

Implementation of Good Governance Principles in the Recruitment of State Civil Apparatus in the Ternate City Government

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Abstract

The public really expects the government's performance to be better. The implementation of good governance is a medium to improve the quality of government performance. Efforts to realize good governance in Indonesia, although they have long been planned and implemented, have not been fully successful. Because it requires a process, consistency and commitment from all parties involved. This study was conducted to analyze the implementation of good governance principles in the CASN PPPK recruitment process at the Ternate City Government in the 2023 Budget Year. Using a qualitative design, it was found that the implementation of good governance principles had been carried out optimally, but not yet effectively. The use of information technology in the implementation and training process and the application of standard operating procedures is an important thing to do.

Keywords: Good Governance, Recruitment, CPNS, PPPK

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Introduction

Good Governance is very important in the context of modern governance because it has a major impact on stability, economic growth, justice, and public welfare. Good Governance is a medium to eradicate corruption, collusion, and nepotism and improve government performance (Nofianti, 2015). Reforms to governance become clearer, more accountable, participatory, effective, and efficient with a focus on the interests of the community. According to Suleman & Fatah (2021), long SOPs and lack of transparency and accountability in the implementation of services are problems faced in governance.

Tarandung et al (2023) stated that governments that have not implemented digital services will find it difficult to achieve effectiveness and efficiency in service. Likewise, the large number of people who do not understand SOPs and service requirements are still a problem in governance. The success of the implementation of Good Governance is largely determined by the synergy of the three main actors, namely ASN, the community, and the private sector. Therefore, ASN must be filled by quality human resources. According to Law No. 23 of 2023 concerning ASN, it states that ASN is a profession for civil servants and government employees with work agreements who work in government agencies appointed by personnel development officials and assigned duties in a government position or assigned other state duties and are given income based on laws and regulations.

ASN upholds the ideology of Pancasila, the 1945 Constitution of the Republic of Indonesia, is loyal to the Unitary State of the Republic of Indonesia and the legitimate government and implements the basic values of ASN BerAKHLAK. The availability of ASN in accordance with the mandate of the Law is a must so that the government can carry out government

functions properly. In order to prepare ASN in accordance with the mandate of the Law above, it is necessary to carry out good ASN recruitment. According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (MenPANRB) Number 14 of 2023 concerning Procurement of Government Employees with Work Agreements, the purpose of ASN recruitment is to Support the Vision and Mission of Advanced Indonesia, Accelerate the Achievement of National Strategic Goals, Fulfill ASN Needs.

Recruitment is an activity to obtain a number of employees from various elements, according to the competencies or qualifications required by an organization so that they are able to carry out the organization's mission to realize its vision and goals (Yuniarsih & Suwatno, 2016). Efforts to improve professional and characterful human resources are essential during the employee recruitment process. Human resources are the most important component in carrying out organizational tasks to achieve the desired goals. Professional and qualified human resources can help achieve organizational goals, while unqualified human resources can cause a decline in the quality of the organization (Snell & Dean, 1992).

Therefore, human resource management is very important for the existence of the organization. To obtain quality human resources, a good recruitment system is needed. PPPK recruitment is a government policy to provide experienced and competent professionals in the required fields of work that cannot be fulfilled by CPNS. PPPK who have professional experience in their fields are considered to have the capacity to handle tasks that require specific skills efficiently and comprehensively. Their expertise and background are believed to be able to accelerate the completion of work that requires special knowledge, while ensuring comprehensive and quality results. It is hoped that PPPK can help improve overall government performance through the expertise and competence they have.

The CASN PPPK recruitment process for functional positions is regulated by the Decree of the Minister of PANRB No. 648 of 2023. The requirements according to this regulation are that applicants must have experience relevant to the functional position being applied for and work continuously for two years at the government agency being applied for, the age limit for applicants is a maximum of one year before the retirement age, which ranges between 58 and 60 years depending on the position being applied for. The purpose of this law is to facilitate experienced workers in the government personnel system while ensuring that their qualifications match the positions offered.

Based on the criteria for special applicants in accordance with existing regulations, several challenges arise in implementing CASN PPPK recruitment, such as prospective applicants having an average age of over 40 years and not a few over 50 years whose knowledge of using technology is still lacking, considering that the application process and selection exams have utilized computer technology. The next challenge is the distribution of former THK-II employees and Non-ASN Personnel spread to government units in remote areas where internet network access and telecommunications networks are still very limited so that the CASN PPPK recruitment stages from the announcement of the opening of registration to the next stages experience obstacles.

