MERIT SYSTEM: ASSESSMENT OF THE INDONESIAN GOVERNMENT WEBSITE

Muhammad Farhan HR*, Suswanta, Titin Purwaningsih, Wiyono and Adibah Dhivani Gusmi
Department of Government Affairs and Administration, Jusuf Kalla School of Government, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia, 55183
E-mail: farhanhr35@gmail.com; soes_umy@yahoo.com; titinpurwaningsih@umy.ac.id; yonopramudya5@gmail.com; adibah.dhivani.psc21@mail.umy.ac.id

ABSTRACT. This study aims to find information on the rating system on provincial government websites in Indonesia with a merit system. The method used is descriptive qualitative with two grammatical and systematic interpretation models. This research was conducted in six Indonesian provinces with excellent categories in implementing the merit system, including Central Java, West Java, Lampung, East Kalimantan, East Nusa Tenggara, and Central Sulawesi, which were assessed based on the value of the proportion of the system information aspect. The findings of this study show that Central Java and Lampung dominate the information system aspect in terms of personnel information systems, competency assessment centers, e-performance, and e-office, with a score of 100 from the other four provinces. This research has limited time to test abilities, adjusted to the results of old research and new research, especially in the areas of provincial governments in Indonesia. Disclosure of information system data in the Indonesian provincial government can be used as a basis for evaluating various subsequent information systems to realize transparency towards the public.

Keywords: data openness; government; human resources; information system; merit system

SISTEM MERIT: SEBUAH PENILAIAN PADA WEBSITE PEMERINTAHAN INDONESIA

ABSTRAK. Penelitian ini bertujuan untuk mengetahui penilaian sistem informasi pada website pemerintah provinsi di Indonesia dengan sistem merit. Metode yang digunakan adalah deskriptif kualitatif dengan dua model interpretasi gramatikal dan sistematik. Penelitian ini dilakukan di enam provinsi Indonesia dengan kategori sangat baik dalam penerapan sistem merit diantaranya Jawa Tengah, Jawa Barat, Lampung, Kalimantan Timur, Nusa Tenggara Timur, dan Sulawesi Tengah yang dinilai berdasarkan nilai persentase pada aspek sistem informasi. Temuan penelitian ini menunjukkan Jawa Tengah dan Lampung mendominsasi aspek sistem informasi dari segi sistem infromasi kepegawaian, pusat penilaian kompetensi, e-kinerja dan e-office dengan nilai 100 dari empat provinsi lainnya. Penelitian ini memiliki keterbatasan waktu untuk menguji keabsahan, kesesuaian dengan hasil penelitian lama dan penelitian baru terkhusus pada wilayah pemerintah provinsi di Indonesia. Keterbukaan data sistem informasi di pemerintah provinsi Indonesia dapat menjadi dasar evaluasi dalam mengambangkan keterbukaan sistem informasi selanjutnya agar dapat mewujudkan transparan terhadap masyarakat.

Kata kunci: keterbukaan data; pemerintah; sistem informasi; sistem merit; sumber daya manusia

INTRODUCTION

The merit system is defined as a system that emphasizes fair and orderly principles in recruitment, salary distribution, and termination based on competence and measurable performance (Setiawan & Salsabila, 2022). Making a merit system and professionalism in Indonesian bureaucracy is difficult because the merit system only exists in a cohesive vacuum and floats within the interests of political officials and the public (Lanin and Hermanto 2018). Apart from not being easy to reduce the interests of political groups, the selection for the *Senior Executive Service* (SES) of the State Civil Apparatus still needs to be more optimal because it is bureaucratic, political, not objective, fair, and transparent (Maulana 2021). An open and transparent recruitment process is expected to improve the quality of human resources in the central, local, and village governments (Atmojo and Pratiwi 2020). Therefore, it can be categorized that the merit system is a further elaboration of the *Strategic Human Resources Management* (SHRM) approach (Tompkins 2002). Because in the merit system, HR management is no longer based on administrative matters (Noors 2019). The recruitment and selection process, which is carried out using a merit system, is expected to reduce the lengthy bureaucratic process and emphasizes prospective employees' capacity and quality.

