

Examining The Best Candidate System in Promotion to Second-Echelon Positions in The Bureaucracy of The East Nusa Tenggara Provincial Government

Sri Chatun

Ilmu Politik Fisip Universitas Nusa Cendana, Indonesia

qdank_xkur@yahoo.co.id

ABSTRACT

This study is a qualitative study with a descriptive approach and concluded with a SWOT analysis. The descriptive approach aims to describe one by one the main objects in this study, including echelon two ASN officials, SWOT analysis, rights, obligations, and responsibilities. The data used in this study are secondary data obtained by researchers from scientific articles, credible websites, and various other sources commonly used in research. The conclusion in this article show that the selection system for echelon two government officials, particularly in the East Nusa Tenggara region, is already sound. However, to improve it, the researcher suggests adding at least 10 percent local representation, as local representatives are more familiar with existing problems, are more familiar with local culture, and so on.

Keywords: Promotion, Secon-Echelon, Government

ABSTRAK

Penelitian ini merupakan studi kualitatif dengan pendekatan deskriptif dan diakhiri dengan analisis SWOT. Pendekatan deskriptif bertujuan untuk mendeskripsikan satu per satu objek utama dalam penelitian ini, meliputi eselon dua pejabat ASN, analisis SWOT, hak, kewajiban, dan tanggung jawab. Data yang digunakan dalam penelitian ini merupakan data sekunder yang diperoleh peneliti dari artikel ilmiah, *website* yang kredibel, dan berbagai sumber lain yang biasa digunakan dalam penelitian. Kesimpulan dalam artikel ini menunjukkan bahwa sistem seleksi eselon dua pejabat pemerintah, khususnya di wilayah Nusa Tenggara Timur, sudah sehat. Namun, untuk memperbaikinya, peneliti menyarankan untuk menambahkan setidaknya 10 persen representasi lokal, karena perwakilan lokal lebih akrab dengan permasalahan yang ada, lebih akrab dengan budaya lokal, dan sebagainya.

Kata kunci: Promosi, Secon-Eselon, Pemerintah

INTRDOUCTION

The Echelon 2 civil servant rank plays a crucial role in the Indonesian government structure. This position not only influences salary and benefits but also relates to the rights, responsibilities, and career opportunities available to civil servants. Understanding the rights and obligations of this rank is crucial, both for those already in office and those aspiring to achieve it. This article will discuss the Echelon 2 civil servant rank in depth and its various aspects, including the rights, responsibilities, and career opportunities available (Prayudi, 2021).

The Echelon 2 civil servant rank is a high-level position in the government organizational structure, just below Echelon 1, the highest position. Officials at this rank typically serve as department heads, bureau chiefs, or other equivalent positions within government agencies. Echelon 2 civil servants wield significant influence in decision-making at the department or government agency level. In Indonesia, the Echelon 2 civil servant rank consists of several groups, each with different responsibilities. To achieve this position, a person usually needs to have years of experience and possess adequate knowledge and skills. Here are some types of Echelon 2 civil servant ranks that are commonly encountered: 1. Echelon II.a: Echelon II.a is a rank given to officials who hold structural positions in ministries or institutions. They are responsible for the management and implementation of policies related to more specific areas of work. 2. Echelon II.b: Echelon II.b is a position with greater responsibilities than Echelon II.a. Officials with this rank usually lead directorates or larger units and have a broader impact on government policy (Wahiyuddin, 2014).

Each rank in the civil service structure certainly has different rights and obligations. This is also the case with the rank of Echelon 2 civil servants. Knowing the rights and responsibilities in this position is very important for officials who hold this position, because it is related to performance, work ethics, and contributions to the country. The rights of Echelon 2 civil servants include (Kumara, 2022): 1). Salary and Allowances: One of the main rights of Echelon 2 civil servants is a higher salary compared to the ranks below it. This salary is adjusted according to the class, length of service, and responsibilities carried. In addition to the basic salary, Echelon 2 civil servants are also entitled to various allowances, such as position allowances, family allowances, and performance allowances. 2). Facilities and Honors: Echelon 2 civil servants also receive better facilities compared to lower ranks. These facilities can include official vehicles, official travel facilities, and various awards for their contributions to the country. This position also provides greater honor and influence within the government structure. 3). Training and Career Development: Civil servants at Echelon 2 are often given the opportunity to participate in further training or education to develop their competencies. This opens up opportunities to improve the quality of their work and compete for future promotions.

