

# Analysis of Merit System Implementation in Civil Service Management within the North Central Timor Regency Government

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## Abstract

*The implementation of the merit system is a fundamental pillar of bureaucratic reform aimed at creating professional, neutral, and high-performing civil servants (ASN). This study aims to analyze the extent to which the merit system has been implemented in civil service management within the North Central Timor (TTU) Regency Government and to identify the inhibiting factors in its execution. Utilizing a descriptive qualitative research method, data were gathered through in-depth interviews with stakeholders at the Regional Personnel and Human Resources Development Agency (BKPSDM), observations, and documentary studies of regional merit system index reports.*

*The results indicate that the TTU Regency Government has taken progressive steps, particularly in transparent recruitment processes through the Computer Assisted Test (CAT) system and the initial adoption of digital performance appraisal instruments. However, implementation in the aspects of career development, promotion, and transfer still faces significant challenges. Key constraints include the suboptimal mapping of talent pools, limited budgetary allocations for comprehensive competency tests (assessment centers), and the strong influence of local organizational culture which occasionally overlaps with meritocratic principles. The study concludes that while administrative instruments for the merit system are available, consistency in enforcing competency and qualification standards needs to be strengthened. It is recommended that the TTU Regency Government enhance the digitalization of talent management and increase internal oversight in filling high-level leadership positions to minimize subjectivity.*

**Keywords:** Merit System; Civil Service Management; Bureaucratic Reform; North Central Timor Regency; Employee Performance;

## INTRODUCTION

Bureaucratic transformation has become a national priority agenda in achieving good governance. A key pillar in this transformation is the shift in Civil Service (ASN) management from a traditional personnel administration model toward human resource management based on qualifications, competence, and performance collectively known as the Merit System. Based on Law Number 20 of 2023 concerning Civil Service, the merit system is emphasized as an instrument to minimize political intervention and subjective practices in official appointments.

At the regional level, the implementation of the merit system often faces more complex challenges compared to central agencies. Factors such as limited human resources, inadequate supporting infrastructure, and local political dynamics following regional head elections often hinder the enforcement of meritocratic principles. North Central Timor (TTU) Regency, as one of the regions in East Nusa Tenggara Province, is not exempt from these challenges. As a region striving to improve its bureaucratic reform index, TTU is required to manage thousands of civil servants to provide excellent public services amidst its unique geographical characteristics.

Although national legal instruments mandate the application of the merit system, facts on the ground indicate that career management and position appointments at the regency level are often still influenced by factors beyond technical competence. In TTU Regency, an in-depth study is needed to determine the extent to which competency standards are utilized in job rotation and promotion, and how the digital performance appraisal system (E-Kinerja) is integrated into managerial decision-making. The primary issues addressed in this study are:

1. How is the merit system implemented in civil service management within the North Central Timor Regency Government?
2. What are the constraints hindering the optimization of the merit system in that region?

This study aims to describe the actual portrait of merit system implementation in TTU Regency, ranging from planning and recruitment to career development. Furthermore, this research is expected to provide strategic recommendations for the Regional Personnel and Human Resources

Development Agency (BKPSDM) of TTU Regency to improve their merit system index scores in the future.

### Research Novelty

Unlike merit system research in major cities with high technological support, this study highlights how a regency with the characteristics of TTU adapts to national regulations. The focus of this research lies in the synchronization between "modern meritocracy" policies and the reality of "local bureaucratic culture" in border and rural areas.

The researcher utilized the 2023 Merit System Self-Assessment because no further self-assessments have been conducted regarding the implementation of the merit system in the North Central Timor Regency since that period. Following the transfer of authority for merit system oversight from the KASN (State Civil Service Commission) to the BKN (National Civil Service Agency), there has been no subsequent assessment from 2024 to the present day

To strengthen the theoretical foundation and the position of this study, a review of several previous research results relevant to the implementation of the merit system in local government was conducted:

1. Setyawan (2020) in his research on the implementation of the merit system in local government agencies, emphasized that the main obstacle is the strong influence of the "spoils system" or political patronage following regional elections. The study showed that objectivity in filling High Leadership Positions (JPT) is often hindered by the political interests of regional heads as Personnel Guiding Officers (PPK).
2. Laiskodat et al. (2022) conducted a study in several regencies in East Nusa Tenggara (NTT) Province. Their findings indicated that specific challenges in the NTT region include limited information technology infrastructure hindering the digitalization of performance management, as well as budget constraints for conducting routine certified competency assessments.
3. Hidayat (2021) evaluated the role of the State Civil Service Commission (KASN) in monitoring the merit system. The results showed that regions with strong leadership commitment tend to have better merit system index scores compared to regions that only fulfill administrative documents without substantial changes in career management.
4. Mulyadi (2023) discussed the effectiveness of the Computer Assisted Test (CAT) system in ASN recruitment. The study concluded that although the recruitment process is highly transparent (meritocratic), the post-recruitment processes (promotion and transfer) remain a "weak point" in the civil service management cycle at the regency level.

