

Merit System in Administration and Supervising Staff Career Promotion in Universitas Brawijaya

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Abstract

Implementation of a new structure of organization and working procedures in Universitas Brawijaya brings a significant change. Some administration and supervising staff lost their positions. As a result, the university analyzes to select a suitable career promotion system to hire the best man for the best position. The merit-based system becomes a selected strategy as it allows Universitas Brawijaya to appoint individuals with the right competence. The objectives of this study were to analyze the implementation of a merit-based system in administration and supervising staff promotion in Universitas Brawijaya and HR strategy the university applied. The finding showed that the university has implemented a merit-based system for administration and supervising staff promotion. All eligible candidates have equal opportunity, information about the selection process was accessible for everyone (transparent), and the university designed a passing grade for the promotion process. However, administration (lack of competence) and psychological (non-conducive atmosphere for implementation of the merit-based system) aspects became issues the university should encounter. Thus, Universitas Brawijaya should have adequate planning to make sure that the merit-based system is the only system used for administration and supervising staff career promotion.

Keywords: human (apparatus) resource, merit system, promotion

INTRODUCTION

Human Resource (HR) plays a strategic role in an organization or institution, and therefore, to increase HR performance, organization should have an effective HR management. HR management should pay attention to input, process and output. A suitable HR management is the key to achieve goals of organization. Human resources refer to “the people who are ready, willing and able to contribute to organizational goals” [1].

Human beings create change based on their knowledge and experience. Hence, HR consists of several elements, namely capabilities, attitude, values, needs, and demographical characteristics [2] Apparatus brings government institution closer to its goals.

Universitas Brawijaya is a public university in the form of Public Service Agency in which staffs are divided into teaching and non-teaching staffs. Both of these staffs should have high competence that match bureaucratic need of the university. Non-teaching is responsible to provide non-teaching services for students. Quality of this

type of service depends heavily upon competence of non-teaching staffs.

Administration staffs (echelon 3) and supervising staffs (echelon 4) are leading sector in non-teaching programs, and as the result, they should have competence that match job analysis. Prior to 2016, recruitment for administration and supervising staffs emphasized on job experience and how long they have been working for organization instead of competence. As the result, many of the staffs were unable to carry out their job well (poor working performance).

Nowadays, recruitment for administration and supervising staffs is conducted based on merit system. Implementation of this system requires a set of strategies and requirements. It is in line with [3] that hiring the right man for the right place is an important instrument that makes sure that organization runs as effectively and efficiently as it is supposed to. As an addition, [4] noted that merit system can be defined as “the appointment of the best person for any given job.” Quality and competence should become the only indicators for initial recruitment or promotion.

Based on the background, objectives of this study are to run analysis on merit-based system in administration and supervising staff recruitment and develop HR strategies that match indicators of merit-based system.

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MATERIAL AND METHOD

This study is a descriptive qualitative study. Descriptive study aims to collect information about an existing social phenomenon. In this study, social phenomenon refers to a systematic, factual, accurate and clear description on structural position career promotion, particularly echelon 3 (administration staffs) and echelon 4 (supervising staffs) in Universitas Brawijaya.

Spradley [5] stated that “a focused refer to a single cultural domain or a few related domains related to social situation.” Focus of this study was described as follows:

1. Administration and supervising staff career promotion in Universitas Brawijaya
 - a. Equal opportunity for all staffs who meet the requirements,
 - b. Transparent career promotion,
 - c. Passing grade for career promotion.
2. Supporting and inhibiting factors in implementation of merit-based system in administration and supervising staff career promotion in Universitas Brawijaya:
 - a. Promoted civil servant candidates,
 - b. Organization
3. Merit-based system in administration and supervising staff career promotion in Universitas Brawijaya.

Setting of the study was Universitas Brawijaya. This university has implemented a new system for structure of organization and work procedures (Struktur Organisasi dan Tata Kerja/ SOTK) and as the result, a lot of administration and supervising staffs lost their structural positions. Based on the new SOTK, Universitas Brawijaya would conduct a selection to determine which ones of their staffs be given a career promotion.