In addition to the challenges and problems above, the problem that often occurs when recruiting HR in this case ASN is that there are still acts of KKN (Corruption, Collusion, and Nepotism), the Minister of PAN-RB stated that he hopes that ASN will work dynamically. But, on the one hand we are faced with dilemmas. We are required to become a world-class bureaucracy, an agile bureaucracy, which is professional. However, on the other hand, there are dilemmas that

our ASN recruitment system, on the one hand, is still great but on the other hand, there is still corruption. Still in the comfort zone, afraid of change (Ulya, 2022).

Another example, the Deputy Chairperson of the KPK stated that one in five employees stated that there was nepotism in employee recruitment, this is something that needs attention (Narwoko, 2017). The examples of problems above indicate that the CASN recruitment process in Indonesia is considered not as expected, resulting in the human resources produced not being in accordance with community expectations and government performance being considered still far from Good Governance practices. A bad recruitment process can affect organizational performance. Kurniatin & Mukhsin (2023) stated that there is a positive and significant relationship between the recruitment process and organizational performance.

This study shows that companies that want to improve their performance should consider using a better and more transparent recruitment approach. This method allows organizations to attract and select more qualified candidates, thereby improving overall organizational performance. Geographically, Ternate City is one of the cities in North Maluku Province and consists of seven sub-districts, namely Pulau Ternate Sub-district, North Ternate Sub-district, South Ternate Sub-district, Central Ternate Sub-district, Pulau Moti Sub-district, Pulau Hiri Sub-district and the most distant sub-district, namely Pulau Batang Dua Sub-district. Considering that Ternate City consists of an archipelago and has several areas that can be said to be remote and several problems related to the CASN recruitment process that have been described above, the implementation of Good Governance principles in the CASN recruitment process is a challenge for the Ternate City Government.

Literature Review

Mahsyar (2011) stated that the concept of governance began to develop in the early 1990s marked by a new perspective on the role of government in running the government system. Governance in English means "the act, fact, manner of governing", which means a process of activity. Kooiman in Sedarmayanti (2010) stated that governance is a series of socio-political interaction processes between the government and the community in various fields related to the interests of the community and government intervention in these interests. UNDP (1997) defines Good Governance as the use of authority in the fields of economics, politics, and administration to manage various state affairs at all levels and is an instrument of state policy to encourage the creation of social cohesion, integration, and ensure public welfare.

Good Governance According to Sedarmayanti (2010) is a system that allows for effective and efficient state governance mechanisms by maintaining constructive synergy between the government, private sector and community. Taufiq (2015) explains the meaning of Good Governance as good organizational governance with the principles of openness, justice, and accountability in order to achieve organizational goals. The implementation of the Good Governance system in an organization is expected to increase the efficiency, effectiveness, and sustainability of an organization that contributes to the creation of community welfare, employees, and other stakeholders and is an elegant solution in facing future organizational challenges.

The legitimacy of an organization that is managed openly, fairly, and accountably. Recognizing and protecting the rights and obligations of stakeholders. An integrated approach based on democratic principles, legitimate organizational management and participation. The main principles that characterize public administration which are the characteristics of Good Governance (Sedarmayanti, 2010) are Accountability, Transparency, Openness, Rule of Law.

The view put forward by Sedarmayanti (2010) explains that the implementation of the principles of good governance has a fundamental role in strengthening and improving organizational performance, where this is an integral part of the bureaucratic reform agenda which has the main objective of developing the capacity of human resources in the government apparatus environment, which in the process requires the apparatus to consistently and continuously improve their competence through the development of professionalism and internalization of a work culture that prioritizes discipline.

The principles of Good Governance according to UNDP (1997) are: Participation, Transparency, Responsiveness, Equality, Effectiveness and Efficiency, Accountability. The State Administration Institute of the Republic of Indonesia, 2005, there are 7 principles for the implementation of Good Governance, namely the Principle of Legal Certainty, the Principle of Orderly State Administration, the Principle of Public Interest, the Principle of Openness, the Principle of Proportionality, the Principle of Professionalism, the Principle of Accountability. Recruitment is a series of activities to find and attract prospective workers with the motivation, ability, expertise, and knowledge needed to cover the gaps identified in personnel planning (Rachmawati, 2008).

