public policy by many experts is also diverse as well as to the definition of the policy itself. The following is proposed definitions on public policy, such as proposed by Dye (in Islamy, 1997: 18) that stated that state policy "is whatever government choose to do or not to do". Furthermore Dye, stated that if the government chooses to do something, then it must have a purpose (the object), and vice versa, if not doing nothing then certainly it has a purpose also. The state policy should include all government actions and not merely a statement of the intent the government or government officials only. In addition, something that is not implemented by government is also including in public policy. This is because something is not done by the government would have any impact (impact) equal also to something that is done by the government.

The opinions similar to Dye, also was stated by Edwards and Sharkansky (in Islamy, 1997: 18), as follows, "Is what government say and do, or not do, It is the goals or purpose of government programs". State policy is in the form of goals or objectives and government programs. Later, Anderson (1979: 3) argues that "Public policies are those developed by government bodies and officials".

### **2.2. Implementation of Public Policy**

In Webster's dictionary (in Abdul Wahab 1997: 64) is formulated briefly that "to implement" means to provide the means for carrying out to give practical to effect to" is seen as a process to implement the decision / policy (usually in the form of legislation, government regulations, judicial decisions, executive orders or presidential decree).

Implementation according to Hom (in Abdul Wahab 1997: 65) is defined as (decision those actions of public or private individual or group that are directed at the achievement of objectives set forth in prior policy).

The implementation process according Mazmanian and Sabatier (1981: 4) is the basic implementation of policy decisions, usually in the form of legislation, but can also in form of a government regulation or important executive decisions or decisions of the judiciary. Typically, the decision is to identify the problem which want to be solved, expressing clearly the goals or objectives to be achieved, and various ways to structure or organize the process of implementation.

### 2.3. The Factors Which Influenced Success and Constraint of Implementation of Public Policy

An implementation process is to realize the goals set before it becomes a reality. According to Maarse (in Sugiono, 1994: 149), the factors that influence the success or failure of policy implementation: (1) The contents of the policy will be implemented, (2) The level of information of the actors involved, (3) The amount of support for the policies implemented and (4) Distribution of potency.

Inhibiting factor in the implementation of policies according to policy experts are:

1. Hogwood and Gunn (1978; 1986), in order to implement the state policy perfectly would require some certain specific conditions. Those conditions are as follows: (a) the external conditions faced by the agency or the implementing agency will not cause a nuisance or a serious constraint, (b) for the implementation of the program, available time and resources are adequate, (c) The combination of necessary resources are actually available, (d) the policy will be implemented based on a reliable causality, (e) the relationship of causality is direct and only has minimum connecting link, (f) the relationship of interdependence should be small, (g) deep understanding and agreement on objectives, (h) the duties are specified and placed in the proper order, (i) communication and coordination are perfect, (j) the parties which have the authoritative power able to demand and get of a perfect adherence.
2. Meter and Hom (1975), the differences in the implementation process will be influenced by the implemented nature of wisdom and the implementation process will be affected by the policy dimensions, in the sense that implementations will be mostly successful if the demanded changes is relatively little while the agreement on objectives, especially of those who operate the program in the field, is relatively high.
3. Mazmanian and Sabatier, stated that important role of the analysis of the implementation of the state policy is to identify the variables that affect the achievement of the overall formal objectives in the implementation process.

### 2.4. Basic Theory on the Policy of Apparatus Resources Planning

Apparatus resources planning policy is an organizational decision which defined by a process in a systematic and orderly manner. In order to have support in the implementation, policy-making process in the form of planning should go through participatory activities by involving all the parties concerned.

According to Nawawi (2001: 101) there are 7 (seven) factors affecting decision on apparatus resources planning policy, which is: (1) the pressing condition; (2) institution / legislation; (3) personality and intelligence; (4) the quality of data / information; (5) the level of certainty; (6) political considerations; (7) value.

