



## Merit system in promotion of primary high leadership positions in Majene regency

Muhammad Salim Alimuddin<sup>1</sup>, Sangkala Sangkala<sup>2</sup>, Badu Ahmad<sup>3</sup>

<sup>1,3</sup>Public Administration, Social and Political Sciences, Hasanuddin University, Jalan Perintis Kemerdekaan No. km. 10, Tamalanrea, Makassar City, South Sulawesi, 90245, Indonesia.

### ARTICLE INFO

### ABSTRACT

Received Nov 21, 2023  
Revised Dec 04, 2023  
Accepted Dec 16, 2023

#### Keywords:

Meritocracy;  
Merit system;  
Promotion;  
Pratama high leadership;  
Position.

The aim of this research is to find out the promotion mechanism for Pratama high leadership positions, whether a merit system has been implemented or not. The mechanism for promoting Primary high leadership positions in the Majene Regency regional government illustrates the principle of a merit system. At each level, promotions are held to become pratama high leaders due to vacancies in positions caused by the retirement of officials, transfers of officials and deaths of officials filling the positions. The principle of openness to all can be seen in information about job vacancies via social media, electronic media and print media covering the West Sulawesi region, but on the contrary, the principle of the best candidate in making the regent's decision as a regent candidate. The Civil Service Development Officer (PPK) has not presented a merit system because when announcing the list of names of the top three participants from the final selection results, the selection committee did not transparently announce the participants' scores, but only announced the names of the participants based on the alphabetical order of the first letter of the participants and at the stage of determining the selected participants. , the Personnel Development Officer (PPK) is given authority or prerogative. appoint 1 (one) person from the 3 (three) names proposed by the selection committee. This is what participants complained about because the action seemed less objective and transparent. This research uses qualitative methods with interview techniques, where the committee and participants are informants.

*This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.*



#### Corresponding Author:

Muhammad Salim Alimuddin<sup>1</sup>, Sangkala Sangkala<sup>2</sup>, Badu Ahmad<sup>3</sup>,  
Public Administration, Social and Political Sciences,  
Hasanuddin University,  
Jalan Perintis Kemerdekaan No. Km. 10, Tamalanrea, Makassar City, South Sulawesi, 90245,  
Indonesia.  
Email: [muhammadsalim875@gmail.com](mailto:muhammadsalim875@gmail.com)

## 1. INTRODUCTION

Bureaucracy is an important element for achieving state goals, so good management is needed to manage personnel within the bureaucracy. This is in line with the opinion of Weber (1947) who stated the important role of bureaucracy in achieving the goals of a country as a whole. UNDP research (2011) on the implementation of several development

programs in developing countries. In general, in the same report document, it was found that the success of implementing development in a country is very dependent on the professionalism of the bureaucracy in managing existing funding sources. For this reason, UNDP recommends that developing countries prioritize the development of public sector human resources, in this case civil servants in the bureaucratic environment. However, it must be understood that implementing a merit system is not a panacea or cure for all kinds of diseases in bureaucracy (Raharjanto, 2019).

Human resources play an important role in all aspects of life, starting from the micro level, namely the family, to society. Meanwhile, according to Boon et al, human resource management is a formal system within an organization to ensure that potential resources are available effectively and efficiently in an effort to achieve organizational goals. According to Bakator et al. Human resource management is built to motivate and develop staff so that they can provide the best support in achieving the organization's mission (Chairiah et al., 2020). McNamee (2004), explains that merit is an individual character, while meritocracy is a societal character. Meritocracy is a social system in which a person is rewarded based on his or her performance and abilities (Pramusinto, 2019).

Based on previous research mentioned from several previous places, there are differences with the research conducted by the author. Where this research focuses on studying the application of the merit system in the promotion of pratama high leadership positions in the Majene district government area, with the focus of the first study, focusing on the mechanism for implementing promotions to pratama high leadership positions within the Majene district government. And this research uses theory based on what has been put forward (McCourt, 2007: 5) di antaranya 1). Jobs at every level, 2). The best candidate, 3). Open to all, 4). Systematic, transparent and challengeable.

