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ASSESSMENT OF STATE CIVIL SERVANT RECRUITMENT FOR INDIGENOUS PAPUANS IN SORONG

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ABSTRACT

This research explores the evaluation of the recruitment of State Civil Apparatus for Indigenous Papuans in Sorong City and the obstacles experienced by the government in recruiting State Civil Apparatus for Indigenous Papuans. The recruitment process for civil servants and state civil servants must be adjusted to three indicators: job analysis, workload analysis, and needs analysis. The novelty of this research is unique because it involves Indigenous Papuans actively in the design and implementation of the recruitment process, giving them a greater role in decisions regarding human resources in the Sorong City government. The method used in this research uses a qualitative-descriptive approach. Data sources were taken from documentary observations and interviews. The findings of this research indicate that the recruitment of State Civil Apparatus for Indigenous Papuans in developing human resources for civil servants in Sorong City is in accordance with government policy and is regulated in Law Number 21 of 2001 concerning Special Autonomy for Papua. Therefore, with the government policy in place so far, the recruitment system for State Civil Apparatus (ASN) for Indigenous Papuans (OAP) is 80 percent and for non-Indigenous Papuans, 20 percent. Then, develop a welfare and justice monitoring mechanism that focuses on Indigenous Papuans who have been recruited to ensure that they get their rights and are treated fairly in the work environment. The obstacles experienced in the recruitment system for State Civil Apparatus (ASN) are the government's budget, human resources, and inadequate infrastructure.

Keywords: Civil servants, recruitment, state civil apparatus, indigenous papuans.

INTRODUCTION

This research discusses the evaluation of the recruitment of State Civil Apparatus for Indigenous Papuans in Sorong City and the obstacles experienced by the Government in recruiting State Civil Apparatus for Indigenous Papuans. During Joko Widodo's administration, the Indonesian Government has taken significant steps to support digital transformation in every government sector (Wirawan, 2020). One of them is modernizing the state bureaucracy. Then, there was a change in the government paradigm from the previous conventional one face-to-face become a digital government so that it is efficient and transparent (Bachtiar et al., 2020). Digitalization is considered an important aspect to achieve efficiency in providing quality public services (Agus, 2023). Therefore, digitalization is something that we cannot avoid (Firdaus et al., 2021). Currently, the State Civil Service is required to adapt to technological transformation so that public service functions can be more efficient, precise and fast (Faeflulloh et al., 2020).

LITERATURE REVIEW

The role of the State Civil Apparatus (ASN) as the main actor in bureaucratic reform is very dependent on achieving satisfaction with public services (Prabowo, 2022). Therefore, ASN must be able to understand ICT and integrate it into their work (Kusuma, 2022). Digital bureaucracy is expected to increase efficiency in administrative processes and public services (Maulani, 2020). This includes cutting unnecessary bureaucracy, reducing *paper-based processes*, and optimize data usage. National policies driven by the central government, including the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB), support the digital transformation of bureaucracy at the local level.

To achieve bureaucratic digitalization, bureaucratic reform requires a human resource development strategy for the apparatus that is in line with ASN recruitment preparations for the digital era (Firmansyah, 2023). The most fundamental problem currently related to ASN human resources is professionalism and having high competence in accordance with their field, as mandated in the law, which then becomes the hope of the community and interested parties, so that currently this is the hope that is still far from reality (Kelibay, 2020). Continuous efforts to increase the capacity of the HR function of government officials, emphasizing the importance of increasing human resources to meet organizational needs, and advocating a gradual and continuous implementation process with careful planning. Overall, it shows a deliberate approach to optimizing human resources in government (Kelibay, 2020). Human resource development for ASN is part of ASN management, which means ASN management is oriented towards producing ASN employees who are professional, have basic values and professional ethics, are free from political interference, and are free from practices of corruption, collusion, and nepotism (Sensu et al., 2023).

Evaluation of the recruitment of State Civil Apparatus (ASN) is an important aspect of the transition of Sorong City towards a digital bureaucracy in Southwest Papua Province (Nakul, 2022). To support development and optimal public services, an efficient and high-quality bureaucracy is needed (Saktiananda, 2023). Digital bureaucracy in Sorong City is an approach to administering government that integrates information and communication technology (ICT) with administrative processes and public services. The city of Sorong is also working to adopt and support digital bureaucracy to improve efficiency, transparency, and quality of service to the community.

Obstacles in the evaluation process for the recruitment of State Civil Apparatus for Indigenous Papuans in Sorong City are the low quality of human resources, and infrastructure inequality is an obstacle to community participation in the digital bureaucracy. This proves that there is inequality in access to and use of digital technology. This research is important for the Sorong City government to be able to implement a more transparent recruitment process, which includes job vacancy announcements, selection stages, and open announcements of results, ensuring that the recruitment process is closely monitored to prevent nepotism or non-transparency practices. Intensive outreach about the benefits of digital technology in increasing efficiency and transparency in public services needs to be carried out. Improving the quality of human resources (HR) in the government sector through employee training and development. Investing in equitable technological infrastructure, especially in areas that may still be less accessible, must ensure that people throughout the Sorong City area have equal access to technological facilities such as the internet, computers, and government software.