Management of Apparatus Resources system ideally should be implemented based on the principle of "merit system" (career system based on performance), with the determination of clear criteria for the assessment of her/his achievements. The constraints of merit system in the recruitment and selection of Apparatus Resources according to Stahl (1976) as quoted by Sulardi (2005: 59) is a test of competency for Apparatus Resources to determine if they are ideal for working in the government sector is very difficult to do. The difficulty exists not only in the aspect of admission alone, but also on other aspects, such as transferring, utilization and awards. This difficulty is caused by external factors such as from some member of legislative chamber which abusing their power by pressing the executive officers. Member of legislative chamber try to interfere and influence the process by pushing his proposal to be considered on hiring, transfer and promotion of Apparatus Resources, especially for echelon two and one. In addition to political reasons as mentioned above, the difficulty of implementing merit system is also caused by factors of kinship or nepotism.

Government policy, according to Kristiadi (1997) should be systematically implemented in an integrated manner as: (1) Selection of prospective civilian government employees must be done very

selectively and procedures are very strict, (2) education and training should be linked to patterns of career and job type, (3) the system of promotion must be based on job performance, so that the rank is not only consideration to raise positions (4) a system of incentives, must be linked to job performance, (5) systems of transfers should encourage employees toward more skilled and smarter, (6) payroll system and welfare, needs to be enhanced by utilizing various funding sources, (7) the system of apprenticeship need to be implemented, as an instrument of education and training which is relatively inexpensive, (8) supervision from direct supervisor or attached supervision to be a part that is very effective for creating productive work discipline.

#### 2.5. The Need and Competency Standard of Regional Government's Apparatus Resources

Definition of competency is: "The behaviour and skills that are required for someone to meet the demands of the job or can generally be regarded as the requirement that a person can carry out his job in a particular organization". Based on the above definition, competent Apparatus Resources is the one which can carry out their duties in accordance with the demands of the job. In this regard, the Regional Apparatus Resources (SDAD) is required to understand and be responsible for their work. To know Regional Apparatus Resources' competence, it is necessary to plan the needs of the employee competency comprehensively. Planning of Apparatus Resources can be used as a reference to ensure the availability of quality and quantity when it is needed. Werther and Davis (2003: 155) argue that the need to employee in short-term and long-term should be identified by any public organization by reviewing the implemented strategy. The larger the organization, the more it takes planning the Apparatus Resources for the public organizations. Planning of Regional Apparatus Resources (SDAD) may serve as an base information for various purposes of decision-making in the management and development of apparatus resources, including: (1) Identifying the requirements of apparatus resources to meet organizational goals, (2) Promoting proactive approach to the management of apparatus resources and career planning, (3) Reduce the time and costs for the preparation of employee in the future, (4) Identify synergy opportunities, (5) Giving sign on the potential workload and / or adjustments to the state of the labour force, (6) Predicting potential shortages in the labour market and availability of the market, (7) Highlighting the projected retirement or dismissal, the right succession plan, and others.

#### 2.6. Recruitment

In the Dictionary of Human Resources and Personnel Management (2003: 219), recruitment is the process of finding and recruiting new employees to join a Board / Institution. Recruitment is the obtaining of new employees in accordance with the required qualifications.

Definition of recruitment according to Head of *Badan Kepegawaian Negara* (National Civil Service Agency): 1) Deployment of getting prospective employees, 2) Attracting people to become employees; 3) Seek out and get the prospective employee to assume the vacant / empty position, 4) Hiring of employees and 5) Searching for and finding applicants who have the motivation, abilities, skills and knowledge required by organizations that have been identified in the staffing plan.

Basically, recruitment is executed to fill the need of organizations to fill a position that is still vacant or empty. Therefore, prior to recruitment, it first has to do the job analysis which analyses the type of work to be done by the organization, so that organizational goals can be achieved.

Procurement of Civilian Government Employee is based on Government Regulation No. 98 of 2000 and amended further by the Government Regulation No. 11 of 2002. Procurement of Civilian Government Employee is the process of activities to fill the vacant formation. In units of state organization, the vacant formation in general due to the employees who quit, died, the rolling of positions and organizational development as well as pensions. Procurement of civilian government employee is carried out on the basis of need, both in terms of number and quality of employees and required competency. The procurement process of civilian government employee is implemented through: (1) planning of procurement, is the scheduling of activities from the inventory of vacancies that have been set in formation along with the terms of requirement, announcement, applying, selection, appointment to become Prospective Civilian Government Employees (CPNS) until the appointment to be Civilian Government Employee (PNS), (2) the announcement, in the form of providing information about the vacant formation through the mass media and / or other form which is made at least 15 days prior to the date of reacceptance of application, (3) Applying, submission of

