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ARTICLE

An Overview of Research Trend on Merit System in Indonesia and International Practices

A Bibliometric Analysis and Visualization

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Abstract: This study intends to examine how the development of research related to the merit system in Indonesia and international practices. Bibliometric analysis is used to determine the dynamics of the research topics discussed related to the merit system through keywords that appear in the Scopus database until January 7, 2022. Visualization from bibliometric based on co-authorship, co-occurrence, and citation using VOSviewer 1.6.16. This study showed 485 articles had been filtered through the criteria of Open Access, Article, English, and Journal. Six of the 485 articles discussed various aspects of the merit system in Indonesia. In Co-authorship, there are eight of 23 clusters written by more than two people collaborating; the United Kingdom is the highest number of articles published, while Indonesia also appears in the visualization but does not collaborate with affiliated authors from other countries. In co-occurrence, 22 clusters of 1,503 keywords emerge, and 234 meet the threshold. The meritocracy item has the highest link and total link strength, but this item was published on average around the year 2018. In terms of citation, eight of the ten most-cited documents were published more than the last ten years, while the other two documents were published in the last eight years. The document of Pratto f. 1994 was the highest citation document and became an important article related to the merit system discussing social dominance orientation which looks at inequality in social groups.

Keywords: bibliometric analysis; merit system; Scopus database; VOSviewer

1. Introduction

Reform is an effort that aims to increase the government's work capacity so that the government is better at minimal cost (Peters, 2018). In a broader scope, it is often interpreted as modernization and changes in society to realize social and economic transformation (Farazmand, 2002). These efforts and goals are driven by social demands and values, conflicts between community groups, industrial development, and ideological and political changes (Killian, 2008). A similar goal is also a policy of the Indonesian government, one of which is the arrangement of the human resource management system for the apparatus to improve the quality of governance. This arrangement is an unavoidable necessity considering the role of the bureaucracy as an essential and vital development instrument (Turner & Hulme, 1997) and service providers to the community (Bach & Wegrich, 2019). Its implication is the necessity to be able to realize a high-performing bureaucracy. In the Indonesian context, the performance of the bureaucracy is reflected in the Government Effectiveness Index, as shown in Figure 1.
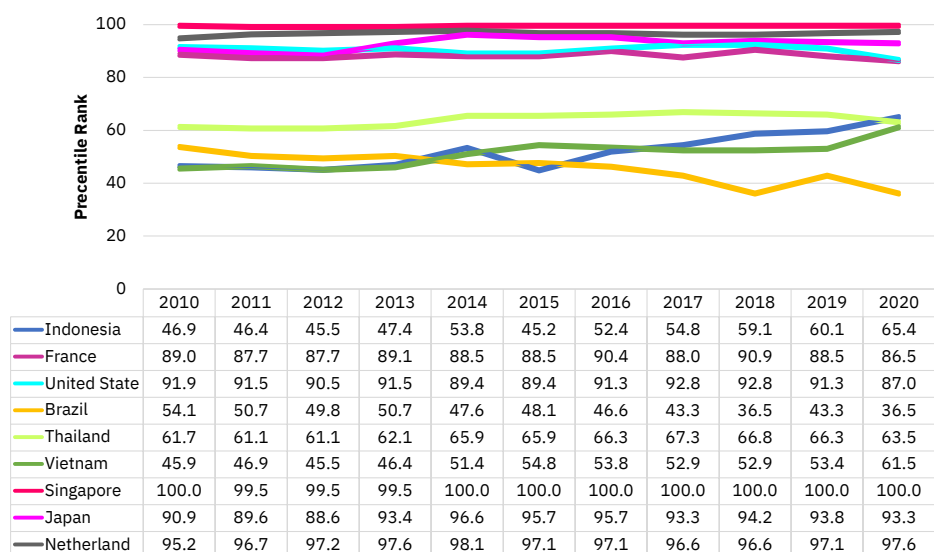