Data Collection

In this study, data were obtained from Vice Rector of General and Financial Affairs, Head of General and Financial Bureau, Head of Human Resource Bureau, selection committee, Universitas Brawijaya non-teaching staffs.

Data collection techniques were interview, observation, and docummentation. The researcher developed an interview guide, participated in field observation during selection process, and collected related documents.

Data analysis was Miles and Huberman’s interactive data analysis. This process was conducted during and after data collection, which meant that not only was the researcher responsible for collecting data from the field, but

she also conducted data analysis, data processing and writing a temporary research report. Data analysis began with sorting all data, followed by data reduction where the researcher made abstraction (conclusion of the focuses of the study). The following stages were categorization, validity testing, interpretation, and reporting.

RESULT AND DISCUSSION

Implementation of a new SOTK in Universitas Brawijaya causes downsizing of structural staffs and, as the result Echelon 4 (supervising staff) and Echelon 3 (administration staff) promotion should be conducted based on promotion mechanism stated in Act of 2014 number 4 and Government Regulation of 2017 number 11. Figure 1 is a comparison between number of Echelon 2,3, and 4 staffs in Universitas Brawijaya before and after implementation of a new SOTK.

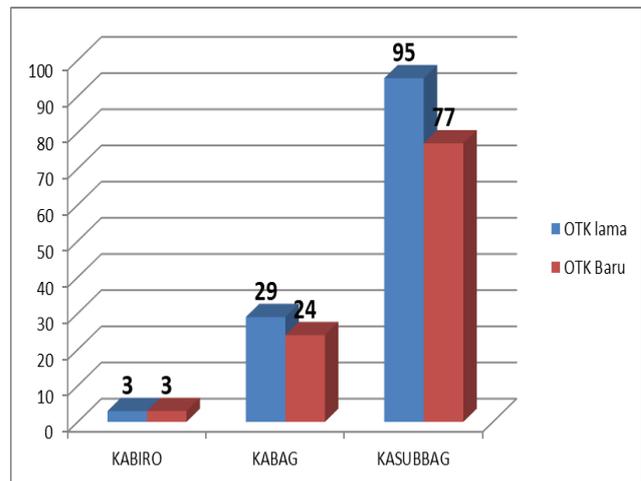


Figure.1 Number of Echelon Staffs in Universitas Brawijaya Prior to and After Implementation of New SOTK

Echelon III and IV staff promotion in Universitas Brawijaya was conducted in several steps, namely preparation, implementation and announcement. Everyone can access information related to the promotion (transparent). Universitas Brawijaya administered a test to make sure that the right man is given the right position. 44 Echelon 3 staffs and 22 Echelon 4 staffs sat on the test. Prior to taking this test, Universitas Brawijaya had conducted an analysis to make sure that the staffs were eligible for the test. In other words, the test is an instrument for implementing merit-based system in administration and supervising staff career promotion as all eligible candidates have equal opportunity to take the test.

The administration and supervising staff career promotion consisted of three tests. The first was a written test which lasted for two hours. The second test was psychological test and the last one was peer assessment from candidate's colleagues or supervisor. Objectives of the tests were to prevent subjectivity and provide evidence for non-successful candidates should they question trustworthiness of the process. Passing grade for the three tests is 70. The written test was prepared carefully in order to accommodate all important variables and indicators. Written test preparation, distribution and storage remained confidential. Universitas Brawijaya had invited authorized parties to prepare the written test. Question items in the written test were updated from time to time so that they match current policy, issues and context. They assessed candidate's competence on information and technology, SOTK and self-evaluation (psychological test). The written tests were in the form of multiple choice and essay question.

[6] stated that structural and echelon staffs is appointed based on assessment on task, responsibility and authority. Structural staffs are appointed on the basis of professionalism, competence, achievement, and rank without sex, religion, race and group discrimination. Civil servant who holds structural position can be promoted after sitting on his or her current position for at least 2 (two) years. All eligible civil servants have an equal rights for promotion. Civil servants may not have more than one structural or functional position at the same time.

