

Research Article

Quick Understanding Policy Implementation of Merit System in Human Resource Apparatus Management in DKI Jakarta Province

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Abstract.

The development of human resources is one of the priority programs of the Government of Indonesia (GOI), including for Aparatur Sipil Negara (ASN) or Indonesian civil services. One way that can be done to improve the quality of ASN is by the implementation of merit-based ASN management in all Indonesian Government Agencies. There are still very few studies that discuss in depth how the policy and implementation of the ASN management merit system, especially in local governments. Moreover, this study uses a case study in DKI Jakarta Province as a local government which is also the capital of the Republic of Indonesia. This study found that the policy implementation of the merit system in the DKI Jakarta Provincial Government is still not fully implemented. Some aspects have gaps, namely career development, promotion, and rotation. Therefore, the purpose of this study is to review the policy implementation of the merit system in the DKI Jakarta Provincial Government. The research method employed in this study is the qualitative approach through interviews, Focus Group Discussions (FGD), observations, and document reviews. The results showed that there was a significant increase in the implementation of merit-based ASN management in the DKI Jakarta Provincial Government. It can be seen from the increase in the value merit system owned by the DKI Jakarta Provincial Government. The increase is since currently, the DKI Jakarta Provincial Government has built its talent management program.

Keywords: Merit system, Human resource apparatus management, Local government, DKI Jakarta Province, Indonesia

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1. Introduction

In an organization, Human Resources (HR) is the main key to all organizational activities. This is because HR is a resource that has initiative, intuition, and motivation that can determine the credibility of the organization. Human resources in organizations are understood as basic capital for organizations to carry out activities concerning the achievement of goals (1).


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TABLE 1: Merit Implementation of the Civil Service Apparatus Management in the DKI Jakarta Provincial Government of the Year 2021 (In Percentage).

Assessment Aspects	Rating (%)	Information
Human Resource Planning	100%	The implementation of the needs planning aspect has met the criteria in the merit system assessment indicators
Recruitment	100%	The implementation of the procurement aspect has met the criteria in the merit system assessment indicators (Huppert et al., 2019)
Career Development	50%	The implementation of aspects of career development has not met all the criteria in the merit system assessment indicators. The biggest obstacle lies in the willingness of succession plans due to the optimal implementation of talent management
Promotion and Rotation	78%	The implementation of promotion and mutation aspects has not met the criteria in the merit system assessment indicators. It is because of the lack of internal policies related to career patterns and talent management
Performance Management	94%	The implementation of performance management aspects has not met the criteria in the merit system assessment indicators. It is because the unavailability of evidence in the application of coaching mentoring as a follow-up to performance problems (Dong et al., 2020)
Payroll, Rewards, and Punishment	88%	The implementation of payroll, awards, and discipline aspects has not met the criteria in the merit system assessment indicators. It is because of the unavailability of evidence for enforcement of the code of ethics and code of conduct
Protection and HR Service	100%	The implementation of aspects of protection and service has met the criteria in the assessment indicators of the meri system
Information System	92%	The implementation of the information system aspect has not met the criteria in the merit system assessment indicators. It is because of the unavailability of competency profiles of assessment results (Apathy & Everson, 2020)

Source: Indonesian Civil Service Commission (KASN), 2022.

Table 1 shows the implementation of merit-based ASN management at the DKI Jakarta Provincial Government. This indicates that the merit system in human resource management has been done well in all aspects. However, from these results, it can also be seen that there are aspects that still require more attention. Aspects that need more attention is a career development and rotation promotion, as well as other aspects

that can be improved to maximize their application. Based on this data, this study has the purpose to describe the process of implementing merit system-based ASN management in the DKI Jakarta Provincial Government. This is done by seeing the importance of implementing merit-based ASN management to increase organizational productivity. Owner productivity in terms of fair and quality personnel management must be owned by the DKI Jakarta Provincial Government as the Government of the National Capital city of Indonesia.

2. Theoretical Framework

2.1. Merit System in Human Resource Management Apparatus

PermenPAN&RB Number 40 of 2018 concerning Merit System Guidelines, defines the merit system as an ASN policy and management that is based on qualifications, competencies, and performance in a fair and reasonable. Merit systems do not differentiate political background, race, color, religion, origin, gender, marital status, age, or disability condition (4). Merit system-based ASN management is very appropriate to do because through this management ASN is not only asked to perform its duties and functions but also required to develop itself optimally. Merit systems create superior ASN expectations where they have the ability in their fields.

Regulation of the State Civil Apparatus Commission Number 9 of 2019 concerning Procedures for Self-Assessment of the Merit System in the Management of State Civil Apparatus in government agencies. Self-assessment consists of 8 (eight) aspects of merit system-based ASN management. This kind of self-assessment for merit system implementation is also applied in Ukraine (6). The eight aspects include needs planning, procurement, career development, promotion and mutation, performance management, payroll, awards and discipline, protection and service, and information systems. Furthermore, the eight aspects are managed and ensured to run well by the State Civil Apparatus Commission (KASN) as a supervisor of the implementation of the merit system in ASN policy and management in Government Agencies. The eight aspects create synergistic and quality ASNs for services to the community.

It is known that there are 4 (four) development priorities in the apparatus sector including improving the accountability of apparatus performance, supervision, and bureaucracy, modernization, and quality of public services, as well as improvements in merit system-based ASN management practices. The high performance and competence possessed by an ASN is also a demand that must be possessed by an ASN

in serving the public. Therefore, efforts to improve the quality of ASN can be done by implementing good merit system-based ASN management or management to organize Good Governance. According to Vveinhardt and Sroka (7), the realization of merit system practices is also believed to increase economic expansion and minimize the level of corruption, collusion, nepotism, and favoritism. Through the management of the merit-based ASN, it is hoped that the stakeholders in Public Agencies will be the best choice of employees with competencies in their fields so that they can contribute optimally to the organization.