Law Number 20 of 2023 concerning ASN defines the State Civil Apparatus (ASN) as a profession that includes civil servants (PNS) and government employees with work agreements (PPPK) who work in government agencies. In 2005, the government allowed the appointment of honorary employees as prospective PNS through a series of government regulations. However, since the enactment of the 2014 and 2023 ASN Laws, the status of honorary employees is no longer explicitly regulated. The ASN Law divides ASN employees into PNS and PPPK. PPPK are Indonesian citizens who are appointed based on a work agreement for a certain period of time. The appointment of PPPK must go through a strict selection process and is based on a merit system, including administrative and competency selection.

Methods

The research method used by the researcher in this study is a qualitative research method with a research focus on the implementation of Good Governance principles, namely participation, transparency, accountability, responsiveness, effectiveness and efficiency and equality in the CASN PPPK recruitment process at the Ternate City Government. The researcher acts as the main instrument in this study. This approach is in line with Moleong's view (2006) which emphasizes that in qualitative research, the researcher himself is the main tool for data collection. Data collection techniques that will be used in this study are observation, interviews and documentation. Informants in this study are individuals who have important and relevant roles in the CASN PPPK recruitment process at the Ternate City Government Agency, both BKPSDM employees as the CASN recruitment committee for 2023 and PPPK who in 2023 are applicants or participants in the CASN PPPK selection. Informants consist of various backgrounds and positions, which allows for a comprehensive view of the recruitment process. Data analysis uses the model proposed by Miles and Huberman (in Sugiyono, 2017), namely data collection, data reduction, data presentation, drawing conclusions and verification.

Result and Discussion

The Ternate City Government Agency is one of the agencies in the working area of the BKN Manado Regional Office XI. The BKN Manado Regional Office XI is one of the technical implementing units of the State Civil Service Agency (BKN) located in the region. As part of the BKN coordination structure, the Manado Regional Office XI is under the direct

coordination of the Head of BKN. This office has the authority to carry out various BKN duties and functions related to the development and implementation of the management of the State Civil Apparatus (ASN) in its working area. The number of ASN in the Ternate City Government is 4,385 with a breakdown of 4,230 (PNS) and 155 (PPPK). By conducting in-depth interviews with these informants, it is hoped that comprehensive information can be obtained regarding the implementation of CASN PPPK recruitment, as well as the factors that influence its success and the obstacles faced in the recruitment process.

The recruitment process for Prospective State Civil Apparatus (CASN) Government Employees with Work Agreements (PPPK) in the Ternate City Government is carried out based on applicable regulations, such as Law Number 5 of 2014 concerning State Civil Apparatus, Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 14 of 2023 concerning Procurement of Government Employees with Work Agreements, and Decree of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 648 of 2023 concerning the Selection Mechanism for Government Employees with Work Agreements for Functional Positions for the 2023 Fiscal Year.

The implementation of the 2023 CASN PPPK recruitment is carried out through the stages of planning, vacancy announcements, applications, selection, announcement of the final results of the selection until appointment as PPPK. This process is in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2023 concerning Procurement of Government Employees with Work Agreements consisting of the stages of planning, vacancy announcements, applications, selection, announcement of final selection results, appointment as PPPK. Presentation of research results regarding the implementation of Good Governance principles in the recruitment of State Civil Apparatus in the Ternate City government, seen from the principles of participation, transparency and accountability, responsiveness, effectiveness and efficiency and equality.

Implementation of the Principle of Participation

The principle of participation is one important aspect that emphasizes the active involvement of various parties in the decision-making process and implementation of public policy. The principle of participation refers to the involvement of various stakeholders, including the community and government in the decision-making process and policy implementation. Every person or citizen, both men and women have the same voting rights in the decision-making process, either directly or through representative institutions according to their respective interests and aspirations (UNDP, 1997). This participation aims to ensure that government policies and actions reflect the needs and interests of the wider community, as well as increase transparency, accountability, and effectiveness in governance.

The implementation of the principle of participation in the implementation of ASN PPPK recruitment in the Ternate City Government is carried out by involving various parties such as the Representative Council and the community in this case are honorary employees. The number of CASN PPPK formations in 2023 for the Ternate City Government is very dependent on the regional financial conditions, so the number of formations available is very limited compared to the number of honorary employees, with these conditions the government through BKPSDM must really take effective and efficient policies, with the aspirations of the community in this case honorary employees, BKPSDM carries out very appropriate policies so that the available PPPK formations can be filled and there are no empty formations.

