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The Role of Accountability and Transparency in Advancing Meritocracy in the Selection of State Officials

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ABSTRACT

In Indonesia, the meritocracy system is implemented through various bureaucratic reforms and human resource management in the public sector to overcome nepotism and primordialism. One of the primary keys in human resource management is the selection process, which can create professional Human Resources (HR). The strategy of the selection process must be based on qualifications to get the best candidates as a form of application of meritocracy. The application of meritocracy in the selection process is not only in attracting State Civil Apparatus, but also for selection in attracting and selecting State Officials. To get the best candidate, whose process is more acceptable to the public, as it can increase transparency and accountability by organizing a selection process. This study provides an example of how the accountability and transparency of meritocracy-based selection can be applied in organizing the selection of state officials. This research uses descriptive qualitative research methods with data analysis using research data sourced from interviews with informants, consisting of the secretariat of the selection committee and candidates for state officials who take part in the selection and document studies. The research results provide valuable insights into studies related to the organization of selection, especially State Officials, both inside and outside Indonesia.

Keywords: Selection, Meritocracy, Accountability, Transparency.

I. Introduction

Applying the merit system as the basis for personnel management, as implied in the State Civil Apparatus Law, provides hope for realizing accountable, transparent, and professional management of the State Civil Apparatus. This aligns with the objectives of bureaucratic reform that have been declared for over a decade towards a bureaucracy with good governance. One of the personnel management activities considered representative enough to discuss the application of the merit system is in the selection system for filling a position, be it the scope of ASN positions, Public Officials, or State Officials. The selection system currently held has been carried out with an open selection policy as mandated by Law Number 5 of 2014 concerning the State Civil Apparatus, where the purpose of open selection is to create an apparatus with quality and professionalism through the merit system. So far, the filling of government bureaucratic positions has been dominated by subjective considerations such as seniority, 'closeness' to superiors, 'likes or dislikes' or political 'orders', as revealed in several previous studies related to meritocracy (Herman, 2012; Nasir, 2009;



Halim, 2002). In addition, at a higher level, political intervention and kinship in a selection process have existed for a long time, better known as the patronage and spoils system. A more relevant mechanism for filling a position based on the values of accountability and meritocracy is the selection method. The proper selection method will produce the best choice. This is important because the State Apparatus, whether at the organizational/institutional scope or the organizational scope of a country, plays a vital and strategic role in running the wheels of the State government. The key to ensuring the objectivity of transparent and accountable selection lies in assessments that use clear/clear indicators and are conducted by a selection committee or assessment team that is independent, neutral, competent, and credible.

Transparency in this case is carried out openly, and everyone with administrative requirements is then allowed to register to fill the available vacancies, so the selection in its implementation uses the concept of Open System Recruitment. This is in line with the application of the merit system, which means that the selection process to occupy a particular position is carried out openly for those who meet the competency requirements of the position. Accountable where the selection process from start to finish can be accounted to the public by referring to the basic instruments of selection accountability, namely, by applicable laws and regulations. In addition, the selection process must ensure that it is not affected by certain interest factors. Is there a guarantee that if someone is selected and receives a good assessment in the selection, they can carry out their duties and functions excellently? Although this is not always the case, at least it reduces uncertainty from the start, that people who can complete a test well can be strongly suspected when carrying out their duties, will also succeed. The journey of the selection and recruitment system, the placement of officials in a particular position, and the need to realize a merit system and public transparency have led to changes in the model from time to time. However, when the need for professionalism, transparency, and merit is getting bigger, it does not massively change the mindset of staffing managers. In practice, loopholes continue to perpetuate the patronage and spoils system that has tended to be ingrained for hundreds of years. However, a broader system boundary is still needed to limit these practices with a clearer and more directed merit system foundation.