In addition to their rights, civil servants at the second echelon have responsibilities, including the following (Arpin & Agustang, 2022): 1). Human Resource Management: As officials at a higher level, civil servants at the second echelon are responsible for human resource management in the agencies they lead. This includes employee supervision, performance appraisals, and professional development for staff under them. 2). Decision Making: Civil servants at the second echelon have a crucial role in decision-making that influences government policy in specific areas. They must be able to make wise decisions, based on in-depth analysis, and have a far-sighted vision for the public interest. 3). Supervision and Evaluation: Another responsibility is the supervision and evaluation of the implementation of established policies. Civil servants at the second echelon must ensure that policies are

implemented effectively and meet the intended objectives. They must also be prepared to provide regular reports to their superiors and relevant institutions.

To maximize the responsibilities of second-level civil servants, the researcher intends to comprehensively examine the system of selecting the best candidates to become second-level civil servants in Indonesia, especially in the East Nusa Tenggara government. East Nusa Tenggara (abbreviated as NTT) is a province in Indonesia that covers the eastern part of the Nusa Tenggara Islands. The capital of East Nusa Tenggara is Kupang City. The province is divided into 21 regencies and 1 city. This province is located in the Lesser Sunda Islands. In 2022, the population of East Nusa Tenggara was 5,446,285 people, and at the end of 2024 it was 5,700,772 people. After the expansion, East Nusa Tenggara is an Indonesian province located in the southeastern part of Indonesia. This province consists of several islands, including Flores Island, Sumba Island, the western part of Timor Island, Alor Island, Lembata Island, Rote Island, Sabu Island, Adonara Island, Solor Island, Ende Island, Komodo Island, and Palue Island (Wikipedia, 2025).

Commission I of the NTT Provincial DPRD, which oversees government affairs, has no problem with the large number of outsiders interested in registering for the open selection process for echelon II positions in six Regional Apparatus Organizations (OPDs) within the NTT Provincial Government. This was emphasized by the Chairman of Commission I of the NTT DPRD, Mohammad Akri. He stated that the selection process for echelon II officials is open, meaning anyone from anywhere can and is welcome to apply. The presence of outsiders has sparked unrest in the selection process for echelon II officials within the East Nusa Tenggara Provincial Government (Raihan, 2025).

The lack of native East Nusa Tenggara talent is an interesting topic in this study. Researchers will use a SWOT analysis technique to analyze the open selection system for anyone, including those from outside the region who meet the qualifications in their respective fields, despite the predominance of native East Nusa Tenggara talent.

RESEARCH METHODS

The introduction above indicates that the researcher's primary objective in this study is to examine the best system for promoting echelon two officials within the province of East Nusa Tenggara, which has experienced turmoil due to the lack of representation from local individuals (Lexy J. Moleong, 2018) & (Rukin, 2019). Based on this, it can be concluded that this study is a qualitative study with a descriptive approach and concluded with a SWOT analysis (Jonathan Sarwono, 2016). The descriptive approach aims to describe one by one the main objects in this study, including echelon two ASN officials, SWOT analysis, rights, obligations, and responsibilities (Hasan, 2002). The data used in this study are secondary data obtained by researchers from scientific articles, credible websites, and various other sources commonly used in research (Sugiyono, 2019).

RESEARCH AND DISCUSSION

Echelon Two Civil Servant Officials

The Echelon 2 civil servant rank plays a crucial role in the Indonesian government structure. This position not only influences salary and benefits but also relates to the rights, responsibilities, and career opportunities available to civil servants. Understanding the rights and obligations of this rank is crucial, both for those already in office and those aspiring to achieve it. This article will discuss the Echelon 2 civil servant rank in depth and its various aspects, including the rights, responsibilities, and career opportunities available (Prayudi, 2021).

The Echelon 2 civil servant rank is a high-level position in the government organizational structure, just below Echelon 1, the highest position. Officials at this rank typically serve as department heads, bureau chiefs, or other equivalent positions within government agencies. Echelon 2 civil servants wield significant influence in decision-making at the department or government agency level. In Indonesia, the Echelon 2 civil servant rank consists of several groups, each with different responsibilities. To achieve this position, a person usually needs to have years of experience and possess adequate knowledge and skills. Here are some types of Echelon 2 civil servant ranks that are commonly encountered: 1. Echelon II.a: Echelon II.a is a rank given to officials who hold structural positions in ministries or institutions. They are responsible for the management and implementation of policies related to more specific areas of work. 2. Echelon II.b: Echelon II.b is a position with greater responsibilities than Echelon II.a. Officials with this rank usually lead directorates or larger units and have a broader impact on government policy (Wahiyuddin, 2014).

