The American Journal of Political Science and Leadership Studies 2997-9420, Vol 03, No. 04, 2026

Article

The Effectiveness of The Regional Civil Service and Human Resource Development Agency in The Recruitment Process of Civil Servants in Barito Timur Regency

Igo Sabinus[1], Gusti Muhammad Hidayatullah[2]
[1,2]Amuntai School of Public Administration, Indonesia
Email: Igoganteng21@gmail.com [1], gustimh95@gmail.com [2]

Abstract: This study aims to analyze The Effectiveness Of The Regional Civil Service And Human Resource Development Agency In The Recruitment Process Of Civil Servants In Barito Timur Regency. This research is motivated by the phenomenon of the suboptimal ASN recruitment process, characterized by the mismatch between recruitment results and organizational needs, formation planning that is not yet fully based on job analysis and workload, as well as limited utilization of information technology. The research method used is a qualitative approach with data collection techniques thru interviews and documentation. Data analysis is conducted thru data reduction, data presentation, and conclusion drawing. The research results indicate that the ASN recruitment process has been quite effective, particularly thru the implementation of a computer-based selection system that enhances transparency and objectivity. However, there are still positions that have not been optimally filled, limitations in technological infrastructure, and the need for improvement in the competence and adaptation of newly recruited ASN. Therefore, more thorough planning of ASN needs and support for infrastructure are required to improve the effectiveness of ASN recruitment.

Keywords: Effectiveness, ASN recruitment.

This is an open-access article under the CC-BY 4.0 license

1. Introduction

The State Civil Servants (ASN) is one of the most important assets in government organizations because the apparatus not only functions as an object that must always receive attention and protection from the government but also serves as a subject that can determine the progress or decline of government organizations [1], [2]. Wasistiono states that the preparation of regional apparatus resources must be carried out because it shows that human resources in autonomous regions are less promising. Therefore, as one of the strategic internal components, the quality of human resources is an important component that has the ability to turn weaknesses into strengths and difficulties into opportunities. Building quality human resources is the main step taken by the community and local government to seize the available opportunities [3]. The Civil Servants (ASN) are a very strategic element in the administration of government and public services. ASN not only acts as the implementers of government policies but also as public servants and the glue of national unity. Therefore, the quality of ASN is the main factor determining the success of the government in carrying

out the functions of governance, development, and public services effectively and sustainably [4]. Efforts to realize professional, competent, and integrity-driven ASN must begin at the initial stage, namely thru the recruitment process. ASN recruitment is the main gateway for human resources entering the government bureaucracy system. This process is not only oriented toward meeting the number of employes needed but also toward the alignment of individual competencies, qualifications, and character with the needs of the position and the organization. Unplanned and ineffectively executed recruitment has the potential to cause various personnel issues in the future, such as low performance of officials, misplacement of employes, and a decline in the quality of public services [5]. In the context of regional government, the recruitment of ASN faces increasingly complex challenges. Each region has different territorial characteristics, organizational needs, and resource capabilities. Therefore, local governments are required to be able to prepare accurate ASN needs planning thru job analysis and workload analysis. Accurate planning of ASN needs is an important foundation in determining the ASN formation that is truly required by the organization, both in terms of quantity and employe qualifications.

The Regional Personnel and Human Resource Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah, hereafter BKPSDMD), as a regional apparatus with authority in personnel management, plays a central role in the ASN recruitment process. BKPSDMD is responsible for preparing ASN needs planning, coordinating the selection process, and ensuring that the recruitment process is conducted in accordance with legal regulations. With such a strategic role, the effectiveness of BKPSDMD in carrying out its duties greatly determines the quality of the produced ASN and the overall performance of the regional government organization.

However, in the practice of local government administration, the recruitment process of ASN often faces various challenges and issues. One of the challenges that often arises is the suboptimal planning of ASN needs. The determination of ASN formations that is not yet fully based on job analysis and workload analysis can lead to a mismatch between the organization's needs and the recruited ASN. This condition has the potential to cause disparities in employe distribution, both in terms of quantity and competence, among work units within the local government environment [3]. In addition, the recruitment process for ASN is also influenced by the dynamics of policies and regulations from the central government. Relatively rapid policy changes require local governments, particularly the BKPSDMD, to have a high level of adaptability so that the recruitment process continues to run in accordance with the applicable regulations. Unpreparedness in adapting to policy changes can result in delays in the recruitment process, inefficiencies in the selection implementation, or the emergence of administrative obstacles.