The people of Sorong City support the recruitment of civil servants in a manner that complies with the provisions of the Papua Province Special Autonomy Law, with a clear emphasis on the priority of Indigenous Papuans in government positions (Awoitauw, 2023). A large portion of state civil service positions are reserved for indigenous Papuans, with guarantees from the Indonesian government. The aim is to encourage development and improve the welfare of the people in Earth of Paradise (Rumbiak, 2023). The government not only focused on numerical aspects but also made specific changes to the age limit for OAPs applying for CPNS positions, extending it to 50 years in Papua, deviating from the general provision of a 35-year age limit according to the law (Rumbiak, 2023). The Minister of Administrative Reform also added that there were significant recruitment efforts for State Civil Apparatus (ASN) positions in connection with the formation of a new autonomous region in Papua, and this applies uniformly in certain areas in Papua (Rumbiak, 2023). The government pays special attention to the implementation and improvement of the skills of the State Civil Service in Papua through the implementation of internships for ASNs with OAP status. The urgency is emphasized to achieve broader goals, namely accelerating development, progress, and improving community welfare (Rumbiak, 2023). Not only does it aim to realize accelerated development, but with the existence of the Papua Special Region, it is also able to create public services that are expected to be much faster and easier, and the public bureaucracy in the Land of Papua can become leaner (Rumbiak, 2023).

The majority of ASN in Papua are Indigenous Papuans (OAP); this is a very normal thing because they have a deeper understanding of the nature and culture of OAP [13] That way, service to OAP will be much better because they share the same language and ethnicity, and they will understand better how to approach and communicate with indigenous Papuan people. Apart from that, another reason is because they are carrying out community service, serving the people, and repaying the government's services by becoming civil servants (PNS). For HR selection in the Papua Special Region, there are three points. Here are the points: first, confirmation in positions for those who have held positions equivalent to positions that are still in the same family of positions, especially those from the parent province. Second, the job fit test is for employees who have held equivalent positions in different positions. Meanwhile, the third is an open and competitive selection based on statutory regulations if there is no suitability of ASN for the position required, either within Papua Province or outside Papua Province (Awoitauw, 2023).

When many ASNs are OAP, it does not mean they are racist or show favoritism. But this is a privilege given to all Papuan people. They have the right to be given facilities to become state servants while protecting and serving the people. When OAPs become ASN, they will better understand how to communicate and address the various needs of Papuans because they understand the language and its

characteristics (Awoitauw, 2023). Several problems occur in Sorong City in establishing a recruitment pattern for State Civil Apparatus for Indigenous Papuans in the Development of Civil Service Human Resources in Sorong City, including:

Insufficient infrastructure availability: in this case, Sorong City is facing challenges in inadequate infrastructure, such as unstable and limited internet connectivity, which can hamper the ability of the State Civil Apparatus (ASN) to access and use applications as well as hinder the efficient digitalization of the bureaucracy (Kelibay, 2019).

The Table 1 shows that the Sorong City government supports the community regarding implementation. This is marked by the installation of internet access in the village, making it easier for people inside to access government websites.

Table 1

Number of Communication Infrastructure in Sorong City Government, 2018-2022

Jenis Layanan	2018	2019	2020	2021	2022
(1)	(2)	(3)	(4)	(5)	(6)
Jaringan Fiber Optic (FO)	2	2	2	3	3
Jaringan Wireless	*	13	18	18	18
Jaringan Virtual Private Network (VPN)	1	1	1	1	1
CCTV	20	20	20	20	20

Source: Dinas Komunikasi dan Informatika Kota Sorong

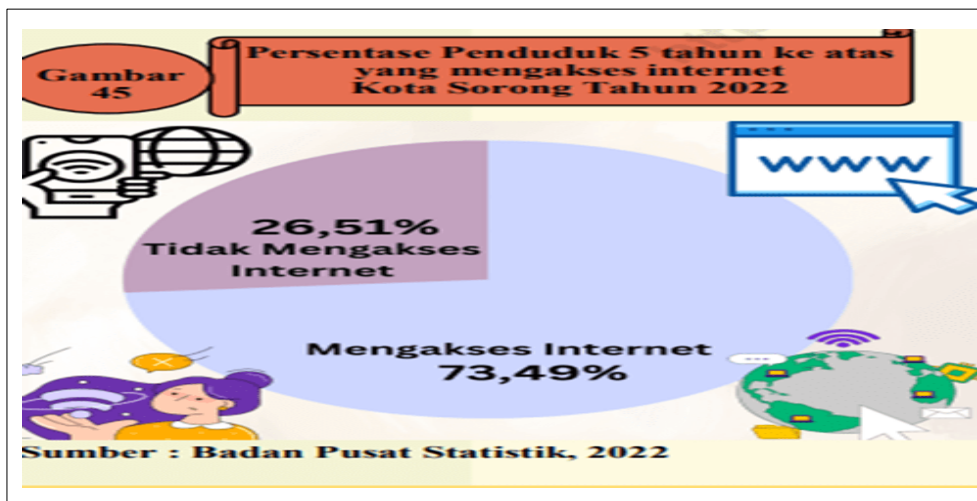
The implementation of SPBE (Electronic Based Government System) began with the birth of Presidential Instruction Number 3 of 2003 concerning National Development Policy and Strategy for Government. This Presidential Instruction marks the start of the spring electronicization of public services. The number of communications infrastructures in the Sorong City government with fiber optic network service types in 2018–2020, Sorong City, uses two fiber optic networks. Then, from 2021 to 2022, Sorong City will use Fiber fiber optic networks. The type of wireless network service shows that in 2018, Sorong City did not use a wireless network. In 2019, Sorong City used 13 wireless networks. Then, in 2020–2022, Sorong City will use 18 wireless networks. The type of virtual network service shows that from 2018 to 2022, Sorong City will use one virtual network. The type of CCTV service shows that from 2018 to 2022, Sorong City used 20 CCTVs (Badan Pusat Statistik Kota Sorong, 2022).