In terms of its utilization, e-government provides efficient output to bureaucratic work systems (Triono et al. 2021). The concept of e-government can be categorised into two main dimensions, specifically, the supply side and the demand side (Farhan HR and Nurmandi

2022). The supply side of e-government refers to the government's initiatives in establishing the required infrastructure for the adoption and execution of e-government. Conversely, the demand side pertains to the choices made by citizens to utilise the services offered through e-government (Mensah 2019), and according to Jameel, Asif, and Hussain (2019), e-government plays a mediating role in the link between effective leadership and public confidence. Digitalization in public spaces, however, appears to lead to the mending of differences (Salikov 2019).

Industrialised nations were where e-government was first created and put into use (Khatib et al. 2019). According to Twizeyimana and Andersson (2019), e-government is commonly recognised as the utilisation of information and communication technology (ICT) by governmental entities, coupled with organisational restructuring, to improve the efficiency and framework of government activities. The fundamental basis of e-government is in the utilisation of advanced information and communication technologies (ICT) with the cultivation of novel cognitive frameworks, behavioural patterns, and operational methodologies within the realm of public administration (Al Sayegh et al. 2023). This is achieved through the augmentation of interactive information and service accessibility, facilitated by diverse channels (Androniceanu, Kinnunen, and Georgescu 2020). By making government services available online, e-government seeks to improve their availability, usability, and accessibility (Rose, Flak, and Sæbø 2018). In the meantime, e-government aims to finish the government's routine administrative tasks and offer a simpler means for the government to engage with outside parties such as residents and businesses using (ICT) (Nasri 2019).

Transparency is a viable strategy to increase long-term trust (Prochazka and Obermaier 2021). In addition, in terms of its benefits, e-government can reduce time and costs and generally increase growth in the effectiveness of civil institution (Amanbek et al. 2020). Demanding efficiency and quality of public service delivery must be the central point of current government service policies (Useinova et al. 2020) because the construction of e-government is considered a strategic change block in the bureaucracy, which provides institutional changes and new modalities in providing public services to the community (Filgueiras, Flávio, and Palotti 2019). In addition, it is also reinforced by the findings "according to Morkhat et al (2019), states that the use of artificial intelligence by the state is used to implement various tasks independently". Because artificial intelligence has great potential in various government sectors such as physical infrastructure, transportation, education, finance, telecommunications, health care, policy-making development, and legal systems (Sharma, Yadav, and Chopra 2020), and various artificial intelligence technologies can support the digitalization of public services (Fejes and Futó 2021).

Before that, the development of the ethical values of the state civil apparatus needed to be increased so that the community satisfaction index would increase (Bahri and Fadhilah 2020). However, when the results are still beyond expectations, the legal basis for Law Number 5 of 2014 concerning the state civil apparatus regarding the regulation of the management system for the state civil apparatus has not been fully implemented. Because in the management system of the state civil apparatus, reputation is influenced by the level of e-government services (López-López et al. 2018). Good governance information sites explain the principles of good governance. However, information systems dispersed in cities are more dominant in financial, budgeting, and general administration information and have less potential to find information about human resources online (Bearfield and Bowman 2017).

Identifying the external characteristics of Indonesian bureaucratic human resources is difficult because they have rational principles with general provisions, such as effectiveness, efficiency, and equal service to the community. Several factors are needed to encourage the creation of good governance, such as organizational commitment, entrepreneurship, professionalism, good management, quality of public services, community empowerment, and community satisfaction (Nor et al. 2022). Additionally, organisational commitment and professionalism are critical components of providing services to the community since they contribute to effective governance and the calibre of such services (Rojikinnor et al. 2022). The role of the media as an approach tool can contribute to developing knowledge, understanding technical issues, and building a critical attitude toward technology and data (Luna-Reyes 2017).

Bureaucratic human resources must get used to new things faster and more comprehensively than before, even with the ethically illegitimate

use of technology (Kirchschlaeger 2021). Supposedly, technological developments in dynamic cities can provide opportunities for innovation in managing the government sector so that technological innovation can be implemented in cities in e-government (Almira et al. 2021). The development of ICT and e-government has influenced and contributed to reducing corrupt government (Lee et al. 2018) because e-government is more effective in reducing cases such as corruption in countries with specific cultural characteristics (Zhao, Ahn, and Manoharan 2021). Although in some countries, democracy has authoritarian features, autocracy tends to soften and acquire some democratic traits (Salikov 2019). The real challenge in coordinating the bureaucratic transformation agenda is poor implementation of policy reforms, fragmentation, and poor cohesion among government departments (Manda and Backhouse 2018).

