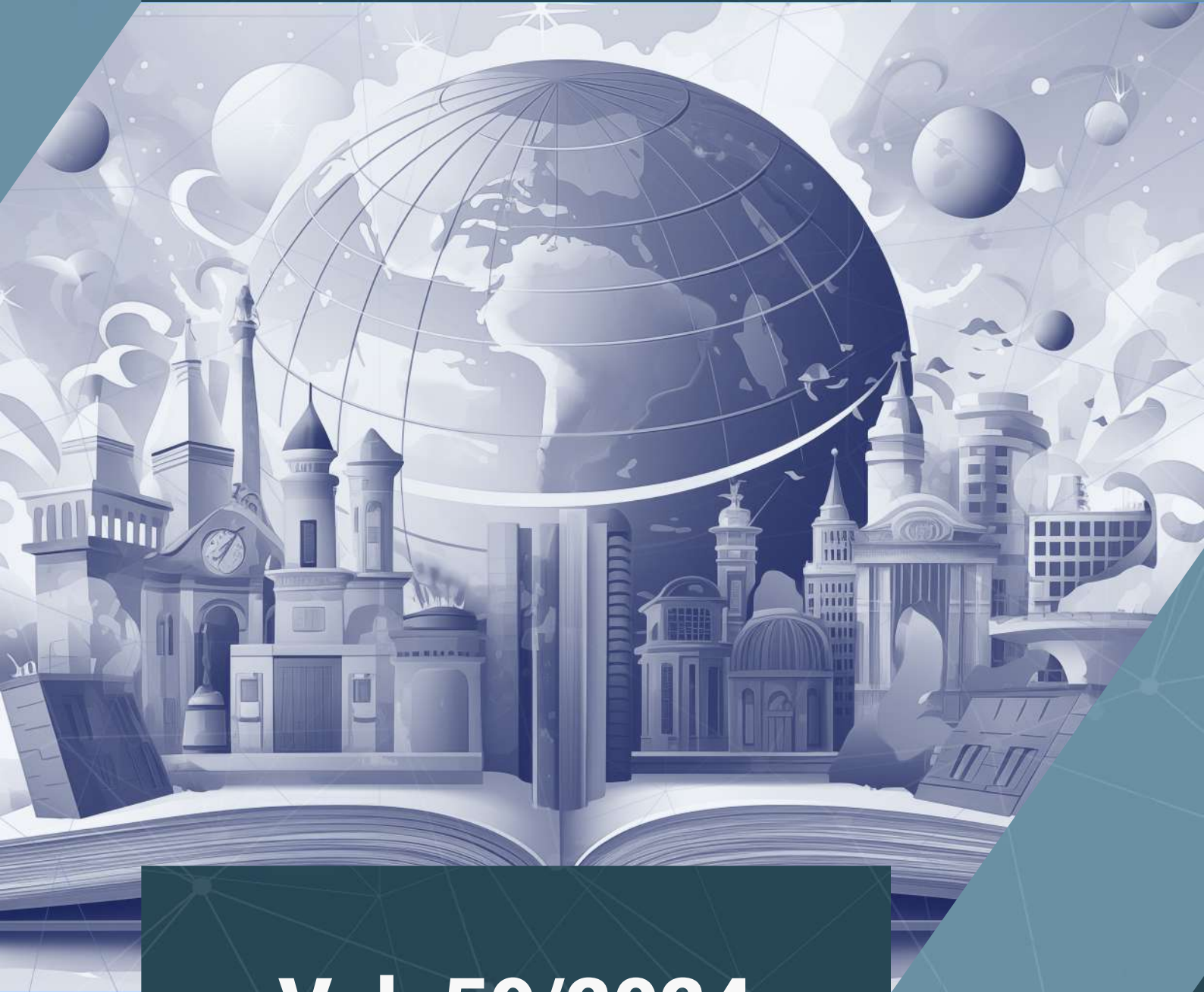




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Implementation of the Open Selection Policy for Primary High-Level Leadership Positions during the Acting Regent Period in Indonesia (Case Study in North Hulu Sungai Regency in 2023)