The selection system for state officials has not escaped the attention and discussion of the public. State officials are not the name of a particular structural position or functional position in a government organization, but only a designation for certain officials who carry out tasks to administer state affairs in a broad sense. The term state official is more inclined to group certain officials in implementing a regulation, especially regarding the rights, obligations, and prohibitions they must obey to facilitate mention in certain laws. Until now, there is no specific law regarding the procedure for filling state positions; the requirements and procedures for becoming a state official are usually only regulated in the law that is the legal basis for the existence of the position or organization/institution. For example, the requirements to become Chairman / Deputy Chairman and a Supreme Court Judge are in the Supreme Court Law. In contrast, the provisions regarding the requirements and procedures for filling the positions of regional heads such as Governors, Regents and Mayors are in the laws governing Regional Government, as well as for candidates for the leadership of the Corruption Eradication Commission are attached to the relevant rules in the laws and regulations related to the Corruption Eradication Commission. Similarly, the positions of other state officials are regulated in the provisions of the respective laws and regulations. Thus, it can be said that no one law explicitly regulates the requirements and selection process to become a state official. This is reasonable because the term state official itself does not have a uniform meaning in every law. In the spotlight and public concern is whether the selection process of state officials continues to implement the values of meritocracy, accountability, neutrality, and transparency. For example, the selection of candidates for the leadership of the KPK for the 2024-2029 term of office has just taken place. It has attracted public attention for its implementation, which has been criticized. Quoting the Tempo newspaper, which stated that the selection results sparked public excitement because some of the names that appeared on the shortlist had a record of striking problems, so the accountability of the selection committee was questioned (Tempo, 2024). In addition, according to Zaenur Rohman, a researcher at the Center for Anti-Corruption Studies at Gajah Mada University, as quoted in Suara.com, the Selection Committee (Pansel) for candidates for the leadership and

Supervisory Board of the KPK reflects political interests. "This selection committee reflects President Jokowi's political interest. The selection committee is not transparent, and this, in my opinion, is disappointing" (Suara.com, 2024). Based on this background, this research aims to reveal how the application of the merit system in terms of accountability and transparency affects the implementation of the state official selection system.

II. Literature Review and Hypothesis Development

Meritocracy is the idea that the selection and advancement of employees should be based on their skills, qualifications, and performance as individuals. This theory states that a sound recruitment system should ensure that only the best candidates are hired based on the results of their qualifications and work style, not based on personal or political connections. Many opinions are not based on this principle when selecting state officials. For example, the selection of KPK leadership candidates for the 2024-2029 term, according to the Anti-Corruption Civil Society Coalition, states that there are still candidates who have been and are still affiliated with political parties, have the status of active public officials, are entangled in legal cases, and are suspected of extortion. This problematic selection process raises various questions, especially how the screening process carried out by the Selection Committee allowed candidates with controversial track records to pass. In addition, this process leads to allegations of conflict of interest, which is not just a precursor to corruption, but a real form of corrupt behavior. Therefore, the Anti-Corruption Civil Society Coalition urges President Joko Widodo and the Selection Committee to ensure that candidates who pass each stage of the selection process are of integrity, aligned with the corruption eradication agenda, and free from personal and political interests.

The certainty of an appropriate selection process reflects the achievement of accountability. Accountability is one of the nine principles of good governance, and good governance is often interpreted as good governance. The State Administration Institute (LAN) (Joko Widodo, 2001) defines Good Governance as organizing State power to provide public goods and services. Furthermore, LAN emphasized that in terms of the functional aspect, governance can be seen from whether the government has functioned effectively and efficiently to achieve the goals that have been outlined or vice versa. According to LAN, good governance contains two meanings: first, values that uphold the wishes/will of the people, and second, values that can increase the people's ability to achieve the goals of independence, sustainable development, and social justice. Second, functional aspects of government that are efficient and effective in carrying out their duties to achieve these goals. According to LAN, Good Governance is the implementation of a solid and responsible State government that is efficient and effective by maintaining constructive interactions between the domains of the State, private sector, and society. In the Guidelines for Preparing Government Agency Performance Accountability Reporting (Raba, 2006) it is explained that accountability is the obligation to submit accountability or to answer and explain the performance and actions of a person / legal entity / collective leader of an organization to parties who have the right or authority to request information or accountability. Faisal Abdulllah (2009) argues that accountability is relevant to improving public bureaucracy and realizing public expectations. Realizing this seems to depend not only on the ability of the public bureaucracy to define and manage its expectations. However, that is why, in Good Governance, it is necessary to control the public bureaucracy to be accountable. In addition, accountability can be a means to account for managing and controlling resources in a public policy entrusted to it to achieve common goals through a periodic accountability mechanism. Based on several conceptual definitions related to accountability, the author concludes that accountability is one of the principles of Good Governance by making accountability reports on managing and controlling human resources and other resources to create good governance. To measure the accountability of each government activity, several indicators can be used as parameters, including:

1. Actions or activities carried out must be accountable to the community;

2. Accountability from state administrators must be carried out correctly and honestly supported by accurate and complete data and information;
3. Actions or activities must be accountable by laws and regulations.