Instrument for the peer assessment was portfolio assessment that aimed to guarantee quality and objectivity of the promotion. Portfolio assessment was conducted by 1 (one) direct supervisor and 3 (three) colleagues and variables being evaluated in the assessment were perception (30%), behavior (30%) and management (40%). Perception referred to initiative, innovation, communication, adaptability, motivation, cooperation, and independence, while behavior referred to discipline, commitment, physical appearance, ethics and politeness, honesty, and loyalty. At last, management referred to leadership, problem-solving, and decision-making.

Assessor refers to an individual or group acting on behalf of an individual or institution/working unit who is appointed based on a Decree issued by Rector of Universitas Brawijaya to conduct assessment towards all candidates

eligible for Echelon III and IV career promotion. The assessors worked in Universitas Brawijaya (internal assessor). They have a thorough understanding on qualifications of Echelon III and IV structural staffs. External assessor was hired for the psychological test in order to make sure the right candidates were selected for the right position.

Universitas Brawijaya has implemented merit-based system in the administration and supervising staff promotion. Eligible candidates had an equal right to participate in the process and information about the process was accessible widely. Eligible candidates were invited to participate in the promotion based on a letter sent to the candidate's Dean or Director. Merit system, according to Cooper emphasizes on competition, open examination, competence as protection from patronism, and effective management for civil servant. Those were applied in administration and supervising staff career promotion in Universitas Brawijaya. Eligible Echelon III and IV staffs were given the same test items.

Supporting factor for implementation of merit-based system in administration and supervising staff career promotion in Universitas Brawijaya was a team responsible for job suitability analysis, matching between newly implemented SOTK and structural position needed. The team planned structural positions Universitas Brawijaya needed and adjusted them to the new SOTK. [2] postulated that merit system can be defined as "the appointment of the best person for any given job." The system has been implemented during the promotion process. One of the examples was competent-based, transparent and fair selection. Priority was made based on capability, knowledge and skills and eligible candidates had an equal opportunity to participate in the promotion.

Inhibiting factor in implementation of merit-based system in administration and supervising staff career promotion in Universitas Brawijaya was administration issue, which referred to requirements candidate should fulfill before participating in the career promotion, for example competence or background. A structural position called for particular background of education but none of the candidates had suitable background of education. Government Regulation of 2002 number 13 on Amendment of Government Regulation of 2000 number 100 on Civil Servant Recruitment for Structural Position stated that in

order to hold a structural position, an individual should have certain rank, background of knowledge, and competence. As a matter of fact, many structural staffs did not have required background of education. Another inhibiting factor was psychological factor. Many of the structural staffs were not prepared to hold their positions. [1] reported that when they are given a new position, one more suitable for their competence, some employees were thinking that they had had a poor working performance in their previous position.

Administration (Echelon 3) and Supervising (Echelon 4) career promotion was conducted based on promotion mechanism stated in Act of 2014 number 4 and Government Regulation of 2017 number 11. In order to evaluate its HR system, Bureau of Human Resource Affair Universitas Brawijaya distributed questionnaire.

Competence in Administration and Supervising Staff Promotion in Universitas Brawijaya

Competence involved:

- a. Technical competence measured by level of education and university major candidate graduated from, functional technical training, and technical job experience;
- b. Managerial competence measured my level of education, structural or managerial training, and leadership experience; and
- c. Socio-cultural competence measured by job experience in working with diverse society (religion, ethnic group and culture) allowing candidates to have the concept of being a nation.

Related to the competence, planning is central to implementation of merit-based system in career promotion of administration and supervising staff in Universitas Brawijaya. Bureau of Human Resource Affair of Universitas Brawijaya made a list of civil servant position and number of each position based on job and workload analyses. Every year, each working unit and faculty were obliged to run a job analysis for job suitability monitoring dan evaluation.

CONCLUSION

Based on the result of this study, it can be concluded that Universitas Brawijaya has applied merit-based system Administration and supervising staff promotion in Universitas Brawijaya has met the principles of merit system starting from planning until implementation.

Transparent and fair recruitment, selection and competition are evidence of implementation of merit-based system during the process. However, there are some inhibiting factors in implementation of merit system during the career promotion, for example administration and psychological factors. In order to meet the principles of merit system as well as to plan its non-teaching staff's career, Universitas Brawijaya should establish an effective human resource management system, which is a position and workload analysis-based planning.

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