This research has two general benefits, namely: 1. Theoretical Benefits: a) This research provides a reference to the theory of administration and management science, especially in studies specifically on the development of human resource management. b) This research can increase the reader's knowledge and provide further explanation regarding the mechanism for implementing promotions to pratama high leadership positions. 2. Practical Benefits: a) This research is useful for policy makers, especially executives, in determining policies regarding the development of human resource management. b) This research is useful for researchers and practitioners in the field of human resource management development.

Literally, meritocracy comes from the word merit or benefit. Meritocracy refers to a form of political system that gives more rewards to those with achievements or abilities. Meritocracy can also be interpreted as a view or providing opportunities for people to advance based on merit, namely based on their worthiness and skills or brilliance. The term meritocracy is then often derived from the term merit system (Utama, 2016). Merit is defined as an individual characteristic, meritocracy is a characteristic of society as a whole (McNamee and Miller, 2009). Thus, meritocracy is a social system where a person's overall proportion is given directly from the results of operations and abilities. Thus, meritocracy can be implemented if there is a mechanism called a merit system (Afrianto, 2020). Meanwhile, Folette (2004:37) stated that the merit system is a process of promoting and employing government employees based on their ability to do the job, not on political connections. A merit system is a method of personnel management designed to increase the efficiency and economy of service and the public good by providing for the selection and retention of employees (Supriatna, 2020).

Stahl (1962) put forward several principles of merit as follows: 1. Adequate Publicity. Notification of job vacancies and their requirements must be notified to the public so that interested people have the opportunity to find out about them. 2. Opportunity to apply. Everyone has the same opportunity to apply for a selection position. 3. Realistic standards. Qualification standards must be rationally related to the

job to be filled, and must apply impartially to all candidates who make their interest known. 4. Absence of discrimination. The standards used must contain factors related to ability and suitability for the job, not due to factors outside of that. 5. Ranking on the basis of ability. Competency essence indicates the ranking of candidates/candidates based on a relative evaluation of their skills and suitability, and the selection process that may have implications for the ranking in question. 6. Knowledge of results. The public must be able to know how the process is going, and anyone who believes that the process is not going well in a case that concerns them, then the person concerned must be given the opportunity to carry out an administrative review (Afrianto, 2020).

McCrudden (1998), citing Fallon, then identified five different concepts of merit. 1. The first model in this model merit is often understood as a synonym for non-discrimination, cronyism, or political favoritism. 2. The second model is merit as general 'common sense'. This model requires that the qualities sought to achieve goals must be viewed as generally valuable in society. 3. The third model of merit is linked to services with a strict job connection. This model requires a closer level of correspondence between the means (means) used and the goals (ends) to be achieved. 4. The fourth model is appropriate as the capacity to produce certain work results. The fourth model tends to choose a broader view regarding the elements contained in the job (what the job consists of). This model is more interested in a view that combines various ideas about the nature of work that can help the performance of work rather than the extent to which it is necessary to do this work. 5. The fifth model of merit is merit as the capacity to produce things that are beneficial to the organization. In this model, merit does not limit what is meant by the ability of someone chosen to do it (Daniarsyah, 2017).

In article 51 of Law Number 5 of 2014 concerning ASN, it is explained that the management of the state civil apparatus is based on a merit system. The definition of the merit system is stated in article 1 paragraph (22) which states: The Merit System is the policy and management of ASN which is based on qualifications, competencies and performance in a fair and reasonable manner without distinguishing between political background, race, skin color, religion, origin, gender, marital status, age, or disability (Kusmana & Prasetyawan, 2021). Pengertian luas sistem merit dalam pemerintahan modern menurut Stahl (1962: 31) adalah "a personnel system in which comparative merit or achievement governs each individual's selection and progress in the service and in which the conditions and rewards of performance contribute to the competency and continuity of the service". That is, a merit system is a staffing system in which there is a comparison of skills or achievements that influence the selection and progress of individuals in service and in which conditions and performance rewards contribute to competency and continuity of service (Lingkungan & Kualitas, n.d.). Meanwhile, Folette (2004:37) stated that the merit system is a process of promoting and hiring government employees based on their ability to do the job, not on political connections (Supriatna, 2020).

