

ABS 219

by lcels_2 Abs 219

Submission date: 30-Sep-2020 04:28PM (UTC+0700)

Submission ID: 1401160705

File name: full_paper_abs-219_1380246657.docx (61.08K)

Word count: 5335

Character count: 30262

30 difficult for internal circles and society to deal with local governments; the ³⁴ politicization of
31 civil servants is still symptomatic; an unhealthy career system makes unfair competition, and
32 also they are not ready yet with change (Adnan, 2013; Ostwald, Tajima, & Samphantharak,
33 2016).

34 It is no longer a matter of debate that the quality of the appointment of leaders in local
35 government is an aspect of bureaucratic reform that is still very problematic ² in Indonesia.
36 Data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-
37 RB) shows that ² 40 districts/cities in 16 provinces violated the process in 2010 including (1)
38 appointment of people who did not take the exam; (2) submit those recommended by the
39 authorities; (3) bribing local committees; (4) manipulating the difficulty level of the
40 candidate's test; (5) the local government does not immediately report the test results of the
41 candidate candidates to the State Civil Service Agency, and only reports it to the BKD
42 (Setyowati, 2016). The most recent case occurred before the local election where five echelon
43 II officials, 52 echelon III administrators and 120 echelon IV supervisors were transferred by
44 the Governor of West Nusa Tenggara (NTB) Muhammad Zainul Majdi (Khafid, 2017). Even ¹⁹
45 in countries such as the United States which have for some time allowed a great deal of
46 freedom for political appointments to administrative positions there is an impression that the
47 structure of political control over the bureaucracy is on the rise (Peters & Pierre, 2004). Some
48 study conducted to examine appointments in leadership positions of civil servants both in
49 general and in relation to appointments in structural positions. Musa, Rahmat, & Ahmad
50 (2015) found that social structures and patriarchal ideologies are reasons for women not
51 being motivated to occupy structural positions, and this is beneficial for the male party.
52 Meanwhile, research on discretion and intervention in the bureaucracy by Bulo, Ratulangi,
53 Tangkere, Akib, & Jasruddin (2016) found that the majority of recommended interventions
54 used administrative discretion regardless ²⁸ of rank, seniority, professionalism, experience, and
55 competence.

56 So it becomes critical to evaluate the role of a number of important factors ²⁸ in the appointment
57 of officials in the structural positions of local government. Standard Weberian bureaucratic
58 model provides an opportunity to create a professional for civil service who is apolitical,
59 selected on the basis of merit, and who has considerable independence from political control
60 (Ban, 2014; Cordella & Tempini, 2015; Swedberg, 2003). This research conduct to deepen
61 the understanding concerning the factors of fulfilling the competency requirements, the

62 implementation of the meritocracy system, the role of political party intervention, and the
63 role of local knowledge in the appointment of leadership positions in the Regional
64 Government of West Nusa Tenggara Province, and how each of these elements is related to
65 the positive values and mutual support in the implementation of public service duties.

66

67 **Materials and Method**

68 *Human resource management*

69 The standard model of the Weberian bureaucracy provides a central place to create a
70 professional, civil service that is apolitical, selected on the basis of merit, and who has
71 considerable independence from political control (Ban, 2014). This model is now confronted
72 by two things: in democracy countries by increasing pressure on the importance of
73 bureaucratic political control as essential to democracy, and, in developing countries by the
74 so-called politicization of the civil service, i.e. political leaders who control or at least affect
75 appointments for positions in government. Although the previous approach is often described
76 as positive, the latter is generally seen as undemocratic and leads to a lower technical
77 competency level. Political control and the politicization of the bureaucracy show that they
78 are largely reflective of each other and are interrelated. Politicization is almost universally
79 perceived as negative, especially in terms of its impact on government efficiency and citizen
80 trust.

81 However, to see the relationship between bureaucratic politicization and servant careers,
82 some literature on bureaucratic political control (Ban, 2014; Briggs, Cruickshank, &
83 Paliadelis, 2012; Cordella & Tempini, 2015; Osman, 2010; Rober & Schroter, 2004;
84 Swedberg, 2003), found that this democratic risk exerts strength on the career policy of civil
85 servants, and as political control including the appointment of administrative leaders is
86 positively equally important.