The state civil apparatus, in its position, has a significant role in determining whether the government's mission is good or bad (Malik 2020). Training and knowledge management are needed to affect the quality of bureaucratic human resources in Indonesia positively (Triono et al. 2021). The management of the state civil apparatus is one of the focuses of government development (Irfan, Syahriadi, and Fuad 2021). The aforementioned statement can be found in the 2020-2024 National Medium-Term Development Plan, which is the fourth phase of the 2005-2025 National Long-Term Development Plan. The National Medium-Term Development Plan for the period of 2020-2024 (Rahayu, Mukaromah, and Mulyanto 2023). With *the tagline* "Prosperous, Fair and Sustainable Middle-High Income Indonesia," Indonesia is directed to focus on developing human resources in the public sector as well as the non-public sector in order to be able to compete in the global arena. According to Sudrajat et al (2019), argue that the management of the state civil apparatus is based on a merit system, but the application of a merit system cannot be fully implemented in other governments because there are two different mechanisms, first, open selection, and internal selection." The essence of bureaucratic reform is to create conditions for good governance, prioritize the quality of public services, transparency, and accountability, and be implemented by government officials with dedication, discipline, and character (Hidayat, Djuwita, and Saepudin 2019).

Merit system research: The Indonesian government website assessment still needs improvement. To fill this gap, this research was conducted in six Indonesian provinces in the excellent category in implementing the merit system, including Central Java, West Java, Lampung, East Kalimantan, East Nusa Tenggara, and Central Sulawesi, which were assessed based on percentage scores in the information system aspect. However, researchers see that there is a phenomenon indicating the educational qualifications of state civil servants in each region who do not disclose information data in terms of education level, and there are still many who do not meet the standard information system qualification criteria in the merit system. This research uses a legislative approach to fill this gap, reviewing the Ministry of Human Resources website in six Indonesian provinces, correlating information systems with merit systems, and using a conceptual approach. Then, the analysis of this research uses normative qualitative with two interpretation models, namely grammatical and systematic interpretation (Sudrajat et al. 2019).

METHOD

This research uses a qualitative descriptive. This type of qualitative research is used with a literature study design (*library research*), collecting data by finding sources and compiling from various sources such as books, journals, and research that has been done, the qualitative use has a descriptive nature and tends to use an inductive analysis approach. The goal is that the process from the subject's perspective can be highlighted qualitatively (Fadli 2021). This study also uses a statutory approach, reviews the websites of the ministry of human resources in six Indonesian provinces, correlates information systems to merit systems, and conceptual approaches. This research analysis uses normative qualitative with two interpretation models: grammatical and systematic. Then, this research study sees the educational qualifications of state civil servants in each region who keep data on the level of educational information private. Many still need to meet the standard criteria for information system qualifications in the merit system (Sudrajat et al. 2019)AparaturSipil Negara-Red.. Table 1 explains the six provincial website links researchers took to make the data collection process more accessible.

Table 1. Process of research stages

Province	Website Link
Central Java	https://bkd.jatengprov.go.id
West Java	https://bkd.jabarprov.go.id
Lampung	https://www.bkd.lampungprov.go.id
East Kalimantan	https://bkd.kaltimprov.go.id/
East Nusa Tenggara	https://bkd.nttprov.go.id
Central Sulawesi	http://bkd.sultengprov.go.id