Comparison with This Study: Unlike the studies mentioned above, this research focuses on North Central Timor (TTU) Regency, taking into account local characteristics as a region undergoing accelerated bureaucratic reform. The novelty of this research lies in the analysis of the integration between the latest digital performance appraisal instruments (in accordance with 2023/2024 regulations) and the reality of talent management in a region with limited human resources and budget

## RESEARCH METHODS

1. Research Approach and Type This research employs a qualitative approach with a descriptive method. This approach was selected to provide an in-depth and systematic overview of the merit system implementation in North Central Timor (TTU) Regency, focusing on understanding the processes, constraints, and sociological realities on the ground.
2. Research Location. The study is conducted within the Government of North Central Timor Regency, specifically at the Regional Personnel and Human Resources Development Agency (BKPSDM) as the leading sector in civil service management, as well as several sample Regional Government Organizations (OPD) to observe implementation at the functional unit level.
3. Data Sources

- a. Primary Data: Obtained through in-depth interviews with key informants, including the Head of BKPSDM, the Head of the Mutation and Promotion Division, and representatives of civil servants in TTU Regency.
  - b. Secondary Data: Obtained through documentation studies, such as the KASN Merit System Index Report, TTU BKPSDM Strategic Plan (Renstra), Regent Regulations regarding ASN management, and regional personnel statistical data.
4. Data Collection Techniques
- a. Interviews: Utilizing semi-structured interview guides.
  - b. Observation: Observing the administrative processes of personnel management and the use of digital performance applications within the TTU Regency Government.
  - c. Literature Review: Examining the latest regulations (Law No. 20 of 2023) and literature related to meritocracy.
5. Data Analysis Techniques Data are analyzed using the Miles and Huberman model, consisting of three concurrent activities:
- a. Data Reduction: Summarizing and selecting key points from interviews and documents.
  - b. Data Display: Presenting data in the form of brief descriptions, tables, or charts to facilitate understanding.
  - c. Conclusion Drawing/Verification: Formulating final conclusions based on verified findings.

## RESULTS AND DISCUSSION

### a. Achievement Analysis per Civil Service Management Aspect

The implementation of the merit system within the North Central Timor (TTU) Regency Government underwent a verification process by the State Civil Service Commission (KASN) between February and November 2023. Based on the verification results, a significant gap was identified between the agency's self-assessment and KASN's factual verification, resulting in a Category I (Poor) rating with a total score of 112.



Picture 1. The Result of Self Assessment The Implementation of The Merit System

**FORMULIR PENILAIAN OLEH TIM VERIFIKASI KASN**

**Nama Instansi** : Pemerintah Kabupaten Timor Tengah Utara  
**Tim Verifikasi** : (Sebagaimana pada Berita Acara)  
**Tanggal Pelaksanaan Penilaian** : Februari s.d. November 2023