The development of information technology has also brought significant changes to the implementation of ASN recruitment. The application of a computer-based selection system is one of the government's efforts to enhance transparency, objectivity, and accountability in the ASN selection process. This system is expected to minimize fraudulent practices and increase public trust in the ASN recruitment process. However, the utilization of information technology in ASN recruitment also requires the readiness of human resources and adequate technological infrastructure and facilities. Without this readiness, the application of technology could potentially create new obstacles in the recruitment process [5]. On the other hand, the success of the ASN recruitment process is not only determined by the system and regulations but also by the organization's ability to coordinate the various parties involved. Coordination between work units within the BKPSDMD environment and cooperation with related agencies are important aspects in ensuring the smooth implementation of ASN recruitment. Lack of coordination and integration between work units can lead to a mismatch between ASN needs planning and recruitment implementation.

Based on the description, the effectiveness of the Personnel and Human Resource Development Agency in the recruitment process of the State Civil Servantshas become an important issue to study. A study on the effectiveness of ASN recruitment is necessary to understand the extent to which the recruitment process has been carried out in accordance with organizational effectiveness principles, as well as to identify the factors that influence the success of the recruitment implementation. Therefore, research on the effectiveness of BKPSDMD in the ASN recruitment process in Barito Timur Regency becomes relevant and important to support the improvement of the quality of human resources for the apparatus and the performance of local government [6].

2. Literature Review

Civil Servants (ASN)

Civil Servants (ASN) are a profession for civil servants and government employes with work agreements who work in government agencies [7], [8]. ASN has a strategic role in the administration of government, development, and public services. ASN is required to possess competence, professionalism, and integrity in carrying out their duties and functions as implementers of public policy and public servants.

The presence of high-quality ASN is crucial in determining the performance of government organizations. Therefore, the management of ASN must be carried out systematically, starting from needs planning, recruitment, competency development, to performance evaluation. Recruitment of ASN is the initial stage that is very important because it will determine the quality of human resources entering the government bureaucracy.

Recruitment of Civil Servants

The recruitment of civil servants (ASN) is the process of employe procurement aimed at filling job vacancies within government organizations. Recruitment is carried out thru a series of selection stages designed to obtain ASN candidates who meet the administrative, competency, and job qualification requirements. The recruitment process for ASN is carried out based on the merit principle, which is ASN policy and management based on qualifications, competencies, and performance in a fair and just manner.

Effective ASN recruitment does not only focus on meeting the number of employes but also on the alignment between ASN competencies and organizational needs. An ineffective recruitment process can lead to mismatched employe placements, low staff performance, and a decline in the quality of public services. Therefore, thorough planning of ASN needs becomes the main prerequisite in the recruitment process.

Regional Personnel and Human Resource Development Agency (BKPSDMD)

The Regional Personnel and Human Resource Development Agency is a regional apparatus with duties and functions in the field of personnel management. BKPSDMD plays a role in planning ASN needs, conducting recruitment, managing transfers and promotions, as well as developing the competencies of apparatus. In the ASN recruitment process, BKPSDMD functions as the coordinator of the selection implementation and the liaison between the regional government and central agencies such as the National Civil Service Agency (BKN).

The effectiveness of BKPSDMD in carrying out its duties and functions is crucial for the success of ASN recruitment. BKPSDMD is required to coordinate various involved parties, adapt to dynamic policies, and utilize information technology to support a transparent and accountable recruitment process.

Concepts of Organizational Effectiveness

Organizational effectiveness is the level of success an organization achieves in reaching its established goals [8], [9], [10], [11]. Effectiveness is not only measured by the final results achieved but also by the process and the organization's ability to manage the resources it possesses. In public organizations, effectiveness is related to the ability of government institutions to provide optimal services to the community.

The effectiveness of an organization reflects the extent to which the organization is able to carry out its functions and duties optimally in accordance with the established goals. An effective organization is capable of achieving its goals, building good coordination, and adapting to environmental changes.

Theories of Organizational Effectiveness by Richard M. Steers

Richard M. Steers proposed that organizational effectiveness can be measured thru several interrelated key dimensions. These dimensions include goal attainment, integration, and adaptation. These three dimensions are often used as an analytical framework in assessing organizational effectiveness, including public organizations.

Goal Attainment

Goal attainment is the organization's ability to realize the established objectives. In the context of ASN recruitment, goal attainment can be seen from the alignment between recruitment results and the ASN formation needs in each agency. Recruitment is considered effective if it can meet the

organization's needs in terms of both the number and qualifications of ASN. Additionally, the quality of the recruited ASN is also an important indicator of goal attainment. The recruited ASN are expected to have competencies that match their positions so that they can perform their duties and responsibilities optimally.