Meritocracy does not only apply to ASN but also to leaders. ASN (2019) focuses on human development in RPJM IV (2020-2025), including quality and competitive human resources through a merit system which includes human resource management strategies including: 1. Planning; 2. Recruitment and selection; 3. Competency development; 4. Performance appraisal and rewards; 5. Promotion, rotation and career; and 6. Increased welfare. With an ongoing meritocracy reform system, internal audit institutions can effectively prevent corruption (Aulia & Maksum, 2022). To further clarify the merit system which is a reference for regional agencies in implementing this policy, in accordance with Government Regulation Number 11 of 2017, the merit principles are as follows: 1) All positions have position competency standards; 2) Planning employee needs according to workload; 3) Selection and promotion are carried out openly; 4) Have career management consisting of planning, development, career patterns and succession plans obtained from talent management; 5) Provide rewards and impose sanctions based on

objective and transparent performance assessments; 6) Implement a code of ethics and code of behavior for ASN employees; 7) Plan and provide opportunities for competency development according to the results of the performance assessment; 8) Provide protection to ASN employees from abuse of authority; and Having a competency-based information system that is integrated and accessible to all ASN employees (Kalesaran, 2021).

The merit principle based on the United Nation Development Program (UNDP) in KASN (2018), consists of: a. Jobs at every level; the merit principle must be applied not only to promotions, but also to initial recruitment; b. The best candidate; Selecting the best from a number of candidates to find someone who is considered able to carry out the duties of the position well; c. Open to all; Recruitment must be carried out openly, it must not be limited to internal agencies or limited groups; d. Systematic, transparent, and challengeable; (Noors, 2019). Furthermore, according to Grundman in U.S. Merit Systems Protection Board (2016), said that there are 9 basic indicators in implementing a merit system, namely : 1. Recruitment, Selection, and Advancement, 2. Equity, 3. Compensation, 4. Conduct, 5. Utilization, 6. Retention, 7. Employee, Training and Development, 8. Neutrality, 9. Public Interest (Grundman Tsui, 2016). the implementation of the merit system provides benefits in the management of institutions/organizations, especially civil servants, including 1) placing ASNs who are professional and have integrity in government bureaucratic positions according to their competence; 2) maintain ASN through providing appropriate compensation; 3) developing ASN capabilities through guidance and training; and 4) protect ASN careers from discrimination, primordialism and other policies that conflict with the principle of merit (Sabaruddin et al., 2021).

Referring to several of these views, the author feels that the principle of merit put forward by Stahl (1962) is in accordance with the empirical conditions in this research. Therefore, the author uses this theory as a reference to dissect in more depth the mechanism for implementing promotions to pratama high leadership positions within the Majene district government. According to Wattkins (1994: 173), promotion indicates the placement of an employee in a job that requires higher skills or greater responsibility than the previous job (Hidayat & Mukminin, 2020). The principles of job promotion must be stated in the promotion program clearly so that employees know and the company has a handle on promoting employees. According to Hasibuan in Ni Made (2018) states 3 (three) principles of job promotion as follows: 1. Trust means that promotion should be based on trust or confidence regarding the honesty, ability and skills of the employee concerned in carrying out their duties well in that position. 2. Justice means promotion based on fairness, regarding the assessment of the honesty, abilities and skills of all employees. Assessments must be honest and objective without favoritism or likes and dislikes. Promotions based on fairness will be a motivational tool for employees to improve their performance. 3. Formation means that promotion must be based on the existing formation, because employee promotion is only possible if there is a vacant position formation. For this reason, there must be a description of the job/position that the employee will carry out (Kurniawan & Fitriyani, 2021).

Promotional objectives as stated by Hasibuan (2008; 113), namely a. To provide greater recognition, position and service rewards to employees with higher work performance. b. It can lead to personal satisfaction and pride, higher social status, and greater income. c. To stimulate employees to be more enthusiastic about work, highly disciplined, and increase work productivity. d. To ensure employment stability by implementing promotions for employees on a basis and at the right time and with honest evaluation. e. Promotional opportunities can give rise to chain profits (multiplier effect) within the company because chain vacancies arise. f. Providing opportunities for employees to develop better creativity and innovation. g. To expand the knowledge and work experience of employees. h. To fill vacancies because officials leave, so that

positions do not become vacant, new employees are promoted. i. Promotion will improve the employee's status from temporary employee to permanent employee (Margahana & Sari, 2019).