Community participation greatly determines the direction of policies taken by the government regarding recruitment so that the policies taken are effective policies. Participation (involving the community, especially their aspirations), namely requiring open opportunities for the people to submit responses and criticisms to and the government that they consider not good. Good governance also provides public facilities to accommodate community aspirations regarding the implementation of government duties (Sedarmayanti, 2010). The selection process with the BKN CAT application displays live scores of the scores of participants who are taking the exam so that the general public can watch and monitor directly through the YouTube media provided by the committee and the public. If there are irregularities in the exam process, the public can report them to the committee and they will be followed up immediately.

Implementation of the Transparency Principle

Transparency is one of the important principles in Good Governance, which is very crucial in the CASN PPPK recruitment process. Transparency in this context refers to openness and honesty in conveying information to the public regarding the recruitment process and results. Transparency must be built in the context of free flow of information. Information must be understandable and monitorable (UNDP, 1997) while according to Mahmudi (2016:17) Transparency means the openness of the organization in providing information related to public resource management activities to stakeholders.

At the planning stage, the agency provides a call center / helpdesk / social media / website as an important tool that can be used to improve the quality of recruitment because with these tools transparency in recruitment can be carried out properly, these tools are very useful in providing information and assistance related to CASN PPPK recruitment. call center / helpdesk provides consultation services and explanations related to the implementation of CASN selection. Applicants can interact with the call center / helpdesk to get information about the registration process, terms and conditions, and selection stages. call center / helpdesk can provide real-time information about the recruitment process.

Social media and websites are platforms that can be used by the government to convey official information widely and quickly to the public regarding the recruitment being carried out. social media and websites can also be tools for interaction with applicants effectively and efficiently and to avoid unauthorized information. The availability of a call center / helpdesk / social media / website by the agency makes the recruitment process very transparent so that it can increase public trust and increase the effectiveness and efficiency of the recruitment process.

The Ternate City Government through BKPSDM provides communication services through social media Facebook with the address <https://www.facebook.com/@BKPSDMDTernate>, Instagram with the address https://www.instagram.com/bkpsdm_ternate and the official website with the address <https://bkpsdm.ternatekota.go.id>. BKPSDM also utilizes the linktree application to make it easier for applicants to find information about CASN recruitment with the address <https://linktr.ee/infocasnternate>, in addition BKPSDM provides service assistance through the WhatsApp application. The Vacancy Announcement Stage is the stage where the agency openly announces the recruitment that will be carried out, the information that must be informed is the name of the Position, the number of vacancies, the work unit placement, educational qualifications, income range per Position, general description of the job, address and place of application, selection stage schedule, requirements that must be met by applicants, registration and selection procedures, and support services managed by each Government Agency.

The announcement of vacancies by the Ternate City Government is carried out in a very transparent manner by utilizing social media or the agency's official website. The Ternate City Government also utilizes print and electronic media such as newspapers and radio as a means of conveying information about CASN PPPK recruitment.

BKPSDM also distributes all recruitment information to personnel managers in all government units through WhatsApp groups, the aim is that personnel managers can forward information to honorary/ASN personnel in the unit who are prospective applicants, this step is very useful especially for prospective applicants who are in remote areas with limited internet access. Registration of prospective recruitment participants has utilized information technology, namely the SSCASN application provided by BKN so that the use of this application must be informed in detail to prospective participants so that registration can run smoothly.

The form of transparency at this stage is also stated by holding socialization on the registration procedure with the SSCASN BKN application by the Ternate City Government. In addition to socialization, the Ternate City Government also distributed guidebooks and videos on the registration procedure with the SSCASN BKN application to make it easier for the public to find more detailed information about the registration procedure. The Application Stage by prospective participants uses the SSCASN BKN application so that the application process can run effectively, efficiently and transparently.

The SSCASN BKN application is a web-based application that can be accessed online anytime and anywhere during the registration period determined by the national selection committee (panselnas). The SSCASN application is equipped with features that make it easy for applicants to register, all information about recruitment can be seen in the application, such as the name of the position, the number of vacancies, work unit placement, educational qualifications, income range per position, general description of the job, address and place of application, selection stage schedule, requirements that must be met by applicants and registration procedures.