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
I	PERENCANAAN KEBUTUHAN	1. Ketersediaan peta jabatan dan rencana kebutuhan pegawai untuk jangka menengah 5 (lima) tahun yang sudah ditetapkan PPK;	10	10	1) Mengakselerasi pengelolaan data kepegawaian secara lengkap berbasis sistem informasi, yang terintegrasi dengan data kepegawaian lainnya (Kinerja dan Disiplin). 2) Mengoptimalkan pengelolaan data kepegawaian yang memasuki masa pensiun dalam 5 (lima) tahun kedepan pada sistem informasi yang diperbarui secara otomatis
		2. Ketersediaan data kepegawaian secara lengkap dan <i>real time</i> yang disusun menurut jabatan, pangkat, unit kerja, kualifikasi dan kompetensi;	7.5	7.5	
		3. Ketersediaan data pegawai yang akan memasuki masa pensiun dalam 5	10	7.5	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		(lima) tahun yang disusun menurut jabatan, pangkat, unit kerja dan Pendidikan terakhir;			
		4. Ketersediaan rencana pemenuhan kebutuhan ASN jangka menengah 5 (lima) tahun.	10	10	
		<b>Jumlah</b>	<b>37.5</b>	<b>35</b>	
II	PENGADAAN	1. Ketersediaan rencana pengadaan ASN untuk tahun berjalan yang dirinci menurut jumlah, jenis jabatan, pangkat, kualifikasi, kompetensi, dan unit kerja, baik dari CPNS, PPK, ataupun PNS dari instansi lain serta TNI/Polri (untuk instansi tertentu);	2	2	1) Mengakselerasi dan penyusunan dan penetapan kebijakan internal terkait pengadaan ASN secara terbuka, kompetitif, transparan dan tidak diskriminatif. 2) Mengoptimalkan pelaksanaan evaluasi pascapengadaan CPNS dalam rangka memantau kesinambungan program Latsar dan perkembangan
		2. Ketersediaan kebijakan internal (Permen/ Pergub/ Perbup/ Perwal) terkait pengadaan	2	2	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		dan sosial kultural untuk setiap jabatan;			khususnya JPT, Administrator dan Pengawas; 2) Melakukan <i>assessment</i> terhadap seluruh pegawai sesuai dengan standar kompetensi jabatan, dan menyediakan profil kompetensi pegawai pada Sistem Informasi Kepegawaian; 3) Mengakselerasi penyusunan <i>talent pool</i> serta rencana suksesi yang disusun berdasarkan jabatan target dan/atau jabatan Kritis dengan berpedoman pada Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi nomor 3 tahun 2020. 4) Menganalisis data informasi kesenjangan kualifikasi dan kesenjangan kompetensi untuk seluruh pegawai
		2. Ketersediaan profil pegawai yang disusun berdasarkan pemetaan talenta/ kompetensi;	0	0	
		3. Ketersediaan Talent Pool yang disusun berdasarkan pemetaan kompetensi manajerial dan hasil penilaian kinerja;	0	0	
		4. Ketersediaan rencana suksesi yang telah sesuai dengan standar kompetensi teknis jabatan dengan mempertimbangkan pola karir instansi;	0	0	
		5. Ketersediaan informasi tentang kesenjangan kualifikasi dan kompetensi pegawai;	0	0	
		6. Ketersediaan informasi tentang kesenjangan kinerja;	0	0	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		7. Ketersediaan strategi dan program untuk mengatasi kesenjangan kompetensi dan kinerja dalam rangka peningkatan kapasitas ASN;	10	2.5	yang diperbarui secara berkala. 5) Menyusun program dan strategi pengembangan kompetensi pegawai dalam jangka menengah 5 (lima) tahun yang berbasis pada informasi kesenjangan kualifikasi, kompetensi dan kinerja pegawai, baik dalam bentuk klasikal maupun non-klasikal, yang dilaksanakan dengan berpedoman pada Peraturan Lembaga Administrasi Negara nomor 10 Tahun 2018. 6) Melaksanakan program praktik kerja dan pertukaran pegawai serta program coaching dan mentoring (non-klasikal) sebagai bagian dari analisis kebutuhan pengembangan kompetensi yang berbasis
		8. Penyelenggaraan Diklat untuk mengatasi kesenjangan;	10	2.5	
		9. Pelaksanaan peningkatan kompetensi melalui praktik kerja dan pertukaran pegawai;	0	0	
		10. Pelaksanaan peningkatan kompetensi melalui coaching dan mentoring;	10	0	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
					pada kesenjangan kompetensi dan kinerja.
		<b>Jumlah</b>	50	5	
<b>IV</b>	<b>PROMOSI DAN MUTASI</b>	1. Penyusunan dan penetapan kebijakan internal (Permen/ Pergub/ Perbup/ Perwal) tentang pola karier;	20	0	1)
		2. Ketersediaan kebijakan internal (Permen/ Pergub/ Perbup/ Perwali) tentang pengisian JPT secara terbuka serta promosi dan mutasi dengan mengacu pada <i>talent pool</i> dan rencana suksesi;	10	2.5	
		3. Pelaksanaan kebijakan pengisian JPT, Jabatan Administrasi dan Jabatan Pengawas secara terbuka dan kompetitif;	10	5	
		<b>Jumlah</b>	40	7.5	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
<b>V</b>	<b>MANAJEMEN KINERJA</b>	1. Ketersediaan kontrak kinerja yang terukur dan diturunkan dari Rencana Strategis organisasi;	20	20	1) Menyesuaikan pengelolaan kinerja pegawai dengan menerapkan tahapan dan metode penilaian kinerja sesuai kebijakan nasional dalam pengelolaan kinerja pegawai; 2) Melaksanakan penilaian kinerja (skp dan perilaku kerja) pegawai secara objektif, terukur dan sistematis disertai proses dialog kinerja; 3) Melaksanakan <i>money</i> kinerja dan pelaporan kinerja pegawai secara berkala dan terdokumentasi dalam sistem informasi kinerja. hal ini bertujuan mengoptimalkan pembinaan kinerja pegawai secara tepat dan bermanfaat untuk peningkatan kualitas
		2. Penggunaan metode penilaian kinerja yang obyektif;	20	15	
		3. Pelaksanaan penilaian kinerja secara berkala yang disertai dengan dialog kinerja untuk memastikan tercapainya kontrak kinerja;	2.5	2.5	
		4. Ketersediaan informasi tentang analisis permasalahan kinerja dan penyusunan strategi penyelesaiannya untuk mewujudkan tujuan organisasi;	0	0	
		5. Ketersediaan kebijakan internal yang mengatur hubungan antara	0	0	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		hasil penilaian kinerja dengan memberi prioritas terhadap pegawai yang berkinerja tinggi dalam pembinaan dan pengembangan karir;			dan kapasitas Pegawai, penguatan peran Pimpinan dan penguatan kolaborasi antara Pimpinan dengan Pegawai, antar-Pegawai, dan antara Pegawai dengan pemangku kepentingan lainnya. Pembinaan kinerja dilakukan melalui dialog kinerja untuk menganalisis permasalahan kinerja / analisis kesenjangan kinerja pegawai dan kemudian atasan memberikan umpan balik dengan membimbing pegawai dalam menyusun strategi untuk menyelesaikan / mengatasi permasalahan kinerja dan juga membimbing untuk menyusun strategi meningkatkan kinerja agar target kinerja