Source: Processed by the author, 2023

RESULTS AND DISCUSSION

According to PAN&RB Ministerial Regulation No. 40 of 2018, which provides guidelines for the merit system in the management of state civil servants, Article 5 outlines the various stages involved in implementing the merit system. These stages encompass the following aspects: a) the development of a roadmap for implementing the merit system within each government agency, b) the establishment and responsibilities of an independent assessment team tasked with overseeing the merit system in government agencies, c) the determination of the assessment criteria for evaluating the level of implementation of the merit system in each government agency, d) the execution of recommendations derived from the assessment of the merit system's implementation in each government agency, and e) the monitoring and evaluation of the impact resulting from the implementation of the merit system in government agencies (Amalia 2020). Meanwhile, based on Law of the Republic of Indonesia Number 5 of 2014 Concerning State Civil Apparatus Article 90 Paragraph 12 Concerning Dismissal, according to Article 87 paragraph 1 letter c, is the retirement age limit. There are three paragraphs in article 90; the retirement age limit referred to in letter a is fifty-eight (58) years for administrative officials. Second, letter b mentions sixty (60) years for high-ranking officials, and letter c states that the retirement age limit can be adjusted according to statutory provisions for functional officials.

Law of the Republic of Indonesia Number 5 of 2014 Concerning State Civil Apparatus Article 65 Paragraph 2 Concerning Procurement, in paragraph 1, explains that candidates for state civil servants who are appointed as state civil servants must meet the following requirements: a. pass education and training, b. physically and mentally healthy. It can be analyzed that article 65 in paragraph 2, regarding the Procurement of candidates for state civil servants, is not explained in its entirety regarding the details of the classification of educational qualifications *(as evidenced by the explanation attached to Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatuses),* as a result, there is an indication that educational qualifications there are still state civil servants in each region who have not met the standard criteria for educational qualifications.

The subject of discussion is the Law of the Republic of Indonesia Number 5 of 2014, which pertains to the State Civil Apparatus. This law encompasses many provisions and regulations that are applicable to the aforementioned subject matter. The first chapter of this law is dedicated to providing a general overview and introduction to the key aspects and principles that govern the State Civil Apparatus. In the first article, namely in section 22. The Merit System refers to a policy and administrative framework governing the selection and management of public sector employees at the state level. This system is characterised by the fair and equitable consideration of qualifications, competence, and performance, without regard to political affiliation, race, ethnicity, religion, national origin, gender, marital status, age, or disability. The recommendations for a merit system in the management of the state civil apparatus, as outlined in the regulation of the minister for the empowerment of state apparatus and bureaucratic reform number 40 of 2018, provide an explanation.

1. Chapter I general provisions of article 1, paragraph 7 that the merit system is the policy and management of state civil servants based on qualifications, competence, and fair and reasonable performance regardless of political background, race, skin color, religion, origin, gender, marital status, age, or disability.

2. Article 1, paragraph 10 explains that the merit system is a measure used as a standard for assessing the application of the merit system in government agencies.

3. Paragraph 11, the assessment of the

merit system is an assessment system that is carried out independently in order to determine the achievement of implementing the merit system in government agencies.

The fourth part of the minister's regulation for utilizing state apparatus and bureaucratic reform number 40 of 2018 concerns the assessment of the level of application of the merit system. Paragraph 1, regarding aspects of evaluating the merit system, is explained in article 9 regarding the implementation of the planning aspects of employee needs in letter e and article 16 regarding the application of information system aspects, which can be explained as follows: 1) Article 9 letter *e*, employee availability data arranged according to position, rank, work unit, qualifications, competence; 2) Article 9 letter *e* data

on the number of employees entering retirement age in five years arranged according to position, rank, and work unit.