letters of application by any job seekers with conditions each applicant must be met according to the announcement, (4) Selection; Once PNS formation is known , the vacant formation then announced to public by Pembina Kepegawaian (Trustees of Government Employee). The announcement is directed according to Article 5, Verse 1 of Government Regulation number 98 of 2000. Requirements need to be met by each applicant are (a) administrative requirements in accordance with the number and type of positions available (b) address and place of the intended application (c) deadline of application. Implementation of screening examinations is performed after the applicant qualifies as evidenced by the sent documents and accepted by the committee. After this, the officials of Trustees of Government Employee Committee set the decision to form ad hoc committee consisting of at least three officials, namely a chairman who also acts as member, secretary who also acts as member and a member of committee. The task of the recruitment committee recruitment, based on Government Regulation No. 98 of 2000, Article 7 Verse 20 is: (a) Preparing test materials (b) Determine the guidelines for the examination and assessment of tests (c) determine the place and schedule of examinations (d) Conducting examinations (e) Check and determine the results of the exam (f) Announced the passing candidate based on the decision of Trustees Personnel. Figure recruitment into regular civil servants are as follows:

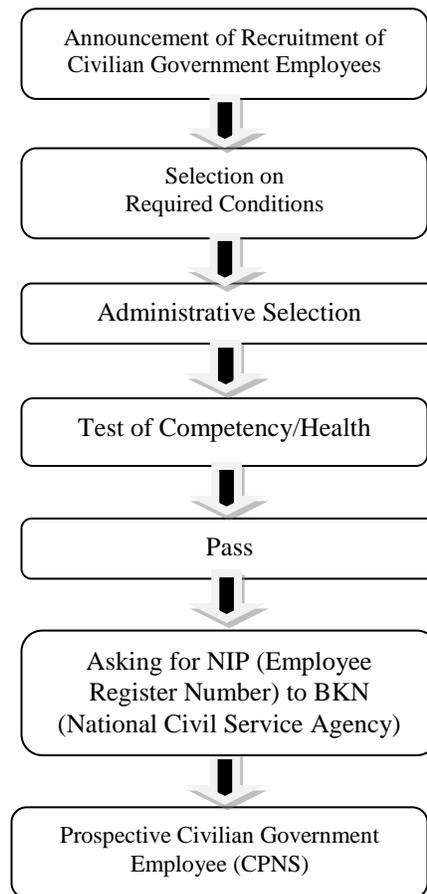


Figure 1. Process of Regular Recruitment of Prospective Civilian Government Employee (CPNS)

Regardless of the policy, in principle procurement should be implemented in accordance with the needs of the organization and more emphasis on quality than quantity. Procurement of Apparatus Resource (SDA) is not necessarily being carried out every year. The procurement process of Apparatus Resource (SDA) is basically include the following activities: (1) Identify the needs (2) Identify to the terms of work, (3) Establish the sources of candidates, (4) Selecting candidates (5) Notifying the results to the candidates, (6) Announced candidates who pass the selection

#### 2.7. The Rule of Appointment of Non-Permanent Employee to Become Prospective Civilian Government Employee (CPNS)

Based on the Government Regulation No. 48 of 2005, which has amended by Government Regulation No. 43 of 2007, on The Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS), in accordance with Article 1, Verse 1 which states that "A person who is appointed by the Trustees of Government Employee or other officials in the government to carry out specific tasks on a government agency or whose income is a burden the State Budget (APBN) or Regional Governmental Budget (APBD) ".

Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) according to Article 3 Verse 1 of Government Regulation of the Republic of Indonesia is intended to gives priority for those who carry out tasks as: (1) Teachers (2) Health workers in health care units (3) Mentor in agriculture, fishery and livestock field (4) Technical expert who most needed by government.

The appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS), in accordance with Article 3, Verse 2 of Government Regulations is intended to give priority based on ages and years of service as follows: "(a) Non-permanent Employee with no more than 46 (forty six) years of ages and serve for 20 (twenty) years or more on continuous basis, (b) Non-permanent Employee with no more than 46 (forty six) years of ages and serve for ten (10) years or more to less than 20 (twenty) years on continuous basis, (c) Non-permanent Employee with no more than 40 (forty) years of ages and serve for 5 (five) years or more to less than 10 (ten) years continuously, (d) Non-permanent Employee with no more than 35 (thirty five) years of ages and serve for 1 (one) year or more to less than 5 (five) years continuously".