Each rank in the civil service structure certainly has different rights and obligations. This is also the case with the rank of Echelon 2 civil servants. Knowing the rights and responsibilities in this position is very important for officials who hold this position, because it is related to performance, work ethics, and contributions to the country. The rights of Echelon 2 civil servants include (Kumara, 2022): 1). Salary and Allowances: One of the main rights of Echelon 2 civil servants is a higher salary compared to the ranks below it. This salary is adjusted according to the class, length of service, and responsibilities carried. In addition to the basic salary, Echelon 2 civil servants are also entitled to various allowances, such as position allowances, family allowances, and performance allowances. 2). Facilities and Honors: Echelon 2 civil servants also receive better facilities compared to lower ranks. These facilities can include official vehicles, official travel facilities, and various awards for their contributions to the country. This position also provides greater honor and influence within the government structure. 3). Training and Career Development: Civil servants at Echelon 2 are often given the opportunity to participate in further training or education to develop their competencies. This opens up opportunities to improve the quality of their work and compete for future promotions.

In addition to their rights, civil servants at the second echelon have responsibilities, including the following (Arpin & Agustang, 2022): 1). Human Resource Management: As officials at a higher level, civil servants at the second

echelon are responsible for human resource management in the agencies they lead. This includes employee supervision, performance appraisals, and professional development for staff under them. 2). Decision Making: Civil servants at the second echelon have a crucial role in decision-making that influences government policy in specific areas. They must be able to make wise decisions, based on in-depth analysis, and have a far-sighted vision for the public interest. 3). Supervision and Evaluation: Another responsibility is the supervision and evaluation of the implementation of established policies. Civil servants at the second echelon must ensure that policies are implemented effectively and meet the intended objectives. They must also be prepared to provide regular reports to their superiors and relevant institutions.

To maximize the responsibilities of second-level civil servants, the researcher intends to comprehensively examine the system of selecting the best candidates to become second-level civil servants in Indonesia, especially in the East Nusa Tenggara government. East Nusa Tenggara (abbreviated as NTT) is a province in Indonesia that covers the eastern part of the Nusa Tenggara Islands. The capital of East Nusa Tenggara is Kupang City. The province is divided into 21 regencies and 1 city. This province is located in the Lesser Sunda Islands. In 2022, the population of East Nusa Tenggara was 5,446,285 people, and at the end of 2024 it was 5,700,772 people. After the expansion, East Nusa Tenggara is an Indonesian province located in the southeastern part of Indonesia. This province consists of several islands, including Flores Island, Sumba Island, the western part of Timor Island, Alor Island, Lembata Island, Rote Island, Sabu Island, Adonara Island, Solor Island, Ende Island, Komodo Island, and Palue Island (Wikipedia, 2025).

Commission I of the NTT Provincial DPRD, which oversees government affairs, has no problem with the large number of outsiders interested in registering for the open selection process for echelon II positions in six Regional Apparatus Organizations (OPDs) within the NTT Provincial Government. This was emphasized by the Chairman of Commission I of the NTT DPRD, Mohammad Akri. He stated that the selection process for echelon II officials is open, meaning anyone from anywhere can and is welcome to apply. The presence of outsiders has sparked unrest in the selection process for echelon II officials within the East Nusa Tenggara Provincial Government (Raihan, 2025).

The lack of native East Nusa Tenggara talent is an interesting topic in this study. Researchers will use a SWOT analysis technique to analyze the open selection system for anyone, including those from outside the region who meet the qualifications in their respective fields, despite the predominance of native East Nusa Tenggara talent.