Figure 1 shows Central Java has 38538 state civil servants consisting of 19624 men and 18914 women. In comparison, West Java has 31903 state civil servants consisting of 16677 men and 15226 women, Lampung has 14311 of 6860 men and 15226 women, East Kalimantan has 10366 consisting of 5368 men and 4998 women, East Nusa Tenggara has 14261 consisting of 7411 men and 6850 women. In contrast, Central Sulawesi had 11659 consisting of 5558 men and 6101 Females. This means that the number of state civil servants in the six provinces varies, with Central Java having the highest number. At the same time, Central Sulawesi is the lowest province with the number of state civil servants.
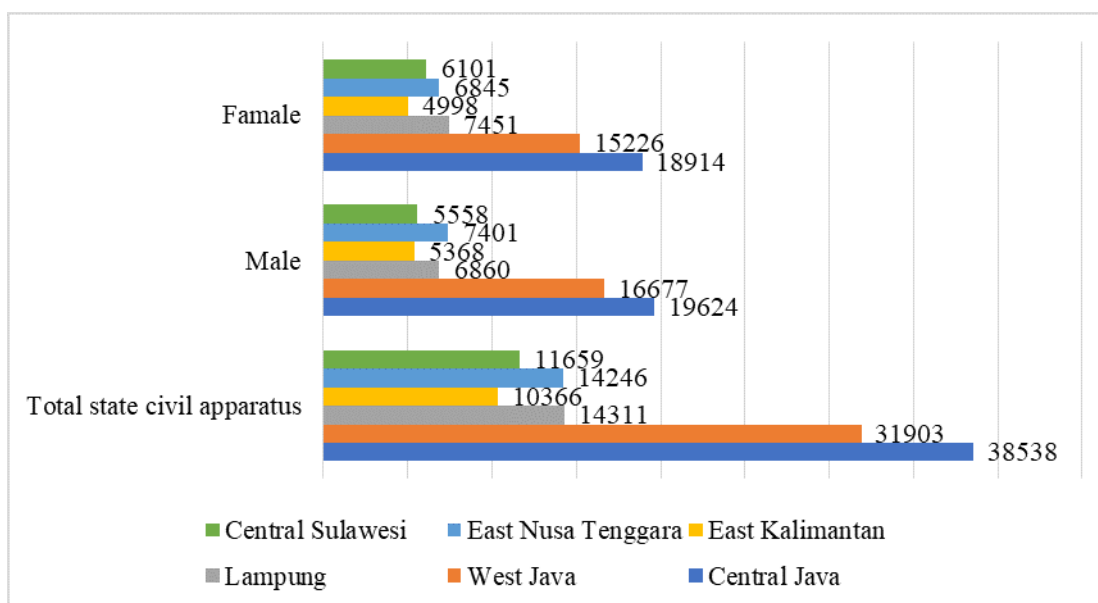

Figure 1. Number of civil servants based on gender
Source: Processed by the author (2023)

Table 2. List State civil apparatus by position

Position	Central Java	West Java	Lampung	East Kalimantan	East Nusa Tenggara	Central Sulawesi
Structural	1125	591	821	587	684	1045
Functional	27416	35963	9132	5304	7746	6424
Executor	9997	7838	4358	4473	5831	4190

Source: Processed by the author, 2023

Table 2 explains that the number of state civil servants who have become structural is 4853, the most significant percentage in Central Java. Technically, a total of 36,687 state civil servants who are executors in the six provinces above are also led by Central Java Province. In contrast to the Functional Positions in the province of West Java which contributed 35963 state civil servants

out of a total of 91985. It can be concluded from the graph above that the state civil apparatus serving in Java island supports the increase in the number of those who get the opportunity to become executors, functional and structural.

Human resources are about how people are employed, managed, and developed in organizations (Michael Armstrong 2014).

However, human resources are a unit of human power in the organization, not the sum of employees in a related agency (Pratama 2019). Hence, it is imperative to establish a capacity that aligns with the organization's duties, encompassing the provision of education, training, and experience, in order to successfully and efficiently accomplish organisational objectives (Andrianto and Rahmawati 2017). "According to Tilaar Predy et al (2019), in the era of globalization, there are three requirements for superior human resources: people who continue to learn and people who have *values*". To fulfill these three requirements, it is necessary to develop human resources. In human resource development quality improvement and workability must be the principle of human resource development, including train, rewarding, and assessing (Ridho, Mardiana, and Watora 2020).

According to the findings of Tie-Bang (2011), findings there exist conflicts in the management of human resources. These conflicts arise from the bureaucratic hierarchy and the inherent contradictions between human autonomy and independent administration. Additionally, conflicts arise from the various ethical considerations in management, which are ultimately governed by administrative principles. The topic of discussion pertains to politics. However, it is important to note that the role of human resource management is a fundamental and intrinsic component within the process of human resource development (Andi Irmawati Yusuf et al. 2021). In addition, human resource development includes various activities and processes that are directed at having learning impacts, both for organizations and individuals (Muis, Jufrizen, and Fahmi 2018).