Companies have different considerations regarding the indicators taken into account in the job promotion process. (Hasibuan, 2013) formulates general indicators that are taken into account in the job promotion process as follows: 1) Honesty, where in working employees must be honest, especially with themselves, their subordinates, agreements in carrying out or managing the position, must be in accordance with the wording. his actions 2) Discipline; Clouds must be disciplined in themselves, their duties, and obey the applicable regulations, both written and customary. Employee discipline is very important because only discipline allows a company to achieve optimal results. 3) Compliance with organizational regulations; Employees must be loyal in defending the company or corps from actions that are detrimental to the company or corps. This shows that he actively participates in his company or corps. 4) Comply with applicable regulations, both written and customary; 5) Attendance; 6) Discipline regarding working hours, himself and his duties, and 7) Education where employees must have a diploma from formal education in accordance with the position specifications (Wilis & Agustina, 2017). Promotion Objectives According to Manullang (2001: 109), companies need to carry out promotions to increase employee morale, then can guarantee employee stability (Subandi, 2020).

The conditions for promotion according to (Nitisemito 1996:82) a. Experience, with more experience we expect higher abilities, more ideas and so on. b. Level of education, that with higher education you can expect better thinking. c. Loyalty, with high loyalty you can expect greater responsibility. d. Honesty, the issue of honesty is a very important requirement, for example cashiers in general, the requirement of honesty is a general requirement that is taken into account. e. Responsibility, sometimes a company requires quite a lot of responsibility, so the issue of responsibility is the main requirement for promotion. f. Social skills, for promotion to certain positions, social skills may be needed, so the requirement of the ability to get along with other people is necessary for promotion to that position. g. Work performance, in general every company always includes conditions for work performance and this can be seen from the records of achievements that have been made. h. Initiative and creativity, the requirements for the level of initiative and creativity are conditions that must be considered (Palijama et al., 2019).

According to Siagian (2010: 169), the promotion requirements are as follows: 1. Experience. With more experience, it is hoped that higher abilities, more ideas and so on. 2. Education level. There are also companies that require a minimum education to be promoted to certain positions. The reason is that with higher education one expects better thinking. 3. Loyalty With high loyalty, you can expect, among other things, greater responsibility. 4. Honesty For promotions to certain positions, honesty may be an important requirement. For example, for the position of cashier, honesty is generally the main requirement that must be taken into account. 5. Responsibility Sometimes a company requires quite a lot of responsibility, so the issue of responsibility is the main requirement for promotion. 6. Social skills. For example, the position of salesman is very important for determining social skills as a condition for promotion. 7. Job performance. In general, every company always includes conditions for its performance. initiative and creativity are conditions that must be considered. This is because this position really requires initiative and creativity (Abdullah, 2020). In promoting employees, the company must have certain conditions that have been planned in advance. The conditions for promotion must be communicated to all employees, so that they know clearly. Requirements for promotion according to Hasibuan (2014: 122) include the following: 1) Having high honesty 2) Having good work discipline 3) Having good work performance 4)

Being able to work together 5) Skills 6) Loyalty to the company 7) Have a leadership spirit 8) Communicative 9) Education appropriate to the position (Zebua, 2020).

## 2. RESEARCH METHOD

This type of research is descriptive qualitative research. The researcher chose this method to describe the truths that occur in the field in order to make it easier for the researcher to produce objective data regarding the mechanism for implementing promotions to high level pratama leaders in the Majene district area in 2022. By emphasizing the merit system as a basic reference in managing the management of the state civil apparatus. The research was located in Majene district, West Sulawesi. Regarding the focus of this research is the merit system.

Based on the principles, the researcher on the incators to dissect moorer deeply regarding the application of the merit system to manage the management the management of the state civil apparatus in terms of promotions to pratama high leadership positions in Majene Regency in 2022, as well as promotions to pratama high leadership positions in this research, there were five official informants who were in charge as secretaries. Majene Regency, Head of BKPSDM Majene Regency, Head of Education and Training Division of BKPSDM Majene Regency, functional personnel analyst in the Education and Training Sector of BKPSDM Majene Regency, Civil Servants who took part in the selection for promotion to Pratama High Leadership positions in Majene Regency in 2022. The data collected is primary data and secondary data through observation, interviews and documentation which is explained by three activity flows according to Miles, Huberman dan saldana (2014) namely data condensation, data display and conclusion drawing/verification (Patel, 2012).

