

PERSPECTIVE

Available online <http://ojs.uma.ac.id/index.php/perspekti>



Effectiveness of ASN Recruitment Using the CAT System in Deli Serdang Regency, North Sumatra Province

Faisal Rahman, Adam* & Maksum Syahri Lubis

Master of Public Administration Study Program, Postgraduate Program,
Universitas Medan Area, Indonesia

Received: 20 December 2024; Reviewed: 06 January 2025; Accepted: 14 January 2025

Abstract

This study analyzes the effectiveness of State Civil Apparatus (ASN) recruitment through the Computer Assisted Test (CAT) system in Deli Serdang Regency, North Sumatra Province. A qualitative descriptive research method was used with an inductive approach to systematically describe the phenomena in the field. The results of the study indicate that the implementation of the CAT system increases time efficiency, transparency, and selection accuracy. This system allows test results to be displayed directly and facilitates electronic data management. However, several challenges remain, including limited technological infrastructure, low technological literacy of participants, and less than optimal coordination between teams. These obstacles affect the smooth implementation of the selection, especially in remote areas. Recommendations for improvement include improving infrastructure, technology training, and strengthening coordination between teams. With these steps, the CAT system has the potential to become a more modern and efficient ASN selection model.

Keywords: ASN Selection; CAT System; Selection Effectiveness

How to Cite: Rahman, F., Adam & Lubis, MS. (2024). Effectiveness of Recruitment of Civil Servant Cat System in Deli Serdang Regency, North Sumatra Province. *PERSPECTIVE*, 14 (1): 205-214

*Corresponding author:

Email: adam@staff.uma.ac.id

ISSN 2085-0328 (Print)

ISSN 2684-9305 (Online)



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

Recruitment and selection of State Civil Apparatus Candidates (CASN) is one of the important agendas in human resource management in the Indonesian government. (Maulina & Achmad, 2020; Rakhmawanto, 2020). Every year, this process always attracts wide attention from the public, especially because the profession of State Civil Apparatus (ASN) is still considered an honorable and stable job. In the midst of the digital era that offers various career opportunities, the ASN profession remains in demand because it is considered to have advantages in terms of career stability, competitive compensation, and social prestige attached to the role. This is evident from the high level of public participation in every CASN registration opening (Hutahaean, 2021; Kadarisman, 2019; Sihombing, 2022).

In an effort to realize a transparent and objective selection process, the Indonesian government, through the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN RB), in collaboration with the State Civil Service Agency (BKN), began implementing the Computer Assisted Test (CAT), system since 2013. (Kurniawan, 2016; Yasa et al., 2021; Atika & Tarigan, 2014). This innovation replaces the conventional selection method that was previously vulnerable to intervention and fraud. The CAT system is considered in line with the principles of good governance, namely the implementation of clean, transparent, and accountable governance, and it is responsible for the community. With CAT, the CASN selection process is now more measurable and auditable and provides fair results for all applicants. (Putri et al., 2021; Rahmadhan et al., 2013; Susanti, 2015).

ASN recruitment has a strategic position in ensuring the success of human resource management in the government environment. (Ridho et al., 2017; Manik et al., 2023). The State Civil Apparatus plays an important role as a planner, implementer, and driver in carrying out government duties and national development. (Pratama et al., 2022; Utami et al., 2022). Therefore, the government needs ASNs who are competent, professional, have integrity, and are free from corruption, collusion, and nepotism (KKN) practices. (Aprilda, 2012; Atika & Tarigan, 2014;

Siregar et al., 2019). To achieve this goal, in accordance with the Government Regulation of the Republic of Indonesia Number 78 of 2013, the CASN selection process is carried out through two main stages: Basic Competency Selection (SKD) and Field Competency Selection (SKB). These two stages are designed to ensure that only applicants with the best qualifications are accepted. (Pulungan, 2011; Pramawati & Sri Widnyani, 2019).

In Deli Serdang Regency, the CAT-based CASN selection system has been implemented since 2018. In the 2021-2022 CASN recruitment, the number of applicants reached 9,248 people, but only 1,812 applicants were accepted. Of that number, 59 people were accepted as Civil Servants (PNS), while the rest, 1,753 people, were accepted as Government Employees with Work Agreements (PPPK). However, the implementation of the CAT system is not without various challenges. Some of the main obstacles faced by the Deli Serdang Regency Personnel and Human Resource Development Agency include limited human resources as the implementing committee and the lack of supporting facilities and infrastructure for the selection.