Furthermore, also mentioned in Article 6 (six), Verses 1 (one) and 2 (two) of the Government Regulation as mentioned above that: "1). Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) based on Government Regulation of the Republic of Indonesia, was done gradually starting in 2005 and at the latest completed in fiscal year 2009, with the priority of Non-permanent Employee whose paid by APBN / APBD, 2). In the case of Non-permanent Employee as referred to in verse 1 (one), all had been appointed as Prospective Civilian Government Employee (CPNS) before the fiscal year of 2009, the Non-permanent Employee who work at government agencies and the payroll are not financed by APBN / APBD can be appointed as Prospective Civilian Government Employee (CPNS)".

In addition, other than based on age and years of service, in article 4, verse 1 of referred Government Regulations above, also need to pass administrative selection, discipline, integrity, health and competency. Special for examination of competence is set out in article 4, verse 2 that, candidates must fill / answer a list of questions about knowledge of governance / governance with good results. Excluded for doctors and midwives who appointed by Presidential Decree No 37 of 1991 which was amended by Presidential Decree number 23 of 1994, the appointment without regard to year of service as Non-permanent Employee, but the most important is the willingness her/him to work on health services unit in remote areas, for at least five years

### **3. METHOD OF RESEARCH**

This research used descriptive qualitative associative research with the object of research was policy implementation on appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) which aimed to generate recommendations that can be achieved (obtained) by using the mechanism of customs or by other means of quantitative (Strauss and Corbin, 1997). The focus of this study was to dig as much as possible information to reveal and answer the real problems / issues. Therefore, instruments and interviews were conducted in a transparent manner.

Research sites took place in 9 (nine) Regencies / Municipality in East Kalimantan Province and 1 (one) in North Kalimantan Province. Sources of data in this study were (1) The informant. (Miles Huberman, 1984; Sugiyono, 1993; Moleong, 2000), (2) Documents relevant to the problem or focus of research, (3) Events. To obtain the necessary data research, the researchers conducted several ways: (1) In-depth interviews; (2) Observation (3) Documentation.

### **4. RESULTS OF THE RESEARCH**

#### **4.1. Implementation Policy of Appointment Process of Non-permanent Employee Become Prospective Civilian Government Employee (CPNS)**

In the implementation of the appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS), there were still some issues that are considered as an obstacle and challenge for concerned Non-permanent Employee, because many of them failed to be appointed as Prospective Civilian Government Employee (CPNS). On one side, it brought joy and hope, but on the other hand it brought a disappointment for Non-permanent Employee who failed to be appointed as Prospective Civilian Government Employee (CPNS), with many of them already served for many years even some of them served for 25 years or more. They felt their devotion was less awarded by the State and the Government Republic of Indonesia. According to the Government (Central) and the Regional Government, the implementation of the policy should still follow the rule as given by the Government Regulations which difficult to be fulfilled by Non-permanent Employee. The rule as stipulated in Government Regulation of the Republic of Indonesia as mentioned above, still be considered difficult to apply in the East Kalimantan and North Kalimantan Province. Because the provinces are located in the Indonesian-Malaysian border areas and have so many rural and

remote areas / isolated one, with all the problems that cannot be made similar to cope with other provinces in Indonesia.

**Table 1. Percentage of Appointment of Non-permanent Employee as Prospective Civilian Government Employee (CPNS)**

Name of Municipality/Regency	Golongan 1 (Grade 1)		Golongan 2 (Grade 2)	Golongan 3 (Grade 3)
	K1	K2		
<b>East Kalimantan Province</b>				
Samarinda Municipality	96%	68%	33%	95%
Balikpapan Municipality	88%	17%	39%	53%
Bontang Municipality	7%	69%	-	-
Government of East Kalimantan Province	100%	89%	100%	100%
Kutai Timur Regency	100%	100%	81%	100%
Kutai Barat Regency	100%	100%	95%	93%
Berau Regency	95%	100%	98%	33%
<b>North Kalimantan Province</b>				
Tarakan Municipality	100%	6%	99%	97%
Bulungan Regency	100%	67%	100%	47%
Malinau Regency	100%	100%	100%	100%

Source: Primary Data, treated.