Integration

Integration is the organization's ability to build coordination and cooperation between work units and with related agencies [12], [13], [14]. In the ASN recruitment process, integration includes coordination between fields within the BKPSDMD environment and cooperation with external agencies such as BKN and the Ministry of PAN-RB. Good integration will support the smoothness of the ASN recruitment process and minimize administrative obstacles. Conversely, weak integration can cause a lack of synchronization between ASN needs planning and recruitment implementation.

Adaptation

Adaptation is the organization's ability to adjust to changes in the environment, both internal and external [15], [16]. In the context of ASN recruitment, adaptation can be seen in the ability of BKPSDMD to adjust to changes in regulations, central government policies, and developments in information technology. The implementation of a computer-based selection system is one form of organizational adaptation to the demands of transparency and accountability. However, this adaptation must be supported by the readiness of human resources and the availability of technological infrastructure so that the recruitment process can run optimally.

Conceptual Framework

Based on the literature review that has been outlined, the effectiveness of BKPSDMD in the ASN recruitment process can be analyzed using Richard M. Steers' organizational effectiveness theory. The effectiveness of ASN recruitment is influenced by the ability of BKPSDMD to achieve recruitment goals, build integration between work units and related agencies, and adapt to regulatory changes and advancements in information technology. This framework is used as a basis for analyzing the extent of BKPSDMD's effectiveness in the ASN recruitment process and the factors that influence it.

3. Methodology

This research aims to analyze the effectiveness of the Personnel and Human Resource Development Agency (BKPSDMD) in the recruitment process of State Civil Servants(ASN) in Barito Timur Regency. This research uses a qualitative approach with a descriptive research type, conducted at the BKPSDMD of Barito Timur Regency (Fiantika et al., n.d.). Research data were obtained thru in-depth interviews with informants directly involved in the ASN recruitment process, supported by relevant documentation. The focus of the research is directed toward the effectiveness of ASN recruitment, analyzed using Richard M. Steers' organizational effectiveness theory, which includes aspects of goal achievement, integration, and adaptation. Data analysis is conducted thru the stages of data reduction, data presentation, and conclusion drawing. This research is expected to provide an overview of the implementation of ASN recruitment and serve as a basis for evaluation and recommendations for local governments to improve the effectiveness of ASN recruitment in the future.

4. Results and Discussion

The effectiveness of the Human Resources Development Agency (BKPSDMD) of Barito Timur Regency in the recruitment process of State Civil Servants(ASN) is analyzed using Richard M. Steers' organizational effectiveness theory, which includes three main indicators: goal attainment, integration, and adaptation. This discussion is based on the results of interviews with informants directly involved in the implementation of ASN recruitment.

A. Goal Achievement Variables

1. Indicator of Recruitment Results Alignment with ASN Formation Needs

Based on the interview results, the ASN recruitment process in Barito Timur Regency has essentially been carried out in accordance with the formation needs proposed by each regional apparatus organization (OPD). Most of the positions that were opened were filled thru the ASN recruitment process. However, there are still some job positions that have not been optimally filled.

The unfilled positions are caused by several factors, including the absence of applicants for certain positions, participants not completing the selection stages, and the failure to meet the established passing grade.

This condition indicates that the achievement of ASN recruitment goals quantitatively has been progressing, but not yet fully optimal. According to Richard M. Steers, the achievement of organizational goals is measured by the extent to which the established targets can be realized. The discrepancy between the formation needs and recruitment results indicates limitations in meeting the needs of the apparatus. This is not solely caused by the selection process, but is also influenced by the characteristics of the applicants and the high standards of selection that must be met.

2. Indicator of ASN Quality from Recruitment Results

The interview results show that civil servants who passed the selection generally possess adequate basic competencies. This is evidenced by the participants' success in passing the computer-based selection stages organized objectively by the central government. The informant stated that the recruited ASN have good potential and initial abilities, although they are not yet fully ready to work optimally at the beginning of their placement.

The quality of the recruited ASN reflects the success in achieving goals from the output perspective. According to Steers, organizational effectiveness is not only measured by the achievement of quantity but also the quality of the results achieved. Research findings indicate that the quality of ASN resulting from recruitment is already quite good, but still requires further development thru training, orientation, and competency development. This indicates that the achievement of ASN recruitment goals has not yet been fully maximized in terms of work readiness.