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Indonesia	46.9	46.4	45.5	47.4	53.8	45.2	52.4	54.8	59.1	60.1	65.4
France	89.0	87.7	87.7	89.1	88.5	88.5	90.4	88.0	90.9	88.5	86.5
United State	91.9	91.5	90.5	91.5	89.4	89.4	91.3	92.8	92.8	91.3	87.0
Brazil	54.1	50.7	49.8	50.7	47.6	48.1	46.6	43.3	36.5	43.3	36.5
Thailand	61.7	61.1	61.1	62.1	65.9	65.9	66.3	67.3	66.8	66.3	63.5
Vietnam	45.9	46.9	45.5	46.4	51.4	54.8	53.8	52.9	52.9	53.4	61.5
Singapore	100.0	99.5	99.5	99.5	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Japan	90.9	89.6	88.6	93.4	96.6	95.7	95.7	93.3	94.2	93.8	93.3
Netherland	95.2	96.7	97.2	97.6	98.1	97.1	97.1	96.6	96.6	97.1	97.6

Figure 1. Indonesian and Some Countries Government Effectiveness Index

Source: Adapted from The World Bank (2020)

Comparing the Government Effectiveness Index of eight countries in Figure 1, there are at least three trends of Government Effectiveness Index. First is the trend of being reaching the most Government Effectiveness. Singapore, Netherland, Japan, the United States are examples of such countries, and Singapore is the only country that has successfully kept the highest level of effectiveness for the last seven years. The second trend comprises the countries showing the higher government effectiveness yet experiencing a declining trend. The United States and France are examples of such trends besides Brazil, whose government effectiveness is still low, namely 54.1 in 2010 and downgrading to 36.5 in 2020. Finally, Indonesia, Vietnam, and Thailand represent the third trend. Those three countries have increasing progress, although in terms of effectiveness level are still in the middle group. In considering all trends above, it can be said that Indonesia gradually, but slowly, experiences an increasing level of government effectiveness. By having an effectiveness level of 46.9 in 2010 and for the next ten years reaching a bit higher level, that is of 65.4 in 2020, Indonesia averagely makes progress in government effectiveness around 18.5% annually with an average level of 57.7.

Such data of Indonesia's annual government effectiveness shows the insignificant development of the Government Effectiveness Index in the last ten years, indicating the absence of progressive changes and challenges in establishing a world-class Indonesian bureaucracy. These challenges prompted the birth of a bureaucratic reform policy that made the application of the merit system one out of the three

priority programs in the apparatus sector in the government's work plan in 2020. The description of the implementation of the merit system in Indonesia in 2020 can be seen from the merit system index, which is divided into four categories, namely very good, good, poor, and bad. Of the 34 provinces, three provincial governments are in the very good category, ten are in a good category, three are poor, two are bad, and sixteen other provincial governments have not yet been assessed (Komisi Aparatur Sipil Negara, 2020a). The still few provinces that are categorized as very good and good in implementing the merit system in more detail can be explained by the tendency of increasing merit system violations in the 2015-2019 period, namely, from 122 violations in 2015 to 247 violations in 2019 (Komisi Aparatur Sipil Negara, 2020b).

One form of merit system violation is filling positions in government agencies based on the spoil system (Ginting & Daeli, 2012). When the merit system is recognized through prioritizing the ability factor and explicitly discourages the use of political affiliation (Shafritz, Jr., 2018), the spoil system is characterized by patronage, which implies that the holder of a winning political office gets the free right to appoint people in government and public organs (Stančetić, 2020) with implications for the use of positions for personal gain (Berman & Rabin, 2008), and the occurrence of a very large public crime (Curtis, as cited in Stančetić, 2020). Furthermore, the practice of the spoil system results in the strengthening of bureaucratic incapacity (Hyde & Shafritz, 2017) in carrying out their duties and can then become a driving force for abuse of authority or even corruption (Fathurrohman, 2021). In practice, the bureaucratic pathologies can be seen in the form of corruption committed by regional heads who require some money for appointing or her staff in a position. Procedurally, the appointment process follows statutory provisions, but substantially, all decisions have been designed and determined from the start, following the direction of the regional head. In 2019, there were 95% cases of buying and selling positions within the local government at the district/city level and 89.5% at the provincial level.