87 The pressure to prioritize competence and balance bureaucratic political control results in two
88 new concepts that can be raised in the future, namely meritocracy and local knowledge.
89 Young (1961) argues that meritocracy is a system based on one's abilities and merit, not
90 wealth or social status. Meritocracy comes from the word merit or benefit, meritocracy refers
91 to a form of a political system that gives more respect to those who excel or have abilities.

92 Therefore, meritocracy is often seen as a form of social system that is very just by providing a
93 place for those who excel as leaders, but are still criticized as a form of injustice that does not
94 provide a place for those who are less fortunate. In simple terms, meritocracy can be
95 formulated as a social system that places rewards, titles and positions based on abilities or
96 abilities and not based on descriptive factors such as social class, gender, ethnicity, or a
97 person's wealth. Meanwhile, local knowledge is a component of social capital from a context
98 that plays a cultural role in the bureaucracy. The diversity of patterns of adaptation to social
99 life that has been passed down from generation to generation serves as guidelines in
100 maintaining morality and work ethic. Such public awareness can be grown effectively
101 through a religious approach. If this awareness can be increased, then it will become a huge
102 force in the management of public services. In this approach, strengthening social capital
103 such as socio-cultural institutions, local knowledge and important related norms is the main
104 basis for managing public services among employees, especially civil servants.

105 Meritocracy and local knowledge should not be regarded as contradictory because aspects of
106 the locality, which has the potential to be a source of discrimination because, it's just a mental
107 component and ethics of public service. While the meritocracy that promotes competence and
108 ignore the aspect of ascriptive, local knowledge a counterforce against non-local parties.
109 Taken together, these four are important component, especially for the management of public
110 services in Indonesia.

111

112 *Study Site*

113 This research is conduct in the city of Mataram, the provincial capital of West Nusa
114 Tenggara, Indonesia. Based on observations at the research location, the researcher obtained
115 data on the population of State Civil Servants (ASN) in the Regional Government of West
116 Nusa Tenggara Province, amounting to 13,850 (thirteen thousand eight hundred and five
117 hundred) people consisting of 8,207 (eight thousand two hundredseven) men and 5,634 (five
118 thousand six hundred and thirty-four) women.

119

120 *Methods*

121 This research uses a qualitative case study approach to explore and understand the meaning
 122 of individuals or groups for social or human problems (Creswell, 2007). As indicated by the
 123 research question, this study examines the implementation of the appointment of leadership
 124 in the Regional Government of West Nusa Tenggara Province which includes fulfillment of
 125 competency requirements, implementation of the meritocracy system, the role of political
 126 party intervention, and the role of local knowledge in the appointment of leadership positions
 127 in the Provincial Government of Nusa Tenggara Barat, and how these elements are related in
 128 supporting the implementation of public service tasks.

129 Researchers conducted in-depth interviews in two stages with 31 (thirty one) informants
 130 consisting of 23 (twenty three) informants of the first group consisting of civil servants within
 131 the Regional Government of Nusa Tenggara Barat Province, who both occupied positions
 132 leaders (administrators and supervisors) and those who is not in leadership positions. The
 133 second group consists of 8 informants consisting of high-ranking Pratama officials, DPRD
 134 members/politicians, and community leaders. For this second group, interviews were
 135 conducted in more depth after the researcher conducted in-depth interviews with informants
 136 in the first group because this in-depth interview was intended as validation of the first group
 137 interview. Triangulation of this research was conducted through source triangulation (Bachri,
 138 2010) by comparing the results of observations, interviews obtained through different
 139 sources, namely officials in the HR sector (BKD), politicians, and community leaders.

140

141 **Result and Discussion**

142 The results of the research for the competency aspect are shown in Table 1. 100% of the
 143 informants answered that capacity, professionalism, and loyalty to duties are the main
 144 considerations in appointment in a position, followed by the requirements for managerial
 145 ability. 20% of respondents answered that there are 5-10% of officials currently appointed
 146 that do not or do not meet the requirements.