Table 3. List State civil servants by position

Level of education	Central Java	West Java	Lampung	East Kalimantan	East Nusa Tenggara	Central Sulawesi
Elementary school	230	118	85	Not shown	67	30
Junior High School	506	251	108	Not shown	109	32
D1/D2	3726	2762	2015	Not shown	2053	1687
D3	2675	1127	795	Not shown	1270	682
D4/S1	25,166	19736	8005	Not shown	10198	7259
S2	6,177	7382	2419	Not shown	542	1930
S3	58	188	16	Not shown	7	39

Source: Processed by the author (2023)

When viewed from the level of education, the state civil servants in Central Java, as many as 25166 are at the D4/S1 education level while there are 58 at the Doctoral level, different from the existing state civil servants in West Java; there were at least 118 with elementary school level education while at the D4/S1 education level, there were 19736. State civil servants in Lampung with the most educational levels were at D4/S1 level with 8005. At least 16 with doctoral education level, while in Kalimantan East Nusa Tenggara did not show the qualifications of the number of state civil servants based on education level from elementary to doctoral, East Nusa Tenggara the number of state civil servants with

D4/S1 education level was 10198. At the doctoral level, there were 7; in Central Sulawesi, with D4/S1 education level, there were 7259, and at the education level, 30 at the elementary level. This means that the number of state civil servants with the highest educational qualifications in the 6 Provinces is at D4/S1. In comparison, the number of state civil servants with minor educational level qualifications in the 6 Provinces varies, as is the case in West Java and Central Sulawesi; the number of state civil servants is at least at the elementary education level, the number of state civil servants with at least a doctoral degree is in Central Java, Lampung, and East Nusa Tenggara.

Table 4. State civil servants by age

Age	Central Java	West Java	Lampung	East Kalimantan	East Nusa Tenggara	Central Sulawesi
21-25	268	292	13	Not shown	Not shown	Not shown
26-30	1852	1531	201	Not shown	Not shown	Not shown
31-35	1853	1457	841	Not shown	Not shown	Not shown

36-40	3470	3127	2431	Not shown	Not shown	Not shown
41-45	5693	5012	2871	Not shown	Not shown	Not shown
46-50	6464	5668	2672	Not shown	Not shown	Not shown
51-55	9274	7817	3009	Not shown	Not shown	Not shown
55>	9664	7070	2273	Not shown	Not shown	Not shown

Source: Processed by the author (2023)

In terms of the age of a state, civil servants in Java Island, Central Java, and West Java write and include data on their official websites, which can be accessed openly. Then, the province of Lampung also includes data on its age. Meanwhile, the other three provinces, namely East Kalimantan, East Nusa Tenggara, and Central Sulawesi, did not upload age data for state civil servants on their respective websites. Based on the table data written above, it can be concluded that the age range for active civil servants in the provinces of Central Java, East Java, and Lampung is the same, namely aged 51-55. Age 51-55 can still be categorized as a productive age, reported on detik.com that productive age starts at the age of 15-64 (Aisyah 2021).

The use of advanced ICT technologies and the support of new ways of thinking, acting, and working in public administration by increasing the provision of interactive information and services that can be accessed through various channels, is the foundation of E-Government (Androniceanu et al. 2020). The role of e-government is to increase the availability, accessibility, and usability of government services by providing them online (Rose et al. 2018). The objective of e-government is to efficiently carry out the routine administrative tasks of the government and establish a streamlined means of communication between the government and external entities, including citizens and enterprises, through the use of Information and Communication Technology (ICT) (Nasri 2019)awareness, and quality of internet connection. The proposed model was empirically tested using survey data provided by 150 respondents and was analyzed using a structural equation model (SEM.

Transparency is a viable strategy to increase long-term trust (Prochazka and Obermaier 2021). In addition, in terms of its benefits, e-government can reduce time and costs and generally increase growth in the effectiveness of civil institution (Amanbek et al. 2020). Demanding efficiency and quality of public service delivery must be the central point of current government service policies (Useinova et al. 2020) because the construction of e-government is considered a strategic change block in the bureaucracy, which provides institutional changes and new modalities in providing public services to the community (Filgueiras et al. 2019).