Violations of the merit system can also be seen from the placement of civil servants in several regions not based on a merit system, occurring when the civil service commission as supervisors for implementing the merit system has already been formed. These serious obstacles are further exacerbated by regional heads who ignore civil service commission recommendations in the placement of their officials. For example, in 2020, there were 131 recommendations of the civil service commission in 67 local governments that were ignored (Farisa, 2020). Along with this, there are facts that regional heads hold mutation without getting civil service commission recommendation first (lenterasultra.com, 2019; Redaksi Lombok Post, 2020; Wahyudi, 2021; Wijoto, 2019; Winarno, 2012). Finally, implementing a merit system also faces the aversion to merit system institutionalization, which occurs at the national level and by the people's representative institutions. Such resistance is reflected in the bill on amendments to the civil servant law, initiated by the legislative, one of its articles that regulates the dissolution of the civil service commission (Kartika, 2021).

Obviously, the merit system is still facing many violations. This can also be noticed from several previous studies that have published research on the same topic but with a different focus, including the implementation of a merit system (Chairiah et al., 2020; Dwiputrianti, 2018; Faiz et al., 2020; Grindle, 2010; Noors, 2019; Nurmaya & Febrina, 2021; Putra et al., 2020; Rakhmawanto et al., 2019; Setyowati, 2016), and institutionalization of meritocracy practices (Parrado & Salvador, 2011). This study used a bibliometric analysis which become a trend in recent years (Moral-Muñoz et al., 2020). This can be seen from 72.7% of the 28,898 Scopus documents that used bibliometrics in the last ten years, namely from 2013-2022, consisting of articles, conference papers, review results, conference reviews, and reports dated January 3, 2022. Up to now, there is no research published in the Scopus database related to the merit system using the keywords "bibliometrics" and "human resources management," as shown in Figure 2.

Figure 2. Research Gap and Novelty Based on Bibliometric Data
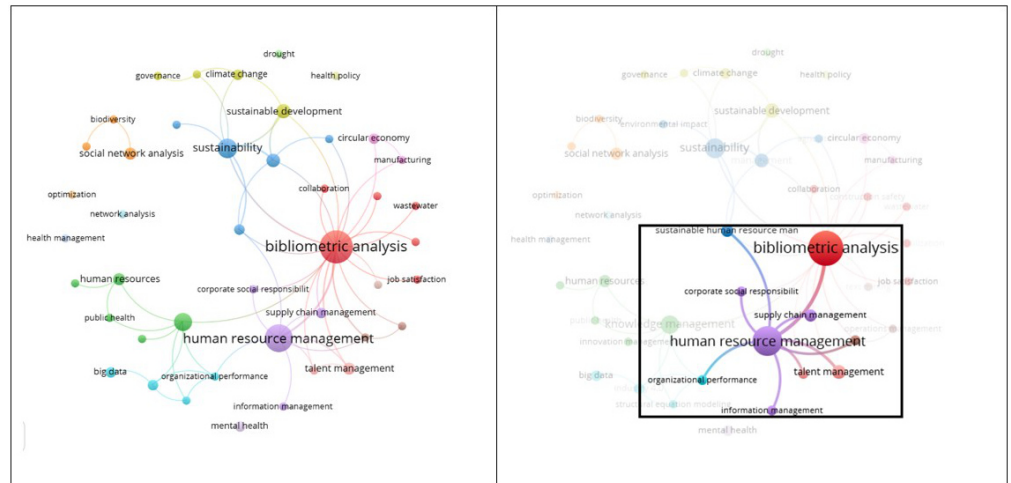
Source: VOSviewer, 2022

Figure 2 on the left side shows a network visualization of relationships between the research topics as a whole, while the right side of Figure 2 shows the position of this research. This figure mentioned that the use of bibliometrics is still on human resources management in general. Precisely, using both keywords, there is no keyword of merit system that emerges in this network. Therefore, this study aims to examine how the development of research related to the merit system in the Indonesian case juxtaposed with the progress in international practices based on co-authorship (author and country), co-occurrence (author keyword in networking and overlay visualization), and citation (document) using bibliometric analysis.

