

**EVALUASI PENERAPAN SISTEM MERIT PADA PEGAWAI DI DINAS
PEMBERDAYAAN PEREMPUAN, PERLINDUNGAN ANAK, DAN
PEMBERDAYAAN MASYARAKAT (DP3APM) KOTA TANJUNGPINANG**

Oleh:

Dian Putri Sartika

Nim: 2205020113

ABSTRAK

Penerapan sistem merit merupakan bagian penting dari reformasi birokrasi yang bertujuan mewujudkan Aparatur Sipil Negara (ASN) yang profesional, kompeten, dan berintegritas. Namun, implementasi sistem merit pada organisasi perangkat daerah masih menghadapi berbagai tantangan yang dapat memengaruhi efektivitas pengelolaan sumber daya manusia. Penelitian ini bertujuan untuk mengevaluasi penerapan sistem merit pada pegawai di Dinas Pemberdayaan Perempuan, Perlindungan Anak, dan Pemberdayaan Masyarakat (DP3APM) Kota Tanjungpinang serta mengidentifikasi hambatan yang dihadapi dalam pelaksanaannya. Penelitian menggunakan pendekatan kualitatif dengan model evaluasi CIPP (*Context, Input, Process, Product*) yang dikembangkan oleh Stufflebeam. Data dikumpulkan melalui observasi, wawancara, dan dokumentasi, kemudian dianalisis menggunakan teknik reduksi data, penyajian data, serta penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pada aspek *context*, penerapan sistem merit telah dipahami sebagai upaya menciptakan sistem kepegawaian yang objektif dan transparan, meskipun pemahaman pegawai belum merata. Pada aspek *input*, tersedia dukungan regulasi dan teknologi kepegawaian, namun masih terdapat keterbatasan sumber daya manusia, anggaran, dan pengembangan kompetensi. Pada aspek *process*, pelaksanaan sistem merit telah berjalan sesuai mekanisme yang berlaku, tetapi masih ditemukan unsur subjektivitas dalam penempatan dan promosi jabatan. Pada aspek *product*, penerapan sistem merit memberikan dampak positif terhadap profesionalisme, motivasi kerja, dan kualitas pelayanan, meskipun hasilnya belum optimal. Penelitian ini menyimpulkan bahwa penerapan sistem merit di DP3APM Kota Tanjungpinang telah berjalan cukup baik, namun masih memerlukan peningkatan pada aspek kompetensi pegawai, transparansi, dan konsistensi pelaksanaannya.

Kata Kunci: sistem merit, ASN, evaluasi CIPP, kinerja pegawai, DP3APM Kota Tanjungpinang.

***Evaluation of Merit System Implementation Among Employees at the Department of
Women's Empowerment, Child Protection, and Community Empowerment
(DP3APM) of Tanjungpinang City***

By:

Dian Putri Sartika

Nim: 2205020113

ABSTRACT

*The implementation of the merit system is an essential component of bureaucratic reform aimed at creating a professional, competent, and integrity-based Civil Service (ASN). However, the implementation of the merit system in local government agencies continues to face various challenges that may affect the effectiveness of human resource management. This study aims to evaluate the implementation of the merit system among employees at the Department of Women's Empowerment, Child Protection, and Community Empowerment (DP3APM) of Tanjungpinang City and to identify the obstacles encountered in its implementation. The study employed a qualitative approach using the CIPP (Context, Input, Process, Product) evaluation model developed by Stufflebeam. Data were collected through observation, interviews, and documentation and were analyzed using data reduction, data display, and conclusion-drawing techniques. The results indicate that, in the **context** aspect, the merit system has been understood as an effort to establish an objective and transparent personnel management system, although employees' understanding remains uneven. In the **input** aspect, regulatory support and personnel management technologies are available; however, limitations in human resources, budget allocation, and competency development remain significant challenges. In the **process** aspect, the implementation of the merit system has generally followed established procedures, but elements of subjectivity are still evident in employee placement and promotion practices. In the **product** aspect, the merit system has contributed positively to improving professionalism, work motivation, and service quality, although the outcomes have not yet reached their optimal level. This study concludes that the implementation of the merit system at DP3APM Tanjungpinang City has been fairly successful; however, further improvements are needed in employee competency development, transparency, and consistency of implementation.*

Keywords: Merit System, Civil Servants (ASN), CIPP Evaluation, Employee Performance, DP3APM of Tanjungpinang City.