

ABSTRAK

PENERAPAN SISTEM MERIT DAN TANTANGAN POLITISASI DALAM PENGISIAN JABATAN BIROKRASI DI KABUPATEN MAYBRAT PROVINSI PAPUA BARAT DAYA

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Reformasi birokrasi di Indonesia merupakan bagian dari transformasi tata kelola pemerintahan menuju sistem administrasi publik yang profesional, akuntabel, dan berorientasi pada kinerja. Penerapan sistem merit dalam manajemen Aparatur Sipil Negara (ASN) diposisikan sebagai instrumen utama untuk memastikan pengisian jabatan dilakukan secara objektif berdasarkan kualifikasi, kompetensi, dan capaian kinerja. Namun demikian, implementasi prinsip tersebut di tingkat pemerintahan daerah masih menghadapi tantangan yang bersifat struktural dan kultural. Berbagai permasalahan seperti intervensi politik kepala daerah dalam promosi dan mutasi jabatan, praktik patronase, serta pertimbangan kedekatan personal dan identitas kekerabatan dalam pengisian jabatan strategis menunjukkan adanya deviasi antara norma regulatif dan praktik empiris birokrasi. Skripsi ini menggunakan teori *merit system* dan *spoils system* sebagai kerangka analitis untuk menjelaskan dinamika dan ketegangan dalam proses pengisian jabatan birokrasi. Secara normatif, Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara telah menegaskan prinsip merit sebagai dasar pengelolaan ASN. Akan tetapi, internalisasi dan konsistensi penerapan prinsip tersebut belum sepenuhnya terwujud, termasuk dalam praktik birokrasi di Kabupaten Maybrat.

Penelitian ini bertujuan untuk menganalisis implementasi sistem merit serta mengidentifikasi bentuk dan faktor politisasi dalam pengisian jabatan birokrasi di Kabupaten Maybrat. Penelitian menggunakan metode kualitatif dengan pendekatan deskriptif. Data diperoleh melalui wawancara mendalam, observasi, dan dokumentasi, kemudian dianalisis melalui proses reduksi data, penyajian data, dan penarikan kesimpulan dengan uji keabsahan melalui triangulasi sumber dan metode.

Hasil penelitian menunjukkan bahwa meskipun secara administratif mekanisme pengisian jabatan telah mengikuti ketentuan formal, secara substantif praktik promosi dan mutasi masih dipengaruhi oleh loyalitas politik dan relasi patronase. Kondisi tersebut berdampak pada belum optimalnya profesionalisme dan netralitas ASN serta berimplikasi pada efektivitas kinerja organisasi dan kualitas pelayanan publik. Dengan demikian, penerapan sistem merit masih menghadapi tantangan politisasi birokrasi pada dimensi struktural dan kultural.

Kata Kunci: Reformasi Birokrasi, Sistem Merit, Spoils System, Politisasi Jabatan, ASN, Kabupaten Maybrat.

ABSTRACT

IMPLEMENTATION OF MERIT SYSTEM AND POLITICIZATION CHALLENGES IN FILLING BUREAUCRATIC POSITIONS IN MAYBRAT REGENCY, SOUTHWEST PAPUA PROVINCE

By

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Bureaucratic reform in Indonesia is part of the transformation of governance towards a professional, accountable, and performance-oriented public administration system. The implementation of the merit system in the management of the State Civil Apparatus (ASN) is positioned as the main instrument to ensure that the filling of positions is carried out objectively based on qualifications, competencies, and performance achievements. However, the implementation of these principles at the local government level still faces structural and cultural challenges. Various problems such as the political intervention of regional heads in the promotion and mutation of positions, the practice of patronage, and the consideration of personal proximity and kinship identity in filling strategic positions show that there is a deviation between regulatory norms and empirical practices of bureaucracy. This thesis uses *the theory of merit system* and *spoils system* as an analytical framework to explain the dynamics and tensions in the process of filling bureaucratic positions. Normatively, Law Number 5 of 2014 concerning the State Civil Apparatus has affirmed the principle of merit as the basis for ASN management. However, the internalization and consistency of the application of these principles has not been fully realized, including in bureaucratic practices in Maybrat Regency.

This study aims to analyze the implementation of the merit system and identify the forms and factors of politicization in filling bureaucratic positions in Maybrat Regency. The research uses a qualitative method with a descriptive approach. Data was obtained through in-depth interviews, observations, and documentation, then analyzed through the process of data reduction, data presentation, and drawing conclusions with validity tests through triangulation of sources and methods.

The results of the study show that although administratively the mechanism for filling positions has followed formal provisions, substantively the practice of promotion and mutation is still influenced by political loyalty and patronage relations. This condition has an impact on the non-optimal professionalism and neutrality of civil servants and has implications for the effectiveness of organizational performance and the quality of public services. Thus, the implementation of the merit system still faces the challenge of bureaucratic politicization in the structural and cultural dimensions.

Keywords: Bureaucratic Reform, Merit System, Spoils System, Politicization of Positions, ASN, Maybrat Regency.