B. Variables de integración

1. Indicator of Inter-Unit Coordination in the BKPSDMD Environment

Based on the interview results, inter-departmental coordination within the BKPSDMD of Barito Timur Regency in the ASN recruitment process has been quite good. The implementation of ASN recruitment involves almost all work units in BKPSDMD, thus requiring cooperation and synergy between fields. The obstacles that arise are more technical in nature, such as time constraints and the high workload of employes because the recruitment process often coincides with regular official duties.

The coordination established between work units indicates a fairly effective organizational integration. According to Steers, integration is the organization's ability to build harmonious internal cooperation. Although coordination has been going well, the high workload has the potential to reduce the optimization of the recruitment process. Therefore, more structured time management and task distribution are necessary to strengthen organizational integration.

2. Indicator of Cooperation with Related Agencies

The interview results show that the cooperation between BKPSDMD and the National Civil Service Agency (BKN) as well as other related agencies has been going well. BKN plays a key role as the main facilitator in the implementation of computer-based selection, including the provision of systems and exam locations. This collaboration greatly assists the local government, especially given the limited technological facilities they possess.

Cross-agency collaboration reflects the external integration of the organization. According to Steers, good integration will support the smooth achievement of organizational goals. Research findings indicate that although cooperation with BKN has been effective, dependence on central government policies and schedules limits the flexibility of local governments in implementing ASN recruitment.

C. Adaptation Variables

1. Indicator of Information Technology Utilization in ASN Recruitment

Based on the interview results, the implementation of a computer-based selection system in ASN recruitment is considered to have a positive impact. This system enhances the transparency, objectivity, and accountability of the selection process while minimizing the potential for fraud. The selection results can be monitored openly, thereby increasing public trust in the ASN recruitment process.

The use of information technology demonstrates the ability of BKPSDMD to adapt to external environmental developments. According to Steers, organizational adaptation is demonstrated thru

responses to environmental changes. The implementation of a computer-based selection system is a positive form of adaptation, although its execution still requires more optimal technical support.

2. Indicators of Human Resource Readiness and Technological Infrastructure

The interview results show that the readiness of human resources in the BKPSDMD environment to operate digital systems is already quite good. Employes are able to carry out technology-based recruitment administration processes. However, from the perspective of facilities and infrastructure, there are still limitations in computer facilities and supporting infrastructure. Additionally, some selection participants still experience difficulties in using the digital system, particularly at the registration stage, which impacts administrative errors.

If linked to Steers' theory, organizational adaptation is not yet fully optimal because the readiness of human resources is not matched by the availability of adequate infrastructure. The limitations of technological facilities hinder the effectiveness of ASN recruitment. Therefore, the improvement of technological infrastructure and facility support is an important need so that organizational adaptation can proceed comprehensively.

Synthesis of Results and Discussion

Based on the results and discussions on each indicator, it can be concluded that the effectiveness of BKPSDMD Barito Timur Regency in the ASN recruitment process has been quite good, but not yet fully optimal. The achievement of objectives has mostly been accomplished, internal and external integration has been established, and adaptation to technology has been carried out. However, there are still limitations in fulfilling formations, employe workload, and the readiness of technological infrastructure that need further attention.

5. Conclusion and Recommendations

Based on the research and discussion regarding the effectiveness of the Human Resources and Human Resource Development Agency (BKPSDMD) of Barito Timur Regency in the recruitment process of the State Civil Servants (ASN), using the organizational effectiveness indicators according to Richard M. Steers, which include goal achievement, integration, and adaptation, the following conclusions can be drawn.

First, from the aspect of goal achievement, the ASN recruitment process has been carried out in accordance with the regulations and the formation needs proposed by the regional device organization. Most of the opened positions can be filled, and the recruited ASN have adequate basic competencies. However, the achievement of goals is not yet fully optimal because there are still unfilled positions and newly recruited ASN who require further training to work maximally according to job demands.

Second, from the aspect of integration, coordination between work units within the BKPSDMD environment and cooperation with related agencies, particularly the National Civil Service Agency (BKN), has been quite good. The internal and external integration supports the smooth implementation of ASN recruitment. However, the high workload of employes and dependence on central government policies and schedules are factors that limit flexibility and optimization of recruitment implementation at the regional level.

Third, from the aspect of adaptation, the BKPSDMD of Barito Timur Regency has demonstrated the ability to adjust to technological developments and changes in the external environment thru the implementation of a computer-based selection system. The readiness of human resources in operating the digital system is quite good. However, the limitations in technological facilities and infrastructure, as well as the ongoing difficulties faced by participants in using the digital system, indicate that the organization's adaptability is not yet fully optimal and still needs improvement.