Inadequate human resources, in this case human resources (HR), is the main problem of Kota Sorong, so it is difficult to find candidates for the National Civil Service who have the skills and are required to operate the digital systems and technologies used in the digital bureaucracy (Kelibay, 2019).

Lack of funds and budget, in this case, to improve digital bureaucracy requires investment in the form of hardware, software, and training. The resulting lack of an adequate budget to support this transition can be a serious obstacle to adopting appropriate recruitment processes. (Kelibay, 2019).

Figure 1

Number of Residents Accessing the Internet in Sorong City 2022



Source: Badan Pusat Statistik (2022)

The Figure 1 shows that the percentage of the population aged 5 and over who access the internet is 73.49 percent, while the remaining 26.51 percent do not or don't access the internet. This is supported by today's learning methods, which involve the internet, starting from elementary school to lectures. Even though only 26.51 percent of the population has not or does not access the internet, this is still a concern for the Sorong City government to spread internet technology throughout Sorong City, especially in highland areas where the internet is still difficult to reach (Badan Pusat Statistik Kota Sorong, 2022).

From the literature found by Nurhasanah (2021) in his research, it explains that looking at the current recruitment conditions, even though the merit system has been implemented in open recruitment, still in its implementation when it comes to the evaluation stage there are still quite significant problems and this indirectly shows this system has not been successful. Furthermore, Bleskadit, Kaawoan and Kumayas (2020) in their research explained that the productivity of the performance of the State Civil Apparatus (ASN) regarding public services can be characterized by the minimal availability of supporting facilities or equipment in carrying out public service activities such as printers. Then, Winarni (2019) in his research, he explains that digital technology is compatible with digital bureaucratic designs, but the problem of technological literacy at the level of bureaucratic officials and the public using public services is still a significant obstacle.

Based on previous study data or literature review taken from Scopus data in 2019 – 2023, it was found that 689 document *results*. Relating to the evaluation of State Civil Apparatus Recruitment for Indigenous Papuans in the Development of Human Resources for Apparatus which is processed using *VOSviewer* to obtain broader results in developing the research theme taken. The presentation of data from the evaluation study of State Civil Servant Recruitment for Indigenous Papuans in Sorong City is in the image below:

Figure 2

Network Visualization

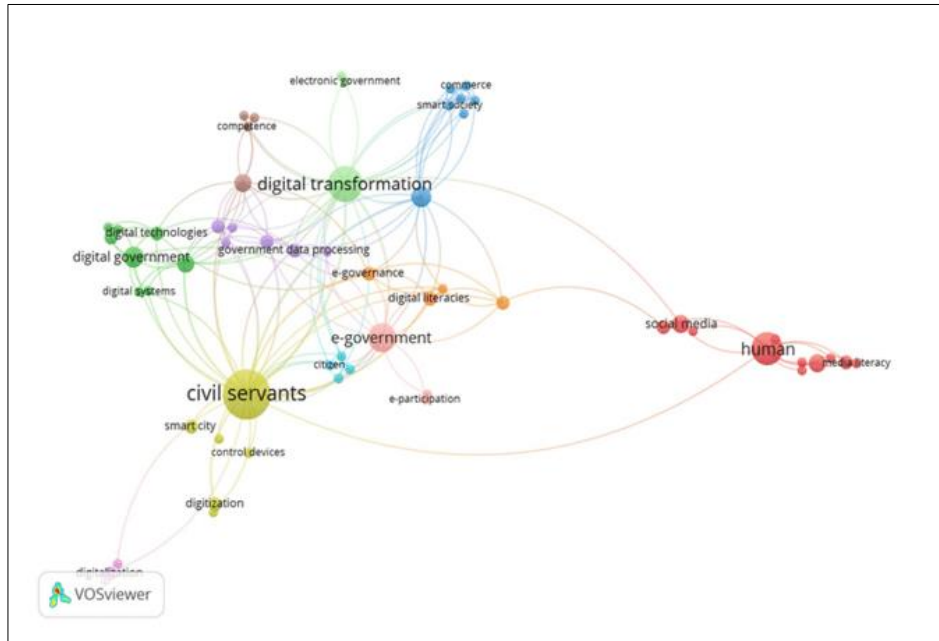


Table 2

Cluster Division based on Keyword

Cluster	Themes	Amount
Cluster 1	Digital technology, email, education, government, human, Information literacy, information system, local government, media literacy, qualitative research, social media.	11
Cluster 2	Digital government, digital systems, digital technologies, human resources management, information and communication, infrastructure sector, local governments, and public services.	8
Cluster 3	Commerce, digital transition, e-learning, e-learning, efficiency, smart society, transparency.	7
Cluster 4	Civil servants, collaborative learning, control devices, digitization, smart city, digital bureaucracy.	6
Cluster 5	Data governance, data privacy, e-government, government data processing, interoperability, public service.	6
Cluster 6	Citizen, citizens, stakeholder, stakeholders	4
Cluster 7	Civil service, digital literacies, digital literacy, e-governance.	4
Cluster 8	Competence, governance, leadership, public servants.	4
Cluster 9	Digital devices, digitalization, information technologies.	3
Cluster 10	e-government, e-participation, e-service	3
Cluster 11	Digital transformation, electronic government, electronic government (e-government)	3
Amount		59

Based on the analysis VOSViewer, the following themes can be seen that are connected to the evaluation of state civil servant recruitment for Indigenous Papuans in Sorong City: government, digital bureaucracy, civil servants, e-government, and digital transformation. Based on the results of the analysis, VoSviewer, the researchers focused on clusters: civil servants and e-government.