147

148 *Table 1. Summary of comparisons between answers and triangulation on competency aspects*

No.	Questions	Answers	Triangulations
-----	-----------	---------	----------------

No.	Questions	Answers	Triangulations
1	Whether an appointed official has fulfilled all the required elements	30% answered not fully meet the criteria; 70% replied that it meets the requirements and criteria set.	Appointed officials in leadership positions should meet the administrative requirements, the requirements of competence, psychological, and managerial skills.
2	How many officials are not or less met the requirements but remained elevated in leadership positions	50% of informants from the first cluster answered that they did not know; 20% answered that between 5-10% did not meet the requirements, 30% answered less than 5%	Of those raised in leadership positions, I think all of them have been through the selection process in the Advisory Board Position (Baperjakat) so it is very unlikely that a person appointed to the office with the demands of office referred ".
3	Why management should appoint you as an official; Give some reasons	15% says that they had experience in a leadership position, 75% answered that they had met the required criteria	Knowledge and skills related to the duties and functions is essential to provide certainty and quality of service to the public quickly and accurately.
4	how important knowledge and skills on the tasks and functions in the	100% stated very important	Knowledge and skills related to the duties and functions is essential to provide certainty and

No.	Questions	Answers	Triangulations
	workplace in general		quality of service to the public quickly and accurately.
5	What are the additional and specific requirements in the appointment of the ASN in leadership positions in the provincial government of NTB.	100% said that capacity, professionalism and loyalty to duties are the main considerations in appointment in a position, followed by the requirements for managerial ability. 80% stated that integrity is an indispensable requirement for those who hold leadership positions.	Professionalism, loyalty to tasks, managerial abilities, maturity in thinking and acting.

149 Source: data analysis.

150 Table 2 shows the results of the analysis on the sub-focus of applying the meritocracy system
 151 in the appointment of leadership positions. One of the informants stated that "with a good
 152 education a person becomes more objective by looking at work experience for those who
 153 have served in work units or other agencies or perform well if the official is appointed from
 154 within the organization, especially in completing daily tasks".

155

156 *Table 2. Summary of comparisons between answers and triangulation on the aspects of meritocracy*

No	Questions	Answers	Triangulations
1	How important is the role of education / the university degree for an official	100% of informants stated that the role of education is very important for various reasons stated. Implementation of the system implementation of	Based on existing regulations, the Administrative Requirements Assessment / track

No	Questions	Answers	Triangulations
		meritocracy in the appointment of the leadership is very important, but not the main thing.	record has a score of 20%, which consists of Rank, Leadership Education and Training, Education, Job History, and Technical / Functional Education and Training; As for the officials of echelon 2 leaders, coupled with the assessment of the writing paper with the weight value of 20%; Managerial Competency Assessment Test / Psychology / Assessment with a weight of 25%; and assessment of the presentation and an interview with a weight of 35%.
2	Why is the role of PNS with a good formal education is considered important for officials	PNS with a good formal education are usually better prepared and quickly adapt to the tasks entrusted to lead a unit that will eventually be very influential in his unit's performance".	

No	Questions	Answers	Triangulations
3	What things that need to be corrected in the appointment process of structural officials / leaders	45% suggest the need for work experience as a requirement for occupying a leadership position. Another informant stated that the need for objectivity at the time of selection of candidates for officers in accordance with the needs and regardless of the interests of certain parties.	
4	What can make you frustrated and How to cope?	Stacks issues pending tasks and jobs or had to be postponed to be one source of frustration, and they faced it back to his superiors.	

157 Source: data analysis

158 Table 3 shows a summary of the sources' answers in the sub-focus of the role of political
159 party / external actor intervention in the appointment of leadership positions. In general,
160 many argue that the government and political parties jointly implement laws and play a role
161 in accordance with their respective needs. In the context of appointments, some see that
162 political parties have no role to play.

163

164 *Table 3. Summary of comparisons between answers and triangulation on the political party aspect*

No.	Questions	Answers	Triangulations
1	How is your opinion on the appointment of an employee or officer of the parties affiliated	25% believe that the appointment of the post of the existing regulations on the requirements, but in practice, there must be	Appointment PNS / ASN conducted nationally and professionally, not