The implementation of the merit system in Government Agencies to improve the quality of ASN has been regulated in PermenPAN&RB Number 40 of 2018 concerning Guidelines for the Merit System in The Management of State Civil Apparatus. Then it is regulated in KASN Regulation Number 9 of 2019 concerning Procedures for Self-Assessment of Merit Systems in The Management of State Civil Apparatus in government agencies. In both regulations, 8 (eight) aspects must be implemented in merit system-based ASN management. The eight aspects are described as follows.

2.2. Human Resource Planning in Government Agency

Planning aspect, government Agencies are required to have the availability of employee needs calculations up to the medium term or 5 (five) years (8). The calculation is prepared based on the position analysis and workload analysis. The calculation is detailed according to the number, position, rank, and qualifications by also estimating the availability of existing employees and those who will retire.

2.3. Recruitment in Government Agency

In recruitment, government agencies are required to carry out a transparent and competitive recruitment process to meet the needs of organizational employees (4,6). The implementation of transparent and competitive procurement is carried out to provide transparency to the public and prove the quality of the acceptance of the state civil apparatus.

2.4. Career Development in Government Agency

Career development aspect, government agencies are required to compile position competency determination, competency mapping, talent pool management, and succession plans, as well as competency development (9–11). This is done to maintain superior ASNs who are prepared to occupy key positions and as an effort to overcome competency gaps.

2.5. Promotions and Rotations in Government Agency

In promotions and rotations, government agencies must carry it out reliably and transparently (12–15). This is carried out based on criteria, competencies, and performance as well as consideration of career patterns and succession plans. This is done so that employees are placed following the needs of the organization and also based on the competencies they have.

2.6. Performance Management in Government Agency

In Performance management, government agencies are required to determine measurable performance targets, carry out periodic and objective performance evaluations, identify performance gaps and develop strategies to overcome these performance gaps (16,17). This aspect also prioritizes objectivity sourced from the results of performance appraisals as the key to provisions related to promotion, mutation, demotion, and education and training.

2.7. Payroll, Rewards and Discipline in Government Agency

In payroll, rewards, and discipline, government agencies are required to provide payroll and awards to employees based on the results of performance evaluation and enforcement. The enforcement consists of discipline and compliance of employee in implementing ASN ethics.

Protection and internal services in government agencies are always required to provide protection and services to employees while carrying out their. This is done to increase employee motivation and as an effort to increase employee loyalty.

Human resource management apparatus (ASN management) in government agencies are required to strive for the use of information systems. In the implementation

of merit systems ASN management the importance of supporting information and technology has been underlined by some international references.

3. Research Method

This study was approached with a qualitative approach. A qualitative approach is carried out as a strategy to collect and utilize all information related to the formulation of the problem. This study follows a typology that is a descriptive analysis which aims to describe the actual conditions in the field as well as conduct an analysis of the data findings. The form of study is evaluative which aims to see the success rate of a program. In terms of its application, this study is applied research that aims to solve problems practically, is applicative, and can be used as data for leaders in the DKI Jakarta Provincial Government. The data used in this study activity are primary data through interviews and Focus Group Discussions as well as secondary data collected through literature search (library research). Meanwhile, the primary data collection tools are interview guidelines and Focus Group Discussion guidelines.

4. Results and Discussion

4.1. Implementation of Planning in Human Resource Management Apparatus

Based on KASN assessment data, in the aspect of planning the needs of the DKI Jakarta Provincial Government has implemented it optimally. This can be seen from Figure 1 indicates that all components in the aspect of planning needs both in 2021 and 2022 have received maximum scores in numbers 10.

Needs planning is carried out to prepare organizational formations in order to have the number and competence of human resources that are in accordance with the needs of the organization. In the aspect of needs planning, the DKI Jakarta Provincial Government already has a position map and employee needs plan for the medium term (2020 – 2024), based on analysis of position (Anjab) and work burden (ABK). The position map is determined through Governor's Decree Number 98 of 2018. However, currently the availability of position maps is also in the process of adjustment because bureaucratic simplification.

Furthermore, the DKI Jakarta Provincial Government also has complete personnel data based on an information system managed by a personnel information system. The