In addition to using the 3 (three) general indicators above, the mechanism for assessing the implementation of accountability has also been regulated in the Decree of the Minister of State Apparatus Empowerment Number 26 of 2004 concerning Technical Instructions for Transparency and Accountability in the provision of public services, accountability in the provision of services includes:

1. Accountability of service performance
Accountability of service performance can be seen from a series of service processes, including clarity of rules (policies, laws, and regulations), compliance with service standards that must be accounted for, and community involvement to assess the implementation process also has an effect.
2. Accountability of service products or results
The accountability of the entire activity process also affects the final results issued. The right and appropriate products or services will be produced after all procedures are fulfilled.

The last principle in civil service reform is transparency, which must contain neutrality, especially in implementing a selection process. The principle of transparency in its presence significantly influences every activity of state administration. The existence of transparency aims to avoid fraudulent practices or abuse of power, as well as to maintain public trust. As the organizer and implementer of state affairs, the government must ensure transparency to fulfill public trust in the neutrality of the organization of public activities.

III. Research Method

This study uses a descriptive qualitative research method with data analysis using research data sourced from interviews with informants, consisting of the selection committee secretariat and prospective state officials who participated in the selection and document studies. The focus of the research is seen from how the process of implementing the selection of state officials in the case currently being raised is the selection of Candidate Leaders for the 2024-2029 term of office which is based on the principles of personnel reform where the principles of accountability and transparency of the implementation of meritocratic-based selection are prioritized in the implementation of the selection of state officials.

IV. Results and Discussion

A state official is a person who holds a position where what he does is a duty for the sake of the state. A minister, for example, assists the head of state so that the implementation of state duties runs smoothly. Likewise, a governor leading a region, whether a province, city, or district, will ensure that the region is controlled so that what he does is also in the state's interests. The important role of a state official in carrying out state duties is what makes the selection of a state official carried out in an accountable and transparent manner to get a figure who can make appropriate policies. Mistakes in implementing a policy will have a vast impact. That is why a state official's appointment requires special requirements. Thus, it can be said that because of the strategic position a state official must hold, a strict selection is needed for people who will occupy that position. According to Article 58 of Law Number 23 of 2023 concerning the State Civil Apparatus, the following are meant by State Officials:

1. Chairman, deputy chairman, and members of the People's Consultative Assembly;
2. Chairman, deputy chairman, and members of the People's Representative Council;
3. Chairman, vice chairman, and members of the Regional Representative Council;

4. Chairman, vice chairman, deputy chairman, and chief justice of the Supreme Court, and chairman, vice chairman, and judges of all judicial bodies except ad hoc judges;
5. Chairman, deputy chairman, and members of the Constitutional Court;
6. Chairman, deputy chairman, and members of the Audit Board;
7. Chairman, deputy chairman, and members of the Judicial Commission;
8. Chairman and deputy chairman of the Corruption Eradication Commission;
9. Ministers and ministerial-level positions;
10. Heads of Indonesian representatives abroad who hold the position of ambassadors extraordinary and with full powers;
11. Governor and deputy governor;
12. Regent/mayor and deputy regent/deputy mayor; and
13. Other state officials as determined by law.

One of the state officials mentioned in Law Number 23 of 2023 concerning the State Civil Apparatus is the Leadership of the Corruption Eradication Commission (KPK). The KPK is led by 5 (five) leaders who also serve as members. The membership of the KPK Leadership is then composed of 1 (one) Chairperson and 4 (four) Deputy Chairpersons. The KPK Leadership is a state official who is expected to be able to synergize in order to realize the duties and authorities of this institution. The KPK Leadership, in its work practices, works collectively, where this method requires that every decision taken by the KPK Leadership be approved and decided jointly (in full and involving the presence of all leaders) by all leaders. This is in line with the magnitude of the duties and authorities carried out by the KPK, so that it can prevent abuse of authority. To become a KPK Leader, several requirements must be met, including:

1. Citizen of the Republic of Indonesia;
2. Devout to God Almighty;
3. Physically and mentally healthy;
4. Hold a law degree or other degree with expertise and experience of at least 15 (fifteen) years in the fields of law, economics, finance, or banking;
5. Be at least 50 (fifty) years old and at most 65 (sixty-five) years old during the selection process;
6. Never committed a reprehensible act;
7. Be capable, honest, have high moral integrity, and have a good reputation;
8. Not be an administrator of a political party;
9. Not practicing his profession while being a member of the KPK; and
10. Declaring his wealth before and after taking office, according to the laws and regulations.