No.	Questions	Answers	Triangulations
	with a political party contestation winner.	intervention from the winning party or volunteers. Impartiality of government bureaucracy to the political forces, especially the winner of contestation make the bureaucracy becomes sterile. Appointments are based on political closeness is a subjective decision and could lead to disharmony in the internal agencies, especially when in the agency provided employees more viable as an officer when viewed from the seniority factor, ladder, work experience, competence and education.	associated with any political party, and selection of PNS / ASN very tight. (Human Resources Officer)
2	What is the role of political parties in the implementation of bureaucracy?	According to its function, parliament involved in the budget planning process, the establishment of local regulations as the basis for implementation of the bureaucracy, as well as the evaluation and monitoring of performance of the bureaucracy. Political parties should have the domain of policy making and regulation formation, while the bureaucracy has the task of implementing policies / regulations that have been decided	

No.	Questions	Answers	Triangulations
		so that both must go hand in hand. If clear delineation of authority, duties and functions no problems, even going to make in running the government.	
3	How should the attitude of PNS towards political parties and how should a political party of bureaucracy	hey should be able to support each other, in a clear rules. ASN must remain focused on the execution of their duties and functions, and the political parties to focus on the policies and regulations for the welfare of the community, do not mutually interfere with one another.	
4	What do you think if your immediate supervisor appointed by political parties	50% believe there is no problem when the boss comes directly from a political party during the leadership of a professional and competent in the field of teaching. As many as 50% stated that even though their superiors came from a certain political party, they had to be obedient and loyal to their superiors wherever they came from, so that professionalism was more important in carrying out their duties not to choose and take sides.	

165 Source: data analysis

166 Table 4 below shows the answers of the participants regarding the sub-focus of the role of
 167 local knowledge in the appointment of leadership positions in the regional government of
 168 West Nusa Tenggara province. In this sub-focus, the researcher provides a grid of questions
 169 that are asked to informants: (1) What is known about local knowledge, the value of local
 170 knowledge in NTB Province that can help improve the work ethic of the bureaucracy; (2)
 171 what kind of local knowledge needs to be developed in the environment so that human
 172 resources are superior; (3) Do the Imtaq activities carried out every Friday morning in the
 173 first week and the third week of each month have a positive effect?

174

175 *Table 4. Summary of comparisons between answers and triangulation on aspects of local wisdom*

No.	Questions	Answers	Triangulations
1	In your opinion, what kind of value and local knowledge in Pemda NTB that can help improve the work ethic of the bureaucracy?	The entire informants understand the local wisdom, and the majority (65%) call it part of the culture of a society that can not be separated and are passed down from generation to generation. Local knowledge mutual meaningful <i>ajinan</i> mutual respect or mutual respect to pebedaan, appreciate their advantages and disadvantages of being owned by a person or group. While 35% of informants claim that religious values should continue to be developed in the working world.	In Peraturan Gubernur Nusa Tenggara Barat Nomor 14 Tahun 2017 Dan Peraturan Gubernur Nusa Tenggara Barat Nomor 25 Tahun 2014 concerning Environmental Work Discipline Article 9 paragraph (2): Every Friday in the first and third week, Imtaq activities are carried out at 08.30 WITA.
2	What local knowledge needs to be developed in the environment to	80% consider the values of local knowledge in the people of NTB that can help improve the work	

No.	Questions	Answers	Triangulations
	improve human resources capability.	ethic of the bureaucracy, namely devotion to God Almighty, mutual care, hard work, mutual cooperation, and <i>Majo Labu Dahu</i> (shame and fear), <i>Saling Ajinan</i> , and <i>Tatas Tuhu Trasna</i>	
3	Is IMTAQ activities conducted every Friday morning during the first week and third week of each month has a positive effect?	95% stated that imtaq has a very positive effect because it can remind and maintain the values of faith and devotion, especially those related to integrity as a civil servant that must be maintained.	

176 Source: data analysis

177 Table 5 shows the answers of the participants in the sub-focus of the relationship between the
178 sub-focus elements in supporting the implementation of public service tasks. In this sub-
179 section, informants are asked to give their opinion regarding (1) what factors an employee or
180 leader can support in providing public services so that the public feels satisfied; (2) What
181 factors determine community satisfaction from the results of ASN work; (3) Are the services
182 from your office / agency sufficient to answer the wishes of the community; (4) What are the
183 things that need to be fixed in the process of appointing a leadership official and giving
184 reasons.