Source: *Indonesian Civil Service Commission (KASN), 2022*

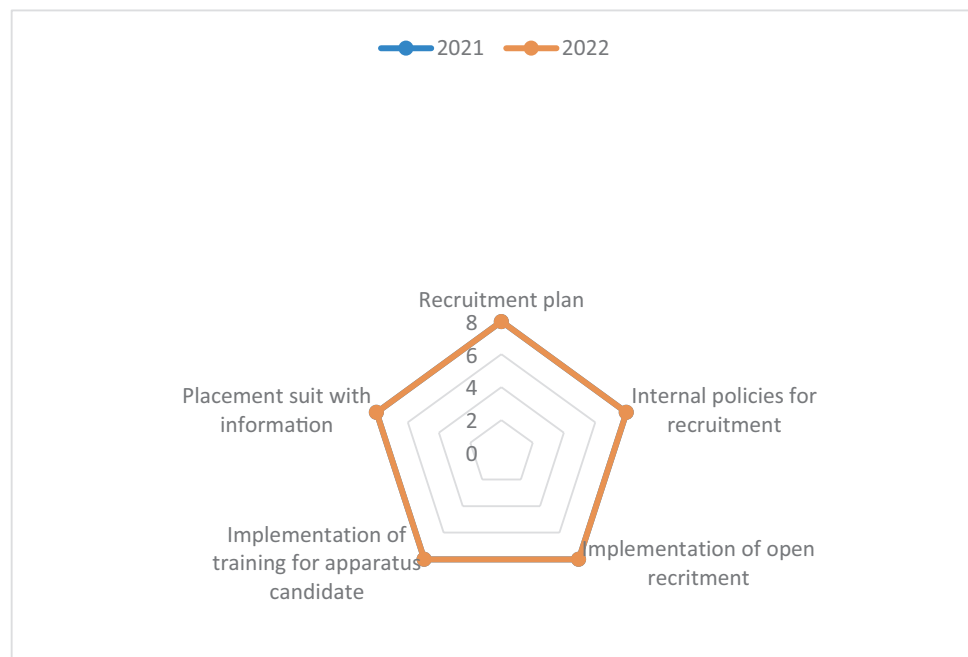
Figure 1: aspect of planning the needs of the DKI Jakarta Provincial Government of the Year 2021 and 2022.

DKI Jakarta provincial government also has a database of employees who will enter the retirement age limit (BUP). The DKI Jakarta has been integrated with its staffing system and already has a plan for employee needs listed. The ASN planning is contained in the grand design document within the DKI Jakarta Provincial Government in 2019 - 2024 in the form of e-formation. The availability of these completeness components makes an assessment of the DKI Jakarta Provincial Government's merit system in 2022 for the aspect of planning needs to get a maximum value of 40.

4.2. Implementation of Recruitment

Based on KASN assessment data, in recruitment in the DKI Jakarta Provincial Government has implemented optimally. This can be seen from Figure 2 where all components in the procurement aspect both in 2021 and 2022 have received a maximum value in number 8. In the procurement aspect, the DKI Jakarta Provincial Government has prepared an ASN procurement plan based on Anjab and ABK with consideration of the regional potential map and development priorities listed in the 2017 RPJMD – 2022. In carrying out ASN revenue, the DKI Jakarta Provincial Government has also done so in an open, competitive, transparent and non-discriminatory manner. The acceptance of the ASN was announced through Web <https://bkddki.jakarta.go.id/> and carried out transparently. The policy regarding the procurement of ASN refers to Pergub No. 163 of 2017 concerning amendments to Pergub No. 179 of 2016 concerning Guidelines for

the Transfer of Civil Servants. Cpns admission is carried out through the SSCN BKN application system. However, the admission of civil servants (mutations between agencies) is carried out through several stages, including CAT Tests, follow-up psychological tests, and interviews.



Source: Indonesian Civil Service Commission (KASN), 2022

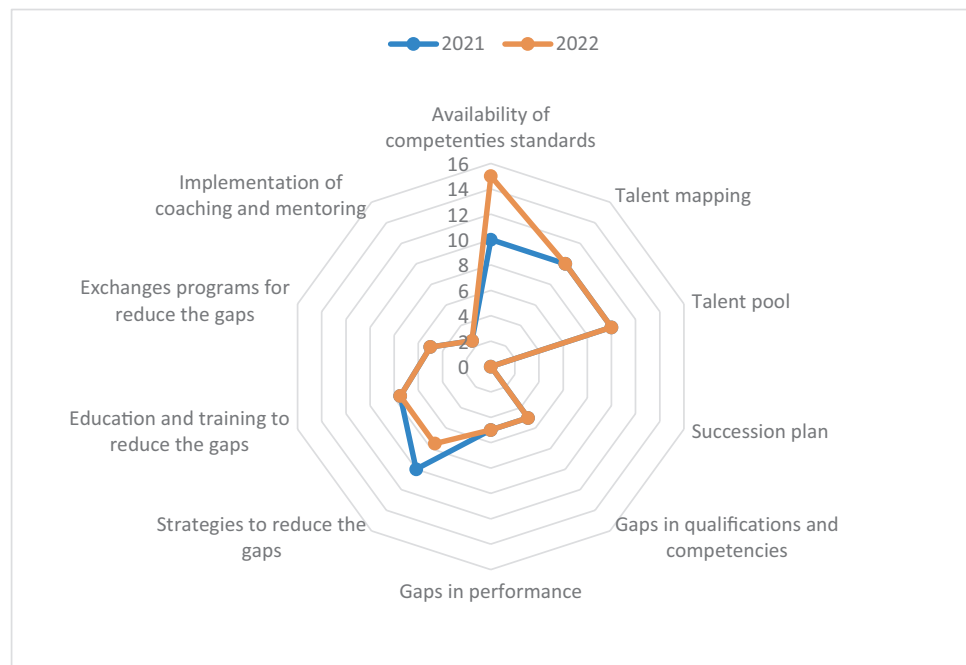
Figure 2: aspect of components in the procurement aspect of the DKI Jakarta Provincial Government of the Year 2021 and 2022.

After carrying out the admission openly, it was continued with the implementation of basic training (Latsar) for civil servants. Basic training was carried out by the DKI Jakarta Provincial Human Resources Development Agency. The implementation of the largest Latsar is known to have been integrated with the competency development program required by the CPNS. In the process of appointing and placing CPNS, the DKI Jakarta Provincial Government also carries out in accordance with its first placement or in accordance with the position applied for as CPNS. The activities carried out in the procurement aspect, provide an assessment of the merit system of the DKI Jakarta Provincial Government in 2022 to get a maximum value of 40.