In the mechanism before appointing the KPK leadership, it is necessary first to conduct a selection to choose the KPK team. By the law's mandate, the President must form a selection committee tasked with selecting and determining the KPK's composition. This selection committee must consist of government elements and community elements. The selection committee that the President has selected will then begin the selection process, which begins with the announcement of the acceptance of candidates. After passing the announcement period, the selection committee will continuously open registration for the KPK camp for 14 working days. Regarding the names of the KPK members, by the law's mandate, it is necessary to ask for feedback from the community. After the selection committee selects and determines the names of the candidates, the selection committee will then submit the names to the President. The President will then submit the names of the KPK members that the Selection Committee has submitted to the House of Representatives within 14 working days. The number of candidate names submitted is twice the number of positions needed. Currently, there are 5 KPK leadership positions, so the names that must be submitted to the House of Representatives are 10 people. The following process will roll in the House of Representatives, where they will choose five people from the 10 names that have been submitted to become KPK leaders, with a

maximum period of three months from when the President submits the names. After the House of Representatives has conducted a fit and proper test on 10 KPK leadership candidates and selected 5, the House of Representatives must submit the names of those selected (as Chairman and Deputy Chairman) to the President to be appointed by Presidential Decree. The President will then determine the names the House of Representatives chose within a maximum of 30 working days. Before taking office, the candidates for the leadership of the Corruption Eradication Commission must first take an oath and/or promise before the President, after which the KPK Leadership is legally entitled to hold office.

The implementation mechanism is also regulated according to laws and regulations, which clearly state that after the selection by the Selection Committee, the names of the KPK leadership candidates will be submitted to the President. The President will then submit the names to the House of Representatives. The following process will roll internally in the House of Representatives. The selection process or mechanism in the House of Representatives is regulated in the House of Representatives Regulation on Rules of Procedure. The Rules of Procedure have stated that if laws and regulations determine that the DPR submits, gives approval, or provides consideration for candidates to fill a position, the DPR plenary meeting assigns the Deliberative Body to schedule and assign the discussion to the relevant commission (House of Representatives Regulation Number 1 of 2020 concerning Rules of Procedure.). In the rules of procedure of the House of Representatives, it is also regulated regarding the procedures for implementing the selection, and its discussion will be determined by the relevant commission (for the KPK Leadership, it will be discussed and handled by Commission III, which handles law, human rights, and security). The procedures usually carried out by the House of Representatives include:

1. Administrative research;
2. Delivery of vision and mission;
3. Fit and proper test;
4. Determination of the order of candidates; and/or
5. Notification to the public, both through print and electronic media.

After the election of the KPK leadership, the House of Representatives will send the names to the president, who will be appointed by Presidential Decree and sworn in before the president. When the legislative role is felt to be getting stronger, which is sometimes now more often called legislative heavy, the appointment of officials who must first obtain approval from the DPR, a fit and proper test is carried out. The DPR conducts the test in various ways that the procedure has determined. After the fit and proper test, the President inaugurates the person concerned as an official.

4.1. State Official Selection Implementation Process

Legislation has mandated the implementation of selection for each state official. In this case, to select KPK Leadership Candidates, the selection aims to recruit candidates worthy of carrying out the task. The selection mechanism for KPK Leadership Candidates is regulated in legislation. The division of stages in the selection can be described as follows:

1. Preparation Stages include the formation of a selection committee, preparation and determination of competency standards for vacant positions, and;
2. Implementation Stages include announcement of vacant positions, administrative selection, competency selection (Written Test, Profile Assessment, Interview, Health Test, and Track Record), and consultation with the House of Representatives (DPR).