185

186 *Table 5. Summary of comparisons between answers and triangulation on the relationship between*
187 *aspects*

No.	Questions	Answers	Triangulations
1	Which factors can support an employee or	Competence, expertise,	skills, knowledge,

No.	Questions	Answers	Triangulations
	leader in providing public services that satisfy the public community.	compliance office, the availability of facilities and infrastructure. An understanding of the task, behavior, communication techniques, speed in service becomes the main thing.	
2	What are the factors that determine people's satisfaction of the work of ASN	Openness, responsiveness and professionalism, communication and coordination skills, and punctuality and quality of service. 80% stated that integrity is a key factor in providing service satisfaction.	
3	Are the services from your office sufficient to answer the wishes of the community?	Informants from BKD states that it is sufficient to answer the wishes of society, especially in staffing services. Only education and health are still inadequate in terms of employment, and recognize that they must continue to be improved so that the public service is satisfied.	Informants from BKD states that it is sufficient to answer the wishes of society, especially in staffing services. Only education and health are still inadequate in terms of employment, and recognize that they must continue to be improved so that the public service is satisfied.

No.	Questions	Answers	Triangulations
4	what needs to be improved in the process of appointing a leadership official and provide the reasons.	Participants stated that the things that need to be improved in the process of appointment of acting leader is a test system and the competence team of examiners be comprised of practitioners, academics, bureaucracy to the area to be tested. ASN leaders / officials should be qualified with qualified intellectual ability; integrity and commitment to advancing the organization; have high dedication and discipline; maturity in acting and thinking, and nurturing each other.	

188 Source: data analysis

189

190 The results show that the fulfillment of competency requirements in the appointment of
191 leadership positions is ²³ in line with the Regulation of the Minister for Administrative Reform
192 and Bureaucratic Reform Number 38 of 2017 concerning ASN Position Competency
193 Standards which details competencies into technical competencies ³² in the form of knowledge,
194 skills, and attitudes / behaviors that can be observed, measured , and developed related to
195 technical positions, and West Nusa Tenggara Governor Regulation No. 46 of 2018
196 concerning Managerial Competency Assessment of State Civil Servants in the NTB Province
197 Environment which details competencies into integrity, cooperation, communication, results
198 orientation, public service competences, and so on. The informants emphasized the

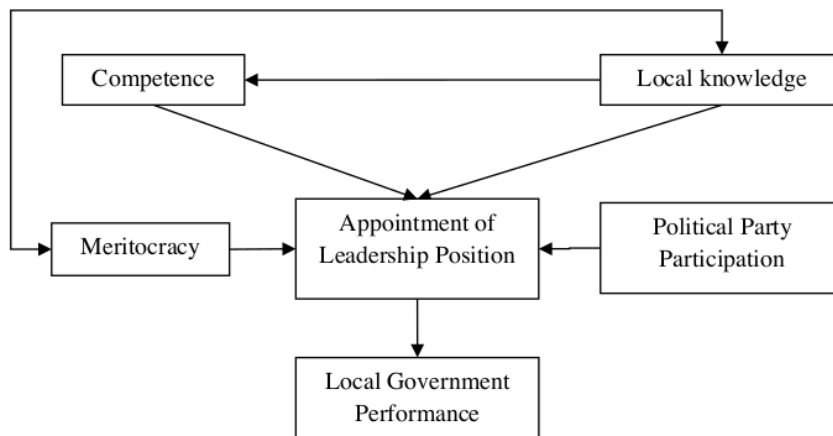
199 importance of knowledge and skills regarding duties and functions in the workplace,
200 especially those of a technical nature.

201 This study finds that the application of the meritocracy system in the appointment of
202 leadership positions does not take precedence over human resource skills. This means that the
203 informants view leadership selection more heavily on the pillars of efficiency and
204 effectiveness rather than seeing that the two things: efficiency/effectiveness and equality, are
205 two parallel things. This is indicated by achievement and formal education as criteria for
206 leadership rather than social equality. The reason given is that the educational background
207 determines the ability to do the task properly, make analytical decisions and depth, as well as
208 achieve the strategic objectives of the institution. However, the public administration system
209 ideal to have a balance in all the pillars, including the system of meritocracy (Dooley, 2020).
210 Rothstein & Sorak study (2017) comparing the code of conduct of public administration in 22
211 ³⁰ developed and developing countries (Canada, United Kingdom and United States) and found
212 that the principle of equal treatment irrespective of demographic differences found only in
213 Indonesia. This shows the importance of social equality pillar for Indonesia's diverse.
214 Unfortunately, this commitment is not reflected in the answers of the informants who
215 characterize the new public management system which only prioritizes professionalism and
216 service (Rothstein and Sorak, 2017). However, a complete system is one that balances the
217 values of traditional public administration (loyalty, reliability, legality, equality, impartiality,
218 integrity, and openness) with the values of the new public administration. The OECD
219 recognizes that balancing these two things is an effort that is difficult for a country to achieve
220 (OECD, 2000) while the scientific research literature is also purely descriptive, rather than
221 prescriptive on issues of social equality (Sabharwal, Levine, & Agostino, 2018).