The goal of policy of appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) is to improve the welfare of Non-permanent Employee and their families. But still must meet certain requirements, among others: the appropriate formation, meet the administrative requirements of employment, not serving a sentence, not as members and officials of political parties, integrity, and physical and spiritual health.

Data and information above was obtained from *Badan Kepegawaian Daerah* (BKD) (Regional Civil Service Agency) of Provincial / District / Municipality in East Kalimantan Province then when summed, the Non-permanent Employee Kategori 1 (K1) (Category 1) which proposed were as many as 900 people, while the approved and appointed Civil Servant Class I, II and III as many as 858 people.

Sources of data and the information above were obtained from the Provincial / District / City in East Kalimantan Province in year 2016. When summed, the Non-permanent Employee Kategori 2 (K2) (Category 2) which were as many as 2,302 people, while the approved and appointed Civil Servant Class I, II and III as many as 1,389 people.

#### 4.2. Supporting Factors

- Government Regulation of Republic of Indonesia No. 48 of Year 2005 as amended by Government Regulation of Republic of Indonesia No. 43 of Year 2007.
- Government Regulation of Republic of Indonesia No. 56 of Year 2012.
- Availability of Budget in *Anggaran Pendapatan dan Belanja Negara* (APBN) (State Budget) and *Anggaran Pendapatan dan Belanja Daerah* (APBD) (Regional Budget) in each Regional Government.
- Availability of *Sumber Daya Aparatur Pelaksana* (SDAP) (Executioner Apparatus Resources).

4.3 Hindering Factors in Policy to Appoint Non-permanent Employee

- Unable to fulfil administrative requirement.
- Required documents were not in accordance, for example the *Ijazah* (Certificate) is not in accordance with *Surat Keterangan Menjadi Tenaga Honorer* (Letter of Non-permanent Employee).
- Year of services were not satisfy the requirement.
- Year of services is not in continuous basis.
- Not actively work in one Institution.
- Retire.
- Discontinued as Non-permanent Employee.
- Was not present in Written Selection Process.
- Not pass in Written Selection Process.
- Already pass Prospective Civilian Government Employee (CPNS) Test for General Admittance.
- Given sentence because of criminal case.
- Became Prospective Employee of *Badan Usaha Milik Negara /Daerah* (BUMN /BUMD) State /Regional Government Enterprises.
- Became Prospective Civilian Government Employee (CPNS) in another Province/Regency/Municipality.
- Serious illness and difficult to recover.
- Passed away.

4.4. The Hope of *Pejabat Pengelola Kepegawaian Daerah* (Officer in Charge of Regional Staffing) Municipality of Border Area, Remote Area and Isolated Area and Non-permanent Employee which Not Yet Appointed as Prospective Civilian Government Employee (CPNS)

