

IMPLEMENTATION OF OPEN SELECTION POLICY FOR HIGH LEADERSHIP POSITIONS ON THE EFFECTIVENESS OF HUMAN RESOURCES IN KLATEN REGENCY GOVERNMENT

Sri Mulyani¹⁾, Istiatin²⁾ and Sudarwati³⁾



AFFILIATION:

Universitas Islam Batik Surakarta,
Jawa Tengah Indonesia^{1) 2) 3)}

CORRESPONDENCE:

adcbupatiklaten1@gmail.com¹⁾

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Abstract: This study was used to see the influence of leadership, communication skills, competence, and motivation with data collection using observation, documentation, interviews, questionnaires, and literature studies. The population in this study was 1,084 employees spread across 13 OPD, Agencies and Offices in Klaten Regency. Researchers used purposive sampling techniques. The sample taken in this study is 8% of the total population, which is as many as 130 employees where researchers will take 10 respondents each in each OPD, Agency and Office in Klaten Regency. Data analysis in this study is multiple regression analysis with SPSS program version 24. Based on the research and discussion conducted, the results of the variables of professionalism, integrity, performance, and competence were obtained throughout the effectiveness of management in the Regional Apparatus Organization (OPD) of the Klaten Regency Government. Adjusted R Square (R^2) value of 0.644 or 64.4%. The rest of the contribution of other variables only amounted to 35.6% such as work ethic, work discipline, education and others.

Keywords: management effectiveness, professionalism, integrity, performance, and competence

INTRODUCTION

In the current reform era, local governments are required to make fundamental updates and changes to the governance system, especially those concerning aspects of organization, governance and human resources. Bureaucratic reform is carried out in order to realize good governance. Therefore, bureaucratic reform must be carried out through strategic steps to build the state civil apparatus to be more effective and successful in carrying out the general tasks of government, development and society.

Good governance must be able to encourage the success of implementation, local governments in this case regional heads in running the wheels of government must be supported by professionals, integrity, responsiveness, innovation, and flexibility and become reliable facilitators by the service user community. In subsequent developments to realize a competent state civil apparatus, the government issued Government Regulation Number 11 of 2017 concerning Civil Servant Management as an effort to manage Civil Servants (PNS) to obtain Civil Servants (PNS) who are professional, have basic values, professional ethics, are free from political intervention, clean from the practice of Corruption, Collusion, and Nepotism.

Someone who has high professionalism is needed to realize a professional Civil Servant in filling the position of high leader (JPT). Professionalism reflects a person's attitude towards work and the type of work, Ichsan (2019) said that professionalism consists of three elements, namely knowledge, skills, and integrity, then these three elements must be based on firm faith, gratitude, and willingness to learn continuously. Professionalism also reflects reliability in carrying out tasks so that they are carried out with good quality, meticulous, easy procedures, and time that is followed and followed by the community (Suriyanti, 2020).

Integrity needs to be possessed by employees who fill high leadership positions (JPT). This emphasizes that an employee who fills a high leadership position (JPT) in duty should uphold the values of honesty (Tulusan, 2020). Employees who have integrity are valuable assets for the organization, starting from the recruitment process, getting people with integrity means getting the truth from the life and work history of the employee. Work is carried out transparently and accountability can be guaranteed so that performance measurement of employee work is more accurate results. Employees who have integrity also tend to be more positive in job satisfaction, because there is no fear of revealing lies and cheating committed in daily work life (Ratna and Kaur, 2016).

Employee integrity is the main foundation in carrying out duties and obligations, the quality of employee performance is also a benchmark in determining employees who fill high leadership positions (JPT). Employee performance can be observed when the work carried out gets satisfactory results, although other aspects also need to be considered. Employee performance is a measure of the extent to which an employee is able to complete his work in accordance with the quality and quantity set by the organization. Employee performance can be measured from the total output produced by an employee in doing his job. An employee is said to be productive if the employee is able to produce work in accordance with the targets set in the organization (Musa & Surijadi, 2020).

In improving employee performance, adequate competence is needed. Competence has a very important role because in general, competence concerns a person's basic ability to do a job (Masoko, Sendow, & Lumintang, 2022). So far, many government agencies do not have employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance (Singon, Tewal, & Taroreh, 2022). To achieve maximum and satisfactory work results, competencies possessed by an employee are needed in carrying out their work duties so that employee performance can increase.

In obtaining qualified Primary High Leadership Officials and avoiding corruption, collusion and nepotism (KKN) practices as well as in an effort to implement the merit system in the Klaten Regency Government, open selection has been carried out. This selection is open to Civil Servants at the Klaten Regency Government and Civil Servants working within the scope of Central Java Province by considering various requirements in accordance with the rules in Law Number 5 of 2014, Government Regulation Number 11 of 2017, and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 15 of 2019.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

The influence of professionalism on the effectiveness of HR management in the Klaten Regency Government.

