


## Open Recruitment for Senior Leadership Positions in the Provincial Government of Papua South

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Article Info	ABSTRACT
<b>Keywords:</b> Open Recruitment, JPT Pratama, South Papua Province.	This study aims to identify, review, and analyze the Open Recruitment for the Filling of High-Level Leadership Positions Following the Establishment of the New Autonomous Region of Papua, the inhibiting factors, and the efforts made to overcome these obstacles. This study uses a qualitative approach with data collection techniques through interviews, observation, and documentation. The theory used in this study is Hugo Horta's theory (2014:22), namely Recruitment, Selection, Transparency, and Performance Assessment. The results of the study indicate that the implementation of open recruitment for the filling of Primary High Leadership Positions (JPT) in the South Papua Provincial Government has not been fully optimal. Success has only been seen in the selection and performance assessment dimensions, while in the recruitment and transparency dimensions there are still a number of significant weaknesses. Several factors hindering the implementation of this open recruitment include limited human resources; limited infrastructure and supporting facilities; and high political intervention and the dominance of local interests. To overcome these obstacles, strategic and systematic efforts are needed in line with applicable regulations, including through Improving the Quality and Quantity of Human Resources; Wider Socialization and Dissemination of Information; Overcoming Political Intervention and Group Interests; Utilization of Technology and Digitalization of the Recruitment Process.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Albert Gidion Peres Elmas Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jatinangor <a href="mailto:gidionalbert22@gmail.com">gidionalbert22@gmail.com</a>

### INTRODUCTION

Senior leadership positions are high-level managerial positions responsible for and responsible for managing, motivating, and supporting the development of civil servants, utilizing resources, and making decisions based on their position level to achieve organizational goals. This is mandated by Law Number 20 of 2023 concerning the State Civil Apparatus.

South Papua Province still does not have a Primary High Leadership Official to carry out the duties and functions of the regional apparatus it has, namely 22 (twenty-two) Regional Apparatus. In order to accelerate Development and smooth governance in South Papua Province, the Acting Governor of South Papua filled the Vacant Primary High Leadership Position by assigning 10 (ten) people to act in the Primary High Leadership Position within the South Papua Provincial Government. The 10 (ten) Acting Primary High

Leadership Officials (Esalon II) will begin government duties in the Institutions and strategic regional apparatus organizations in the South Papua Provincial Government to support the smooth running of the wheels of government in achieving organizational goals.

In carrying out their duties and functions, the acting officials are unable to carry out their duties effectively, and this also affects the career certainty of the ASN. Based on this, the solution to solve the problem of vacant positions to anticipate the failure of public services and state administration, the Acting Governor of South Papua Province must hold the filling of JPT Pratama so that there are State apparatus to carry out the duties and functions of the position. The filling of JPT Pratama in each OPD in the South Papua Provincial Government must prioritize indigenous Papuans. The Law on the Establishment of DOB has clearly and in detail regulated affirmative action for OAP, including the proportion of ASN formation of 80 percent OAP and 20 percent Non-OAP.

Dr. Filep Wamafma, as Senator of West Papua, explained in the Minister of Home Affairs meeting with the DPD RI on January 7, 2023:

"The Special Autonomy Law is clearly in effect in these four new autonomous regions, and the Provincial Establishment Law also reaffirms this special status. Therefore, there is no longer any excuse, let alone a justification, for OAP civil servants to be unprepared for assignment in new autonomous regions. I believe the government must be committed and consistent in implementing the mandates of these two laws to ensure that this regional expansion proceeds in accordance with its noble objectives."

A number of policies are regulated in Government Regulation No. 11 of 2017 concerning Civil Servant (PNS) Management, one of which regulates the maximum age limit for appointment to the position of High Leadership (JPT) Pratama.