## 3. RESULTS AND DISCUSSIONS

The results of this research are based on the principle of the merit system which is applied in the promotion of high leadership positions in Majene district. From the research data, To analyze the mechanism for implementing promotions to senior high leadership positions within the Majene district government, they are as follows.

### 3.1 Jobs at Every Level

Jobs at every level is a merit principle that applies to every existing position, both at the start and for subsequent promotions. When carrying out promotions for pratama high leadership positions in Majene Regency, it is important to recruit a neutral and impartial panel team, which consists of several elements of expertise, namely internal regional government officials in Majene Regency and external elements (academics, experts or professionals. It is clear that there is a difference with The selection committee used the old mechanism called the Baperjakat assessment team which only consisted of internal elements of regional government officials and based on its assessment tended to lead to the subjectivity of the regional head as the Personnel Development Officer (PPK).

### 3.2 The best candidate

The Best Candidate yaitu memilih yang terbaik dari sejumlah kandidat, dengan dilakukannya penilaian yang objektif, kesesuaian kualifikasi dan kompetensi calon pejabatnya. based on the results of research conducted by researchers, it was found that the selection participants stated that: 1) when announcing the ranking of the JPT selection results at the final stage, participants never saw the ranking scoring values but only announced the top three. displayed is based on the alphabetical order of the first letters of the names of the selection participants. 2) At the stage of determining the selected participants, the civil service supervisor (PPK) official is given the authority or

prerogative to appoint 1 (one) of the 3 (three) names that will be recommended by the selection committee. The name is obtained from the highest score. This was later regretted by the participants because this action seemed not objective and not transparent, the assessment based on the prerogative rights of the PPK/Regent was very subjective because it would trigger personal likes and dislikes towards the 3 names who passed so that the basic benchmark of the merit system was based on qualifications, competency and performance only apply to the top 3 while the determination is based on the regent's subjectivity. However, this was approved by Permenpan RB no. 15 of 2019 concerning filling pratama high leadership positions as stated in letter (i) determining and announcing selection results, point (4) which states that the score ranking submitted to the Civil Service Development Officer is confidential, further to point (7) the selection committee conveys the results assessment of pratama high positions (equivalent to echelon IIa and IIb) and selecting 3 (three) candidates to be submitted to the authorized official, further in point (8) it is said that the authorized official proposes 3 (three) names of candidates who have been selected by the committee selection of personnel management officials (Minister/Institution Head/Governor/Regent/Mayor). Of the 3 (three) names, the regent's prerogative is given in selecting one of them to be appointed and appointed as an elected echelon II official. However, the organizers or authorized officials still open up space to respond to the selection results within a period of 1 month.

### 3.3 Open to All

Open to All where appointment/filling of positions does not only rely on internal sources of candidates or is based on a limited number of candidates. Open to all constitutes notification of a vacancy the job and its requirements must be notified to the public so that people who are interested have the opportunity to know. In the open selection stage, the first stage of promotion to pratama high leadership positions in Majene Regency is the stage information regarding the existence of vacant positions by BKPSDM as the selection committee and institution that has authority in matters information regarding the existence of vacant positions announced by issuing a circular announcing open selection pratama high leadership positions distributed through each office OPD and spread via WhatsApp social media and media electronic. in accordance with what is stated based on Permenpan RB No 15 of 2019 that recruitment for high leadership positions has been regulated in the terms and conditions of the announcement that to fill Vacancies for high leadership positions must be announced openly via national print media and/or electronic media (including media online/internet) and can add an announcement in the form of a letter circular via notice board. Adequate publicity in merit system according to Stahl (1962) refers to the principle that requires that the process of appointing or promoting employees is in a merit system must be transparent and open to the public.