222 Furthermore, this study shows that the role of political party intervention in the appointment
223 of positions is still relatively large with 25% of respondents stating that at the implementation
224 level, intervention from the winners or their volunteers is still a consideration in the
225 appointment of leaders. Surely this is not an issue if the parties objectively put the
226 bureaucracy according to its function as the executor of government administrators. That is,
227 the political parties are offering candidates a professional and competent leader position in
228 their respective fields. However, the politicization of the state civil apparatus remains a risky
229 step towards a technical level with lower competence that is almost universally perceived as
230 negative for government efficiency and public trust in government. This research also shows

231 that the speakers understand the meaning of local knowledge and see it as part of the culture
232 of the society that cannot be separated and binds across generations. In this case, the values of
233 the local knowledge of the people of Nusa Tenggara Barat described by the informants
234 include faith and piety to God Almighty, mutual compassion, hard work, mutual cooperation,
235 shame and fear (*Majo labu dahu*), and mutual respect and respect the differences, strengths,
236 and weaknesses of individuals or groups (mutual attachment). This research further shows
237 that faith and piety are considered indicators of integrity, and as many as 80% of the
238 informants said that integrity is the most important thing for someone in a leadership
239 position. Imtaq formalization has been carried out in a number of policies and therefore, the
240 role of local knowledge.

241 The relationship between these sub-focuses can be illustrated as in Figure 1. In this figure, the
242 position of the elements in the diagram is important. Local knowledge and competence have
243 the same position on the vertical axis because local knowledge is actually a form of
244 competence, in the sense of being a contributor to integrity, which is one of the competencies.
245 Meritocracy and political party participation are in the same position on the vertical axis
246 because they both discuss the issue of participation. Competence is higher than meritocracy
247 because as indicated by the research results, the appointment of leadership positions
248 prioritizes competence rather than the principle of equality. Local knowledge is also higher
249 than political party participation because political party intervention is relatively low
250 compared to local knowledge which is the main requirement. There is a back and forth
251 relationship between local knowledge and meritocracy because meritocracy is actually
252 embedded in the local knowledge of the people of NTB in the form of mutual values (mutual
253 respect and respect for differences, strengths and weaknesses of individuals or groups). This
254 is relatively common in a number of regions in Indonesia (Jumiati & Saputra, 2019). The
255 appointment of a leadership position boils down to the performance and achievements of the
256 local government.



257

258

Figure 1 The improvement Model for appointment of a leadership positions

259

260 **Conclusion**

261 Based on the analysis of data, found that 90% of appointed officials in leadership positions
 262 have to meet the standards of competence specified. The local government has also
 263 implemented a meritocracy system so that intervention by the parties prove difficult if not
 264 professional. Local knowledge is also partly implemented in the principles of faith and piety
 265 as well as integrity competence that underlies the appointment of leadership positions. In
 266 conclusion, the Government of Nusa Tenggara Barat can be quite good in considering aspects
 267 of competency, meritocracy, participation of political parties, and local knowledge in the
 268 appointment of the leadership positions.

269 This study recommends that local governments can improve a model for appointment of a
 270 leadership positions by supporting local knowledge and political parties. For politicians, the
 271 intervention of political parties in the bureaucracy as a necessity must be addressed with
 272 professionalism and still pay attention to fulfilling competency requirements, implementing
 273 the meritocratic system implementation, and preserving the positive values of the role of local
 274 knowledge in Nusa Tenggara Barat. For PNS / ASN, with the dynamics that continue to
 275 develop, especially the intervention of political parties, the adaptability of civil servants /
 276 ASN is very important, while still paying attention to meeting competency requirements,
 277 implementing the meritocratic system, and preserving the positive values of the role of local
 278 knowledge in Nusa Tenggara Barat.