In addition to technical challenges, the implementation of the CAT system also gave rise to various responses from the public. Most people appreciate this system because it provides transparency in the selection process. However, for some others, the CAT system is still considered a new innovation that requires further socialization. This perspective shows that the development and evaluation of the implementation of the CAT system need to be continuously carried out to improve the effectiveness and efficiency of the selection process.

The selection process, an effort to find the optimal match between the characteristics of the applicant and the demands of the job. For example, for certain positions, intellectual intelligence may not be the only indicator, but also the applicant's social skills and adaptability. Selection aims to find the right employee from a group of prospective employees through recruitment methods that are sourced both internally and externally. (Auza, 2023; Hasibuan et al., 2022; Muzanny et al., 2019).

Previous research that already exists, namely the Computer Assisted Test (CAT)

System, is a computer-based test method designed by BKN to ensure that CPNS recruitment is free from corruption and fair. This study uses a qualitative descriptive approach with an analysis of the "eight elements of success" (political environment, leadership, planning, stakeholders, transparency, budgets, technology, and innovation). The results show that the implementation of CAT at the BKN Surabaya Regional Office II is running well despite facing obstacles (Wulandari, 2014).

In addition, Smart ASN research is a new concept launched in 2019 to encourage civil servants to adapt to global changes. Research using the PRISMA method identified that district/city government policies support the 2020-2024 ASN Grand Design, including recruitment, competency development, performance, career, and welfare, although its implementation requires refinement. (Dumalang, 2021).

Another study is the implementation of the merit system as the key to creating high-performance and competent ASNs. This study analyzes the implementation of the merit system in Indonesia using a descriptive phenomenological approach. The results show that the implementation is not optimal; it is necessary to increase supervision by KASN and stakeholder awareness to achieve dynamic governance. (Chairiah et al., 2020).

Based on this background, this study aims to examine the effectiveness of the implementation of the CAT system in CASN acceptance in Deli Serdang Regency. The focus of this study includes the analysis of the implementation of the CAT system, the identification of obstacles faced, and the evaluation of the success of the CAT system in supporting the principles of transparency and accountability. Thus, the results of this study are expected to provide relevant recommendations to improve the quality of CASN selection, especially in the Deli Serdang Regency area.

RESEARCH METHODS

This study uses a qualitative descriptive method with an inductive approach. This approach aims to describe the phenomena that occur in the field systematically and logically in order to obtain an in-depth understanding and valid conclusions. Qualitative descriptive

methods are very relevant to exploring complex social and administrative contexts, especially in examining public policy and technology implementation in human resource management. (Cresswell, 2013; Moleong, 2011).

The location of the research was conducted at the Human Resources Development and Personnel Agency of Deli Serdang Regency. The selection of the location was based on the focus of the research related to the implementation of the Computer Assisted Test (CAT) system as a selection tool in the recruitment of State Civil Apparatus Candidates (CASN).

Research informants were selected using purposive sampling techniques, which allow researchers to select individuals who have relevant knowledge and experience for the research. Key informants include officials of the Civil Service Agency, State Civil Apparatus (ASN), and members of the public who have participated in CAT-based selection. This technique is designed to ensure that the data obtained is credible and relevant to the research objectives. (Patton, 2014).

Data collection was conducted through in-depth interviews, direct observation, and documentation. Interviews used semi-structured guides to dig up detailed information from informants, while observations were conducted to match data with factual conditions in the field. Documentation includes analysis of official documents such as regulations, implementation reports, and other supporting documents. (Sugiyono, 2018).

Data analysis was conducted qualitatively using an interactive approach that included data collection, data reduction, data presentation, and drawing conclusions. Data reduction aims to filter relevant information, while data presentation is done in narrative or visual form to facilitate interpretation. Conclusions are drawn inductively and verified through triangulation to ensure the validity of the data. (Denzin et al., 2023; Miles et al., 2014).

This method provides a comprehensive framework for understanding the implementation of the CAT system in CASN selection, as well as offering strategic input for future policy development.