## 4. CONCLUSIONS

The promotion mechanism for pratama high leadership positions in the regional government of Majene Regency illustrates the principle of a merit jobs at every level system where promotions for pratama high leadership positions are held due to vacancies caused by officials retiring, officials being reassigned and passing away, the principle open to all can be seen in the information about vacant positions through social media, electronic media and print media covering the West Sulawesi region, but on the other hand, the principle of the best candidate regarding the decision of all regents (PPK) does not yet display a merit system because at the time of the announcement of the ranking specifications for the selection results at In the final stage, the participants did not transparently admit that they had never seen the ranking scoring scores, but only announced the top three which were displayed, and that was based on the alphabetical

order of the first letters of the names of the selection participants and at the stage of determining the selected participants, the civil service supervisory officer was given permission or prerogative to appoint 1 (one) of the 3 (three) names recommended by the panel. This is what the participants did because this action did not seem objective and transparent.

The limitations of this research are the problem of limited time due to the condition of the researcher's position in the final year of graduating from college. Suggestions for researchers for further research can improve the limitations of this research, namely by making a research proposal for a doctoral program. The contribution of research to science is the focus of the problem, which is where This research focuses on 3 studies, the first focuses on the mechanism for implementing promotions to high level pratama leadership positions, the second is why regional governments have not implemented a meritocracy system and the third is what the strategies and policies of regional governments are to ensure that meritocracy is implemented, whereas previous studies only focused on problems. implementation of a merit system in filling positions.

#### REFERENCES

- Abdullah, H. (2020). Pengaruh Promosi Dan Mutasi Jabatan Terhadap Prestasi Kerja Pegawai Pada Pengadilan Negeri Sigli. *Jurnal Sosial Humaniora Sigli*, 1(2), 109–119. <https://doi.org/10.47647/jsh.v1i2.129>
- Afrianto, R. (2020). Analisis Proses Pengisian Jabatan Administrator dan Jabatan Pengawas Berbasis Merit System di Kementerian Energi dan Sumber Daya Mineral. *Transparansi: Jurnal Ilmiah Ilmu Administrasi*, 3(1), 17–28. <https://doi.org/10.31334/transparansi.v3i1.672>
- Aulia, S., & Maksun, I. R. (2022). Reformasi Kelembagaan Unit Pengawas Internal: Mengatasi Desentralisasi Korupsi. *Jurnal Ilmiah Administrasi Publik*, 008(01), 1–11. <https://doi.org/10.21776/ub.jiap.2022.008.01.1>
- Chairiah, A., S, A., Nugroho, A., & Suhariyanto, A. (2020). Implementasi Sistem Merit pada Aparatur Sipil Negara di Indonesia. *Jurnal Borneo Administrator*, 16(3). <https://doi.org/10.24258/jba.v16i3.704>
- Daniarsyah, D. (2017). Penerapan Sistem Merit Dalam Rekrutmen Terbuka Promosi Jabatan Pimpinan Tinggi ASN (Suatu Pemikiran Kritis Analisis). *Civil Service*, 11(2), 39–48. [www.menpan.go.id](http://www.menpan.go.id)
- Grundman Tsui, S. (2016). *The Merit System Principles : Guiding the Fair and Effective Management of the Federal Workforce*. September 2016.
- Hidayat, R., & Mukminin, A. (2020). Pengaruh Loyalitas Pegawai Terhadap Promosi Jabatan Pada Dinas Perumahan Dan Kawasan Permukiman Kabupaten Bima. *Manajemen Dewantara*, 4(2), 114–122. <https://doi.org/10.26460/md.v4i2.8577>
- Kalesaran, M. (2021). Penerapan sistem merit menuju pemerintahan yang terpercaya (trustworthy government) (studi penelitian pada badan kepegawaian daerah provinsi sulawesi utara). *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, VII(01), 1–23.
- Kurniawan, A., & Fitriyani, F. (2021). Pengaruh Insentif Dan Promosi Jabatan Terhadap Kinerja Karyawan. *Jurnal Riset Keuangan Dan Akuntansi*, 7(2), 1–18. <https://doi.org/10.25134/jrka.v7i2.4858>
- Kusmana, D., & Prasetyawan, F. (2021). Kinerja Badan Kepegawaian Pendidikan Dan Pelatihan Daerah Dalam Menerapkan Sistem Merit Berbasis Talent Scouting Di .... *Jurnal Media Birokrasi*, 16–28. <https://ejournal.ipdn.ac.id/JMB/article/view/2475%0Ahttps://ejournal.ipdn.ac.id/JMB/article/download/2475/1193>
- Lingkungan, K., & Kualitas, T. (n.d.). *Dalil – Dalil*. 1–81.
- Margahana, H., & Sari, S. S. (2019). Analisis Promosi Jabatan Terhadap Produktivitas Kerja Karyawan Pada Pt. Fif Belitang Oku Timur. *Jurnal AKTUAL*, 16(1), 1. <https://doi.org/10.47232/aktual.v16i1.1>
- Noors, A. I. A. (2019). Pengarusutamaan Manajemen Talenta Dalam Tata Kelola Msdm Birokrasi Indonesia. *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, 4(2), 38–49. <https://doi.org/10.33701/jipsk.v4i2.721>
- Palijama, F., Keuangan, K., Masohi, K., & Maluku, K. (2019). *Pelaksanaan pengembangan karir*