2. Methods

For scientific mapping, this study employs bibliometric analysis, which uses bibliographic data from a publishing database (Belussi et al., 2019; Wang et al., 2022; Zupic & Čater, 2015) to analyze how documents link to one another (Zupic & Čater, 2015), evaluate an article (Abramo et al., 2011; Appio et al., 2014; Cameron, 2005; Zupic & Čater, 2015) as well as being an essential complement to researchers' analytical abilities (Appio et al., 2014). The bibliometric data in this study uses the Scopus database, which is not only one of the world's largest curated abstracts and citation databases and provides complete author and institutional profiles of scientific articles (Baas et al., 2020), but also it covers multidisciplinary (AlRyalat et al., 2019) and contains data for all authors in cited references making author-based citation and co-citation analysis more accurate (Zupic & Čater, 2015).

To search for articles in the Scopus database, the writer determines the appropriate keywords through trial and error. Determining these keywords is important because they represent the standpoint of two or more authors, indicate trending topics of the research, answer questions such as the most cited document, and the overlay of the topic (Pesta et al., 2018). These keywords are then used to develop research about the merit system. In this study, the search for articles in the Scopus database dated January 7, 2022, using keywords including TITLE-ABS-KEY ("merit system" AND Indonesia); TITLE-ABS-KEY ("Merit System" OR meritocracy* AND Indonesia); TITLE-ABS-KEY ("merit system"), TITLE-ABS-KEY (meritocracy); TITLE-ABS-KEY (meritocracy OR "Merit System"); dan TITLE-ABS-KEY (meritocra* OR "Merit System") AND (LIMIT-TO (OA, "all")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO(LANGUAGE, "English")) AND (LIMIT-TO(SRCTYPE,"j")). In these keywords, the terms AND and OR are used. "AND" means only documents that contain words linked that will appear in the search, and "OR" means documents that will appear in the search are those containing one of the words linked by OR (Scopus Search Guide,
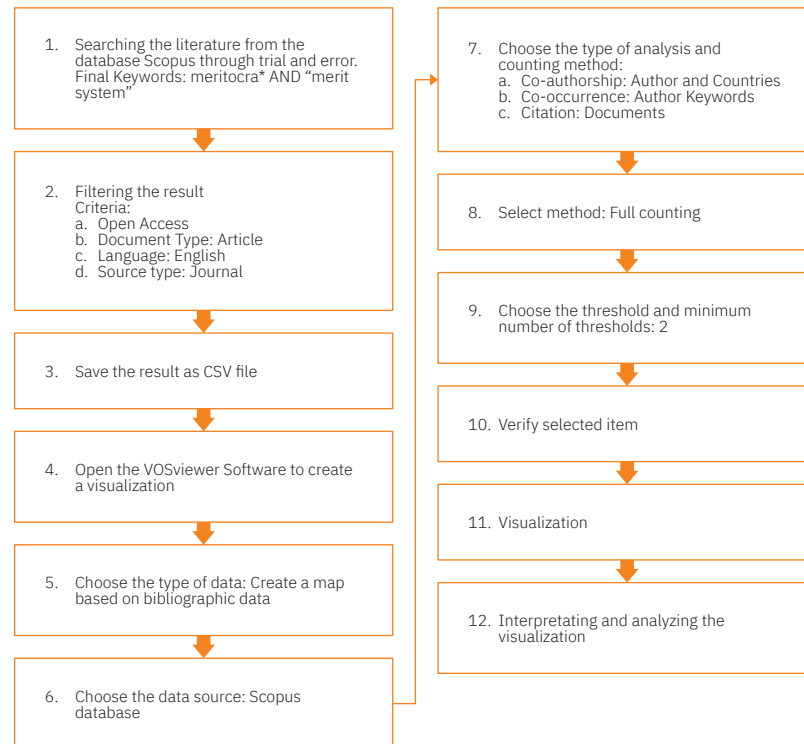
Figure 3. Data Collecting and Visualization Steps

1. Searching the literature from the database Scopus through trial and error. Final Keywords: meritocra* AND "merit system"

2. Filtering the result
   Criteria:
   a. Open Access
   b. Document Type: Article
   c. Language: English
   d. Source type: Journal

3. Save the result as CSV file

4. Open the VOSviewer Software to create a visualization

5. Choose the type of data: Create a map based on bibliographic data

6. Choose the data source: Scopus database

7. Choose the type of analysis and counting method:
   a. Co-authorship: Author and Countries
   b. Co-occurrence: Author Keywords
   c. Citation: Documents

8. Select method: Full counting

9. Choose the threshold and minimum number of thresholds: 2

10. Verify selected item

11. Visualization

12. Interpretating and analyzing the visualization

n.d.). These search steps are depicted in Figure 3, showing bibliometric analysis visualization using VOSviewer. It is one of the popular tools for visualization and freely available computer programs for creating and viewing bibliometric maps, networks, and clustering documents (Appio et al., 2014). In Figure 3, steps one to three relate to searching for articles using keywords in the Scopus database, while steps four to 12 relate to visualization using VOSviewer.