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Abstract. This research aims to analyze the implementation of the open selection policy for high-level Primary (Pratama) leadership positions during the term of the Regent of Hulu Sungai Utara in 2023. This type of research is descriptive qualitative. Data collection was carried out using observation, interviews, and documentation. The data analysis technique is carried out through four stages, namely data collection, data condensation, data presentation, and conclusion. The results of the research show that the implementation of the open selection for Pratama high leadership positions during the term of Acting Regent of Hulu Sungai Utara has been carried out well in terms of the preparation stage, implementation stage, and monitoring and evaluation stage. Apart from that, looking at aspects of Edward III's implementation theory, namely: 1) Communication, the communication process from the source of information to the resulting impact, influences the efficiency and effectiveness of the implementation of open selection; 2) Resources, emphasizing that the quality and quantity of these resources greatly influences the smoothness and integrity of the implementation of the open selection; 3) Disposition, the process of appointing bureaucrats and the use of incentives as motivation factors; and 4) Bureaucratic Structure, Standard Operating Procedure which is not integrated between government agencies and fragmentation shows that separation in the implementation process can hamper the efficiency and effectiveness of the implementation of open selection and the inauguration of high-level pratama officials.

Keywords. Implementation, Policy, Open Selection, Primary High Leadership Positions, Regent Official

INTRODUCTION

Based on Law Number 5 of 2014 concerning State Civil Apparatus, among other things, it is mandated that the filling of Pratama high leadership positions be carried out openly and competitively among civil servants by paying attention to competency requirements, qualifications, rank, education and training, position track record, and integrity and requirements. Other positions by the provisions of laws and regulations are carried out openly

and competitively at the national level or between districts/cities within 1 (one) province (Quade, 1977; Riggs, 1995; Rogers, 2003; Sabatier & Weible, 2014).

Filling high-level leadership positions in government agencies is one of the authorities of the Civil Service Development Officer (PPK). The Civil Service Development Officer (PPK) can be described as a state official who has the authority to determine the appointment, transfer, and dismissal of ASN employees and develop ASN management in government agencies by the provisions of statutory regulations. Thus, realizing the Bureaucratic Reform Acceleration Program through an open selection policy carried out by the PPK has a very important role in the running of government (Arifin & Kurnia, 2019: 4).

The importance of the role of state officials because the department is an important actor responsible for the administration of government. So, when there is a vacancy in the state office (*state organs, state offices*) can lead to government stagnation (Marwi, 2016: 542). The threat of vacancies in state positions, especially regional head positions in Indonesia, can occur due to several things, such as the postponement of the Regional Head Election (Pilkada) in 2022 and 2023, which is due to the implementation of the Pilkada which will be held simultaneously nationally in 2024. In connection with the postponement of the Pilkada in 2024. In 2022 and 2023, there will be 271 regional heads whose term of office will expire, so a special mechanism is needed to fill the vacancies in regional head positions to avoid regional government stagnation (Kompas, 2024).

Facing the threat of vacancies in regional head positions during the transition period for the simultaneous national regional elections in 2024, several mechanisms can be used to fill vacancies in regional head positions, namely through the appointment of daily executors (Plh), task executors (Plt), office temporary (Pjs) and acting (Pj) regional heads (Arifin and Kurnia, 2019: 4). These mechanisms are commonly practiced in Indonesia. One mechanism for filling vacancies in regional head positions is through appointment office (Acting) regional head (Wuladari et al, 2020; Wahyuni et al, 2015; Sunarsi, 2018; Nurhuda, et al, 2014; Roring et al, 2021)

The postponement of the regional elections that occurred in 2022 because their terms of office ended in 2022 resulted in vacancies for 101 regional heads consisting of 7 governors, 76 regents, and 18 mayors. Meanwhile, in 2023 there will be 170 regional heads whose terms of office will end, consisting of 18 governors, 115 regents, and 38 mayors. Appointment Office (Pj) regional heads are the central government's main choice to avoid a power vacuum (*vacuum of power*) in these areas. One of the regions led by the Acting Regional Head is North Hulu Sungai Regency. Previously, Hulu Sungai Utara Regency was led by a definitive regent in the 2018-2022 period. Then, starting from 2022 to 2024, Hulu Sungai Utara Regency will be held by Acting. Regent.

As an acting regional head who comes from the State Civil Apparatus (ASN), of course, he cannot freely manage the wheels of government because of the limitations on authority stipulated in the law. Acting regional heads have several limits on authority in carrying out their duties, such as being prohibited from transferring employees as stated in Article 132A paragraph (1) letter a Government Regulation Number 49 of 2008 concerning the Third Amendment to Government Regulation Number 6 of 2005 concerning Election, Validation of Appointment and Dismissal of Heads Region and Deputy Regional Head. The prohibition on implementing mutations can be waived after obtaining written approval from the Minister of Home Affairs (Nirwana, & Prasajo, 2021; Margaretha, 2023; Gasim, et al 2019; Etikawati et al, 2016.)

