

Implementasi Sistem Merit Dalam Manajemen Aparatur Sipil Negara Di Sekretariat Jenderal Dewan Perwakilan Rakyat Republik Indonesia = Implementation of the Merit System in the Management of the State Civil Apparatus at the Secretariat General of the Indonesian People's Representative Council

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Abstrak

Manajemen ASN yang berbasis merit ternyata memperoleh tantangan dalam pelaksanaannya, termasuk adanya masalah intervensi politik. Penelitian ini bertujuan untuk menganalisis implementasi sistem merit dalam manajemen ASN dan faktor-faktor apa saja yang mempengaruhi implementasi tersebut. Penelitian ini menggunakan kerangka konseptual sistem merit, melalui pendekatan *post-positivism* dan metode kualitatif dalam kasus manajemen ASN di Setjen DPR RI. Hasil penelitian menunjukkan bahwa (1) implementasi sistem merit dalam manajemen ASN di Setjen DPR RI sebagian besar telah menerapkan prinsip-prinsip merit sehingga mampu menghadapi tantangan seperti meminimalisir intervensi politik dalam pengadaan, promosi, dan mutasi pegawai; (2) terdapat faktor-faktor yang menjadi pendukung maupun penghambat implementasi sistem merit yang dikelompokkan menjadi tiga kategori yakni faktor administrasi mencakup aturan atau regulasi dalam penyelenggaraan manajemen ASN berbasis merit, faktor budaya dan politik yang mencakup komitmen pimpinan dan dukungan dari pegawai ASN itu sendiri, dan faktor teknis yang meliputi sistem penilaian kinerja dan SDM pengelola kepegawaian yang harus paham akan prinsip-prinsip sistem merit. Oleh karena itu, disarankan untuk segera menyelesaikan pembaharuan dalam sistem manajemen talenta (SIMATA) Setjen DPR RI, perbaiki sistem penilaian kinerja yang objektif, dan upaya memberikan pemahaman terkait sistem merit kepada seluruh pegawai ASN.

.....Merit-based ASN management apparently faces challenges in its implementation, including the problem of political intervention. This research aims to analyze the implementation of the merit system in ASN management and what factors influence this implementation. This research uses a merit system conceptual framework, through a post-positivism approach and qualitative methods in the case of ASN management at the Secretariat General of the House of Representatives. The research results show that (1) the implementation of the merit system in ASN management at the Secretariat General of the House of Representatives has largely implemented merit principles so that it is able to face challenges such as minimizing political intervention in the procurement, promotion and transfer of employees; (2) there are factors that support or hinder the implementation of the merit system which are grouped into three categories, namely administrative factors including rules or regulations in implementing merit-based ASN management, cultural and political factors which include leadership commitment and support from ASN employees themselves, and technical factors which include the performance appraisal system and human resources management who must understand the principles of the merit system. Therefore, to increase the effective implementation of the merit system, it is recommended to immediately complete updates to the talent management system, improve the objective performance assessment system, and provide the understanding regarding the merit system to all ASN employees.