In the process of forming a network through VOSviewer, this research uses the full counting method instead of the fractional counting one. The difference between these two methods is in the strength of the link (van Eck & Waltman, 2018); full counting indicates that each type of analysis has the same link weight (MacDonald & Dressler, 2018) while fractional counting does not. Full counting is utilized in each type of analysis and visualization of co-authorship, co-occurrence, and citation in this study.

3. Results and Discussion

Based on the results of a literature search using the Scopus database related to the merit system, a number of documents have been found as Table 1.

Table 1. Search Result Based on the Keywords

No	The Keywords	Total Documents
1	"Merit System" AND Indonesia	4
2	"Merit System" OR Meritocra* AND Indonesia	9
3	"Merit System"	243
4	Meritocracy	1,752
5	Meritocracy OR "Merit System"	1,994
6	Meritocra* OR "Merit System"	2,841

Source: Scopus Database, 2022

From the various keywords used and the search results obtained, in this study, the keywords used to analyze and visualize writing developments related to the merit

system are "Meritocra* OR "Merit System" with search results of a total of 2,841 documents. Meanwhile, nine documents are merit system-related publications in Indonesia using keywords "Merit System" OR Meritocra* AND Indonesia. Furthermore, those documents filtered using the criteria in Table 2 resulted in research developments related to the merit system, as shown in Figure 4.

Table 2. Search Result after Filtered

No	Filter Criteria	Total Documents
1	Open Access	688
2	Article	2,040
3	English	2,621
4	Journal	2,317

Source: Scopus Database, 2022

After filtering with the criteria of open access, document type, language, and document source, 485 articles were obtained. From the results of these findings, the development of the publication of the article related to the merit system in various countries shows that since 1984 - January 7, 2022, it has continued to increase. During the last 11 years, from 2011 to 2021, there were 441 articles, or 91% of the total number of articles published regarding the merit system. This also shows that publications related to the merit system still allow for continuous research considering that the average annual publication is only 12.8% for 38 years. During that period, the highest number of articles was published in 2021, namely, 84 articles (Figure 4).
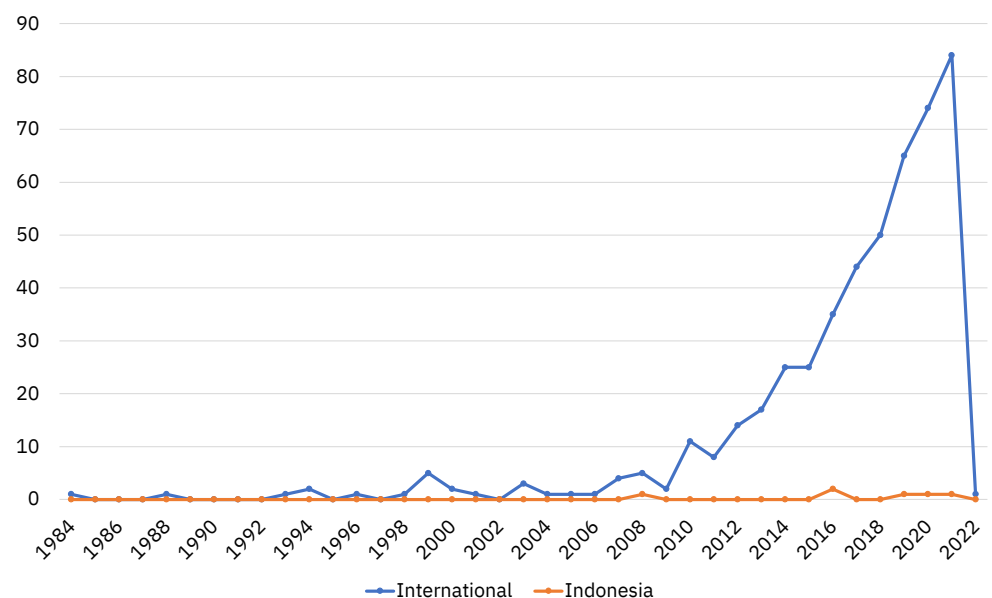