4.3. Implementation of Career Development

In career development aspect, government agencies are required to compile position competency determination, competency mapping, *talent pool* management and succession plans, as well as competency development . This is done in order to maintain

superior ASNs who are prepared to occupy key positions and as an effort to overcome competency gaps. Career development is known to be the aspect that has the lowest value in implementing the merit system in the DKI Jakarta Provincial Government in 2021 which is caused by the not optimal implementation of talent management. These results can be seen from Diagram 3 indicates the sub-aspects of the availability of the DKI Jakarta Provincial Government succession plan get a value of 0 both in 2021 and in 2022.



Source: Indonesian Civil Service Commission (KASN), 2022

Figure 3: Assessment of Aspects of Career Development System at DKI Jakarta Province Comparative of the Year 2021 and 2022.

In the aspect of career development, the DKI Jakarta Provincial Government currently has managerial and socio-cultural competency standards listed in PermenPANRB Number 38 of 2017 concerning ASN Competency Standards. The DKI Jakarta Provincial Government has set technical competency standards for High Leadership Positions through Governor’s Decree Number 120 of 2022. Furthermore, it is known that in 2021 until the second quarter of 2022, the DKI Jakarta Provincial BKD has prepared a draft technical position competency standard. The position includes the Administrator Position as many as 349 positions and supervisory positions as many as 82 positions. Thus, the implementation of the assessment center within the DKI Jakarta Provincial Government will follow these competency standards.

In addition to SKJ, the DKI Jakarta Provincial Government also has the availability of employee profiles that have been integrated with the Competency Map System

(SIPETKOM). The system provides assessment center results for Primary High Leadership Positions, Administrator Positions, Supervisory Positions, and Executive Positions (Potential). The data from the employee assessment in SIPETKOM has been integrated with the Personnel Management Information System (SIMPEG) so that the availability of employee profiles becomes accurate. Per May 20, 2022 The DKI Jakarta Provincial Government has assessed 32,430 employees. This number increased when compared to that reported in the previous year's assessment of 29,013 employees. The assessment process is only carried out to potential employees who meet the criteria in accordance with the attached operational definition.

In the sub-perspective of talent pool availability, the DKI Jakarta Provincial Government has established governors Regulation Number 8 of 2022 concerning Talent Management. In addition, developments have been made to the Talent Management Information System, which is integrated with the Simpeg, eSKP and SiPetkom applications. Currently, the talent management information system can already be presented with profiles of all levels of positions. However, the availability of the succession plan owned by the DKI Jakarta Provincial Government is still in the development stage because the talent data has not been fully equipped.

The DKI Jakarta Provincial Government has information about the gaps in the qualifications and competencies of employees in its competency map information system (SiPetkom). The system presents data on gaps in managerial and socio-cultural competencies, both individually and regional organizations/apparatuses. In addition, the development of the SiPetkom application has been carried out by adding an employee qualification gap analysis module. The DKI Jakarta Provincial Government also has information about the workmanship for all its employees sourced from several applications such as eKinerja, MonevKSD, e SAKIP, and eMonev. However, it is known that information about the performance gap has not been carried out optimally in filling it, besides that the performance gap for the Functional and Implementing Position levels is not yet available. Based on the information on agreement, the follow-up that has been carried out by the DKI Jakarta Provincial Government in this case carried out by the DKI Jakarta Provincial BKD is as follows:

In relation to the implementation of training to overcome competency and performance gaps, the preparation of an analysis of training needs is carried out in advance. BPSDM DKI Jakarta Province has utilized data from the analysis of managerial competency gaps (both individuals and regional organizations / devices) sourced from the Competency Map information system managed by THE UPT PPKP BKD. For the

TABLE 2: Strategies for Addressing Performance and Competencies Gaps.

No.	Follow-up gaps done	Information
1.	Employee Feedback	Providing feedback based on the results of competency tests that have been carried out by employees through e-feedback. By knowing the strengths, and weaknesses of employees are asked to draw up an action plan for personal self-development to overcome existing weaknesses. This self-development action plan will later be monitored by staffing managers through coaching activities.
2.	Work Counseling	Carried out for employees who have severe problems that affect performance and require further treatment by a psychologist. Identification of employees who need counseling can be done through feedback activities. Even in the 2018-2022 BKD Strategic Plan document, BKD has targeted the number of employees who will take part in work counseling and feedback as many as 6,380 employees.
3.	Competency and Performance Development	Competency and performance development strategies are carried out by BPSDM DKI Jakarta Province. It is done through the implementation of HR competency development programs in the field of technical, functional and managerial competencies with the types of training activities needed by employees. It is also carried out through work practices and employee exchanges.