Table 5. Information Systems in System Merit

| Aspect | Sub-aspect | Score | | | |
		1	2	3	4
Information Systems	Creation of a personnel information system with an online component that integrates performance review processes, disciplinary action, and employee training	Not yet built an online-based personnel information system	Has built an online-based personnel information system but the data is not real time yet	Already built System Personnel Information online-based that presents real-time data	Has developed a web-based staffing information system that is integrated with tools for performance reviews, disciplinary action, and employee development.

Source: State Civil Apparatus Commission Number. 9 of 2019 (Processed by the author, 2023)

Information systems are one of the indicators of the merit system in Indonesia (Laksmi and Markeling 2014). In this case, four indicators to measure the assessment of information systems are already in effect and regulated in the State Civil Apparatus Commission regulation no. 9 of 2019 regarding the procedure for self-assessment of the merit system implementation. Two weights tend to be significant in assessing sub-aspects 1 and 2.

1. Availability of an online-based staffing information system that is integrated with performance appraisal systems, discipline enforcement, and employee development
2. Application of e-performance integrated with information systems
3. The use of e-office, which facilitates personnel administration services
4. The availability of an assessment center in competency mapping and filling in work positions.

Of the four sub-indicators, an assessment weight can later be used as a reference for implementing the merit system. The following is an assessment of the application of the merit system divided into four categories: Category I = 25-43.50 (Poor). Category II = 43.75-62.25 (Less). Category III = 62.50-81 (Good). Category IV = 81.25-100 (Very Good). The following are the results of the researchers' assessment of six provinces in Indonesia. The results of the assessment above explain that there is a correlation between the use of information systems and also the age range and educational qualifications. Central Java, with a total of 25,166 state civil servants with undergraduate/D4 graduate backgrounds and 9,664 state civil servants whose ages range from 51 to 55 years, can prove that they can remain productive working in information systems. Central Java Province provides complete information based on system merit assessment standards, especially in information system aspects. Central Java uploads personnel information system data integrated with performance appraisal systems, disciplinary enforcement, and employee development. In addition, Central Java also provides e-performance and e-office to facilitate employee performance and service. In addition, the availability of an assessment center in Central Java can facilitate mapping competencies and filling work positions. On the other hand, East Kalimantan is considered less than optimal in assessing the staffing system and the availability of an assessment center due to the absence of data displayed, such as educational qualifications and age.

CONCLUSION

The study's findings indicate that the average age of public officials is within the range of 51 years and above, while the lowest age group is observed among those aged 21 to 25. In terms of educational attainment, the majority of individuals employed in the state civil apparatus typically possess qualifications at the D4/S1 level. Nevertheless, it is important to acknowledge the limitations of this study, specifically regarding the availability of data on the age and educational background of state public officials in all six provinces. It should be noted that data for East Kalimantan, East Nusa Tenggara, and Central Sulawesi were not included in the analysis. The provinces of Central Java and Lampung have demonstrated exceptional performance in the merit system-information system evaluation, achieving a perfect score of 100. This outstanding achievement can be attributed to their comprehensive adherence to the guidelines outlined in State Civil Apparatus Commission Regulation no. 9 of 2019, which encompasses all aspects of the merit system assessment criteria. In contrast, the official website of the East Kalimantan Regional Personnel Agency remains deficient in terms of disseminating information. Based on the aforementioned description, the researcher suggests that the Law of the Republic of Indonesia Number 5 of 2014, which pertains to the State Civil Apparatus, specifically Article 69 paragraph 4 concerning career advancement, should be considered. The Act mentioned in paragraph 1 pertains to the career growth of state public workers, which is contingent upon their qualifications, competence, performance appraisal, and the requirements of government agencies. Paragraph 2 highlights the need of fostering the career growth of the state civil machinery, as previously mentioned in paragraph 1, through the careful consideration of integrity and morality. Paragraph 3 explicitly outlines the competencies mentioned in paragraph 1, which encompass: a) technical competence, assessed through educational attainment, specialised training, and practical experience in technical fields; b) managerial competence, evaluated based on educational background, training in organisational structures or management, and leadership experience; and c) socio-cultural competence, gauged by work experience in diverse settings encompassing religion, ethnicity, and culture, thereby fostering a comprehensive understanding of the nation, In the future, regional governments can be open to information to the public that is transparent and accountable in order to encourage and facilitate public participation in seeking information.

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