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
					individu pegawai, atasan, unit kerja dan organisasi dapat selaras dan tercapai. 4) Mengoptimalkan peran tim penilai kinerja dalam memberikan pertimbangan yang objektif dan normatif dalam pengambilan keputusan terkait pembinaan karier dan pengembangan karier pegawai, pemberian penghargaan dan sanksi, pengembangan kompetensi berdasarkan hasil evaluasi kinerja pegawai sesuai ketentuan peraturan perundang-undangan.
		<b>Jumlah</b>	42.5	37.5	
<b>VI</b>	<b>PENGGAJIAN, PENGHARGAAN DAN DISIPLIN</b>	1. Kebijakan internal instansi tentang pembayaran tunjangan kinerja	0	0	1) Mengakselerasi penyusunan kebijakan internal terkait pembayaran tunjangan

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		berdasarkan hasil penilaian kinerja;			kinerja apabila sudah tersedia anggaran tunjangan kinerja pegawai;
		2. Ketersediaan kebijakan internal (Permen/ Pergub/ Perbup/ Perwali) untuk memberi penghargaan yang bersifat finansial dan non-finansial terhadap pegawai berprestasi luar biasa;	10	2.5	2) Mengakselerasi penyusunan kebijakan internal terkait pemberian penghargaan kepada pegawai berprestasi dan melaksanakannya secara terjadwal.
		3. Kebijakan internal instansi tentang penegakan disiplin, kode etik dan kode perilaku ASN di lingkungan instansinya;	10	2.5	3) Melakukan sosialisasi secara berkala atas kebijakan tentang Disiplin, kode etik dan kode perilaku kepada seluruh pegawai .
		4. Pengelolaan data terkait pelanggaran disiplin, pelanggaran kode etik dan kode perilaku yang dilakukan pegawai;	0	0	4) Mengoptimalkan pengelolaan data pelanggaran disiplin, kode etik dan kode perilaku pegawai pada SIMPEG yang terintegrasi dengan Sistem Informasi Kepegawaian Nasional.
		<b>Jumlah</b>	20	5	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
VII	PERLINDUNGAN DAN PELAYANAN	1. Kebijakan perlindungan pegawai diluar dari jaminan kesehatan, jaminan kecelakaan kerja, program pensiun, yang diselenggarakan secara nasional;	0	0	(1) Menyusun kebijakan perlindungan dan memberikan program perlindungan kepada pegawai (2) Mengoptimisasi penggunaan sistem informasi pelayanan kepegawaian dalam rangka memudahkan pemberian pelayanan administrasi kepegawaian
		2. Penyediaan fasilitas yang memberi kemudahan bagi pegawai yang membutuhkan pelayanan administrasi;	0	0	
		<b>Jumlah</b>	0	0	
VIII	SISTEM INFORMASI	1. Pembangunan Sistem Informasi Kepegawaian yang berbasis online yang terintegrasi dengan sistem penilaian kinerja, pencegahan disiplin dan pembinaan pegawai;	0	0	1) Mengadopsi Sistem Informasi ASN dan membangun sistem informasi pengembangan karier pegawai yang terintegrasi dengan sistem Penilaian Kinerja dan disiplin. 2) Mengoptimisasi pelayanan administrasi kepegawaian agar
		2. Penerapan e-performance yang terintegrasi dengan	0	0	