Source: fieldwork, 2021

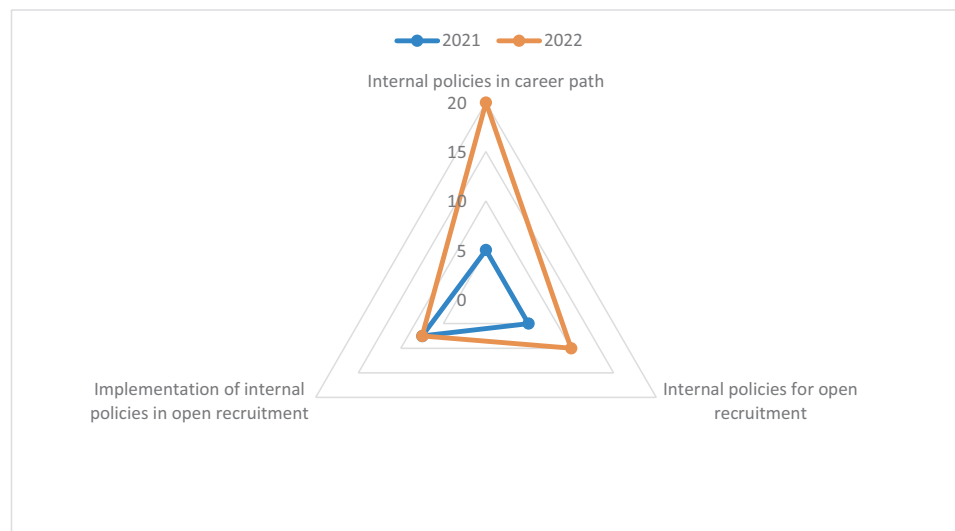
preparation of training needs analysis, especially technical trainings, BPSDM DKI Jakarta Province carries out competency gap analysis through several stages:

In improving the competence and performance of employees, it can also be done through work practices and employee exchanges. In this sub-perspective, the DKI Jakarta Provincial Government collaborates with the Sister City between the Mayor of Rotterdam. The DKI Jakarta Provincial Government through an MoA which is updated every 2 years. This internship program is known as the Dutch Training and Exposure Program (DUTEP). The aim is to increase the capacity of participants related to Integrated Urban Water Management through 8-10 weeks of learning provided by Rotterdam University of Applied Sciences (RUAS), Delfland Waterboard, Van Oord, and rotterdam city government. However, from the results of the identification of these activities, it cannot be said that the internship program is more of a training activity.

Based on the activities carried out in the aspect of career development, in 2022 the DKI Jakarta Provincial Government will get a score of 67.5 out of the total that should have been obtained of 130. However, there has been an increase in specifically in the development of the application of Manajemen talent in the DKI Jakarta Provincial Government.

4.4. Promotion and Rotation Implementation

Promotions and rotations, government agencies must carry it out reliably and transparently. This is carried out based on criteria, competencies, and performance as well as consideration of career patterns and succession plans. This is done so that employees are placed in accordance with the needs of the organization and also based on the competencies they have.



Source: Indonesian Civil Service Commission (KASN), 2022

Figure 4: Assessment of Aspects of Promotion and Rotation of the DKI Jakarta Provincial Government Merit System in 2021 and 2022.

In terms of promotion and mutation, the DKI Jakarta Provincial Government has process of owning internal policies regarding career patterns. Through the letter of the Minister of PAN and RB Number B/137/M.SM.02.03/2022, the Provincial Government. DKI Jakarta has received a recommendation for approval to establish a Governor’s Decree on the Career Pattern of Civil Servants. Currently, the Governor’s Decree on the Career Pattern of Civil Servants is in process for the speaker as well as by the heads of the relevant SKPD. However, the DKI Jakarta Provincial Government already has a policy of managing talent as stated in the DKI Jakarta Governor’s Regulation Number 8 of 2022. The regulation explains about Talent Management where relating to career patterns for potential employees. Relating to the internal policy regarding the open filling of JPT, which then refers to the policy of the management en talent to regulate the talent pool and succession plan. In filling the Position of Administrator and Supervisory Position, it has used an assessment matrix that refers to Kepgub 82 of 2003. The regulation explains about requirements for the appointment of civil servants in structural positions within the provincial government. Jakarta. Based on the enthusiasm carried out in the

aspects of promotion and rotation, in 2022 the DKI Jakarta Provincial Government will get a score of 37.5 out of a total of 40.

4.5. Performance Management Implementation

In performance management, Government Agencies are required to determine measurable performance targets, carry out periodic and objective performance evaluations, identify performance gaps and develop strategies to overcome these performance gaps (16,17). This aspect also prioritizes objectivity sourced from the results of performance appraisals as the key to provisions related to promotion, mutation, demotion, and education and training.

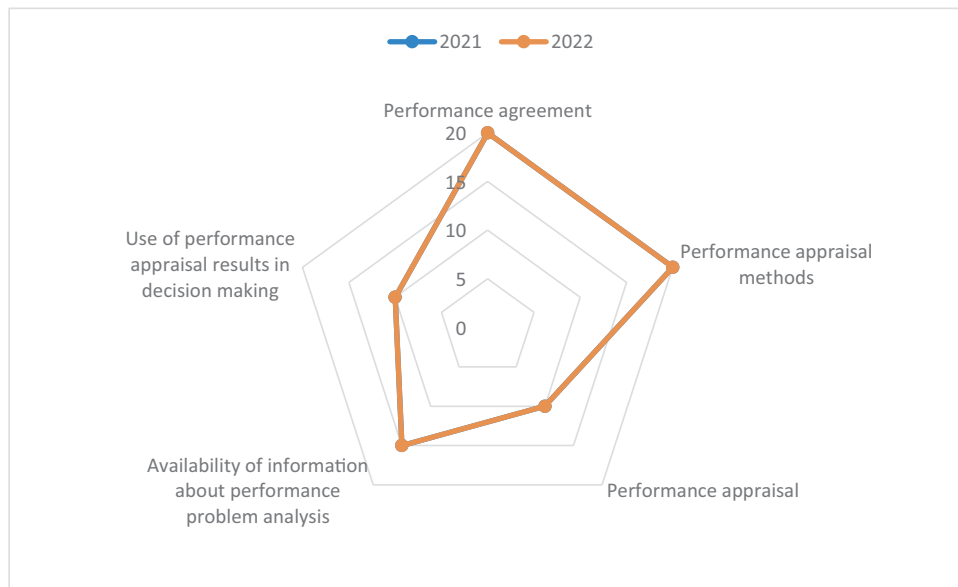


Diagram above indicates that the DKI Jakarta Provincial Government has prepared a performance contract that is cascaded from strategic/medium-term planning documents owned by each Regional Apparatus.