- pegawai negeri sipil di kantor camat kota masohi kabupaten maluku tengah*. 13(2), 1–17.
- Patel. (2012). Penelitian Kualitatif: Metode Penelitian Kualitatif. In *Jurnal EQUILIBRIUM* (Vol. 5, Issue January). <http://belajarpsikologi.com/metode-penelitian-kualitatif/>
- Pramusinto, A. (2019). *Penilaian Penerapan Sistem Merit Dalam Manajemen ASN di Instansi Pemerintah Tahun 2019*. Komisi Aparatur Sipil.
- Raharjanto, T. (2019). Systematic Literature Reviews: Sistem Merit Dalam Manajemen Sumber Daya Manusia Sektor Publik. *Jurnal Pemerintahan Dan Keamanan Publik (JP Dan KP)*, 103–116. <https://doi.org/10.33701/jpkp.v1i2.708>
- Republik Indonesia. (2014). *Undang-undang Republik Indonesia No.5 tahun 2014 tentang Aparatur Sipil Negara*. 1–104.
- Sabaruddin, Utomo, P. P., & Fait, T. (2021). Pelaksanaan Promosi Jabatan Berdasarkan Merit System Di Kabupaten Kolaka Dan Kendari Provinsi Sulawesi Tenggara. *Public Inspiration: Jurnal Administrasi Publik*, 6(2), 74–84. <https://doi.org/10.22225/pi.6.2.2021.74-84>
- Subandi, S. (2020). Promosi Jabatan, Mutasi, Dan Motivasi Berprestasi Sebagai Upaya Meningkatkan Prestasi Kerja Aparatur Sipil Negara. *Revitalisasi*, 8(1), 118. <https://doi.org/10.32503/revitalisasi.v8i1.887>
- Supriatna, D. (2020). Analisis Penempatan Pegawai Berdasarkan Merit System Pada Badan Kepegawaian Pendidikan Dan Pelatihan Di Kabupaten Sumedang Provinsi Jawa Barat. *Jurnal MODERAT*, 6(3), 525–538. <https://jurnal.unigal.ac.id/index.php/moderat>
- US Merit Systems Protection Board. (2017). *The Merit System Principles: Keys to Managing the Federal Workforce*. October.
- Utama, F. A. (2016). Meritokrasi Di Berbagai Negara Di Dunia ( Perbandingan Konstitusi ). *Jurnal Civil Service*, 10(2), 17–27.
- Wilis, S. F., & Agustina, T. (2017). Pengaruh Promosi Jabatan Terhadap Kinerja Pegawai Pada Unit Pengelola Taman Margasatwa Ragunan Jakarta Selatan. *Simnasiptek 2017*, 1(1), 67–72. <http://seminar.bsi.ac.id/simnasiptek/index.php/simnasiptek-2017/article/view/159>
- Zebua, Y. (2020). Pengaruh Budaya Kerja Dan Promosi Jabatan Dalam Meningkatkan Kinerja Karyawan Pada Pt. Perkebunan Nusantara Iii Labuhan Haji Labuhanbatu Utara. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 7(2), 109–124. <https://doi.org/10.36987/ecobi.v7i2.1758>