E-Government

E-government is a series of ideas for all public sector actions (both in central and regional government) that utilize information and communication technology (ICT) to maximize open and efficient public service procedures (Kelibay, 2019). *E-government* is also a use of information technology that can improve the relationship between the government and the community as well as other interested parties (Kelibay et al., 2020). In addition, expansion of e-government is one way to improve the quality of public services effectively and efficiently (Kelibay et al., 2020).

Suhardiman and Rachman (2023) have carried out several previous studies in their research, suggesting that building e-government organizes management systems and government work procedures by optimizing the use of information and communication technology. Castro and Lopes (2022), in their research that e-government is an important tool for eradicating corruption, improving governance, and increasing transparency in public administration because e-government can reduce discretionary authority and increase opportunities for corruption, as well as eliminate some opportunities for corruption.

Next, Petrakaki (2018), *stated* in his research that *e-government* requires digital-based public sector work by restructuring work, reorganizing public information and knowledge, and reorienting official-citizen relations. Kelibay (2019), in his research, stated that implementation-government itself still faces several obstacles. One of the causes or obstacles to implementation is the government's limited regulations as a legal umbrella. Then, as quoted from the article Karnay (2020) of the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB), if currently there are no regulations that really explain in detail the mechanisms for implementing e-government, then there needs to be a policy-e-government integrated system that can be adapted to the needs of each institution in the region. Yan Li (2023) in his research shows that usage of e-government by citizens revitalizes their trust in government indirectly, through influencing citizens' evaluations of the government's integrity, performance, and responsiveness from experience using e-government, while the mediating effect of citizens' evaluations on the relationship between usage of e-government and public trust is reduced by people's expectations of their government.

Furthermore, Cahyarini (2021) in achieving development implementation goals, *e-government*, which is fully integrated, needs to realize strategies in the development of *e-government*. Hidayat Fahrul (2023), in his research, he stated that the government has created several strategies to develop e-government, as mentioned above: building a reliable and trustworthy service system that everyone can access; regulating the management system and work processes of government and regional governments as a whole; optimizing the use of information technology; increasing the role of the business world; and developing the sector of telecommunication. Nookhao and Kiattisin (2023), stated in their research that development-government is a challenge for the international community because the government must invest large funds in infrastructure development, technological development, and innovation, as well as human resource development. Aulia (2023), in his research, he stated that, along with current technological developments, every organization must be able to implement, utilize, and manage existing technology well and optimally. Several previous studies above show that e-

government has a very important role in changing the way the government interacts with society, improving the quality of public services, and eradicating corruption and improving government governance.

Further, there are five uses of e-government in government agencies (Nam, 2014), as follows:

1. Use of services, use of transactional services
2. Use of general information, general information search
3. Policy investigation or research, searching for information related to government policies.
4. Participation and community participation in decision-making
5. Co-creation, formulating policies, information, and services by the government and citizens together.

Then Rivai (2014) defined e-government as the use of tools (ICT) to provide services to citizens. Furthermore, Antasari and Yaniartha (2015), an information system can be said to be successful if it can run well, is easy to implement, and is in accordance with existing technology. Information systems can be defined as a combination of information technology and individual activities that use this technology to process data into information that supports their goals. Information systems are created to support the activities of every level of business in an organization. Term *e-government* relates to a person's ability to use ICT to improve relations between government and society, between government and business actors, and between government agencies.

Recruitment of State Civil Apparatus (ASN)

Recruitment of State Civil Apparatus (ASN) carried out by the government has shifted from based *on recruitment* to based *on requirements*; the selection process is no longer based on the deployment or proposal being quantitative in nature but on the needs of qualitative agency objectives. Based on Regulation Number 26 of 2020 of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia concerning Guidelines for Evaluation of the Implementation of Bureaucratic Reform, it is stated that analysis of employee needs for the next five years based on objective needs through position analysis and ASN management workload analysis based on a merit system is very important. Important in the midst of global competition, which requires the support of reliable employees to encourage accelerated development in various sectors, including the economic sector. The recruitment process for civil servants and state civil servants must be adjusted to position analysis, workload analysis, and needs analysis (Nahidah, 2016).

In the job analysis variable, several indicators relate to the recruitment of state civil servants for native Papuans, including (Permenpan, 2020):

1. Local and Cultural Knowledge
Measures the extent to which a candidate understands the culture, traditions, and local values of the Papuan people.
2. Multicultural Skills
Assess the extent to which a candidate can interact with various cultures in Papua and the general public.
3. Local Human Resources Development
Shows the extent to which an ASN can contribute to the development of local human resources in Papua.

In the workload analysis variable, several indicators relate to the recruitment of state civil servants for native Papuans, including (Permenpan, 2020):

1. Proportion of Indigenous Papuans in ASN
Measuring the extent to which ASN recruitment is successful in including and representing indigenous Papuans
2. Availability of Training and Development
Analysis can be carried out by assessing the training programs that have been implemented and the extent to which they have succeeded in improving the skills and qualifications of indigenous Papuans.
3. Active Participation in Local Decision Making
Analysis could involve evaluating the level of participation of indigenous Papuans in relevant policy forums, committees, or working groups.