The preparation stage, namely, forming a selection committee, must be done before conducting the selection. This Selection Committee will then serve as an extension for the President to select and determine

KPK leadership candidates before submitting them to the House of Representatives. The selection of the selection committee is the prerogative of the President, but it still refers to the elements that laws and regulations have regulated. The elements that must be present in the KPK Leadership Selection Committee's Membership consist of government and community elements. In practice so far, in selecting the Selection Committee, there is no standard rule regarding the number of members of the Selection Committee. However, the President chooses an odd number and still bases his choice on representation from government elements and community elements. In practice, the President always chooses 9 (nine) Selection Committee members appointed by the President through a Presidential Decree. The selection of the selection committee is again the prerogative of the President by considering the composition of the Selection Committee should also be considered, considering that this is also related to providing considerations in decision-making during the selection process, and with the various supporting factors, the Selection Committee is expected to maintain its independence and as far as possible not be affiliated with any party—furthermore, the preparation and determination of competency standards for vacant positions. Next, in the selection implementation stage, including the announcement of vacant positions, administrative selection, competency selection (Written Test, Profile Assessment, Interview, Health Test, and Track Record), and consultation with the House of Representatives (DPR). In the selection process to choose and determine the KPK Leadership Candidate, the selection committee interprets the tasks given in general by laws and regulations and Presidential Decrees into several selection stages, namely:

1. Selection Announcement

This announcement contains the administrative document requirements that must be met by KPK Leadership Candidate participants who will register under the provisions of laws and regulations. The Selection Committee disseminates this selection announcement through press conferences with the media, advertisements in the mass media, letters to agencies and institutions, and uploads it to the website of the Ministry of State Secretariat. In addition, in order to disseminate more massive selection information, the Selection Committee also carries out a series of socialization activities in regions in Indonesia. From the announcement, applicants will register for the selection. The registration process is completed 14 (fourteen) working days after the selection announcement.

2. Administrative Selection

Administrative selection is the third stage carried out by the Selection Committee, where the Selection Committee will check the suitability of the files of participants who have registered with the existing requirements. After being selected, for participants who are declared to have passed this stage, their names will be announced to the public, and at the same time, the request for public responses to these names will begin. To accommodate public responses, the Selection Committee appeals to the public to be able to submit public responses through the electronic application that has been provided.

3. Competency Selection

The competency selection consists of a Written Test, Profile Assessment, Interview, Health Test, and Track Record. The written test asks participants to answer questions that the Selection Committee has prepared. The questions tested are related to the KPK institution and knowledge of corruption. The selection committee then assesses this test and announces the names of prospective participants who have passed it to the public. Next, the Profile Assessment is a test to determine the suitability of prospective participants for the position they are applying for. The Selection Committee, in collaboration with the Independent Assessor Team, will first formulate the assessment components for the position being applied for, both in terms of potential and competence. Furthermore, the Independent Assessor Team will test the participants and map their abilities according to the agreed assessment components. Then, a health test is conducted to determine whether prospective participants are physically and mentally healthy. The health test consists of a Medical check-up, drug-free, and psychiatric tests. The health test is conducted simultaneously with the interview and public

test stages. At this stage, which is held openly, the Selection Committee will first listen to participants' ideas related to the KPK and then ask questions directly to participants. The Selection Committee, as interviewers, is also assisted by 2 (two) invited panelists whom the Selection Committee has appointed. The aspects asked are related to the participants' competence, integrity, independence, motivation, experience, cooperation, and personality. In addition, at this interview stage, confirmation of the track record results that the selection committee has obtained for the participants is also carried out. This interview is held openly with reviewers from practitioners and academics, and mass media journalists also cover it. After going through a series of selection stages, the Selection Committee will select and determine the names of candidates who will be submitted to the President