Based on the letter from the Minister of Administrative and Bureaucratic Reform with Number: B/68/S.SM.99/2017, a number of things were conveyed regarding the maximum age requirements for appointment as JPT Pratama, namely:

1. Have a minimum educational qualification of a bachelor's degree or diploma IV.
2. Have Technical Competence, Managerial Competence, and Socio-Cultural Competence in accordance with the established job competency standards.
3. Have cumulative experience in the field of work related to the position to be held for at least 5 (five) years,
4. Currently and have held the position of Administrator or JF at intermediate expert level for a minimum of 2 (two) years.
5. Have a good track record of office, integrity and morality.
6. Maximum age 56 (fifty six) years, and
7. Physically and mentally healthy.

The circular letter of the Minister of Administrative and Bureaucratic Reform Number: B/57/M.SM.02.03/2022 concerning Affirmative Considerations regarding the filling of JPT in the Provinces of Papua and West Papua where the highest age limit for Indigenous Papuan (OAP) civil servants is 58 (fifty-eight) years.

The process of filling the JPT Pratama in the South Papua Provincial Government is different from the process of filling the JPT Pratama in other regions led by a definitive Governor, where in this case the South Papua Province is one of the new autonomous regions led by an Acting Governor who does not have full authority to appoint and inaugurate definitive high-ranking officials. The Acting Governor of the South Papua Province can only carry out these duties in a temporary capacity and is usually more limited, both in terms of policy and time and is more influenced by policies or instructions from the central government.

The arrangement of Civil Servants by the Acting Governor of South Papua must obtain written approval from the Minister as stipulated in Article 132 paragraph (1) letter a and paragraph (2) of Government Regulation Number 49 of 2008 concerning the Third Amendment to Government Regulation Number 6 of 2005 concerning the Election, Confirmation, Appointment and Dismissal of Regional Heads and Deputy Regional Heads.

Unlike the Definitive Governor, who has full authority to select and appoint JPT officials in his/her region, the selection process by the Definitive Governor is more autonomous, in accordance with the policies and priorities of the region they lead. The selection process by the definitive Governor is more flexible and can be tailored to long-term needs and the vision and mission they wish to pursue during their term.

To propose the filling of a definitive position by the Acting Governor of South Papua, a lengthy bureaucracy is required to carry out the appointment and inauguration after obtaining the approval of the Minister of Home Affairs. Based on the Letter of the Acting Governor of South Papua Number 800.1.3/80/PPS dated February 10, 2023, of the 33 (thirty-three) High-Level Leadership Positions proposed by the Acting Governor of South Papua Province to the Ministry of Home Affairs, only 10 (ten) were approved for competency testing (Jobfit).

The South Papua Provincial Government will conduct an open selection to elect structural officials for the vacant Primary High Leadership Positions with the hope that the process will foster a competitive spirit.

There is also a Circular Letter of the Minister of Administrative and Bureaucratic Reform No. B/57/M.SM.02.03/2022 concerning Considerations for Affirmative Policies Regarding the Filling of JPT in the Provinces of Papua and West Papua, explained in No. 2 Point c that, the need to prioritize the principle of prioritizing Indigenous Papuans (OAP) in their involvement in developing the Provinces of Papua and West Papua by occupying Strategic Positions in the Government.

The purpose of this research is to Describe, Analyze and Understand the Implementation of Open Recruitment Applied in Filling High-Level Leadership Positions in the South Papua Provincial Government. Describe, analyze and identify the inhibiting factors in the Open Recruitment for Filling of Primary High Leadership Positions in the South Papua Provincial Government.