The implementation of a merit system in the open selection policy for high-ranking Pratama positions during the term of Acting Regent of Hulu Sungai Utara in 2023 needs to be implemented to ensure a transparent and accountable process. The merit system emphasizes objective assessment based on the qualifications, competencies, and achievements of prospective officials, thereby avoiding the practices of nepotism, collusion, and corruption. In this way, the selection of officials becomes more credible and trustworthy to the public, which in turn increases public trust in regional government.

In addition, the merit system supports the efficiency and effectiveness of government administration. By selecting truly competent and accomplished officials, the regional government can be run by individuals who have sufficient ability and knowledge to manage government tasks. This will have a positive impact on overall government performance, improve the quality of public services, and better achieve regional development targets.

Apart from that, the merit system helps in developing human resources (HR) in government. A strict and objective selection process encourages prospective officials to continue to improve their abilities and competencies to be competitive and *fair*. This will create a more competitive and professional work culture in the local government environment, which will ultimately improve the overall quality of human resources. The implementation of open selection for pratama high leadership positions during the term of the North Hulu Sungai Regent, which is a form of implementing the merit system, is very important to ensure transparency and accountability in the process of appointing officials. Open selection allows all eligible candidates to participate, thereby reducing opportunities for nepotism and collusion. With a transparent process, the public can see that the appointment of officials is based on objective qualifications and competence, not because of personal relationships or political interests.

Open selection ensures that only truly competent individuals will occupy high pratama positions. The selection process involving the assessment of qualifications, experience, and achievements allows for a comprehensive assessment of existing candidates. This is important to ensure that regional government is managed by people who have adequate abilities and expertise so that they can carry out their duties and responsibilities well.

The implementation of open selection also supports the principle of *good governance* which must be implemented by every regional government. *Good governance* includes aspects of transparency, participation, accountability, and responsiveness. By open selection, local governments demonstrate their commitment to these principles, ensuring that the process of appointing officials is carried out fairly and professionally. This not only increases public trust in local government but also encourages active participation from the community in the governance process.

In addition, open selection provides wider opportunities for civil servants (PNS) throughout Indonesia to pursue a career in the Hulu Sungai Utara regional government. This can increase healthy competition among civil servants, which in turn will encourage them to continue to develop their abilities and improve their performance. This healthy competition will produce more qualified officials, who are ready to face the challenges and tasks of government better.

Finally, open selection can reduce the potential for political interference in the process of appointing officials. With strict open selection, appointment decisions are based on objective and professional assessments. This is important to maintain the integrity and independence of regional government, ensuring that elected officials are those who are truly worthy and capable of carrying out their duties well in the interests of the community.

Carrying out government duties, the Acting Regent is assisted by the Head of the Regional Work Unit or Office Primary High Leadership. As of May 2023, there are still 13 (thirteen) Pratama high leadership positions that are still vacant out of a total of 34 Pratama high leadership positions in North Hulu Sungai Regency. These Pratama high leadership positions can only be filled through promotion or transfer from other Pratama high leadership positions. So, if the pratama high leadership position is vacant and will be filled through promotion channels, the position must be filled through an open selection by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2019 concerning Filling High Leadership Positions Openly and Competitively in the Environment Government.

The preparation process for filling the 13 (thirteen) pratama high leadership positions until the 13 (thirteen) positions are filled, takes place from May 2023 to January 2024. The process of filling these positions takes a long time. Bearing in mind that the Head of the Regional Work Unit or Primary High Leadership Official is needed to assist in carrying out the duties of the Acting Regent of Hulu Sungai Utara. Thus, during the selection process, the Head of Regional Work Units or Primary High Leadership Officials is only filled by Plt (Executing Officer) who has limited authority and time in office for 3 months in one period and can only be extended once one period. So the Acting Head of SKPD only serves for a maximum of 6 months.