Relating to the availability of information about the analysis of performance problems and the preparation of solutions strategies, the Provincial Government. DKI Jakarta has analyzed performance problems, compiled and implemented strategies to overcome these problems through the KSD, eSAKIP and eSKP moneyv applications. Currently, the DKI Jakarta Provincial Government is synergizing organizational performance with individual performance. DKI Jakarta integrating the organizational performance system (eSAKIP) with individual performance systems (eSKP and eKin). The results of the performance assessment will then also become a decision-making tool in coaching and career development. In the DKI Jakarta Provincial Government itself, the results of the performance assessment (SKP) have become one of the aspects used in determining

No.	Job Title Level	Performance Contract
1	Chief Executive Officer of Tinggi	Performance Agreement (Perkin) whose performance indicators are cascading from the RPJMD of the Provincial Government. DKI Jakarta 2017 - 2022 and the Performance Plan document (Renkin). The Performance have indicators are cascading from the Perkin document, Regional Strategic Activities (KSD) and several other top down performance indicators from the Governor. The performance assessment is carried out through the eSAKIP application, KSD monev, eKinerja and eSKP.
2	Administrator and Supervisory Officers	Performance Agreement (Perkin) whose performance indicators are cascading from the Regional Apparatus Strategic Plan 2017 - 2022 and the Performance Plan document (Renkin). The Performance indicators are cascading from the Perkin document, DPA Indicators, Regional Strategic Activities (KSD) and several other performance indicators that are top down from the Head of Regional Apparatus. The implementation of performance appraisal is carried out through the eSAKIP, eKinerja and eSKP applications.
3	Specific Implementing and Functional Officers	The Performance Plan (Renkin) whose performance indicators are a cascading of Perkin and Renkin Supervisory Officer documents and points of credit figures. The implementation of performance appraisal is carried out through the eKinerja and eSKP applications.

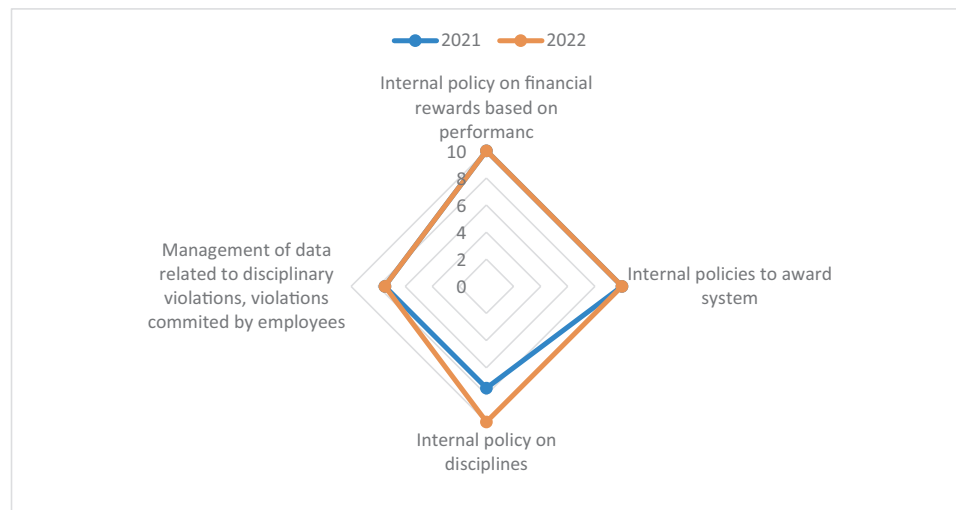
Source: Indonesian Civil Service Commission (KASN), 2022.

Figure 5: Assessment of Performance Management Aspects of the DKI Jakarta Provincial Government Merit System in 2021 and 2022.

the talent pool. Related to these activities, in 2022 the assessment of performance management aspects received a score of 75 out of a total of 80, so there needs to be some improvement to get maximum yield.

4.6. Payroll, Rewards and Discipline Implementation

DKI Jakarta, in the sub-perspective of the agency’s internal policy on the payment of performance allowances, rated based on the results of performance assessments. The DKI Jakarta Provincial Government is guided by Pergub Number 19 of 2020 concerning Additional Employee Income. In the policy, it is explained that the TPP Performance Allowance is given based on the achievement of the Performance Assessment (Messiou et al., 2019). The Performance Assessment consists of several components, including the results of quarterly Performance Measurement, Work Activities and follow-up public complaints. Furthermore, for internal policies in awarding outstanding employees in the DKI Jakarta Provincial Government Environment, it refers to Governor Regulation Number 52 of 2018.