In the needs analysis variable, several indicators are related to recruiting state civil servants for indigenous Papuans, including Permenpan (2020):

1. Ethnic and Cultural Representation
Measuring the extent to which recruitment reflects ethnic and cultural diversity in Papua.
2. Local Language Skills
Papuan people have a variety of local languages. Ensuring that ASN recruitment considers the ability to communicate in local languages can increase the effectiveness of government services at the local level.
3. Local Education and Skills
Involve indigenous Papuans with relevant levels of education and skills to support local development. By ensuring that ASN has qualifications that suit local needs, the government can increase local capacity to manage and lead development initiatives in the Papua region.

Based on Law Number 5 of 2014 concerning State Civil Apparatus (ASN), in order to create a state civil apparatus as part of bureaucratic reform, it is necessary to establish the state civil apparatus as a profession that has the obligation to manage and develop itself and is obliged to be accountable for its performance and apply the principle of merit. In the implementation of state civil service management (Sensu et al., 2023).

Obstacles to the Recruitment of State Civil Servants

Computer Assisted Test (CAT) is a new system in the ASN test that will provide new experiences for CASN test takers from previously known methods or systems. Participants register online and do not need to apply for a job seeker certificate or police record certificate at the start of registration using the CAT system. In implementation, participants do not need to pay to purchase writing equipment (Hidaya et al., 2021).

By using the CAT system, participants can work on questions more quickly because they only must choose the answers available on the computer screen. Participants' test results can be known immediately after the test is finished, so test results are faster when using the CAT system. Apart from the benefits and advantages of using the CAT system, there are also obstacles faced in CAT-based CASN

recruitment (Oktaviana, 2018). CAT-based CASN recruitment is influenced by several factors, including:

1. Data: the number of participants soared to the point of experiencing difficulties in recording and determining the participants who fit the criteria set by the organizers.
2. Environmental Conditions: There are internal and external pressures that influence someone to use the network system and are able to encourage the implementation of CAT-based CASN recruitment.
3. Facilities and Infrastructure: Human Resources (HR) and infrastructure are inadequate.

Various technical problems occurred, ranging from computer damage to network problems. Excessive electricity loading, resulting in network problems. *The local area network* (LAN) has a problem, and the network to connect to does not connect successfully. In this case, it is related to the Population Identification Number (NIK) in the Family Card, which is not found, which sometimes also prevents participants from being able to register themselves because the NIK is not found, and test participants often experience errors in entering data or documents (Hidaya et al., 2021).

To anticipate various obstacles faced by the participants, prior preparation was carried out through online SSCASN registration, administrative selection, and tests using *computer-assisted testing*. BKN has even formed a team help desk to anticipate obstacles to CASN registration. This is part of the government's commitment to carry out open, transparent, and competitive selection through BKN. BKN also actively provides information services through the official BKN account via social media and website. Official information regarding announcements, registration, and the selection process is only conveyed through the official accounts of government institutions (Hidaya et al., 2021).

As coordinator of the selection process, the Regional Civil Service Agency (BKD) points out several problems faced and tries to prevent similar problems from occurring. Therefore, before recruitment with a new method begins, it is highly recommended that the public understand how to use it so that there are no suspicions. In cases where the NIK is not found, applicants must ensure that the NIK and KK will be used when registering online at <https://sscasn.bkn.go.id/>, indirectly registered and updated in the database of the central Population and Civil Registration Office. Applicants must carefully pay attention to the features and procedures for filling in the SSCASN portal fields so that errors do not occur when entering data. Applicants must be more careful and thorough with the features in the SSCASN portal and the procedures for filling in the columns in it, ensure that the data entered is correct, and do not rush in filling it in. You must really understand the qualifications, requirements, and registration flow mechanism so that you can minimize obstacles in carrying out the test properly online (Yasin, 2015). Even though this method shows progress throughout Indonesia, the conditions of districts and cities in Papua are not yet fully supported by adequate network facilities. If the online system continues to be implemented, it will be detrimental to the Papuan people who want to take the test. In this way, the community agreed that future employee recruitment would not use an online system and agreed that they would like the implementation to be carried out in a timely manner (Fauzi & Kartika, 2023; Hidaya et al., 2021).

The author found that the most important inhibiting factors in this recruitment and selection system were poor communication and a lack of socialization among related parties. Even though government officials have provided good guidance, there are still communication problems between BKN, which manages the CAT-based selection system, and BKDPSPDM, which handles the recruitment process. Due to the lack of socialization, the community firmly rejects the CASN admission system, which is carried

out online. This is caused by a lack of facilities and infrastructure, including computers and internet networks, so people are worried that the system will reduce the priority of Indigenous Papuans (OAP) *online*.