Apart from carrying out transfers which must obtain written approval from the Minister of Home Affairs, in the case of many Acting. Regional Heads ahead of the simultaneous regional elections in 2024. The President issued Presidential Regulation Number 116 of 2022 concerning Supervision and Control of the Implementation of Norms, Standards, Procedures and Criteria (NSPK) for ASN Management which requires the Acting. Regional heads must ask for permission before carrying out the inauguration, which makes the open selection process for Pratama high leadership positions take longer when compared to definitive regional heads. Referring to several of these problems, the researcher is interested in studying in more depth the Implementation of the Open Selection Policy for Primary High Leadership Positions during the Term of the North Hulu Sungai Regent in 2023.

RESEARCH METHODS

In this research, the type of research used is descriptive qualitative research because the researcher wants to develop and provide an overview, especially regarding "Implementation of the Open Selection Policy for Primary High Leadership Positions during the Regent's Term of Office." This research focuses on the implementation of the Open Selection Policy for Primary High Leadership Positions during the Term of Regent of Hulu Sungai Utara in 2023, according to the opinion of George C. Edward III in Agustino (2008: 149-154) which can be observed from the aspects of communication, resources, bureaucratic disposition and structure towards the stages of implementing the Open Selection Policy for Primary High Leadership Positions during the Term of Regent of Hulu Sungai Utara in 2023 by the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 15 of 2019.

In this research, researchers used qualitative data analysis based on the interactive model by Miles, Huberman, and Saldana. that is, starting from *data collection* (data collection), *data condensation* (data condensation), *data display* (data presentation), and *conclusions: drawing/verifying* (concluding).

RESULTS AND DISCUSSION

1. Communication
 - a. Transmission

The results of research on transmission indicators illustrate how effective and structured communication transmission has a crucial role in the implementation of open selection to fill Pratama high leadership positions in Hulu Sungai Utara Regency. According to the transmission indicators in Edward III's communication variables, effective communication involves a process that includes source, message, channel, recipient, and impact. This statement describes the communication process from information sources which includes planning, coordination between institutions and open selection participants, to implementing activities with the Selection Committee.

The message conveyed is information related to the announcement of open selections, administrative requirements, planning for vacant positions, and requests from KASN to be facilitated via *video conference* by using *platforms* like *Zoom Meeting* or *Google Meet* to directly monitor that the interview process is attended by all participants and members of the Selection Committee together.

The communication channels used cover various interactions between institutions and selection participants, showing the importance of collaboration and good coordination in carrying out administrative and technical tasks related to the selection process. Message recipients include various parties such as Acting. Regent, Head of BKPSDM, Selection Committee, Selection Participants, Selection Committee Secretariat, KASN, BKN, and Ministry of Home Affairs. The impact of effective and structured communication is the key to success in carrying out open selection to fill echelon II positions in North Hulu Sungai Regency in 2023.

However, the statement also identified obstacles in the transmission of communications, especially related to the complexity of the administrative process, and the use of manual applications and regulations which slowed down the process of holding open selection during the term of the Acting Regent. This indicates that although the communication process is well structured, there is still room for increasing efficiency and effectiveness in the implementation of open selection. By identifying these obstacles, improvement efforts, and more effective solutions can be sought to ensure that the implementation of open selection can run more smoothly and efficiently in the future by the principles of effective and structured communication transmission.

- b. Clarity

In the context of indicators of clarity in the communication variable according to Edward III, the results of this research illustrate the importance of clarity in communication regarding the rules and procedures for personnel transfers in regions held by acting regional heads. The concept of clarity emphasizes that the information conveyed must be easy to understand, unambiguous, and not cause misunderstandings. This statement underlines that clarity in communication regarding the rules and procedures for personnel transfers is very important to maintain consistency, stability, and efficiency in personnel management at the regional level.

Even though there is a clear regulatory framework in Presidential Regulations (Perpres) and Government Regulations, the complexity of requirements such as written approval from the Minister of Home Affairs and Technical Considerations from the Head of BKN can become obstacles that hinder the smooth process of staff transfers. In this case, clarity of communication is the key to overcoming these obstacles. Clear and open communication

regarding the requirements and procedures for employee transfers needs to be conveyed to all relevant parties.

This aims to ensure that the mutation process can run efficiently without sacrificing the interests of public services. Thus, clarity in communication not only ensures proper understanding but also helps avoid misunderstandings and increases transparency and accountability in personnel management at the regional level held by acting regional heads.