Professionalism is people who are relied on and trusted because they are experts, skilled, knowledgeable, responsible, diligent, full of discipline, and serious in carrying out their job duties.

Alkadafi, Rahmadani, & Andry (2018) stated that professionalism has a positive and significant effect on management effectiveness. Employee professionalism is very dominant and can greatly determine the achievement of employee performance, so organizations need to sort out the characteristics of professionalism of each employee. Other studies show the same results Noors (2019), Asbari, Cahyono, & Mufid (2020), Puteri (2020). The hypothesis of this study is formulated as follows:

H1 : Professionalism affects management effectiveness

The Effect of Integrity on the Effectiveness of HR Management in Klaten Regency Government

Integrity according to the author is a picture of yourself in an organization that is seen from daily behavior and actions. Integrity indicates consistency between speech and beliefs that are reflected in daily actions. Sometimes people speak on their lips while their hearts are filled with pride, envy, spite, resentment, and emotion.

Ichsan (2019) stated that integrity has a positive effect on management effectiveness, with integrity can help employee performance in completing work and responsibilities in the company. Other studies show the same results Tulusan (2020), Suriyanti (2020), Ratna and Kaur (2016). The hypothesis of this study is formulated as follows:

H2 : Integrity affects management effectiveness

The Effect of Performance on the Effectiveness of HR Management in the Klaten Regency Government

Employee performance according to the author is the result of work achieved by an employee in accordance with the work given to him within a certain time. Performance is also a manifestation of work carried out by employees which is usually used as a basis for assessing employees or organizations. On the basis of this assessment, it can be used as an organizational basis in evaluating the performance of each employee in order to achieve organizational goals

Research on Performance on management effectiveness (Waruwu, 2017). The results showed that performance had a positive and significant effect on management effectiveness. High performance owned by employees will be proportional to the results provided, this creates maximum results and encourages the creation of maximum performance. The hypothesis of this study is formulated as follows:

H3: Performance affects management effectiveness

The effect of communication competence on the effectiveness of HR management in the Klaten Regency Government

Competence according to the author is the ability/skill, knowledge, understanding, values, attitudes, and interests in managing an activity if it is associated with a person's competence in carrying out their duties and responsibilities at work.

Kusuma & Amah (2019) stated that competence, work motivation, and organizational commitment have a positive influence on management effectiveness. This shows that the higher the competence possessed by employees will be able to create management effectiveness. Someone who has high competence in his work will create positive things for the company he occupies. Other studies show that motivation affects management effectiveness (Gunawan, Ferdinand, & Syamsudin (2022), Pratiwi, Madiarsa, & Wati (2022). The hypothesis of this study is formulated as follows:

H4 : Competency affects management effectiveness

RESEARCH METHODS

This research is a quantitative research using primary data. This study was used to see the influence of leadership, communication skills, competence, and motivation with data collection using observation, documentation, interviews, questionnaires, and literature studies.

Population and Research Sample

The population in this study was 1,084 employees spread across 13 OPD, Agencies and Offices in Klaten Regency. Researchers used purposive sampling techniques. The reason for using the Purposive Sampling technique is that not all samples have criteria that match the phenomenon under study. Therefore, the author chose the Purposive Sampling technique that sets certain considerations or criteria that must be met by the samples used in this study. The sample taken in this study is 8% of the total population, which is as many as 130 employees where researchers will take 10 respondents each in each OPD, Agency and Office in Klaten Regency.

Data Analysis

Descriptive statistics are performed to provide an overview of the characteristics of variables. Furthermore, classical assumption tests include normality tests, multicollinearity tests,

heteroscedasticity tests and autocorrelation tests. The hypothesis test was performed using multiple regression analysis with SPSS program version 24. The hypothesis test carried out is divided into 2, namely a partial test using a t test and a simultaneous test using the F test. To find out how much influence the free variable has on the independent variable using the coefficient of determination test.

RESEARCH RESULTS

Table 1. Research Results

Variable	Coefisien	t-Score	Sign.	Result
(Constant)	0,312	2,010	0,047	
Professionalism	0,108	8,391	0,000	Significant impact
Integrity	0,466	3,994	0,000	Significant impact
Performance	0,268	2,141	0,034	Significant impact
CompetenCE	0,122	2,010	0,047	Significant impact

F-score = 0,00 Adjusted R Square = 0,64

*Sign $\alpha = 5\%$

Source: Primary data processed in SPSS, 2023

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 0,312 + 0,108 X_1 + 0,466 X_2 + 0,268 X_3 + 0,122 X_4 + e$$