Administrative selection is carried out after applicants register through the SSCASN BKN application according to the predetermined schedule. Administrative selection is carried out by the agency committee by matching all requirements with the data and documents entered by the applicant. The administrative selection carried out by the agency committee also uses the SSCASN BKN application so that the principles of effectiveness, efficiency and transparency are maintained. The results of the administrative selection are announced by the agency committee through the agency's official media so that applicants can check the conformity of the announcement with the results in the SSCASN BKN application. The results of the administrative selection contain information on whether the participant has passed or failed the administrative selection, accompanied by the reasons for failing.

According to existing regulations, participants who fail are given the opportunity to object if there is a verification error by the agency committee, so that the agency committee can re-check. If the results of the re-check state that the participant has passed or failed, the agency committee is required to re-announce the results of the administrative selection. The National Selection Committee's policy in administrative selection using information technology and providing applicants with the opportunity to object to the results of the administrative selection is a policy that supports the principle of Good Governance, namely transparency.

Competency Selection The principle of transparency in competency selection is competency selection by utilizing information technology through the use of the BKN CAT (computer

assisted test) application. The BKN CAT application is a computer-assisted selection application that has received recognition and awards for being able to facilitate transparent selection, thereby increasing public trust in the implementation of the CASN selection which is free from KKN. When using the BKN CAT application, selection participants will immediately know their test scores when they finish the test and during the test the public can see the progress of the participant's scores from the start of the test to the end via streaming via the official BKN YouTube account. The final result announcement stage is the final result that will be announced is the final score from the results of the data processing of the scores carried out by the agency and the national selection committee. The final results are announced openly through the agency's official media such as social media and websites.

Implementation of Accountability Principles

The principle of accountability in good governance is to ensure that the government is responsible for the policies and actions taken. Decision makers in the public, private and civil society sectors have accountability to the public, as well as to stakeholders (UNDP, 1997), according to Mahmudi (2016) public accountability is the obligation of agents (government) to manage resources, report, and disclose all activities and activities related to the use of public resources to the mandate giver (principal). The expected accountability is also emphasized on the quality of service that is fast, responsive, easy and transparent. The 2023 CASN PPPK recruitment process is carried out based on existing laws and regulations, so that every process can be accounted for.

Each recruitment process is carried out based on the principle of accountability which is implemented in accordance with applicable regulations with maximum service performance, starting from planning where the determination of formation needs is carried out based on needs and budget then the formation that is determined is disseminated to the public through vacancy announcements and the public can apply through the SSCASN BKN application then at the administrative selection stage BKPSDM determines applicants who pass and fail based on existing regulations and applicants who do not pass can provide objections if the decision from BKPSDM is considered inappropriate and BKPSDM is required to follow up on the objection, then in the selection process using the CAT application which has been recognized as fast, accurate and transparent and can be accounted for, then BKPSDM officially and openly announces the results of the selection, then the NIP determination process is also carried out effectively, efficiently and transparently through the SIASN application.

Implementation of the Responsiveness Principle

Every intuition and process must be directed at efforts to serve various stakeholders UNDP (1997) while according to Kotler and Keller (2012) responsiveness is the ability of a company carried out directly by employees to provide services quickly and responsively. Responsiveness in this context refers to the ability of the Ternate City agency committee to respond quickly and effectively to input, questions and community needs in the CASN PPPK recruitment process. Good responsiveness can improve the quality of public services and increase public trust and satisfaction with government services.

The responsiveness of the Ternate City Government through BKPSDM begins with the ability to collect and resolve effectively and efficiently the aspirations, questions and needs of the community in the recruitment process from the planning stage to the announcement of the final results through various communication channels, both through social media, websites, assistance services via WhatsApp applications or face-to-face meetings directly.

Implementation of Effective and Efficient Principles

Effective and efficient principles Effectiveness and Efficiency are every process of activities and institutions directed to produce something that is truly in accordance with needs through the best utilization of various available resources (UNDP, 1997). The government not only achieves goals, but also does so in an efficient and sustainable manner in order to utilize available resources for the benefit of the community (Sedarmayanti, 2010). The effective and efficient principles in the Recruitment of CASN PPPK Ternate City Government are by implementing stages from preparation to appointment as PPPK by the agency committee and applicants with maximum results and without charging applicants.