This is in line and has similarities with the clarity of communication in research conducted by Gasim, et al (2019). Both studies emphasize the importance of clear communication in the personnel selection and management process. In Gorontalo, clarity of message, objectives, and diction in the communication of open JPTP compliance policies is emphasized, because aspects such as funding, competency assessment instruments, and track record tracking methods have not been detailed. This clarity is needed so that policies can be implemented effectively and well understood by all parties involved. Likewise, in North Hulu Sungai Regency, clear communication regarding the rules and procedures for employee transfers is also considered very important. The information conveyed must be easy to understand and unambiguous to avoid misunderstandings and maintain consistency, stability, and efficiency in personnel management.

The main difference between communication clarity in research conducted by Gasim, et al (2019) with the JPT Pratama Open Selection in Hulu Sungai Utara Regency lies in the focus and challenges faced in ensuring clarity of communication. In Gorontalo, the main focus is on internal aspects of policy, such as funding and assessment instruments that have not been formulated, as well as the importance of clarity in message content, objectives, and diction to ensure proper understanding and implementation. Meanwhile, in the Hulu Sungai Utara Regency, the challenge is more about the complexity of the administrative and regulatory requirements that must be met, such as written approval from the Minister of Home Affairs and technical considerations from the Head of BKN.

c. Consistency

According to Edward III, the results of this research illustrate the importance of consistency in following the rules and regulations that apply in the context of filling public positions. The concept of consistency emphasizes that behavior and decisions that are consistent with the rules can reflect integrity, fairness, and transparency in the process. The statement noted that although Acting The Regent faces obstacles such as a lack of long-term involvement and pressure to make the right decisions. A consistent attitude in complying with regulations is considered a strong basis for facing various challenges. By remaining consistent, Acting. The Regent can maintain his integrity and ensure that decisions taken are based on fair and transparent principles.

In addition, efforts to maintain effective communication and teamwork are also considered important in this context. Thus, Acting The regent can ensure the smooth running of regional government processes, including the process of filling pratama high leadership positions, as well as increase public trust in integrity and transparency in government management. Overall, the consistency indicator in the communication variable according to Edward III underlines that consistency in following the rules can be a solid foundation in maintaining integrity and transparency, especially in the context of managing pratama high leadership positions at the regional level.

2. Resource

a. Staff

The results of research regarding staff can be analyzed using the theory of resources according to Edward III. The resource concept emphasizes the importance of having an adequate number, quality, and distribution of staff to support various organizational activities, including the implementation of open selection. From this analysis, it can be seen that there are obstacles related to staff in human resources, especially in the context of carrying out open selection for Pratama high leadership positions during the term of Acting Regent of Hulu Sungai Utara in 2023.

The main obstacle highlighted is the limited number of staff at BKPSDM who serve as the secretariat for the Selection Committee (Pansel), which has an impact on the efficiency and smoothness of the selection process if the number of applicants increases. Staff limitations result in delays in providing meeting materials and other necessities, as well as excessive division of tasks which disrupts staff performance. Apart from that, problems also occur in the number of applicants who meet the administrative requirements to take part in the open selection for Pratama high leadership positions.

The shortage of applicants in the first stage of selection requires a policy where each applicant can apply for a maximum of two different positions, to achieve the minimum quota required. Despite these obstacles, efforts continue to be made to increase the efficiency and effectiveness of staff work. This reflects awareness of the importance of quality and adequate human resources in supporting organizational processes. These efforts also include efforts to ensure that the selection process runs transparently and fairly, showing seriousness to maintain integrity in carrying out tasks related to human resource management.

On the one hand, Margaretha (2023) highlights the need for procedural adjustments and better coordination between institutions to ensure the smooth and successful implementation of policies. On the other hand, the open JPT Pratama selection in North Hulu Sungai Regency highlighted the concrete obstacles faced by BKPSDM staff, such as the limited number of staff serving as the secretariat of the Selection Committee (Pansel) and the limited number of applicants who met administrative requirements.

b. Information

The results of this research can be analyzed using information indicators on resource variables according to Edward III. The concept of information as a resource emphasizes the importance of precise, accurate, and easily accessible information to support various organizational activities, including the implementation of open selection. From this analysis, it can be seen that information plays a crucial role in the implementation of open selection.

The selection process involves several stages and requirements that must be met, including coordination with related parties such as the Minister of Home Affairs and KASN. The obstacle that arises is that there are differences in policies regarding the assessment institutions used in the selection process, which require extra adjustments and coordination. This shows that information relating to policies and requirements in the selection process must be conveyed clearly and precisely to all relevant parties to minimize these obstacles.