Examining The Best Candidate System In Promotion To Second-Echelon Positions In The Bureaucracy Of The East Nusa Tenggara Provincial Government

The Head of the National Civil Service Agency (BKN), Drs. Haryomo Dwi Putranto, explained that the ASN talent pool has become a strategic step in bureaucratic reform, particularly in supporting the process of filling High-Level Leadership Positions (JPT). According to Haryomo, the ASN talent pool system

simplifies the selection of echelon II officials, as candidates entering the talent pool have undergone a rigorous assessment process encompassing technical, managerial, and socio-cultural competencies. This talent mapping process involves measuring ASN potential through competency-based tests and career track record analysis. The resulting candidates are entered into a talent pool database that can be accessed by government agencies to fill strategic position needs. With this system, the government hopes to create a bureaucracy that is professional, responsive, and adaptive to the challenges of the times. The talent pool is also part of efforts to build a meritocratic work culture, where performance

ce and competence are the top priorities in job selection.

Based on the explanation above, it is clear that the selection of echelon II civil servants does not require a domicile. The government's considerations, in this case the National Civil Service Agency, are solely based on technical performance, capacity, and socio-cultural aspects. While the intent is good, the presence of local talent has a different urgency and can align with the government's original goal of improving government performance and building a meritocratic work culture. To explain this in more detail, the researcher will summarize it in the SWOT analysis table below.

Table 1. WOT Analysis if Local Sons Have a Mandatory Percentage as Echelon Two Officials in Their Regions

Strenght	Weakness	Oportunity	Threat
More direct knowledge of regional issues	Potential presence of low-quality human resources	Regional Government Performance Improves	Regional Government Performance Declines
Authentic representatives of the region			
Better understanding of the culture in the region			

Source: Respondent-managed data, 2025

Based on the above explanation, we can conclude that the selection system for echelon two government officials, particularly in the East Nusa Tenggara region, is already sound. However, to improve it, the researcher suggests adding at least 10 percent local representation, as local representatives are more familiar with existing problems, are more familiar with local culture, and so on.

CONCLUSION

Based on the above explanation, we can conclude that the selection system for echelon two government officials, particularly in the East Nusa Tenggara region, is already sound. However, to improve it, the researcher suggests adding at least 10

percent local representation, as local representatives are more familiar with existing problems, are more familiar with local culture, and so on.

REFERENCES

- Arpin, A., & Agustang, A. (2022). Kesesuaian Pengangkatan Pejabat Struktural Pada Pemerintah Kota Makassar. *JISIP (Jurnal Ilmu Sosial Dan Pendidikan)*, 6(1), 2093–2105. <https://doi.org/10.58258/jisip.v6i1.2763>
- Hasan. (2002). *Pokok-pokok Materi Metodologi Penelitian dan Aplikasinya*. Ghalia Indonesia.
- Jonathan Sarwono. (2016). *Meode Penelitian Kualitatif dan Kuantitatif*. Graha Ilmu.
- Kumara, B. A. (2022). PROSES SELEKSI TERBUKA JABATAN PIMPINAN TINGGI PRATAMA DI PEMERINTAH KOTA YOGYAKARTA PADA MASA PANDEMI COVID-19. *JCOMENT (Journal of Community Empowerment)*, 03(03), 7.
- Lexy J. Moleong. (2018). *Metode Penelitian Kualitatif*. PT Remaja Rosdakarya, 2018.
- Prayudi, O. (2021). MEKANISME LELANG JABATAN PEJABAT STRUKTURAL ESELON II MELALUI SISTEM MERIT DI KABUPATEN SLEMAN TAHUN 2017. *Neliti.Com*, 2(1), 167–186.
- Raihan. (2025). *Daftar Lengkap 19 Pejabat Eselon II Pemprov NTT Usai Dilantik dan Dikukuhkan Gubernur NTT Melki Laka Lena*. Victory News. <https://www.victorynews.id/kupang/33115181455/daftar-lengkap-19-pejabat-eselon-ii-pemprov-ntt-usai-dilantik-dan-dikukuhkan-gubernur-ntt-melki-laka-lena>
- Rukin, R. (2019). Metodologi Penelitian Kualitatif. In *Yayasan Ahmar Cendekia Indonesia*.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, R&D*.
- Wahiyuddin, L. O. (2014). Politisasi Pejabat Struktural Eselon II di Lingkungan Sekretariat Daerah Kabupaten Muna Sulawesi Tenggara. *Jurnal Kebijakan & Administrasi Publik*, 18(1), 13.
- Wikipedia. (2025). *Nusa Tenggara Timur*. Wikipedia.Com. https://id.wikipedia.org/wiki/Nusa_Tenggara_Timur