The agency committee provides various communication channels to disseminate information related to the implementation of recruitment quickly and easily accessible such as the use of social media, websites and assistance services with the WhatsApp application so that the public can also easily get the information they need anytime and anywhere without spending money and time to come directly to the Ternate City BKPSDM office just to get the information they need. Application stage, Panselnas through BKN provides a registration application, namely SSCASN BKN so that applicants can register anytime and anywhere as long as they are connected to the internet network, all required documents are directly uploaded to the application so that physical documents are no longer required to be sent to the agency committee.

Selection stage, Panselnas provides test location points in all provinces so that applicants can choose the nearest test location according to their domicile to minimize the budget spent. At this stage, applicants take the test using the BKN CAT application, the advantage of the BKN CAT application related to the principle of effectiveness and efficiency is that applicants take the test with the help of a computer and the test results appear immediately when the applicant finishes the test so that it does not take longer to find out the test scores obtained. The final result announcement stage is carried out online via social media or website so that applicants can easily find out the final results of the selection carried out. The appointment stage as PPPK is also carried out effectively and efficiently by utilizing information technology with the BKN SIASN (State Civil Apparatus Information System) application to accelerate the NIP proposal process, determination of technical considerations by BKN to the determination of the SK by the agency committee. The SIASN application is integrated with the BKN SSCASN application so that in the process of proposing documents for determining the NIP, applicants do not need to re-upload the required documents because the required documents are already available when applicants upload documents at the registration stage.

Implementation of the Principle of Equality

The government must make decisions based on the principle of justice, which means that everyone is served equally and fairly without discrimination. This principle ensures that every person or group, regardless of social, economic, cultural, or political background, has equal access to resources, public services, and legal protection (Sedarmayanti, 2010) while according to UNDP (1997) A good government will provide good opportunities for both men and women in their efforts to improve their quality of life. Equality in this context refers to providing equal opportunities and opportunities to people who meet the requirements according to existing laws and regulations that are impartial and free from discrimination. The public must have equal access to information on the CASN PPPK recruitment process.

BKPSDM provides communication channels through various media to disseminate all information needed by the public regarding CASN PPPK recruitment and provides assistance services via WhatsApp that can be used by all levels of society. At the application stage, all people can register independently through the SSCASN BKN application which can be accessed by all people anytime and anywhere. BKPSDM provides a communication channel so that obstacles in registering with the SSCASN BKN application can be resolved properly. BKPSDM appeals to all personnel managers in all units in the Ternate City government to be able to provide assistance to honorary/non-ASN personnel who are applicants working in the unit who cannot operate a computer so that the registration process through the SSCASN BKN application can run smoothly.

At the administrative selection stage, the agency committee verifies all applicants using the CAT BKN application, for applicants who cannot use a computer, BKPSDM has anticipated this by carrying out a simulation before the exam is carried out with the aim that participants know how to use the CAT BKN application so that when the exam is carried out participants can more easily operate the CAT BKN application. For participants who still experience difficulties when using the CAT application, the BKN exam supervisor is obliged to provide information and provide direction in operating the CAT BKN application so that all exam participants can carry out and complete the exam properly. Applicants with physical limitations (disabilities) are given special treatment by the National Selection Committee and the regional committee so that the entire recruitment process can run smoothly, such as providing special quotas for disabled formations, assistance in registration, additional exam time with BKN CAT and special assistance by the committee when conducting the exam.

Conclusion

Based on the results of the study on the implementation of the principles of Good Governance in the recruitment of CASN PPPK in the Ternate City Government, it can be concluded that the implementation of the principles of Good Governance has been carried out optimally. However, there are several challenges that need to be considered to achieve more effective results. In the implementation of the principle of participation in the recruitment of CASN PPPK, input from the community has not been received by the government because there are several important considerations. The use of information technology is an obstacle for people living in remote areas who have limited access to the internet network. All processes are carried out based on applicable regulations and are carried out transparently and supervised by the community, inspectorate and BPK. The method of handling questions, complaints and input from the community has not been standardized so that the time and method of following up on handling complaints are different. The use of information technology by some applicants is not optimal due to limited knowledge and internet network. The uneven distribution of information technology infrastructure in each region and the lack of understanding of the use of information technology so that the information obtained is less effective and efficient and has an impact too.

Suggestion

Based on the results of the study, the researcher suggests making improvements to the use of communication channels and the use of information technology, creating service standards and SOPs in handling every question and complaint from the public. In all recruitment processes, the use of information technology must be optimized. Improving adequate internet network infrastructure in all regions. The government must hold training on the use of information technology for honorary employees / non-ASN employees.

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