1. Given special policy of super priority.
2. Special treatment to Local Non-permanent Employee.

4.5. Existing Model of Policy on Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) in East Kalimantan Province

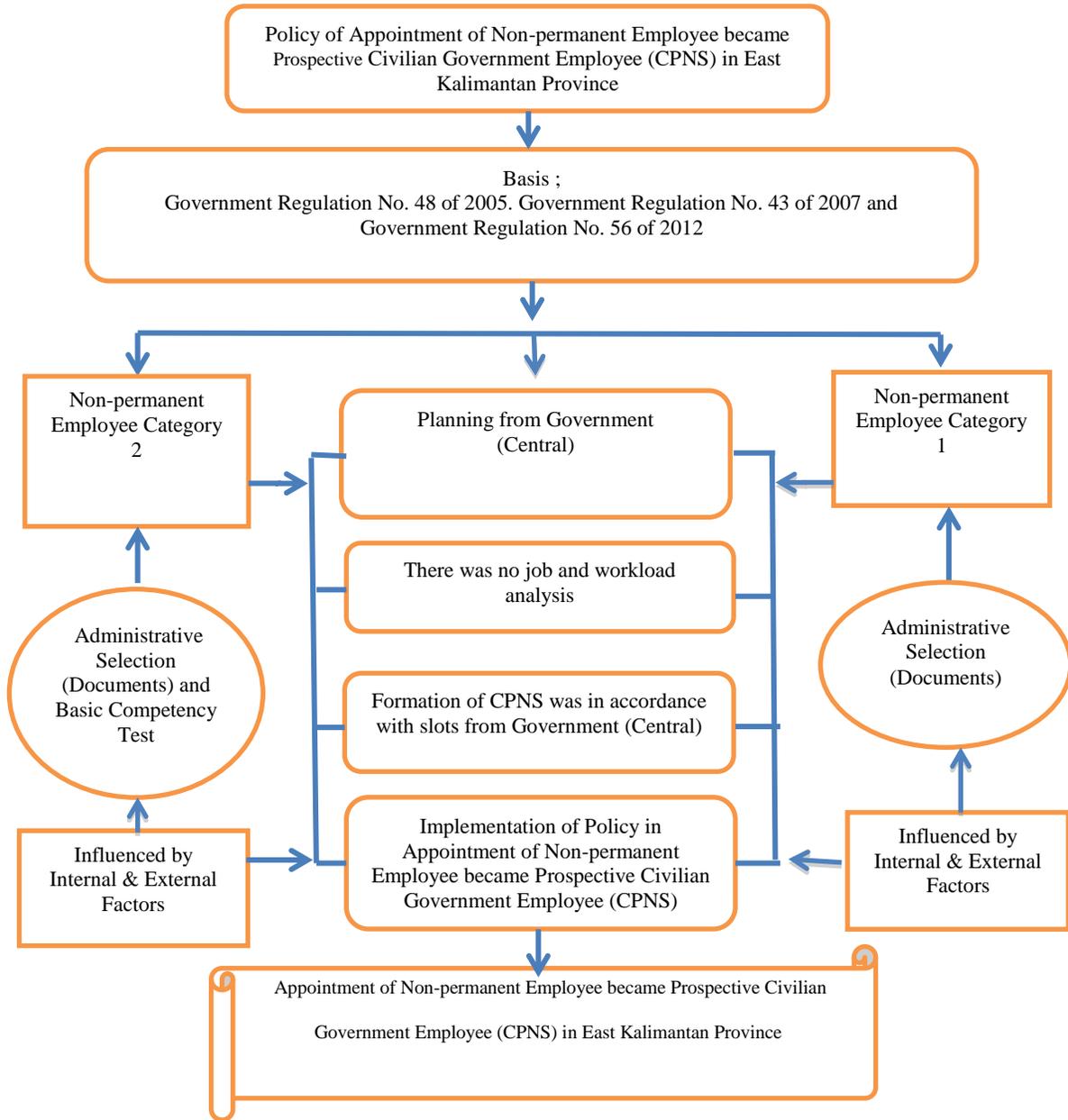


Figure 2. Existing Model of Policy on Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) in East Kalimantan Province

## **5. DISCUSSION AND FINDING OF RESEARCH**

### **5.1. Challenging Factor in Implementation of Policy in Appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS)**

Several factors which affect the implementation of policy in appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) are political, social, economic, and administrative factors.

Although there are political factors that influence the appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS), but in general the principle of merit system is still workable. As for the economic factors, with their territories or areas which are remote and inaccessible raises the cost of living high, so the appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) relatively had no effect on the income / salary. So is the difficulty of getting access of communications, transport, internet and others in remote areas became a challenge in terms of administrative factors.

5.2. Finding of Research

The model of policy in appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) in East Kalimantan Province which has border territory, inner region, remote / isolated area was depicted in the following figure:

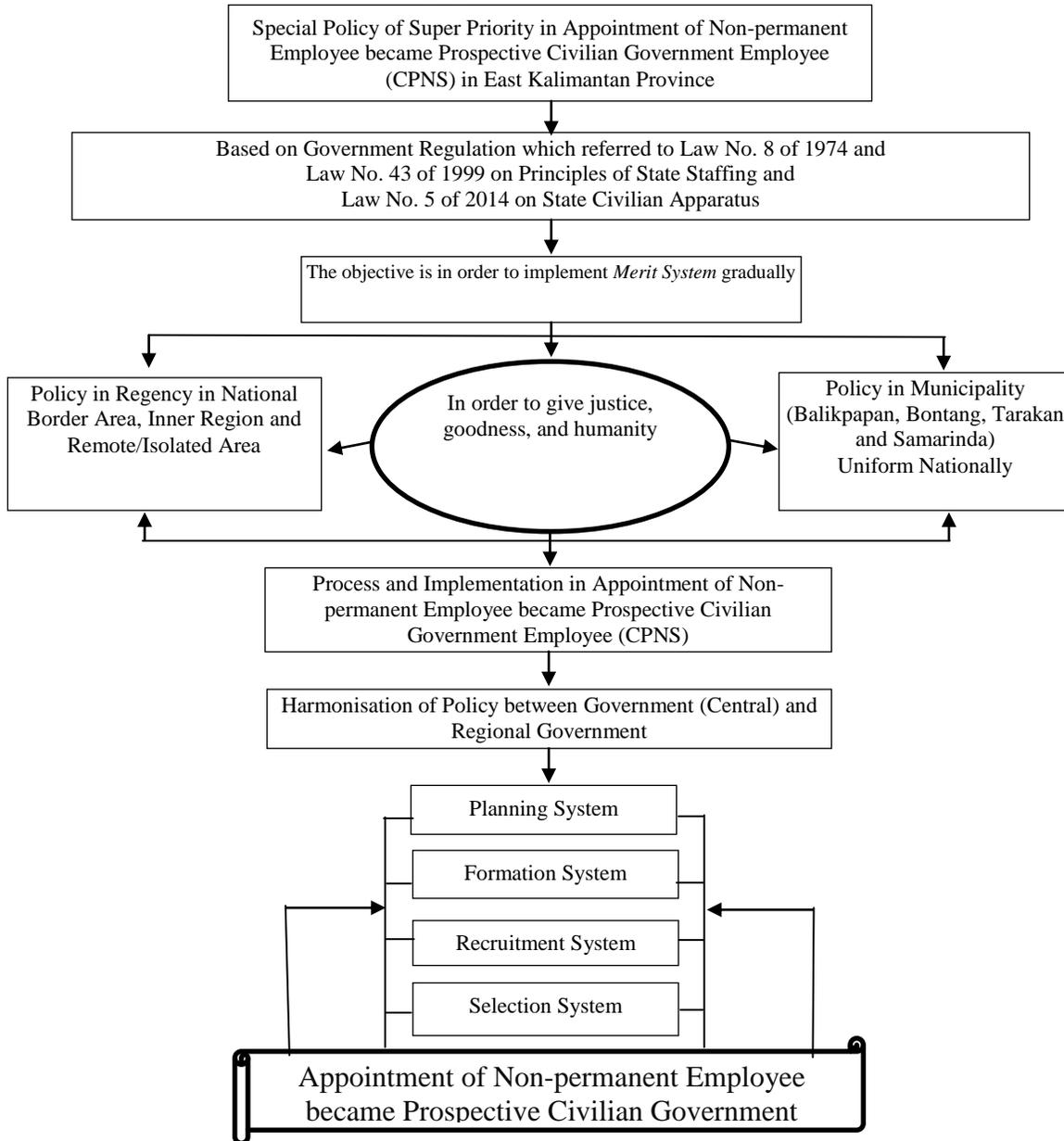


Figure 3. Recommended Model from Research

## **6. CONCLUSION**

Implementation process of policy in appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) in the East Kalimantan Province, has not been entirely consistent with the good and truly theory and has not been fully implemented in the of East Kalimantan and North Kalimantan Province because not complying with the conditions as well as expectations of temporary employees, the management of personnel and the public on border areas, rural and remote areas / isolated areas and cannot fully able to improve the justice and welfare of Non-permanent Employee and Prospective Civilian Government Employee (CPNS) in East Kalimantan and North Kalimantan Province.

Implementation process of policy in appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) in the province of East Kalimantan and North Kalimantan was influenced by inhibiting factors and supporting factors.

Model of policy in appointment of Non-permanent Employee became Prospective Civilian Government Employee (CPNS) which be proposed or suggested in certain areas can be implemented in line with the national policy, but there were some areas that require special policy for their typology of different areas.

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