RESULTS AND DISCUSSION

Effectiveness of ASN Recruitment System CAT Deli Serdang Regency, North Sumatra Province

a. Predetermined Time Standard

The success in achieving the objectives of ASN selection with the Computer Assisted Test (CAT) System is highly dependent on the efficiency of time used in carrying out tasks. An effective selection process is not only seen from the results achieved but also from the duration of its implementation and the costs incurred. The implementation of the CAT system in Deli Serdang Regency shows a significant increase in transparency and accountability. This system allows the test results to be displayed directly to participants after the test is completed, thereby reducing the potential for suspicion of cheating. The ability to audit the selection results also makes this system more reliable.

In terms of implementation, the CAT system has succeeded in accelerating the selection process compared to conventional methods. The assessment is carried out automatically without the need for manual correction, which saves time and speeds up the announcement of selection results. However, although this system is considered effective, there are still several technical obstacles, especially at test locations in remote areas. These challenges include limited adequate computer devices and less than optimal internet network stability. This problem is an important concern to ensure that the selection process runs smoothly throughout Deli Serdang Regency.

The test takers generally gave positive responses to the CAT system. They felt more confident in the selection results because of the transparency offered by this system. However, some participants from rural areas faced technological literacy barriers, which made them less prepared for the computer-based test. This indicates the need for training or simulations before the test to improve participant readiness. In addition, improving facilities such as computers and internet networks are also needed to avoid technical problems during the test.

In terms of technology management, the software readiness for the CAT system in Deli Serdang Regency is quite adequate. However, hardware and network infrastructure in

several locations still need to be improved. Routine maintenance of devices and network systems is essential to ensure the smooth running of the exam process in the future. Developing a more user-friendly system can also help participants who are less familiar with technology to feel more comfortable when using this system.

Overall, the implementation of the CAT system in ASN recruitment in Deli Serdang Regency is considered effective, especially in terms of time efficiency, transparency, and accountability. However, existing challenges, such as limited infrastructure and computer literacy of participants, need to be addressed to improve the quality of the selection process. Key recommendations include further investment in technological infrastructure, increased technical support, and provision of training or simulations for participants. With these steps, it is hoped that the CAT system will continue to improve the effectiveness of ASN selection in the future.

b. Work Results Achieved

The implementation of the State Civil Apparatus (ASN) recruitment through the Computer Assisted Test (CAT) System in Deli Serdang Regency has shown various significant results. The CAT system has made a major contribution to improving the structure and efficiency of the selection process. With the application of this technology, the selection committee can monitor the implementation of the exam in real time and handle technical problems quickly so that the selection process runs smoothly according to the planned time. The system's ability to manage assessments automatically without human intervention ensures the accuracy of the selection results, which are free from bias and subjectivity. This provides assurance that participants who pass are individuals who truly meet the established qualifications.

In addition, the implementation of the CAT system has improved the quality of selection data management. All exam results are stored electronically, allowing for easy data management and analysis. This data is not only used for the current selection process but also becomes an important reference for future planning and decision-making. From the participant's perspective, the implementation of the CAT system provides a fair and

transparent selection experience. Participants feel more confident about their exam results because they know that the assessment is carried out objectively. This system also encourages participants to prepare themselves better before the exam, creating a healthy competitive motivation.

Other work results have positive impacts on the careers of participants who pass the selection. With an objective selection process, the ASNs who are appointed are individuals who have high competence and are in accordance with the needs of the organization. The work environment that is formed is also more productive and of high quality because it is filled with reliable human resources. From a technical perspective, the implementation of technology in the CAT system in Deli Serdang Regency can be said to be successful. The technological infrastructure that has been prepared is adequate, with a stable system and technical problems that can be handled quickly.

Another benefit is long-term cost savings. Although it requires a large initial investment in hardware and software, the reduction in operational costs, such as paper usage and efficiency in assessment, has a positive impact on the budget. The adaptation process to the CAT system has also gone well, supported by effective training and socialization to the selection committee and exam participants.