RESEARCH METHOD

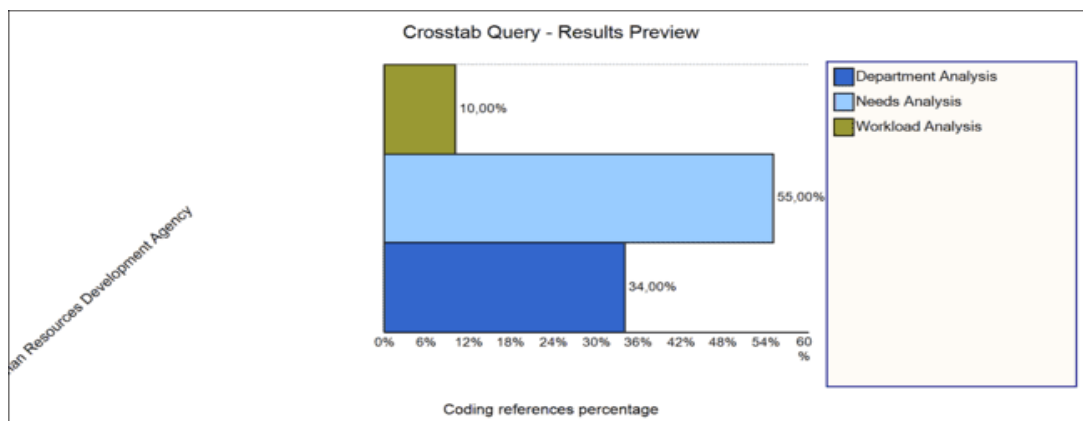
The method used in this research is a qualitative-descriptive method. Descriptive research is research that aims to analyze the evaluation of state civil service recruitment for Indigenous Papuans in Sorong City. Collect data through observation, interviews, and documentation. This research analysis uses Q-DAS (Qualitative Data Analysis Software) NVivo 12 Plus to collect, manage, and analyze data effectively, efficiently, and validly. Furthermore, it is supported by various types of literature reviews that confirm the truth of previous research to find out how to evaluate the recruitment of State Civil Apparatus for Indigenous Papuans in Soron City. This research focuses on the recruitment process for State Civil Apparatus for Indigenous Papuans in Sorong City and what obstacles the Sorong City Government experiences in the recruitment process for State Civil Apparatus for Indigenous Papuans in Sorong City.

RESULT AND DISCUSSION

This section is a discussion of the findings and analysis regarding the evaluation of the recruitment of State Civil Apparatus for Indigenous Papuans in Sorong City and what obstacles the Sorong City Government experienced in the process of recruiting State Civil Apparatus for Indigenous Papuans in Sorong City. Based on objective needs through job analysis and workload analysis, ASN management based on a merit system is very important during global competition, which requires the support of reliable employees to encourage accelerated development in various sectors, including the economic sector. The recruitment process for civil servants and state civil servants must be adjusted to three indicators, namely:

Figure 3

Recruitment Process for State Civil Apparatus for Indigenous Papuans in Sorong



Department Analysis

Position analysis received a moderate percentage of 34 percent. This is because native Papuans themselves are covered by the special autonomy law, which makes specializing native Papuans a priority in all aspects. So, in terms of recruitment and placement of official positions, it is a priority. This was reinforced by the results of the interview delivered by Mr. Alfredo R. Manalip, S.STP, as Head of Division. Data and Information states that the recruitment and placement process for indigenous Papuan officials is prioritized. And the empowerment of indigenous Papuans is covered in the special autonomy law. (Interview, December 4, 2023) This is in line with research conducted by Makuker and Effendy (2019) in the results of their research, which stated that job promotions have so far been carried out for both Indigenous Papuan and non-Indigenous Papuan State Civil Apparatus, which are still closed and not appropriate. to the applicable laws and regulations in managing the State Civil Apparatus.

Workload Analysis

Workload analysis gets the lowest percentage of 10 percent. This is because the government is pushing through the regulations that are being launched and continues to coordinate with the Minister of Administrative and Bureaucratic Reform to carry out regulations so that the representation of indigenous Papuans in all their ethnic forms is being worked out on a formula so that representation of these tribes remains in the ASN recruitment pattern in regional governments in the Papua region. This was reinforced by the results of the interview delivered by Mr. Alfredo R. Manalip, S.STP, as Head of Division. Data and Information states that recruitment, especially for OAP, has been carefully designed to provide equal opportunities and respond to obstacles that may arise. Then the representation of indigenous Papuans in all their ethnic forms still needs to be worked out in the formula so that representation of these tribes remains in the ASN recruitment pattern in regional governments in the Papua region. Then continuous evaluation and adjustment are necessary to ensure effectiveness and fairness over the long term. (Interview, December 4, 2023)

Needs Analysis

The needs analysis got the highest percentage of 55 percent. This is because the formation of needs, for example, medical or petroleum formations, was opened, but no Indigenous Papuans registered for the formation because they did not have education and expertise in that field, so the regional policy provided these formations for non-residents. Indigenous Papuans (OAP). This is reinforced by the results of an interview delivered by Mr. Karel Gifelem, S. IP, as Head of the Sorong City Personnel and Human Resources Development Agency, stating that there is a need to develop a more holistic and inclusive approach to recruiting ASN in the Papua region by providing special support. To improve the qualifications and skills of OAPs in various fields. In addition, coordination between agencies and the preparation of regulations that support the goal of ethnic representation are also important for the success of this initiative. (Interview, November 30, 2023)

From the results of the research above, the author briefly describes the study of Recruitment Patterns for State Civil Servants based on 3 indicators with the following details:

Table 3

Summary of Research Results Evaluating Recruitment of State Civil Servants for Indigenous Papuans in Sorong City

Problem	
Indigenous Papuans (OAP) have limited abilities and self-development Inequality in the representation of special formations given to Indigenous Papuans and Non-Papuans	
Evaluation of State Civil Apparatus Recruitment for Indigenous Papuans in Sorong City	
Department Analysis	
Local and cultural knowledge	Equality of performance capabilities between Indigenous Papuans and Non-Papuans. Commitment to support the development of the potential of Indigenous Papuans and Non-Papuans . Empowerment of Indigenous Papuans is given more priority.
Multicultural skills	Increasing the representation of indigenous Papuans in various aspects. The state's commitment guarantees the specialties and welfare of indigenous Papuans.
Development of local human resources	The empowerment of Papuans has been officially regulated in Law Number 21 of 2001 concerning Special Autonomy.
Workload Analysis	
Proportion of Indigenous Papuans in ASN	The acceptance standard for ASN recruitment in the Papua region is 80 percent OAP and 20 percent non-OAP. The 80:20 Proportion Policy creates special formation for OAP, ensuring they receive priority in recruitment.
Availability of training and development	Inequality of access and limiting opportunities for non-OAP to obtain desired positions. Restrictions for non-OAP who have the potential and skills to contribute.
Active participation in local decision making	The active participation of indigenous Papuans (OAP) in local decision making is realized through the ASN recruitment policy which allocates 80 percent of formations to OAP. The policy of standardizing values and lower thresholds, this effort aims to provide an appropriate portion according to OAP priorities.