Figure 4. Research Developments Related to Merit System

Source: Scopus Database, 2022

Of the 485 articles found, six of them discussed various aspects of the merit system in Indonesia, including leadership, especially female leaders at Indonesian universities (Sakhiyya & Locke, 2019; Wijaya Mulya & Sakhiyya, 2021); police corruption in Indonesia, and four other Asian countries (Quah, 2019); patronage practice of local head election in 2015 (Ngusmanto, 2016); horror film about people's beliefs that are unruly but seem meritocratic (Harvey, 2008); and organizational management model for civil servants (Febriansyah & Athory Ramdlany, 2016). Of these six articles, only one was published more than ten years, while the other five were published in the last ten years. It means that the articles about the merit system in Indonesia increased in the Scopus database recently.

3.1. Development of Research Related to Merit System Based on Co-authorship

3.1.1. Author

Co-authorship is used to measure the collaboration of the unit of analysis in the form of author, organization, and country (Zupic & Čater, 2015). In this part, the writer focuses on the Co-authorship visualization with the author's unit of analysis. By analyzing co-authorship, the writer intends to show the strength of social ties between authors (Zupic & Čater, 2015). Figure 5 show such social ties among the authors.
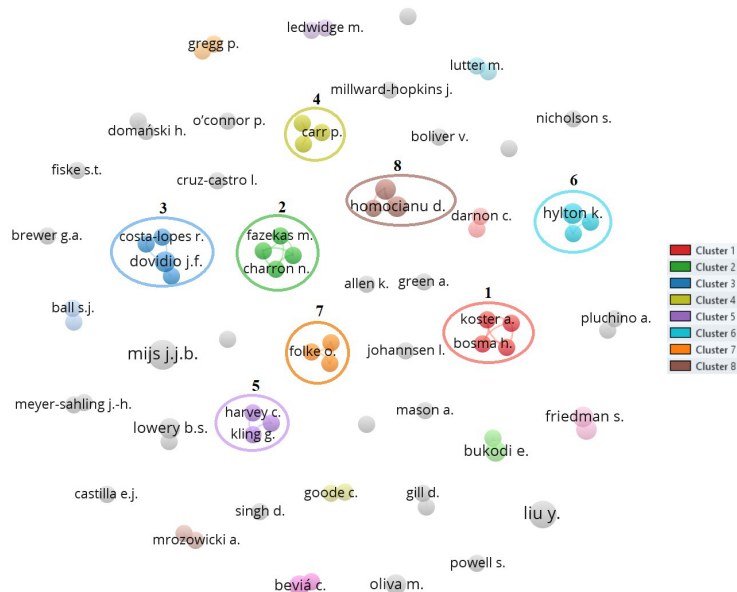

Figure 5. Co-authorship Visualization Based on Author

Source: VOSviewer, 2022

In this study, there were 1,046 authors, and 78 met the threshold, with the minimum number of author documents being two. In Figure 5, there are 44 clusters shown of the same color on the connected items of the 78 author items as a whole. This cluster is formed when one author collaborates with another author. From 44 clusters, there are 23 clusters with more than one author, eight of them written by more than two people as marked with circles and numbers in each circle. The numbering indicates the authorship of author rank from greatest to least. For instance, number 1 shows cluster 1, which consists of four collaborating authors who discuss inequality in health (Simons et al., 2013); Cluster 2 numbered with the number 2 publishes article on bureaucratic meritocracy impact (Charron et al., 2017). Cluster 3 is marked with the number 3 discussing social inequality legitimacy (Costa-Lopes et al., 2013). Cluster 4 is marked with number 4, which consists of three authors discussing the relationship between taxes and income inequality in a meritocracy (Carr et al., 2019). Cluster 5 discusses the path to power from the perspective of the corporate elite (Maclean et al., 2014). Cluster 6 discusses disparities in a critical examination of the racial and gendered processes perpetuating sports coaching inequalities (Rankin-Wright et al., 2019). Cluster 7 discusses preference votes and political promotions (Folke et al., 2016). The last, cluster 8 published about examining the patterns of job satisfaction in people over the age of 50 (Homocianu et al., 2020). Meanwhile, publications of articles related to the merit system in Indonesia are only written by one to two authors, so they are not included in the cluster circled in Figure 5.