Overall, the implementation of the CAT system in ASN recruitment in Deli Serdang Regency has succeeded in improving the quality of selection, efficiency, and transparency, while providing satisfaction for various parties involved. The challenges faced, such as adaptation to initial technology and infrastructure, can be overcome well, making the CAT system a selection model that can be applied in other regions. These results reflect the success of technology integration in supporting a more modern and professional ASN recruitment process.

c. Expenditure costs according to plan

Budgeting for the acceptance of State Civil Apparatus (ASN) with the Computer Assisted Test (CAT) System in Deli Serdang Regency is designed with careful planning to ensure efficient use of funds. Budget planning is carried out by considering infrastructure, training, and operational needs and is based on experience from implementation in previous years. Budget adjustments are also made to

accommodate technological developments, including the cost of purchasing computer equipment and software licenses that support the CAT system. Budget planning not only refers to technical needs but also considers aspects of training human resources tasked with implementing the exam, thus ensuring overall technical and operational readiness.

Budget realization so far has been in accordance with the established plan, with efficiency achieved in several budget items. One of the most prominent efficiencies is the reduction in the cost of printing questions and distributing exam materials, which were previously one of the largest cost components in the traditional selection method. In addition, the use of computer laboratories available in state schools as a place to hold exams has succeeded in reducing the need to rent additional facilities, thus creating significant budget savings. The largest cost components absorbed in the budget include the purchase of computer equipment, provision of network infrastructure, and operational costs such as electricity and equipment maintenance. However, these costs are offset by savings in other aspects, such as manual labor that was previously required for conventional exam assessments.

In terms of budget monitoring and control, Deli Serdang Regency has implemented a transparent and accountable financial reporting system to ensure that every expenditure is in accordance with its designation. This monitoring system includes periodic evaluation of each expenditure component, which aims to minimize waste and identify potential savings. The evaluation results show that most expenditures are within planned limits, with few constraints on unexpected costs, such as repairing damaged computer equipment during the exam. However, these constraints can be overcome within the framework of a previously prepared budget so as not to disrupt the implementation of the entire selection process.

Optimal use of available resources is also a key factor in maintaining budget efficiency. In addition to utilizing computer facilities in public schools, cooperation with technology device vendors is carried out based on contracts that benefit local governments. This strategy ensures that there is no unnecessary cost overrun, while guaranteeing the quality of

the devices and services used in the implementation of the CAT system. Periodic evaluations of budget implementation show that efficiency continues to increase from year to year, with significant savings in several major expenditure components.

Factors Inhibiting the Effectiveness of ASN CAT System Recruitment in Deli Serdang Regency, North Sumatra Province.

a. Limitations of Technology Infrastructure and Internet Network

One of the main challenges in implementing the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency is the limited technological infrastructure, especially the internet network in areas far from the city center. Unstable internet connections are a significant obstacle during the exam, especially when loading exam questions in real-time. This disruption not only slows down the exam process but, in some cases, causes connection drops that prevent participants from completing the exam smoothly.

These limitations have a direct impact on the test-taker experience. Some participants reported difficulties in completing questions on time due to connection problems. This has the potential to affect the overall election results, as participants who actually have good competence may have their performance disrupted by these technical issues. In addition, this challenge also extends the duration of the exam, especially if additional time is needed to handle technical problems that occur.

Availability of Computer Devices

The availability of adequate computer devices is one of the challenges in implementing the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency. Several test locations were reported to have a shortage of the number of computers needed to accommodate all participants simultaneously. As a result, the test had to be divided into several sessions, which not only extended the duration of the overall selection process but also increased the complexity of time management for the selection committee.

The impact of these limitations is quite significant. With devices being used continuously for several sessions, the risk of technical problems such as overheating or

device damage becomes higher. This can hinder the smooth implementation of the exam and increase the workload of the selection committee, who must deal with technical problems in the midst of an already busy exam schedule. In addition, the division of exam sessions also has the potential to create inconvenience for participants, especially if they have to wait longer to take the exam.

b. Participant Technology Literacy Level: Low Basic Computer Skills

One of the obstacles faced in the implementation of the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency is the low level of technological literacy among participants, especially those from rural areas. Many participants are not yet accustomed to using computer devices and digital interfaces, so they have difficulty navigating the CAT system during the exam. This problem is not only related to technical ignorance but also to participants' anxiety and discomfort in adapting to new technology.