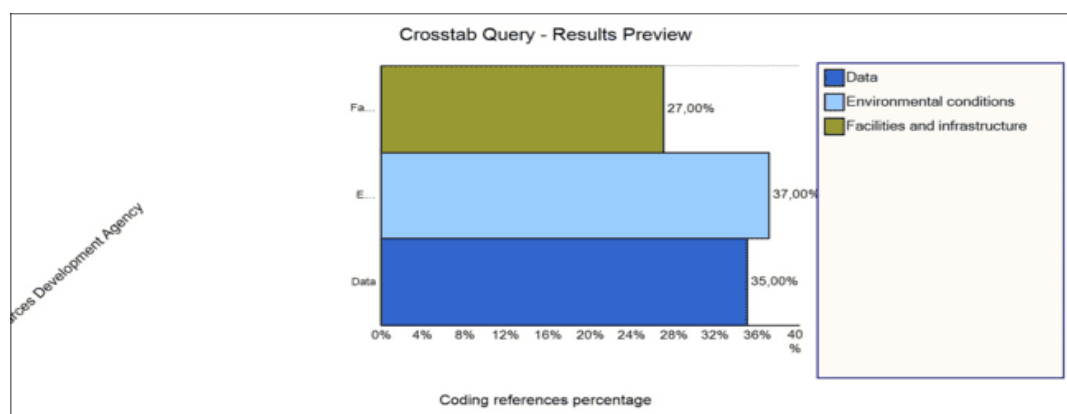
(continued)

Problem	
Indigenous Papuans (OAP) have limited abilities and self-development Inequality in the representation of special formations given to Indigenous Papuans and Non-Papuans	
Evaluation of State Civil Apparatus Recruitment for Indigenous Papuans in Sorong City	
Needs Analysis	
Ethnic and cultural representation	<p>The government is seeking ethnic and cultural representation of indigenous Papuans in ASN recruitment in Sorong City.</p> <p>Create an effective formula to ensure that the diverse ethnicities and cultures of indigenous Papuans remain fairly represented in the regional government structure in Sorong City.</p>
Local language skills	<p>Native Papuans tend to be more fluent in using Indonesian in the work environment.</p> <p>Indigenous Papuans are considered more adept at communicating using Indonesian.</p> <p>In terms of education, you have met the qualifications (needs).</p>
Local education and skills	<p>A special standardization policy is implemented to lower the threshold value, ensuring that OAPs with potentially lower qualifications can still enter the recruitment pool.</p>

Obstacles in the recruitment process for State Civil Apparatus can be measured using 3 indicators, namely:

Figure 4

Obstacles in recruiting State Civil Servants for Indigenous Papuans in Sorong City



The data obtained had a moderate percentage of 35 percent. This is because ASN admissions currently use the BKN application called SSCASN. This application is good enough to direct each applicant to register according to their corridor. For OAPs, they can register via this application. For this surge, of course they will increase more because 80 percent of them are theirs. This was reinforced by the results of the interview delivered by Mr. Alfredo R. Manalip, S.STP, as Head of Division. Data and Information

states that the BKN SSCASN Application is considered effective in directing applicants, including OAP, to register according to their corridor. Although the increase in applicants is not significant, this application is well designed to cover all levels of society. (Interview, December 4, 2023). This is in line with past research which states that overall, the implementation of recruitment of candidates for state civil servants through the CAT system by the Riau Province Regional Civil Service Agency is in the implemented category.

Environmental Conditions

Environmental conditions get the highest percentage at 37 percent. Sorong City consists of 10 districts, starting from the district at the very end of Doom Island, Raam Island at the very end, and Klaurung District at km 17. The network is safe, but sometimes the system The application itself is because everyone is applying for the SSCASN application, so automatically there is a server down from the application itself, so it's not the network but the application. This was reinforced by the interview results delivered by Mr. Alfredo R. Manalip, S.STP, as Head of Division. Data and Information states that environmental conditions in Sorong City are considered relatively stable because the 80:20 policy implemented by the central government has proven to be safe and did not cause turmoil in the last recruitment. Although there are differences in perception between locals and moderns regarding the use of CAT test technology, outreach and explanation efforts have helped ease disagreements. Pressure related to the acceptance of OAP (Indigenous Papuans) is also well resolved through government policy and the special autonomy law that regulates the 80:20 formation. Even though the internet network in Sorong City is considered safe, problems sometimes arise from the application system, especially when the server is down. Internet access challenges in remote areas of Papua remain; however, steps such as the installation of satellite transmitters have been taken to address this problem. Overall, the government's support for special policies, infrastructure, and technology has provided stability in the ASN acceptance process in Sorong City. (Interview, December 4, 2023). This is in line with research conducted by Hidaya et al. (2021) which states that most people agree that CPNS recruitment is carried out online because they know what the computer-assisted test system is, can keep up with developments in modern times, and are more knowledgeable in this emerging technological science.