## METHOD

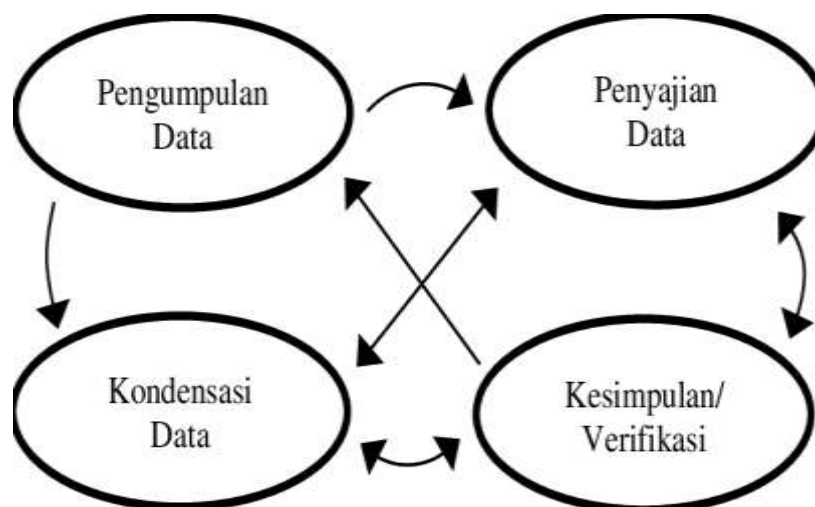
According to Bagdan and Biklen in Sugiyono (2020:7), descriptive qualitative research methods collect data in the form of words or images, thus not emphasizing numbers. After being analyzed, the collected data is then described so that it is easily understood by others.

Therefore, the author uses this research method because it is relevant to the Open Recruitment in Filling the Position of Primary High Leadership in the South Papua Provincial Government After the Formation of the New Autonomous Region. The data required for this study is classified into two types: primary and secondary. The informant selection technique used by the researchers in this study was purposive sampling.

Data Collection Techniques Used According to Sugiyono (2024:105), in general there are 4 (four) types of data collection techniques, namely observation, interviews, documentation and combination/triangulation (observation, interviews and documentation).

In this study, the researchers used qualitative data analysis techniques. According to the theory of Miles, Huberman, and Saldana (2014:8), data analysis in qualitative research is carried out interactively and repeatedly until the data is complete and can be analyzed. The stages in data analysis are:

**Figure 3.1 Components of Data Analysis: Interactive Model**



Source: Miles, MB, Huberman, AM, & Saldana, J., (2014:10)

## RESEARCH RESULTS AND DISCUSSION

### Implementation of Open Recruitment applied in Filling High-Level Leadership Positions in the South Papua Provincial Government.

To ensure the successful and effective implementation of Open Recruitment, researchers used the most relevant principles selected in Open Recruitment according to Hugo Horta (2014:22). These principles encompass four principles that will serve as the basis for researchers to develop research on the implementation of open recruitment. These four principles are Recruitment, Selection, Transparency, and Performance Assessment.

## Recruitment

### 1. Procedure

Based on the results of interviews and observations conducted in the field, it can be concluded that the Mechanism for Filling JPT Pratama Positions in the South Papua Provincial Government refers to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 15 of 2019, Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 409 of 2019 concerning Competency Standards for High Leadership Positions in the Regional Government Environment, as well as follow stages regulated in Government Regulation Number 11 of 2017.

Although the selection procedures adhere to applicable formal regulations, there are challenges related to affirmative action policies for indigenous civil servants (ASN) who are indigenous to Papua (OPP). These affirmative action policies are still optional and not part of the procedural regulations required for each stage of the JPT Pratama selection process. Therefore, despite the legal basis for favoring indigenous civil servants (APP), their implementation remains limited.

Furthermore, regarding the Acting Governor's authority in the selection process, it should be noted that the Acting Governor does not have full authority to independently determine and inaugurate the JPT Pratama. The selection process can only be conducted with written approval from the Minister of Home Affairs, in accordance with the provisions of Government Regulation Number 49 of 2008, which limits the Acting Governor's authority in making strategic decisions related to ASN Management.

### 2. Time period

Based on the results of interviews and field observations, it can be concluded that the implementation of the selection of the Pratama High Leadership Position (JPT) in South Papua Province has been carried out in accordance with the provisions of the Minister of Administrative and Bureaucratic Reform Regulation Number 15 of 2019, specifically regarding the maximum selection implementation deadline of three months from the announcement. Although there were delays in the initial implementation, in general all stages of the selection proceeded according to the planned schedule. This selection process includes a competency test for 2 (two) days and an open selection for 1 (one) month. The supporting data can be seen in Appendix VII Page 166.

However, there were obstacles at the stage of approval of the results by the State Civil Service Commission (KASN) and the Ministry of Home Affairs (Kemendagri), which caused a slight extension of time in the overall implementation.