The impact of these skill limitations is quite significant on the performance of participants in the exam. The technical difficulties they face are not due to a lack of understanding of the exam material but due to a lack of ability to use devices and applications that support the CAT system. This can cause participants to be unable to utilize the exam time effectively, so their exam results do not reflect their true academic potential or competence. This condition creates injustice, especially for participants who should be able to compete better if they are not constrained by technological skills.

c. Digital Divide

The digital divide is one of the main obstacles in the implementation of the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency. The difference in access to technology between participants in urban and rural areas creates significant challenges. Participants from urban areas generally have better access to computer devices, internet networks, and technology education, so they are better prepared for computer-based exams. In contrast, participants from rural areas, who often have limited access to technology, face difficulties in preparing for the exam.

The impact of this gap is quite serious on the selection process. Applicants from less

developed regions are often at a disadvantage, not because of their lack of academic ability or competence but because of limited access to technology. This creates an inequality in the competition, where applicants with better access to technology have a greater chance of success than those with limited access. This inequality not only affects the fairness of selection but can also undermine efforts to reach the best potential from across the region.

d. Technical Issues and Operational Support

Technical issues and operational support are important challenges in the implementation of the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency. During the exam, technical problems often occur, such as software crashes, computer screens suddenly freezing, or other problems related to the operational system. Although the technical team can usually resolve these problems in a relatively short time, these problems still have a negative impact on the participant experience and the smooth running of the exam.

Technical glitches not only affect the smoothness of the exam process, but also disrupt the concentration of participants. Participants who face technical difficulties tend to feel stressed and anxious, which can affect their ability to focus and complete the exam well. In addition, the time wasted dealing with technical problems often slows down the overall exam process, especially if the problem occurs in the middle of the exam.

Another impact of technical disruptions is the increased risk of errors in the selection process. If technical problems prevent candidates from completing the questions within the allotted time, their test results may not reflect their true abilities. This can create unfairness in the selection process and reduce candidate confidence in the CAT system.

e. Inadequate Technical Support

Inadequate technical support is one of the challenges in implementing the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency. The limited number of technicians and support personnel is often not comparable to the needs in the field, especially at test locations with a large number of participants. In some cases, one or two technicians have to handle various technical problems, which causes the handling of obstacles to be slow and inefficient.

These limitations have a significant impact on the smooth running of the exam. When technical issues cannot be resolved quickly, exam time can be delayed, so the overall selection schedule does not run according to plan. Participants who have to wait longer to continue the exam tend to feel stressed and anxious, which can affect their concentration when working on questions. In addition, delays in the schedule also increase the workload of the selection committee, who must rearrange the exam time to ensure that all participants can complete their exams.

f. Logistics and Coordination Issues in Device Distribution and Site Setup

Logistical and coordination issues in device distribution and location arrangements are challenges in implementing the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency. Logistical obstacles often arise in the form of delays in sending computer devices to the test location, especially in remote areas. In addition, the arrangement of the examination room according to standards sometimes does not run optimally due to limited facilities or lack of coordination between the committee and the location management.

These constraints have a significant impact on the implementation of the exam. Delays in the distribution of devices can cause delays in the exam schedule, which not only disrupts the selection process but also adds pressure to participants and the committee. In addition, inappropriate exam room arrangements, such as distances between computers that do not meet standards or non-ergonomic device settings, can affect participant comfort during the exam. This discomfort can affect participant concentration, which ultimately affects their exam results.

g. Inter-Team Coordination

Coordination between the various teams involved in the implementation of the Computer Assisted Test (CAT) system for ASN selection in Deli Serdang Regency is one aspect that requires special attention. The teams consisting of the selection committee, technicians, and exam supervisors have interrelated roles, but the lack of effective communication between them is often an obstacle. One example of a problem that often arises is the lack of information regarding

changes to the schedule or procedures for handling technical problems, which causes confusion in the field.

This lack of coordination has a direct impact on the smooth running of the exam. When technical issues or emergencies occur, the decision-making process to resolve them is often slow because information is not communicated quickly and clearly to all parties involved. This not only slows down the selection process but also increases the risk of errors occurring in the exam, which can affect the participant experience and the overall exam results.