From the equation, it can be explained that:

a. Constant (a) = 0.312

This means that if the value of constant (a) = 0.312 while the variables professionalism, integrity, performance, and competence are considered constant or equal to zero, then the variable of management effectiveness is 0.312 and shows positive results.

b. Coefficient of Professionalism (b1) = 0.108

This means that if the value of the coefficient of the professionalism variable increases, while the integrity, performance, and competence variables are assumed to be fixed values from the regression model, then the value of management effectiveness will increase by 0.108 and show positive results.

c. Coefficient of Integrity (b2) = 0.466

This means that if the value of the integrity variable coefficient increases, while the variables of professionalism, performance, and competence are assumed to be fixed values from the regression model, then the value of management effectiveness will increase by 0.466 and show positive results.

d. Performance Coefficient (b3) = 0.268

This means that if the value of the coefficient of the performance variable increases, while the variables of professionalism, integrity, and competence are assumed the value of the regression model is fixed, then the value of management effectiveness will increase by 0.268 and show positive results

e. Coefficient of Competency (b4) = 0.122

This means that if the value of the coefficient of the competency variable increases, while the variables of professionalism, integrity, and performance are assumed the value of the regression model is fixed, then the value of management effectiveness will increase by 0.122 and show positive results.

DISCUSSION

The influence of professionalism on management effectiveness in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.

Based on the results of the SPSS calculation, t score > ttable (2.010 > 1.978) and significance 0.047 < 0.05. This means that professionalism has a positive and significant effect on management effectiveness. These results prove that the higher the professionalism, the effectiveness of management will increase markedly. This research is in line with previous research conducted by Noors (2019), Alkadafi, Rahmadani, & Andry (2018), Asbari, Cahyono, & Mufid (2020), Puteri (2020), professionalism has a positive and significant effect on management effectiveness.

The effect of integrity on management effectiveness in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.

Based on the results of the SPSS calculation, t score $>$ t table ($8.391 > 1.978$) and significance $0.000 < 0.05$. This means that integrity has a positive and significant effect on management effectiveness. These results prove that the higher the integrity, the effectiveness of management will increase markedly. This research is in line with previous research conducted by Ichsan (2019), Tulusan (2020), Suriyanti (2020), Ratna and Kaur (2016) integrity has a positive and significant effect on management effectiveness.

The effect of performance on management effectiveness in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.

Based on the results of the SPSS calculation, t score $>$ t table ($3.994 > 1.978$) and significance of $0.000 < 0.05$. This means that performance has a positive and significant effect on management effectiveness. These results prove that the higher the performance, the effectiveness of management will increase markedly. This research is in line with previous research conducted by Waruwu (2017), Simamora (2021), Manurung, Hidayat, & Patras (2016), Bakti, Murti, & Rahardjo (2017), performance has a positive and significant effect on management effectiveness.

The effect of competence on management effectiveness in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.

Based on the results of the SPSS calculation, the calculation of $>$ t table ($2.141 > 1.978$) and significance of $0.034 < 0.05$. This means that competence has a positive and significant effect on management effectiveness. These results prove that the higher the competence, the effectiveness of management will increase markedly. This research is in line with previous research conducted by Melani, Warso, & Haryono (2020), Kusuma & Amah (2019), Heryanto et al., (2019) Competence has a positive and significant effect on management effectiveness.

CONCLUSIONS AND ADVICE

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded:

1. Professionalism has a positive and significant effect on the effectiveness of management in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.
2. Integrity has a positive and significant effect on the effectiveness of management in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.
3. Performance has a positive and significant effect on management effectiveness in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.
4. Competence has a positive and significant effect on the effectiveness of management in the Regional Apparatus Organization (OPD) of the Klaten Regency Government.

Based on the research and discussion conducted, the results of the Adjusted R Square (R^2) value of 0.644 or 64.4% were obtained. The determination or contribution of variables of professionalism, integrity, performance, and competence to the effectiveness of management in the Regional Equipment Organization (OPD) of the Klaten Regency Government amounted to 64.4%. The rest of the contribution of other variables only amounted to 35.6% such as work ethic, work discipline, education and others.

Advice

Based on the conclusions above, in this study the author provides useful suggestions, including:

Theoretically

It is expected that further research will develop this research using other independent variables besides professionalism, integrity, performance, and competence that can affect management effectiveness, considering that there is still an influence of 35.6% outside of this research variables such as work ethic, work discipline, education and others.

Practically

It is expected that OPD of the Klaten Regency Government in the future will continue to

maintain and improve the quality of professionalism, integrity, performance, and competence that exists. The high quality of professionalism, integrity, performance, and competence in OPD of the Klaten Regency Government makes management effectiveness will also increase and become better than before.

For other researchers, the variable of management effectiveness can also be used for research outside the organization or government agency because it can be used for the advancement of an object of research. It can also be used in companies, banking, factories and others.

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