Figure 5

UPT BKN Building, Sorong City, Southwest Papua Province



The picture above is of one of the UPT BKN buildings in Sorong City, Southwest Papua Province. This national civil service agency office is tasked with managing civil servants, both for recruiting ASNs and PNS registration.

Facilities and Infrastructure

Facilities and infrastructure received the lowest percentage, at 27 percent. This is because the Sorong City government has provided training and training for training venues, seminars, workshops, and outreach regarding the acceptance of CPNS or P3K formations, but the special building for the CAT BKN in Sorong City does not yet exist, so it is still using the UPT BKN building at Km. 24 Sorong Regency. This was reinforced by the interview results delivered by Mr. Alfredo R. Manalip, S.STP, as Head of Division. Data and Information states that Sorong City is not adequate because it is still dependent on central facilities, and there is no CAT building in Sorong City, so Sorong City requires infrastructure investment at the regional level. Then the lack of in-depth socialization about the SSCASN application in several regions, especially in the early stages of its implementation in 2018, can make it difficult to understand and adopt this application among applicants. There are still difficulties with internet access in some areas, especially small islands, which can hinder applicant participation. (Interview, December 4, 2023). This is in line with research conducted by Wayandiana (2023), which states that the effectiveness of BKD in the recruitment process for State Civil Apparatus in Mappi Regency is not yet effective because there are still obstacles that influence the recruitment of ASN in Mappi Regency, such as a lack of facilities and infrastructure such as computers, rooms, and the internet network.

From the results of the research above, the author briefly describes the study of constraints in recruitment patterns for state civil servants based on three indicators with the following details:

Table 4

Summary of Research Results on Obstacles to the Recruitment Process for State Civil Apparatus for Indigenous Papuans in Sorong City

Problem	
	1. Indigenous Papuans (OAP) do not fully understand the socialization and understanding regarding the SSCASN (National CPNS Selection) application.
	2. The availability of facilities and infrastructure for using CAT (Computer-Assisted Test) is inadequate
Obstacles in the Recruitment Process for State Civil Apparatus for Indigenous Papuans in Sorong City	
Data	
1. Number of participants	1. Indigenous Papuans (OAP) increased significantly due to the ease of application and implementation of the 80:20 policy (OAP vs. non-OAP).
	2. Human resource development, including CAT training, needs to be directed at increasing technological understanding and educational qualifications of applicants, especially OAP.

(continued)

Problem	
1. Indigenous Papuans (OAP) do not fully understand the socialization and understanding regarding the SSCASN (National CPNS Selection) application.	
2. The availability of facilities and infrastructure for using CAT (Computer-Assisted Test) is inadequate	
Obstacles in the Recruitment Process for State Civil Apparatus for Indigenous Papuans in Sorong City	
2. Participants meet the criteria	1. The SSCASN application from BKN is effective in guiding and registering applicants according to the criteria.
Environmental conditions	
1. Internal and external pressure	1. The ASN recruitment policy with an 80:20 ratio (80% for OAP and 20% for non-OAP) has been successful without any turmoil. 2. There is no significant pressure in terms of regulations and the special autonomy law regarding the implementation of the 80:20 policy.
2. Influence on a person	1. The 80:20 policy is considered effective in safeguarding the interests of OAP, especially the Moi tribe, which is an indigenous tribe in Sorong City. 2. The existence of the 80:20 policy and the Special Autonomy Law (autonomy) is considered to be able to reduce pressure related to ASN recruitment in Sorong City.
3. Network System	Regarding the Sorong City network system, it is very safe.
Facilities and infrastructure	
1. Human Resources (HR)	Sorong City requires further investment to ensure the availability of adequate facilities and infrastructure for CASN tests and efficient ASN recruitment.
2. Infrastructure	Sorong in Southwest Papua has better infrastructure and human resource progress than other regions in Papua. However, there are still challenges regarding facilities and infrastructure for ASN admissions, especially regarding the Computer-Assisted Test (CAT) building. Some areas still rely on UPT BKN at km.24 because they don't have their own CAT building.

CONCLUSION

Evaluation of State Civil Apparatus Recruitment for Indigenous Papuans in Sorong City: The government is actively pursuing regulations and collaborating with the Ministry of State Apparatus Empowerment and Bureaucratic Reform to establish a formula that guarantees the continued representation of indigenous Papuans in various ethnic forms in the recruitment process for State Civil Apparatus (ASN) in local government. Papua region. Interviews conducted by the author with informants at the Sorong City Personnel and Human Resources Development Agency confirmed that the recruitment of state civil servants, especially Indigenous Papuans (OAP), is in line with government policy as outlined in Law Number 21 of 2001 concerning special autonomy for Papua Province. The

current recruitment system allocates 80 percent to indigenous Papuans and 20 percent to non-indigenous Papuans, which shows a consistent commitment to representation and empowerment.

The obstacles faced in the recruitment process for indigenous Papuan State Civil Apparatus (ASN) in developing civil servant human resources in Sorong City show the need for comprehensive improvements. Existing constraints are not only limited to budget and infrastructure aspects but also require a holistic approach that includes efforts to improve education and skills among Indigenous Papuans (OAP) so that they can participate competently and fill available positions. Recognizing the importance of understanding the specific needs and potential of human resources in sectors such as oil, the city needs to ensure effective and competitive deployment.

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