279 **Acknowledgment**

280 This work was supported by the Regional Government of Nusa Tenggara Barat and the
281 Regional Senat . We are grateful the Governor of Nusa Tenggara Barat, Chairman of the
282 Regional Senat, Prof. Hamidah, and the reviewers of this journal for their helpful comments.

283

284 **Reference**

285 Adnan, M. (2013). Reformasi Birokrasi Pemerintahan Daerah Dalam Upaya Peningkatan
286 Pelayanan Publik. *Humanus*, 12(2), 196–203.

287 Bachri, B. S. (2010). Meyakinkan Validitas Data Melalui Triangulasi pada Penelitian
288 Kualitatif. *Jurnal Teknologi Pendidikan*, 10(1), 46–62.

289 Ban, C. (2014). Drawing the Line between Political Control and Politicization: An Analysis
290 of Public Administration Theory. In *annual meeting of NISPAcee* (pp. 1–13). Budapest.

291 Briggs, D., Cruickshank, M., & Paliadelis, P. (2012). Health managers and health reform.
292 *Journal of Management and Organization*, 18(5), 641–658.

293 Bulo, L., Ratulangi, M., Tangkere, A., Akib, H., & Jasruddin. (2016). Quo Vadis
294 Administrative Discretion. *Mediterranean Journal of Social Sciences*, 7(1), 25–30.
295 <https://doi.org/10.5901/mjss.2016.v7n1s1p25>

296 Cordella, A., & Tempini, N. (2015). E - government and organizational change : reappraising
297 the role of ICT and bureaucracy in public service delivery. *Government Information*
298 *Quarterly*, 32(3), 279–286. <https://doi.org/10.1016/j.giq.2015.03.005>

299 Creswell, W. (2007). *Qualitative Inquiry & Research Design: Choosing Among Five*
300 *Approaches*. Thousand Oaks: Sage Publications.

301 Dooley, T. P. (2020). Searching for social equity among public administration mission
302 statements. *Teaching Public Administration*, 38(2), 113–125.
303 <https://doi.org/10.1177/0144739419867121>

- 304 Haning, M. (2018). Reformasi Birokrasi di Indonesia: Tinjauan Dari Perspektif Administrasi
305 Publik. *Jurnal Analisis Kebijakan Dan Pelayanan Publik*, 4(1), 25–37.
- 306 Jumiati, & Saputra, B. (2019). Indigeneous Public Administration: Public Administration
307 viewed from Local Wisdom Perspective. *Advances in Social Science, Education and*
308 *Humanities Research*, 320(Icskse 2018), 19–24.
- 309 Khafid, S. (2017). Menjelang Pilkada NTB , Lima Pejabat Eselon II Dimutasi. Retrieved
310 September 7, 2020, from [https://nasional.tempo.co/read/899838/menjelang-pilkada-ntb-lima-](https://nasional.tempo.co/read/899838/menjelang-pilkada-ntb-lima-pejabat-eselon-ii-dimutasi)
311 [pejabat-eselon-ii-dimutasi](https://nasional.tempo.co/read/899838/menjelang-pilkada-ntb-lima-pejabat-eselon-ii-dimutasi)
- 312 Musa, S., Rahmat, & Ahmad, B. (2015). Analysis of Appointment and Placement of Officials
313 in Positions of Women in the Secretariat of Structural South Sulawesi Province. *Journal of*
314 *Research in Humanities and Social Science*, 17–21.
- 315 OECD. (2000). *Building Public Trust: Ethics Measures in OECD Countries*.
- 316 Osman, F. A. (2010). Bangladesh Politics : Confrontation , Monopoly and Crisis in
317 Governance. *Asian Journal of Political Science*, 18(3), 310–333.
318 <https://doi.org/10.1080/02185377.2010.527224>
- 319 Ostwald, K., Tajima, Y., & Samphantharak, K. (2016). Indonesia ’ s Decentralization
320 Experiment: Motivations, Successes, and Unintended Consequences. *Journal of Southeast*
321 *Asian Economies*, 33(2), 139–156. <https://doi.org/10.1355/ae33-2b>
- 322 Peters, B. G., & Pierre, J. (2004). *Politicization of the Civil Service in Comparative*
323 *Perspective: The quest for control*. London: Routledge.
- 324 Rober, M., & Schroter, E. (2004). *Governing the Capital — Comparing Institutional Reform*
325 *in Berlin, London, and Paris* (No. PRI-8).
- 326 Rothstein, B., & Sorak, N. (2017). *Ethical Codes for the Public Administration: A*
327 *Comparative Survey* (No. 12). Goteborg.
- 328 Sabharwal, M., Levine, H., & Agostino, M. D. (2018). A Conceptual Content Analysis of 75
329 Years of Diversity Research in Public Administration. *Review of Public Personnel*
330 *Administration*, 38(2), 248–267. <https://doi.org/10.1177/0734371X16671368>