The research results also noted that the use of the official BKPSDM North Hulu Sungai Regency website as the main media for conveying information has proven to be effective in maintaining transparency, facilitating access to information, and supporting the smooth implementation of open selection. This illustrates that good and effective information management is carried out through *platforms*. The right ones can make a positive contribution

in carrying out organizational processes, especially in the context of public office selection which is complex and requires good coordination with various related parties.

The open selection system in the selection of Primary High Leadership Officials (PPT) in North Hulu Sungai Regency presents several advantages compared to the previous selection system which was more closed and based on direct appointment. In the period before the implementation of the open selection system, the PPT Pratama selection process tended to be less transparent and accountable. Selection is often dominated by subjective considerations, favoritism, and the potential for nepotism, leading to dissatisfaction and distrust among employees and the public.

By implementing an open selection system, the selection process becomes more transparent and based on meritocracy. All prospective officials must go through a series of competency tests, interviews, and objective assessments. This ensures that only truly competent and qualified candidates will be selected to fill these strategic positions. In addition, this system allows wider participation from candidates who may not have previously had the opportunity due to a lack of connections or access.

An open selection system also increases accountability, because each stage of the selection process is documented and can be audited. This promotes integrity in the election process and reduces opportunities for corrupt practices. Another advantage is increasing public trust in local government because the public can see that the selection process is carried out fairly and based on clear and objective criteria. Overall, the open selection system has brought significant improvements to the Pratama PPT selection process in Hulu Sungai Utara Regency, by emphasizing transparency, accountability, and competence, to produce better and more quality leadership.

c. Authority

This analysis can be seen from two main perspectives of authority indicators according to Edward III in the context of an open selection process for high pratama leadership positions in Hulu Sungai Utara Regency. First, in terms of the strong and clear authority possessed by the Selection Committee, this reflects the concept of authority as an indicator of resources according to Edward III. The Selection Committee has authority based on the Regent's Decree (SK), which provides legal legitimacy to the selection process.

This is important to ensure that the selection process is carried out professionally and is free from unwanted external interference. Thus, authority indicators emphasize that the clarity and strength of this authority is an important basis for carrying out the selection process with integrity and objectivity. Second, there are challenges related to subjective assessments in the selection stages such as papers, interviews, and track records. This reflects the complexity of authority indicators, where the use of authority must be carried out with precision and caution.

Acting The Regent of Hulu Sungai Utara has the authority to select one of the top three candidates for office as a result of the open selection for Pratama high leadership positions in 2023. This decision is based on careful consideration of the candidate's qualifications, competencies, and suitability to the needs of the organization. In the open selection process, the three candidates have gone through a series of rigorous evaluations and assessments, but the final decision remains in the hands of the regent as a personnel development officer to ensure effective leadership by the vision and mission of the regional government.

The selection of one of the three finalist candidates is based on various more in-depth and specific factors. Although all candidates have high qualifications, selected candidates have certain advantages that are very relevant to the position to be filled. Such as broader work

experience in related fields, a track record of extraordinary performance, or a vision and work program that is more in line with regional government strategic plans. These factors can give the regent confidence that the selected candidate will be able to carry out their duties better and have a positive impact on government and society.

In addition, the regent considers personal aspects that are not always reflected in formal documents or tests. For example, the candidate's ability to communicate, collaborate, and lead a team. The ability to adapt and overcome specific challenges within the Hulu Sungai Utara District Government is also an important consideration. Acting The Regent needs to ensure that the elected officials not only have technical competence but are also able to work effectively in the local cultural and social context.

This election also takes into account the long-term strategic needs of the region. The selected candidate has an innovative vision and the ability to lead the change needed to achieve regional development goals. By selecting candidates who have a strategic perspective and the ability to implement policies effectively, Acting. The Regent ensures that local government not only functions well in the short term but is also ready to face future challenges.