Overall, the effectiveness of BKPSDMD Barito Timur Regency in the ASN recruitment process falls into the fairly effective category, but it still requires improvements and strengthening in several aspects so that the ASN recruitment implementation can run more optimally, efficiently, and in accordance with regional needs.

It is recommended to improve the planning of ASN needs so that the positions opened align more closely with the actual needs of the regional device organization. In addition, the coaching and

development of the competencies of newly recruited ASN need to be strengthened thru training and mentoring so that ASN can work optimally. Furthermore, internal coordination between departments and cooperation with related agencies need to be continuously improved to support the smooth recruitment process of ASN. BKPSDMD is also advised to improve information technology infrastructure and enhance the socialization of digital system usage to selection participants so that the recruitment process can run more effectively and efficiently.

REFERENCES

[1] A. R. Kusuma, S. Rande, and K. Indarto, "Strategy to Increase the Capability of Civil Servant (ASN) Resources," *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, vol. 8, no. 6, p. 22, 2023.

[2] S. A. Reta, "Analysis of Factors Affecting the Performance of State Civil Apparatus (ASN) in the Semarang City Government Environment," *Moccasin Journal De Public Perspective*, vol. 1, no. 4, pp. 221–229, 2024.

[3] U. M. Area, "EFEKTIVITAS PENERIMAAN APARATUR SIPIL NEGARA (ASN) SISTEM COMPUTER ASSISTED TEST (CAT) DI KABUPATEN DELI SERDANG," 2025.

[4] D. I. B. Struktural Jabatan and W. W. Pratiwi, "No Title," 2021.

[5] M. H. M. Zein, A. Wijaya, and S. Septiani, "Analisis Efektivitas Rekrutmen PPPK Di Kota Banjarbaru: Tantangan Dan Strategi Peningkatan Kinerja BKPSDMD," *4*, 2025.

[6] M. Hidayatullah, Gusti, and A. P. S. T. I. A. Amuntai, "PENGARUH KUALITAS PELAYANAN DAN HARGA TRANSPORTASI OJEK ONLINE (GRAB) TERHADAP KEPUASAN PELANGGAN DI KOTA AMUNTAI TENGAH KABUPATEN HULU SUNGAI UTARA," *Journal of Social and Economics Research*, vol. 6, no. 1, 2024, [Online]. Available: https://idm.or.id/JSER/index

[7] A. N. Sebtianingsih, R. I. Ichlas, and N. N. Jufri, "Government Employee with Work Agreement (PPPK) Position and Regulation in Staffing System based on Civil Servant Act," *UNES Law Review*, vol. 7, no. 1, pp. 1–9, 2024.

[8] R. M. B. Almalik and I. G. A. K. R. Handayani, "Ambiguity Status of Government Employees with Employment Agreements (PPPK) as Civil Servant," in *International Conference on Cultural Policy and Sustainable Development (ICPSD 2024)*, Atlantis Press, 2024, pp. 534–541.

[9] R. M. Steers, "When is an organization effective? A process approacht to understanding effectiveness," *Organ. Dyn.*, vol. 5, no. 2, pp. 50–63, 1976.

[10] E. Yuchtman and S. E. Seashore, "A system resource approach to organizational effectiveness," *Am. Sociol. Rev.*, pp. 891–903, 1967.

[11] A. S. Gutterman, "Organizational performance and effectiveness," *Available at SSRN 4532570*, 2023.

[12] J. L. Kenney and S. P. Gudergan, "Knowledge integration in organizations: an empirical assessment," *Journal of knowledge Management*, vol. 10, no. 4, pp. 43–58, 2006.

[13] P. Mitropoulos and C. B. Tatum, "Management-driven integration," *Journal of Management in Engineering*, vol. 16, no. 1, pp. 48–58, 2000.

[14] Z. Xinyu, "The impact of internal and external coordination on organizational performance," *Journal of Enterprise and Business Intelligence*, vol. 3, no. 1, pp. 23–32, 2023.

[15] A. O'cass and L. V. Ngo, "Balancing external adaptation and internal effectiveness: Achieving better brand performance," *J. Bus. Res.*, vol. 60, no. 1, pp. 11–20, 2007.

[16] A. Sarta, R. Durand, and J.-P. Vergne, "Organizational adaptation," *J. Manage.*, vol. 47, no. 1, pp. 43–75, 2021.