### 3. Career Prospects

Based on the results of interviews and field observations, it can be concluded that the implementation of the open selection for the Pratama High Leadership Position (JPT) in South Papua Province has become a strategic momentum in opening and expanding career prospects for State Civil Apparatus (ASN), especially after the formation of the New Autonomous Region (DOB). The availability of many job formations in this new region provides a great opportunity for ASN to occupy strategic positions in the government

bureaucracy. In addition, the JPT Pratama position, which is echelon II, has a clear career path for promotion to higher levels, such as the Middle High Leadership Position. Thus, this open selection is not only a mechanism for filling positions, but also functions as an instrument for career development and increasing the leadership capacity of ASN within the South Papua Provincial Government.

## **Selection**

### **1. Selection Committee**

Based on the results of interviews and field observations, it can be concluded that the Jobfit Selection Committee and Open Selection of JPT Pratama in South Papua have been formed in accordance with the provisions of PermenPAN-RB Number 15 of 2019. The Committee membership consists of elements of government officials and academics, and is supported by a certified and experienced Assessor Team in their fields. The determination of the Selection Committee was carried out through a Decree of the Acting Governor of South Papua as the legal basis for the implementation of the open selection of JPT Pratama in the South Papua Provincial Government.

### **2. Selection Practice**

The results of interviews and observations in the field, it can be concluded that the JPT Pratama Selection Practice in the South Papua Provincial Government through the JobFit and Open Selection methods has been implemented in accordance with the provisions of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 15 of 2019. However, in terms of transparency, open selection has a higher level of openness than jobfit, because it is announced to the public. The supporting data can be seen in Appendix VII Page 167.

## **Transparency**

### **1. Recruitment Process**

Based on the results of interviews and field observations, it can be concluded that the Acting Regional Secretary of South Papua emphasized his responsibility in supervising and ensuring that all stages of the JPT Pratama selection are carried out in accordance with applicable regulations, without any deviations or potential losses for any party. One concrete form of commitment to transparency is by establishing active collaboration with KASN. This collaboration is considered important as a form of assistance as well as the application of the principles of transparency and accountability in the Recruitment Process, considering that South Papua Province is a New Autonomous Region (DOB) that does not yet have full experience in holding open recruitment of JPT Pratama independently.

From a technical implementation perspective, the recruitment process for JPT Pratama in the South Papua Provincial Government is conducted transparently, with announcements from registration to selection results being publicly announced. Supporting data can be found in Appendix VII, pages 164-171.

However, feedback from selection participants indicated that there was still room for improvement, particularly in providing more detailed and transparent results regarding scores per stage and assessment indicators. Nevertheless, the Provincial Government,

through the Human Resources Development Agency (BKPSDM), has also established a complaints mechanism as part of public oversight and assurance in the selection process.

## **2. Selection Criteria**

Based on the results of interviews and observations in the field, it can be concluded that the selection criteria implemented by the South Papua Provincial Government in the JPT Pratama selection process are in accordance with applicable regulations. Each JPT Pratama position has different selection criteria, tailored to the needs of each position. However, in the implementation process, Open Recruitment for JPT Pratama, Papua Provincial Government South Papua does not yet have a written policy specifically prioritizing indigenous Papuans. However, there are several legal bases, national policies, and provisions within Papua's special autonomy that implicitly encourage preference for indigenous Papuans in filling strategic positions in the region. The implementation of these selection criteria reflects the principle of merit in civil servant management. However, challenges remain in implementing explicit and structured preference for indigenous Papuans at every stage of the selection process.

## **3. Number of available vacancies**

Based on interviews and field observations, it can be concluded that the dissemination of information regarding the number of vacant JPT Pratama positions in South Papua Province was carried out with a focus on transparency. At that time, almost all Regional Apparatus Organizations (OPDs) did not yet have definitive officials. Therefore, the available positions were announced openly through an official circular sent to all civil servants interested in participating in the JPT Pratama Open Selection. supporting data can be seen in Appendix VII Page 165.