CONCLUSION

The effectiveness of ASN recruitment with the Computer Assisted Test (CAT) System in Deli Serdang Regency has shown significant results in terms of time efficiency, transparency, selection accuracy, and budget management. This system provides convenience in managing the selection process, ensures accurate results that are free from bias, and increases participant confidence through assessment transparency. In addition, the implementation of the CAT system allows for cost efficiency by reducing the need for traditional resources such as paper and manual labor, as well as optimizing the use of existing facilities. However, challenges such as limited technological infrastructure, low computer literacy of participants, coordination between teams, and suboptimal distribution of devices remain obstacles that affect the smoothness of the selection process. Even so, with careful budget planning, transparent financial supervision, and continuously improved technical support, the CAT system in Deli Serdang Regency is a model that is worthy of being adopted in other regions. Improvement measures such as improving infrastructure, technology literacy training, and strengthening coordination can further maximize the effectiveness of this system in modern and professional ASN selection.

The effectiveness of ASN recruitment with the Computer Assisted Test (CAT) system in Deli Serdang Regency faces various challenges that affect the smoothness of the selection process. Limited technological infrastructure, including unstable internet networks and inadequate availability of computer devices, are major obstacles that

slow down the implementation of the exam and affect participant results. In addition, low levels of technological literacy, especially among participants from rural areas, exacerbate the digital divide, creating inequality in competition. Technical problems during the exam, such as software crashes and limited technical support, add stress to participants and increase the risk of selection errors. Logistical obstacles, such as late distribution of devices and suboptimal location arrangements, as well as lack of coordination between teams, also hamper the efficient implementation of the exam.

BIBLIOGRAPHY

- Aprilda. (2012). THE EFFECT OF COMPETENCY ON EMPLOYEE WORK PERFORMANCE (Study on the Financial Management Section of the Regional I Medan Non-Formal and Informal Education Development Center) of the North Sumatra Provincial Government, knowledge, skills and attitudes of their work behavior. *Public Administration Journal*, 3(2), 181–206.
- Atika, TA, & Tarigan, U. (2014). Procedure for Issuing Civil Servant Retirement Decrees at the Deli Serdang Regional Civil Service Agency. *JPPUMA: Journal of Governance and Political Social UMA*, 2(1), 18–30. <https://doi.org/10.31289/jppuma.v2i1.578.g922>
- Auza, A. (2023). The Influence of Communication on the Performance of State Civil Apparatus at the Office of the Regional People's Representative Council of North Sumatra Province during the Covid-19 Period. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(4), 3378–3383. <https://doi.org/10.34007/jehss.v5i4.1732>
- Chairiah, A., Ariski, S., Nugroho, A., & Suhariyanto, A. (2020). Implementation of the Merit System in State Civil Apparatus in Indonesia. *Borneo Administrator Journal*, 16(3), 383–400.
- Cresswel, J. (2013). Qualitative, quantitative, and mixed methods approaches. In *Research design*.
- Denzin, N.K., Lincoln, Y.S., Giardina, MD, & Cannella, G.S. (2023). *The Sage handbook of qualitative research*. Sage publications.
- Dumalang, GV (2021). Adaptive, agile and innovative are the keys to superior human resources. *Journal of Public Administration*, 17(2), 175–196.
- Hasibuan, AH, Fadilah, R., & Hasanuddin, H. (2022). The Relationship between Perception of Organizational Climate and Organizational Support with Organizational Citizenship Behavior in State Civil Apparatus at the