NO.	ASPEK	SUB-ASPEK	NILAI TIM INSTANSI	NILAI TIM VERIFIKASI KASN	CATATAN
		Sistem Informasi Kepegawaian yang berbasis online;			seluruhnya berbasis e - office dan terhubung dengan dashboard pimpinan. 3) Mengakselerasi penggunaan metode assessment center dalam rangka pemetaan kompetensi JPT, Administrator dan Pengawas dan pengisian jabatan berbasis teknologi informasi
		3. Penggunaan e-office yang memudahkan pelayanan administrasi kepegawaian;	0	0	
		4. Pembangunan dan penggunaan <i>asesment center</i> dalam pemetaan kompetensi dan pengisian jabatan berbasis teknologi informasi;	0	0	
		<b>Jumlah</b>	0	0	
		<b>TOTAL NILAI</b>	216	112	
		<b>KATEGORI</b>	II	I	Buruk

According to the evaluation form above, the performance of the merit system in TTU Regency is mapped as follows:

**Table 2.** Self-Assessment The Implementation of The Merit System

No	Assessment Aspect	Agency Team Score	KASN Verification Score	Achievement Level
1	Requirement Planning	37.5	35	High
2	Procurement	26	22	High
3	Career Development	50	5	Very Low
4	Promotion and Mutation	40	7.5	Very Low
5	Performance Management	42.5	37.5	High
6	Salary, Benefits, & Discipline	20	5	Low
7	Protection and Services	0	0	Non-existent
8	Information Systems	0	0	Non-existent

#### Detailed Results by Aspect

##### 1. Requirement Planning (Perencanaan Kebutuhan)

- a. Internal Team (37.5) | KASN Team (35).
- b. This is the highest-scoring category. Full points were awarded for job maps and 5-year requirement plans. However, KASN noted the need to accelerate the integration of personnel data into an information system and automate data for employees reaching retirement.

##### 2. Procurement (Pengadaan)

- a. Internal Team (26) | KASN Team (22).
- b. While basic recruitment plans are in place, KASN recommended strengthening internal policies to ensure recruitment is open, competitive, transparent, and non-discriminatory.

3. Career Development (Pengembangan Karier)
  - a. Internal Team (50) | KASN Team (5).
  - b. There is a massive discrepancy here. The regency scored 0 on almost all sub-aspects, including competency standards, talent profiles, talent pools, and succession planning. KASN demands an assessment of all employees to map competencies.
4. Promotion and Mutation (Promosi dan Mutasi)
  - a. Internal Team (40) | KASN Team (7.5).
  - b. The low score is due to the lack of established internal policies regarding career patterns and filling High Primary Positions (JPT) based on a talent pool or succession plan.
5. Performance Management (Manajemen Kinerja)
  - a. Internal Team (42.5) | KASN Team (37.5).
  - b. This aspect performed relatively well. KASN emphasized the need for "performance dialogues" and objective evaluations to ensure individual employee targets align with organizational goals.
6. Remuneration, Awards, and Discipline (Penggajian, Penghargaan, dan Disiplin)
  - a. Internal Team (20) | KASN Team (5).
  - b. The regency lacks internal policies for performance-based allowances and financial/non-financial awards for outstanding employees. Data management for disciplinary breaches also needs integration with national systems.
7. Protection and Services (Perlindungan dan Pelayanan)
  - a. Internal Team (0) | KASN Team (0).
  - b. No points were awarded as there are no internal policies for employee protection beyond the standard national health and accident insurance.
8. Information Systems (Sistem Informasi)
  - a. Internal Team (0) | KASN Team (0).
  - b. The regency has not yet built an integrated online personnel information system that connects performance, discipline, and career development