331 ⁴ Setyowati, E. (2016). Merit System in Recruitment and Selection Process of Civil Servant
332 Candidate in Malang Indonesia (Implementation of Recruitment and Selection of Civil
333 Servant Candidate in 2010). *Journal of Administrative Sciences and Policy Studies*, 4(1), 83–
334 95. <https://doi.org/10.15640/jasps.v4n1a5>

335 ²⁰ Swedberg, R. (2003). The Case for an Economic Sociology of Law. *Theory and Society*, 32,
336 1–37.

337 ⁸ Umar, A., Amrin, Madani, M., Farida, U., Yusriadi, Tamsa, H., ... Misnawati. (2019). One-
338 Stop Service Policy as a Bureaucratic Reform in Indonesia. *Academy of Strategic*
339 *Management Journal*, 18(2), 1–12.

340 Young, M. (1961). *The Rise of the Meritocracy 1870-2033*. Mitcham, Victoria: Penguin
341 Books.

342

ORIGINALITY REPORT

15%

SIMILARITY INDEX

9%

INTERNET SOURCES

5%

PUBLICATIONS

12%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Universitas Negeri Jakarta Student Paper	2%
2	Submitted to University of Nottingham Student Paper	1%
3	Submitted to UniSadhuGuna International College Student Paper	1%
4	jurnal.unpad.ac.id Internet Source	1%
5	www.macrothink.org Internet Source	1%
6	Rashmi Chordiya. "Organizational Inclusion and Turnover Intentions of Federal Employees with Disabilities", Review of Public Personnel Administration, 2020 Publication	1%
7	Submitted to University of New South Wales Student Paper	1%

8	Internet Source	1%
9	Submitted to Curtin University of Technology Student Paper	<1%
10	sinta.ristekbrin.go.id Internet Source	<1%
11	Submitted to Universitas Diponegoro Student Paper	<1%
12	Submitted to Flinders University Student Paper	<1%
13	nasional.tempo.co Internet Source	<1%
14	www.cambridge.org Internet Source	<1%
15	gupea.ub.gu.se Internet Source	<1%
16	repositori.uin-alauddin.ac.id Internet Source	<1%
17	Submitted to eur Student Paper	<1%
18	download.atlantis-press.com Internet Source	<1%
19	epdf.pub Internet Source	<1%

20	journals.sagepub.com Internet Source	<1%
21	www.slideshare.net Internet Source	<1%
22	Submitted to liberty Student Paper	<1%
23	Submitted to Australian National University Student Paper	<1%
24	www.bsg.ox.ac.uk Internet Source	<1%
25	citation.allacademic.com Internet Source	<1%
26	mafiadoc.com Internet Source	<1%
27	Submitted to Laureate Higher Education Group Student Paper	<1%
28	Bulo, Laurens, Margaretha Ratulangi, Arody Tangkere, Haedar Akib, and . Jasruddin. "Quo Vadis Administrative Discretion", Mediterranean Journal of Social Sciences, 2016. Publication	<1%
29	repository.uksw.edu Internet Source	<1%

30

Internet Source

<1%

31

researchonline.nd.edu.au

Internet Source

<1%

32

repository.unhas.ac.id

Internet Source

<1%

33

"Electronic Government", Springer Science and Business Media LLC, 2018

Publication

<1%

34

doaj.org

Internet Source

<1%

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off