Lastly, this election is part of the regent's authority and responsibility to ensure that the regional government is run by the most suitable individuals for the position. Although all candidates have demonstrated high qualifications and competency, the final decision must reflect the regent's belief that the elected official is best suited to meet the needs of the organization and the community. Thus, it is hoped that the regent's decision can improve the performance of the regional government and provide real benefits for the people of Hulu Sungai Utara.

d. **Facility**

The facility indicators in the resource variable according to Edward III are applied in the context of the implementation of the JPT Pratama open selection in North Hulu Sungai Regency. Facilities in these resources include all forms of facilities or infrastructure provided to support the smooth and efficient use of resources, such as meeting rooms, computer equipment, internet access, administration rooms, assessment equipment, and other logistical support. From the research results, it can be seen that the facilities available for carrying out open selection in North Hulu Sungai Regency are classified as very good. This is reflected in the planned funding sources through the 2023 BKPSDM Budget Implementation Document (DPA), which indicates serious attention to the provision of the necessary facilities.

A comfortable meeting room and stable internet access are also important factors in supporting a smooth selection process. However, potential obstacles were found related to the payment *assessment center* which is quite big. This indicates that there are further considerations that need to be made regarding budget management to make it more efficient in the future.

3. **Disposition**

a. **Appointment of Bureaucrats**

Analysis of the results of this research from the perspective of bureaucrat appointment indicators on the disposition variable according to Edward III can provide a deeper understanding of the JPT Pratama open selection process in North Hulu Sungai Regency. In the context of disposition, the process of appointing bureaucrats through open selection is a reflection of efforts to identify individuals who have dispositions or personalities that match the demands of the position to be filled. This process involves various stages and predetermined

criteria, which aim to ensure that the selected individual has qualifications that match the requirements of the position and has high integrity. The North Hulu Sungai Regency Government has demonstrated its commitment to carrying out a transparent and fair selection process.

The selection stages which include announcement, registration, administrative selection, competency assessment, interviews, and appointment of officials are part of a careful and professional process. This reflects the application of the desired disposition in selecting bureaucrats, namely those who not only have formal qualifications but also have attitudes, values, and integrity that are by the demands of the position. Even though administrative obstacles were found such as limitations on the authority of the Acting. The Regent is inaugurated, but the selection process is still carried out by tribulations and through a strict screening process and approval from related agencies such as KASN, BKN, the Governor of South Kalimantan, and the Minister of Home Affairs.

In the selection of candidates for high-level Acting. The Regent of North Hulu Sungai Regency pays attention to the psychological and psychological values of each candidate. Psychological aspects include emotional stability, leadership, adaptability, and the ability to manage stress. Meanwhile, the psychological aspect includes intellectual intelligence, analytical abilities, and astuteness in making strategic decisions.

Of the three best candidates selected, Acting. The Regent will assess in depth based on track record, work experience, and ability to communicate and work in a team. The selected candidate must have the ability to lead with integrity and a clear vision for the progress of the district. For the other two candidates who are not selected, their fate will be reviewed from a psychological perspective by providing constructive feedback, such as in the form of recommendations for further development or placement in positions that are more suited to their skills and potential. With this approach, Acting. The Regent tries to ensure that the selection of PPT Pratama candidates is not only based on technical competency alone but also considers qualitative aspects that are important for successful leadership at a higher level.

b. Incentives

Analysis of the results of this research using incentive indicators on the disposition variable according to Edward III illustrates the role of incentives as a motivation and reward factor that can influence individual dispositions in the context of the JPT Pratama open selection in Hulu Sungai Utara Regency. Incentives in the form of awards, bonuses, or additional facilities are given to the Open Selection Committee in the open selection process. This incentive aims to provide appreciation and motivation to the Selection Committee so that it can be tasked with selecting applicants who meet the qualifications, competencies, and requirements that have been determined professionally. In this research, it was found that incentives in the form of honorariums or rewards were given to members of the Open Selection Committee (Pansel) who had an important role in maintaining professionalism during the selection process. Incentive indicators according to Edward III highlight the importance of incentives as an effective tool for increasing individual motivation and performance.

In the context of bureaucrat selection, incentives such as honorariums can be a significant encouragement for Pansel members to carry out their duties well by applicable regulations. This helps ensure that the selection process runs with integrity and objectivity without any interference or bias towards applicants. The importance of maintaining professionalism throughout the open selection process must remain a priority. Thus, this analysis shows that incentive indicators can be used as a basis for understanding the role of

incentives in increasing individual motivation and performance in the open selection process. However, incentive management must be done carefully to minimize potential conflicts of interest and ensure that the integrity of the selection process is maintained.