Source: Indonesian Civil Service Commission (KASN), 2022

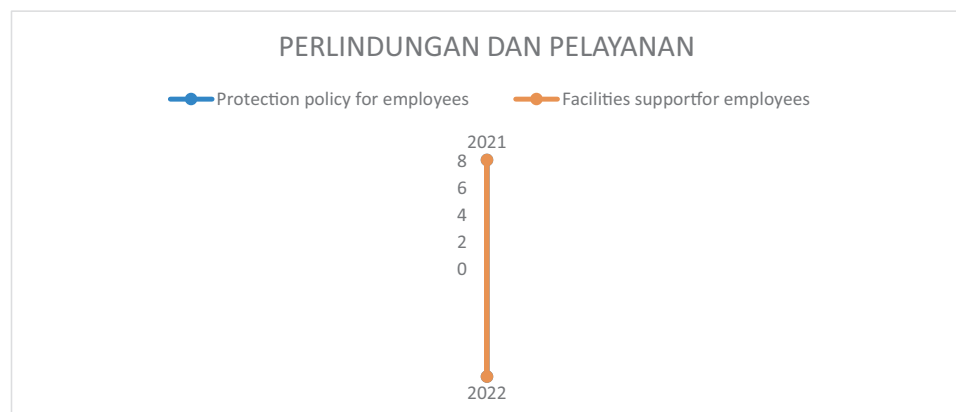
Figure 6: Assessment of Payroll, Reward and Discipline Aspects of the DKI Jakarta Provincial Government Merit System in 2021 and 2022.

The DKI Jakarta Provincial Government also has an Application Si-Penghargaan to monitor the awarding based on the employee’s length of service. DKI Jakarta has internal policies related to discipline, code of ethics, and ASN code of ethics. The Provincial Government of DKI Jakarta has established Governor Regulation Number 98 of 2021 concerning the Code of Ethics and Code of Conduct of State Civil Apparatus Employees and Decree of the Regional Secretary No. 113 of 2021 concerning the Assembly of Codes of Ethics and Codes of Conduct III, IV and V. Furthermore, data on disciplinary policies and codes of ethics / codes of conduct have been integrated in the personnel system and competency map system. However, it is known that the management of the disciplinary punishment database has not been integrated with the information system belonging to the BKN. This activity, provides an assessment in 2022 in the aspects of

payroll, awards and discipline of 37.5 out of a total score of 40, where improvements are needed to get the maximum value.

4.7. Employees' Protection and Internal Services

In the aspect of protection and service, the DKI Jakarta Provincial Government has routinely carried out legal consultation service programs and activities. The legal consultation for apparatus and provision of family financial management and entrepreneurship. Furthermore, the legal consultation for members of the DKI Jakarta Provincial KORPRI who entered the retirement age limit (BUP). In addition, DKI Jakarta providing facilities to provide convenience for employees who need administrative services. The DKI Jakarta Provincial Government has utilized information technology for personnel administration services, including Web BKD, Simpeg, e-absensi, e-work, e-office, ASN documents, payroll, System Information of Awards, Open Selection system, System Information for examination of administration for PI/PP/Dinas, etc. This activity provides the maximum value obtained by the DKI Jakarta Provincial Government in the aspect of service and protection, namely with a value of 16.



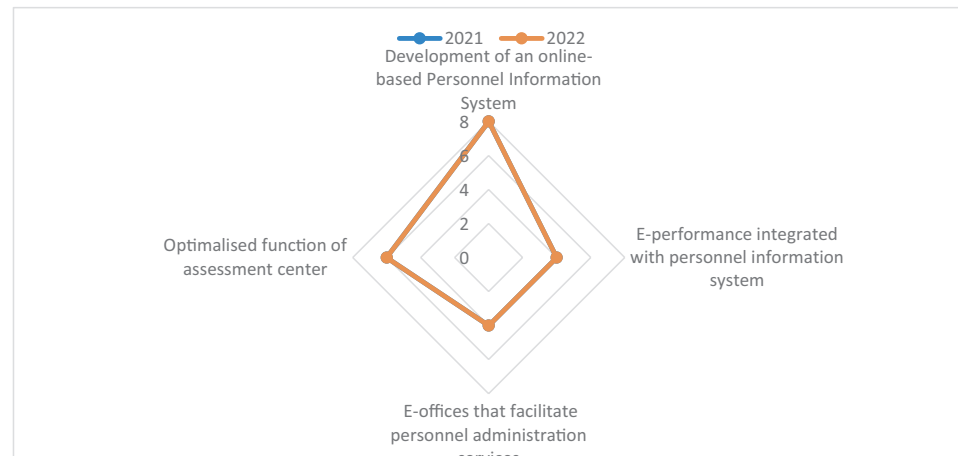
Source: Proceed data from Indonesian Civil Service Commission (KASN) and DKI Jakarta Province, 2022.

Figure 7: Assessment of Aspects of Protection and Service of the DKI Jakarta Provincial Government Merit System in 2021 and 2022 Overview of Student Adaptive Capacity Indicators.

4.8. Employees' Information System

In the aspect of the information system, the DKI Jakarta Provincial Government has an online and real-time-based personnel information system. The personnel information system is integrated with the performance appraisal system (eTKD), discipline enforcement (eDisciplinary) and employee development (eSKP). All employee's data of the

Provincial Government is entered into personnel information system. DKI Jakarta is also given access to be able to update profile data, such as personal data (home address, email address and cellphone number), formal education history, non-formal education history and family data (wife's name, child, etc.).