#### **b. Implementation Strengths (High Performing Aspects)**

TTU Regency demonstrated relatively good performance in three primary aspects:

1. Requirement Planning: The availability of job maps and medium-term (5-year) employee requirement plans has been established by the Personnel Guiding Officer (PPK).
2. Procurement: The recruitment process for CPNS/PPPK and transfers from other agencies are considered open and competitive.
3. Performance Management: Measurable performance contracts have been developed and derived from the organization's Strategic Plan.

#### **c. Critical Constraints and Weaknesses (Critical Gaps)**

This study identifies several "blind spots" that contributed to the low merit system score in TTU:

1. Lack of Competency Standards: TTU Regency has not yet established managerial, technical, and socio-cultural competency standards for every position, particularly for High Leadership Positions (JPT), Administrators, and Supervisors.
2. Absence of Talent Management: There is a lack of employee profiles based on talent mapping, talent pools, and systematic succession plans. This is further exacerbated by the absence of internal policies regarding career patterns.
3. Information System Weaknesses: The Information Systems aspect received a score of 0, indicating a lack of integration between personnel data and performance appraisal systems, discipline enforcement, and technology-based assessment centers.
4. Welfare and Protection: No internal policies currently exist regarding performance-based benefits or employee protection programs beyond national insurance.

#### **d. Acceleration Strategies Based on KASN Recommendations**

To improve the rating from "Poor" to "Good," the TTU Regency Government should implement the following strategic steps:

1. **Integrated Digitalization:** Adopt the National Civil Service Information System and build an online personnel system that connects e-performance with discipline and career development modules.
2. **Competency Mapping:** Utilize assessment center methods to map the competencies of JPT, Administrator, and Supervisor positions to populate the talent pool.
3. **Strengthening Local Regulations:** Draft Regent Regulations (*Perbup*) specifically governing career patterns, rewards for high-achieving employees, and the civil service code of ethics and conduct.
4. **Optimizing the Evaluation Team:** Strengthen the role of the Performance Evaluation Team to provide objective and normative considerations in decision-making regarding promotions, mutations, and career development to minimize non-merit intervention.

## CONCLUSION

Based on the analysis of the merit system implementation within the North Timor Tengah (TTU) Regency Government in 2023, the following conclusions can be drawn:

1. **Implementation Status:** The overall application of the merit system in TTU Regency remains in Category I (Poor) with a total verification score of 112. This indicates a significant gap between national regulatory expectations and the reality of regional personnel management.
2. **Disparity Between Aspects:** There is a striking performance imbalance. While Needs Planning (35), Procurement (22), and Performance Management (37.5) are functioning relatively well and approaching standards, the aspects of Career Development (5) and Promotion and Mutation (7.5) are severely lagging due to the absence of competency standards and systematic talent management (talent pools).
3. **Structural Weaknesses:** The low merit system score in TTU is driven by the lack of an Integrated Personnel Information System (which received a score of 0) and the absence of adequate employee protection and service policies.
4. **Self-Assessment Accuracy:** A significant perceptual gap exists between the internal team's self-assessment (216) and the factual verification by the KASN (112). This 104-point discrepancy indicates that the agency has not yet been able to provide valid documentary evidence to support its claims regarding merit system implementation.

## Recommendations

To improve the merit system index, the TTU Regency Government is advised to:

1. **Develop Job Competency Standards (SKJ):** Immediately establish standards for all job levels (High Leadership/JPT, Administrator, and Supervisor) to serve as an objective foundation for career development.
2. **Build Digital HR Infrastructure:** Develop an integrated system that links personnel data with performance appraisals (e-performance) and disciplinary tracking in real-time.
3. **Conduct Periodic Assessment Centers:** Implement competency mapping to identify employee profiles, populate the Talent Pool, and create a transparent succession plan.
4. **Strengthen Local Regulations:** Formalize policies through Regency Regulations (*Peraturan Bupati*) regarding rewards for high-achieving employees and the consistent enforcement of the code of ethics.

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