4. **Bureaucratic Structure**

a. *Standard Operating Procedure (SOP)*

Analysis of the results of this research using Standard Operating Procedure (SOP) indicators on bureaucratic structure variables according to Edward III highlights the importance of a structured and orderly process in carrying out the JPT Pratama open selection in North Hulu Sungai Regency. SOP is a series of steps that are arranged systematically to ensure the selection process runs efficiently, transparently, and by established rules. First, the SOP regulates the appointment of a Selection Committee consisting of members who are qualified, neutral, professional, and according to applicable regulations.

The Selection Committee is responsible for preparing procedures and implementing open selection. The next step is to prepare an open selection announcement which includes position information, requirements, schedule, and registration procedures. After that, an administrative selection is carried out to verify the applicant's documents and requirements. Next, there are stages of qualification assessment, competency assessment, assessment of selection participants' papers, interviews until the final stage in the form of ranking of applicants and inauguration by the regional head after receiving KASN recommendations and approval from the Ministry of Home Affairs and BKN.

This process also involves administrative processes such as permits from the Minister of Home Affairs, and technical considerations from the Head of BKN, to be able to carry out the inauguration. The research results show that the SOPs that run within the bureaucratic structure regarding the implementation of the JPT Pratama open selection during the term of Acting Regent in North Hulu Sungai Regency show administrative complexity that needs to be taken into account. Obstacles such as the lack of integration of the licensing process between the Minister of Home Affairs, BKN, and KASN, the lack of use of applications in the licensing process, and the manual stages in submitting Technical Considerations (Pertek) indicate that the implementation of SOPs is not yet optimal.

This gives rise to inefficiency and a complicated impression in the implementation of the selection and inauguration process. Therefore, it is important to evaluate and improve existing SOPs so that the open selection process can be carried out more efficiently, effectively, and by established standards, as well as ensuring that administrative processes related to permits and technical considerations run by applicable regulations. Without hampering the smoothness of the selection and inauguration process.

b. **Fragmentation**

The results of this research reveal fragmentation in the bureaucratic structure related to the open selection and inauguration of JPT Pratama in North Hulu Sungai Regency. This fragmentation is a challenge that needs to be taken into account because it can hinder the efficiency and effectiveness of the administrative process and give the impression of being complicated in the implementation of open selection and inauguration. Fragmentation indicators according to Edward III refer to separation or splits in processes or structures that result in confusion, complexity, and lack of coordination.

In the context of this research, fragmentation occurs in several aspects. One of them is related to the permit application process related to the implementation of open selection which

must be carried out separately between the Minister of Home Affairs and KASN. This creates inefficient administrative complexity because it requires unnecessary time and additional processes.

Apart from that, fragmentation also occurs in the inauguration process, where applications for inauguration must be submitted manually to the Head of BKN and by application to the Minister of Home Affairs. This shows that there is unnecessary separation in processes that should be integrated to facilitate and speed up the implementation of administrative tasks. The results of this research concretely illustrate how fragmentation disrupts efficiency and effectiveness in the implementation of open selection and inauguration of JPT Pratama.

The challenges of coordination between related units such as Pansel, selection committee secretariat, assessment institutions, and government institutions such as BKN, Ministry of Home Affairs, and KASN also reflect the fragmentation that occurs in the bureaucratic structure. In conclusion, this analysis shows that fragmentation in the administrative process can disrupt the smoothness and efficiency of the process, so it is necessary to make better coordination efforts between related units as well as adjustments in procedures so that the open selection and inauguration process can run more effectively, transparently and with integrity.

CONCLUSION

Based on this research, the implementation of the policy of open selection for Pratama high leadership positions during the term of Acting Regent of Hulu Sungai Utara in 2023 has been implemented well from the preparation stage, implementation stage, and monitoring and evaluation stage. Meanwhile, if we look at the aspect of Edward III's implementation theory which is analyzed from 4 (four) variables, it shows that the communication variable, the communication process from the information source to the resulting impact, influences the efficiency and effectiveness of the open selection implementation. The resource variable emphasizes that the quality and quantity of these resources greatly influence the smoothness and integrity of the implementation of the open selection. In terms of disposition variables, it shows that the process of appointing bureaucrats and the use of incentives are motivational factors. Meanwhile, from the bureaucratic structure variable, *Standard Operating Procedure* which is not integrated between government agencies and fragmentation shows that separation in the implementation process can hamper the efficiency and effectiveness of the implementation of open selection and the inauguration of high-level pratama officials.

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