- Center for Development and Empowerment of Educators and Education Personnel, Medan. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(1), 91-101. <https://doi.org/10.34007/jehss.v5i1.1128>
- Hutahaean, LM (2021). Effectiveness of the Performance of State Civil Apparatus (ASN) in the Administration Section in Managing Personnel Administration at the Medan City Manpower Office.
- Kadarisman, M. (2019). Effectiveness of Civil Service Performance in Administrative Services in Depok City. *Journal of Administrative Science: Media for Developing Administrative Science and Practice*, 16(1), 17-32.
- Kurniawan, RC (2016). Innovation in the Quality of Public Services of Local Government. *FIAT JUSTISIA: Journal of Legal Studies*, 10(3), 569-586. <https://doi.org/10.25041/fiatjustisia.v10no3.794>
- Maulina, CS, & Achmad, N. (2020). Work Culture of the State Civil Apparatus at the Idi Tunong Subdistrict Office of East Aceh Regency. *PERSPECTIVE*, 9(2), 270-284.
- Miles, M.B., Huberman, A.M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd Edition). In *Journal of Elementary School Teacher Education Research* (Vol. 6, Issue August).
- Moleong, L. . (2011). *Qualitative Research Methodology Revised Edition*. PT. Remaja Rosdakarya.
- Muzanny, M., Siregar, NSS, & Isnaini, I. (2019). Analysis of Civil Service Discipline at the Civil Service and Human Resource Development Agency of East Aceh Regency. *Structuration: Scientific Journal of Master of Public Administration*, 1(2), 138-146. <https://doi.org/10.31289/strukturasi.v1i2.31>
- Patton, M. Q. (2014). *Qualitative research & evaluation methods: Integrating theory and practice*. Sage publications.
- Pratama, TH, Purba, A., & Kusmanto, H. (2022). The Influence of Work Discipline and Work Motivation on the Performance of State Civil Apparatus at the Secretariat of the Subulussalam City People's Representative Council (DPRK). *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(2), 1325-1333. <https://doi.org/10.34007/jehss.v5i2.1411>
- Pulungan, I. (2011). STRATEGY OF THE REGIONAL PERSONNEL AGENCY OF BINJAI CITY IN IMPROVING THE PERFORMANCE OF CIVIL SERVANTS. *Scientific Journal of Law Enforcement*, 1(1). <https://doi.org/10.1017/CBO9781107415324.004>
- Putri, A., Nuringwahyu, S., & Hardiati, NR (2021). THE EFFECT OF EMPLOYEE RECRUITMENT AND SELECTION ON EMPLOYEE PERFORMANCE. In *JIAGABI* (Vol. 10, Issue 1).
- Rahmadhan, W., Aswin, M., & Wal, T. (2013). Procedures for Issuing Civil Servant Study Permits in the Deli Serdang Government Environment. *JPPUMA: Journal of Governance and Political Social UMA*, 1(2), 161-175.
- Rakhmawanto, A. (2020). Career Development of State Civil Apparatus in the Perspective of Succession Planning Based on Merit System. *Civil Service: Journal of Civil Servant Policy and Management*, 14(1), 1-16. <https://jurnal.bkn.go.id/index.php/asn/article/view/242/201>
- Ridho, A., Mardiana, S., & Watora, A. (2017). STRATEGY OF PLANNING AND DEVELOPING HUMAN RESOURCES OF STATE CIVIL APPARATUS (ASN) IN SUPPORTING THE IMPLEMENTATION OF E-GOVERNMENT IN INDONESIA. 993-1017.
- Sihombing, A. (2022). Effectiveness of Civil Service Performance in the Community and Village Empowerment Service of North Sumatra Province. Medan Area University.
- Siregar, S., Nasution, I., & Muda, I. (2019). The Role of Regional Personnel Agency in Civil Servant Recruitment in Padang Lawas Regency. *PERSPECTIVE*, 6(1), 18-24. <http://www.ojs.uma.ac.id/index.php/perspektif/article/view/2507>
- Sugiyono. (2018). *Educational Research Methods Quantitative, Qualitative, R&D Approaches*. Alfabet.
- Susanti, S. (2015). Women's Political Participation in the Prosperous Justice Party of Medan City. *JPPUMA: Journal of Governance and Political Social UMA*, 3(1), 1-13. <https://doi.org/10.31289/jppuma.v3i1.906>
- Utami, WP, Aisyah, N., & Ritonga, S. (2022). The Relationship between Readiness to Face Change and Organizational Support to Work Stress in Civil Servants of the Southeast Aceh Regency Communication and Information Service. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 4(4), 2341-2350. <https://doi.org/10.34007/jehss.v4i4.1075>
- Wulandari, F. (2014). IMPLEMENTATION OF THE COMPUTER ASSISTED TEST (CAT) METHOD IN THE RECRUITMENT OF CIVIL SERVANT CANDIDATES AT THE REGIONAL OFFICE II OF THE SURABAYA STATE PERSONNEL AGENCY. *Publika*, 2(3).
- Yasa, A., Suswanta, S., Rafi, M., Rahmanto, F., Setiawan, D., & Iqbal Fadhlurrohman, M.

(2021). Strengthening Bureaucratic Reform
Towards the Era of Society 5.0 in Indonesia.
Nakhoda: Journal of Government Science,

20(1), 27-42.
<https://doi.org/10.35967/njip.v20i1.139>