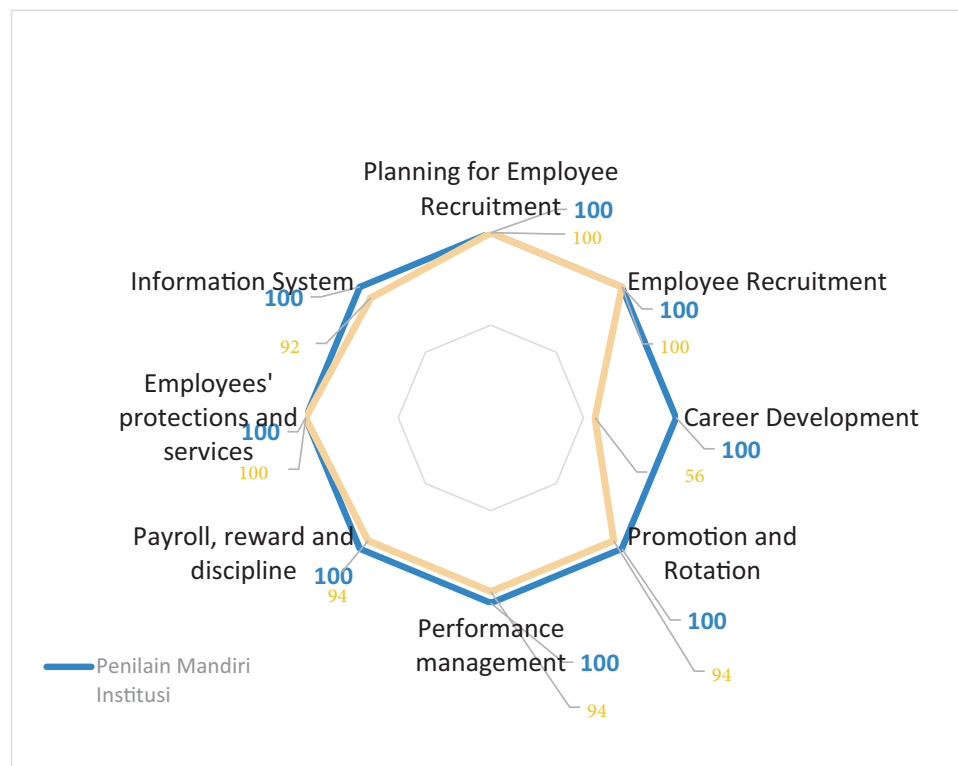
Source: Indonesian Civil Service Commission (KASN), 2022

Figure 8: Assessment of Aspects of the Merit System Information System of the DKI Jakarta Provincial Government in 2021 and 2022.

The staffing information system also has an e-performance feature which is applied in the form of input daily activities. In this feature, an employee will report daily activities and be validated by the immediate supervisor in a g-type. E-performance has manner with measurement variables between lain activity, attendance/attendance, budget absorption, behavior, and so on In carrying out personnel administration services, it has also been carried out with the use of e-Office. Related to the development and use of the assessment center in competency mapping, which managed by Employee Competency Assessment Center (PPKP) of the DKI Jakarta Provincial Civil Service Agency. The construction of the system is carried out in order to fill positions based on information technology.

The information systems used in competency mapping activities or Assessment Center are the Computer Assisted Test (CAT) and the Employee Competency Map System (SIPETKOM). CAT is used as a supporting tool to find out the basic competencies of all employees of Pemprov DKI Jakarta. SIPETKOM is a means to store and manage data on employee competency test results that are integrated with the Employee Management Information System (SIMPEG). Based on these activities, the information system aspect in 2022 received a score of 22 out of a total of 24, where there needs to be improvement in order to get the maximum value.

Based on the activities described in Figure 9, the merit system assessment by DKI Jakarta currently obtained a score of 335.5 with the Excellent Category. The score indicates an increase in the assessment results from the year before. The percentage can be seen from the following diagram:



Source: Indonesian Civil Service Commission (KASN), 2022

Figure 9: Self-Assessment vs. Civil Service Commissioner Assessment in the DKI Jakarta Provincial Government Year 2022 (in percentage).

5. Conclusion

The high performance and competence possessed by an ASN is a demand that is possessed by an ASN in serving the public. Therefore, efforts to improve the quality of ASN can be done by implementing good merit system based ASN management or management in order to organize Good Governance. The implementation of the merit system in Government Agencies in order to improve the quality of ASN has been regulated in PermenPAN&RB Number 40 of 2018. The regulation explains about Guidelines for the Merit System in The Management of State Civil Apparatus. Then the second rule is KASN Regulation Number 9 of 2019 concerning Procedures for Self-Assessment of Merit Systems in The Management of State Civil Apparatus in government agencies. In the regulation, 8 (eight) aspects must be implemented in the implementation of

merit system-based ASN management. The eight aspects include needs regulation, procurement, career development, promotion and mutation, performance management, payroll, violations and discipline, protection and service, and information systems. Based on the results of the analysis, there was an increase in the implementation of talent management carried out by the DKI Provincial Government from the previous year. The increase is since currently the DKI Jakarta Provincial Government has built a talent management program. DKI Jakarta also complemented the availability of internal policies, especially career development policies, thus affecting the assessment of the merit system, especially in employee career development programs.

Based on the results of the analysis and discussion of research related to the implementation of the merit system in the DKI Jakarta Provincial Government still need some improvement, through the preparation of Position Competency Standards for structural position and all functional positions; increase the number of employees who have carried out competency assessment; development of the talent pool and succession plan; mapping talent profiles from functional officials into the talent pool; carry out gap analysis of qualifications and competencies to functional and implementing officials; deep analysis of performance gaps to the level of implementing and functional officials carry out internship programs regularly and evaluate the impact of the implementation of internship programs on the development of employee competencies; provide policies regarding coaching and mentoring between superiors and subordinates; alignment and consistency of individual data from talent pool mapping in the talent management information system; build coaching and mentoring system as a performance monitoring mechanism to ensure follow-up on strategies/action plans formulated in performance gap analysis/performance dialogue; integrating the database of disciplinary violations in the personnel information system with the information system belonging to BKN.

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