However, limitations in information technology management, including the suboptimal use of official regional government websites, pose obstacles to supporting digital information transparency. Although South Papua Province, as a new autonomous region (OB), is still in the process of establishing and strengthening its bureaucratic system, a commitment to transparency and professionalism in filling Pratama (Private) positions has become part of the effort to build good governance.

## **4. Career Development Prospects**

From the results of interviews and observations in the field, it can be concluded that the open selection process for Pratama High-Level Leadership Positions (JPT) in South Papua Province has positively contributed to the career development of State Civil Apparatus (ASN). Furthermore, this process also serves as the basis for developing strategic plans for future ASN career development.

To support career development and enhance leadership effectiveness within the South Papua Provincial Government, the Human Resources Development Agency (BKPSDM) has prepared various training and development programs for elected officials. These programs include Level II National Leadership Training (PKN), as well as relevant technical and functional training, such as Development Planning Training and Regional Financial and Asset Management Training.

## **Performance Assessment**

### **Candidates' Experience**

From the results of interviews and field observations, it can be concluded that the experience of the candidates, both in similar positions and in other agencies, is one of the main indicators in the assessment of the JPT Pratama Selection. This is important, especially in the context of South Papua Province as a New Autonomous Region (DOB), which has its own challenges in ensuring that each recruited official has competencies that are in line with post-expansion development needs.

Then, in this case, the South Papua Provincial Government has implemented a measured and structured approach in the selection process and competency development of JPT Pratama, as part of the effort to build good governance and be responsive to the challenges and development needs of the South Papua Province region as a New Autonomous Region (DOB).

### **Inhibiting factors in the Open Recruitment for Filling of Primary High Leadership Positions in the South Papua Provincial Government.**

#### **Limited Human Resources (HR)**

Based on several research results, it can be concluded that the limited number of ASN who meet the Rank/Group and Education requirements is one of the main obstacles and causes a low level of participation, especially for OAP ASN in the implementation of the JPT Pratama selection in South Papua Province. In addition, supporting Human Resources in the implementation of the JPT Pratama selection in South Papua Province are also very limited, both the Selection Committee is not yet competent and professional assessors, so they still depend on External Assessors.

#### **Limited Infrastructure and Supporting Facilities.**

Based on interviews and field observations, it can be concluded that limited infrastructure and supporting facilities pose a real challenge to the implementation of the open selection process for JPT Pratama (Primary Job Candidate) in South Papua Province. This obstacle impacts the effectiveness, efficiency, and accountability of the selection process, necessitating serious attention from the central and regional governments to support the comprehensive implementation of the merit system in the new autonomous regions (DOB).

#### **High Political Intervention and Local Interests**

The process of filling JPT Pratama positions in South Papua is inextricably linked to social dynamics, local politics, and the interests of certain elites. One of the main challenges that has emerged is the high level of political intervention and local interests, which can undermine the principle of meritocracy in civil service management.

Interviews concluded that the high level of political interference and local interests in filling Pratama positions in South Papua Province reflects a serious challenge in the transition to a professional bureaucracy. Despite regulations and a merit-based selection system, this interference can hinder the selection process and negatively impact civil servant morale and the quality of public services.

## **Efforts to overcome inhibiting factors in the Open Recruitment for Filling of Primary High Leadership Positions in the South Papua Provincial Government.**

### **Improving the quality and quantity of ASN human resources**

As a new autonomous region, one of the strategic issues facing the South Papua Provincial Government is the limited number of ASN who have the quality, competence, and job experience according to the standards for filling JPT Pratama and other strategic positions within the South Papua Provincial Government.

In response to this, the South Papua Provincial Government has committed to encouraging improvements in the quality and quantity of human resources, through various strategic programs, including formal education and scholarship programs where the Government collaborates with Musamus University and the College of Social and Political Sciences (STISIPOL) in the South Papua region in the Development of ASN Resources through the Master of Administration Study Program. Public and Government Science Study Program.

From the results of interviews and observations in the field, it can be concluded that the South Papua Provincial Government has committed to encouraging improvements in the quality and quantity of ASN human resources, through various strategic programs, in order to increase individual capacity and increase the proportion of ASN, especially OAP ASN, in future high-ranking leadership positions in the South Papua Provincial Government.