4.2. Accountability and Transparency of the State Official Selection Process

Accountability is a principle that states administrators must be accountable for every activity and the final result of activities. This accountability is carried out to the community, because the community is the holder of the highest sovereignty as regulated in the provisions of existing laws and regulations. Based on this definition, the core of the principle of accountability emphasizes that all activities of state administrators must be accountable to the people. Accountability requires that all activities and final results be reported and accounted for to the community correctly and honestly, supported by correct and complete data/information. The application of this accountability is important considering that all activities carried out by the government have a significant influence or impact. In addition, all government activities are also funded by public money, so all activities and results must be accountable. Activities, including failures and successes, must be reported in order from the beginning to the end. Thus, if an error occurs in implementing government activities, the public can sue using the principle of accountability, and state administrators or apparatus must be prepared to be sued/prosecuted if there is a failure experienced due to their deliberate/negligence. In the selection process for filling the KPK Leadership position, all stages must be accountable for their results to the public. The Selection Committee must be accountable to the President, who gave the mandate or task. This accountability is not only limited to submitting the names of the selected KPK Leadership candidates but also includes a report on all activities during the selection. This accountability report is given to the President after the Selection Committee's term of office. The selection committee secretariat assists the selection committee in preparing the accountability report. In addition to the report for the President, the Selection Committee also prepares a report that will be given to the House of Representatives during a hearing, and a fit and proper test process is carried out. Before conducting a fit and proper test within the House of Representatives, if needed, the House of Representatives can summon the Selection Committee to explain the implementation of the selection that has been carried out. However, summoning the selection committee is not an obligation for the House of Representatives. However, this is important because the hearing between the selection committee and the House of Representatives can be a manifestation of accountability for implementing the selection to the people, who in this case are represented by the House of Representatives.

Furthermore, the principle of transparency or openness emphasizes the obligation of the State/Government to open itself to the public's right to obtain access to correct, honest, and non-discriminatory information while still respecting the protection of personal, group, and state secret rights. Transparency provides space and opportunity for the public to exercise their rights to obtain data or information (statements) that are correct, complete, and accurate (can be trusted to be true), related to the activities and results the government achieves. In addition, transparency also demands honesty from state administrators or apparatus in providing information without favoritism. However, they must also pay close attention to personal, group, and state secret rights matters. The principle of openness essentially emphasizes providing the opportunity to obtain information from related parties regarding the process and results of their activities. Overall, the selection stages have been transparently implemented. This is shown through the announcement of participants who have passed the selection at each stage of the selection. From the announcement stage, administrative selection, written tests, and profile assessments were announced widely through press conferences, press releases, publications on the Ministry of State Secretariat's website, and mass media advertisements. This aims to ensure that the public is aware of the selection process and monitors the implementation of the selection. This kind of openness of information is a form of transparency in

implementing the KPK Leadership selection. All stages of selection from each selection implementation are always announced, and the public can access the information widely and openly. This is a form of transparency in the selection implementation. Also paying attention to public participation in the selection process, by the laws and regulations mandate, access is opened for the public to enter public responses to the names that the Selection Committee has announced. The public can freely respond to the names of selection participants that have been announced. Responses can be in the form of recommendations or support, or negative sentiments that develop in the community towards the names that have been announced. Public responses through the channels provided by the Selection Committee will then be collected by the Selection Committee Secretariat and reported periodically to the Selection Committee. The selection committee will read the public responses on the names of prospective members of non-structural institutions. This public response will be one of the materials used when conducting open interviews. It will be a consideration for the Selection Committee when selecting and determining the best KPK Leadership candidates.

The selection process also prioritizes the principle of neutrality, which is one of the key factors in maintaining professionalism and integrity in implementing public services, especially in selection. The principle of neutrality is important to ensure that public services run objectively and without political influence. It also helps to prevent conflicts of interest and ensures that policies and decisions taken by the government are based on what is best for its citizens. The principle of neutrality can also help prevent practices detrimental to democracy, such as nepotism and corruption.

V. Conclusion

Selection is one of the mechanisms that can be used to get the best position, which can be more accepted by the public because it is more transparent, accountable, participatory, and fair to find the right person in the correct position. As a form of public accountability, a manifestation of efforts to form good governance, it is appropriate that an important public position at the level of state officials must be tested for suitability and propriety. If viewed conceptually, supporting factors have been seen, including the growing public opinion that the appointment of state officials must be transparent. The essence of holding the selection is to produce officials who have sufficient capability, competence, and integrity to be placed in a position/position that is right so that they can carry out their duties more effectively, with quality, and efficiently, which can later produce quality public services. In addition, the impact of holding the selection is to prevent abuse of authority by people who do not have the criteria that have been set in the recruitment of officials in each government agency and it is hoped that in the future it can resolve the problems of corruption, collusion, and nepotism in a government position. In order to achieve and ensure the implementation of standard selection standards, it is necessary to create regulations (can be in the form of a Presidential Regulation) that explicitly regulate the procedures and methods for implementing selection, especially in the selection of state officials because the regulations on the selection of state officials are still limited to referring to the respective regulations attached to the position. This regulation can be used as an indicator for assessing transparency and accountability in the implementation of the stages of selection for filling positions of members of non-structural institutions.

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