### **Wider socialization and dissemination of information.**

The South Papua Provincial Government has demonstrated its commitment to building a merit-based bureaucracy through the Open Recruitment of First-Level Officials (JPT Pratama). Through intensive, transparent, and inclusive outreach and information dissemination, it is hoped that civil servant participation will increase and the selection process will produce professional officials with integrity.

From interviews and observations, it can be concluded that the South Papua Provincial Government has undertaken various efforts, including outreach and various media outlets. The goal is to increase civil servants' and the wider public's understanding of the procedures, requirements, and benefits of open JPT recruitment.

### **Strengthening oversight mechanisms to suppress political intervention and conflicts of interest.**

The South Papua Provincial Government has collaborated with the National Civil Service Agency (KASN) as a primary bulwark against political interference in the filling of JPT Pratama positions. Measures taken, such as reporting interventions, direct assistance, objective rejection of selection results, and socialization of the merit system, demonstrate that South Papua Province is striving to build a professional, neutral, and performance-based bureaucracy. In this process, the researcher used the Head of the South Papua Provincial Human Resources Development Agency (BKPSDM) as an informant.

The results of interviews and observations show that the South Papua Provincial Government as a new autonomous region has collaborated with KASN in bureaucratic governance as well as strengthening the monitoring mechanism for political intervention and conflicts of interest in the JPT Open Recruitment Process.

### **Utilization of technology and digitalization of the recruitment process.**

In the era of e-government, digitalization has become a crucial part of personnel governance, including the implementation of open selection for Pratama (Private) positions. The information technology-based selection process aims not only to improve administrative efficiency but also to ensure transparency, accountability, and equitable access for all civil servants, including those in remote areas.

In South Papua Province, as a newly autonomous region, the local government recognizes the importance of leveraging digital technology to address various geographical challenges, limited resources, and potential information disparities between regions. The previously manual open selection process for JPT (JPT) is being shifted to a digital system through an online registration platform, selection result announcements, and online consultations.

Based on the research results, it can be concluded that the South Papua Provincial Government is striving to utilize digital technology and increase human resource capacity in utilizing technology and information systems related to the open selection of JPT. This is done to ensure a more efficient, accountable, and transparent selection process, as well as equitable access to selection information throughout South Papua Province.

### **CONCLUSION**

Based on the overall results of the research and analysis of the discussion that has been described in the previous chapters regarding "Open Recruitment in Filling High Leadership Positions in the South Papua Provincial Government, in this chapter the author will formulate several Conclusions and provide suggestions related to the results of the discussion. The author draws the following Conclusions: The implementation of open recruitment in filling High Leadership Positions (JPT) Pratama in the South Papua Provincial Government has not been fully optimal. This is evident from the success that has only been achieved in the dimensions of selection and performance assessment, while in the dimensions of recruitment and transparency there are still weaknesses. Therefore, comprehensive improvement efforts are needed to realize a more open, objective, and accountable recruitment process in the future. Factors that hinder the implementation of Open Recruitment to Fill High Leadership Positions Pratama are: Limited Human Resources seen from the number of ASN and Lack of Technical and Managerial Competence. Limited Infrastructure and Supporting Facilities in South Papua Province as one of the New Provinces. High Political Intervention and Local Interests. Efforts to overcome the inhibiting factors in the implementation of Open Recruitment to Fill JPT Pratama need to be done comprehensively. strategic, systematic, and in accordance with regulations, the need to: Improve the Quality and Quantity of Human Resources. Wider Socialization and Dissemination of Information. Overcoming Political Intervention and Group Interests. Utilization of Technology and Digitalization of the Recruitment Process. Based on the conclusions of the research results above, the author provides several suggestions as a form of intellectual contribution so that the implementation of the JPT Pratama Open Recruitment in South Papua in the future can run more effectively, fairly, and responsively, including:

Becoming a reference for further research in the field of ASN Job Selection, especially in the New Autonomous Region (DOB) region.

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