3.1.2.Countries

Co-authorship based on the country is a collaboration between authors who are seen from which country they are affiliated. Based on the visualization results from VOSviewer, there are 68 Countries, and 41 meet the thresholds from collaborating authors.

Figure 6. Co-authorship Visualization Based on Country
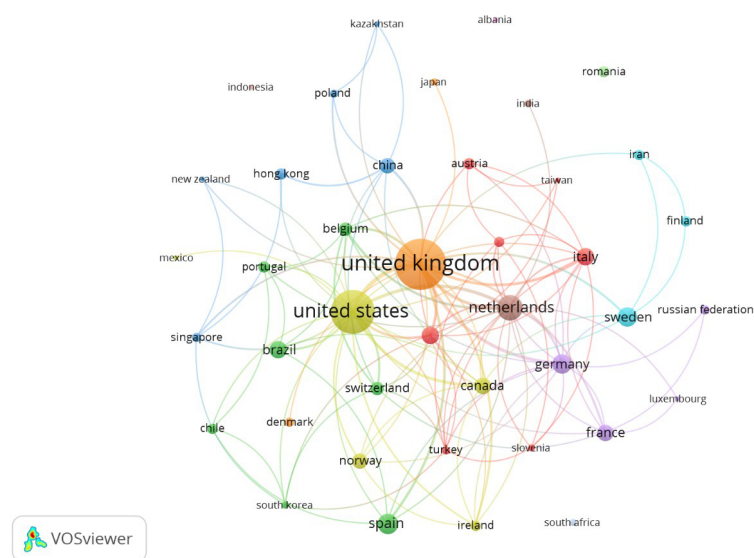
Source: VOSviewer, 2022

Figure 6 shows the items that mark the country names of the author affiliations that collaborate on publishing the article dealing with merit systems. The bigger the item, the more articles published by that country.

Table 3. The Top 10 Countries Collaborate in Publishing Articles Related to the Merit System

No.	Country	Number of Documents
1	United Kingdom	146
2	United States	109
3	Netherlands	37
4	Spain	23
5	Sweden	22
6	Germany	21
7	Australia	18
8	Italy	17
9	Brazil	17
10	Canada	16

Source: VOSviewer, 2022

Table 3 shows the ten countries with the highest number of articles published to the Scopus database regarding the merit system. Six out of the top 10 countries located in Europe are based on location, such as the United Kingdom, Netherlands, Spain, Sweden, Germany, and Italy. The three countries located in America are the United States, Brazil, and Canada. The rest is Australia is from the Australian continent. In this case, Indonesia is also included in the visualization in cluster 10, but it has no link and total link strength. It means that articles published by affiliated writers in Indonesia do not collaborate with writers from other countries and have no

connection with keywords written by authors from other countries. Based on the information of the countries that collaborate give us a deeper understanding of the geographical background of the concept and situation of publication (Anand et al., 2021).

3.2. Development of Research Related to Merit System Based on Co-occurrence of Author Keyword

3.2.1. Networking Visualization

Figure 7. Network Visualization

Source: VOSviewer, 2022

Figure 7 shows a network visualization which established from keyword co-occurrence; network visualization analyzes the number of keyword appearance frequencies in each article abstract and title (MacDonald & Dressler, 2018). In the network visualization, there is an item. The size of this item indicates the number of publications (Fujs et al., 2020). In this network visualization, the keyword co-occurrence in VOSviewer was set at a minimum of two occurrences. So, of the 1,503 keywords, there are 234 meet the threshold. One hundred fifteen items belong to 22 clusters in this network visualization of co-occurrence based on author keywords. This item appears in the articles' title, abstract, and keyword.

Cluster 1 contains 12 agent-based models, career development, cultural capital, distributive justice, effortless achievement, elites, gender, human capital, intersectionality, one-child policy, social capital, and talent. Cluster 2 contains 11 citizenship, economic inequity, egalitarianism, gender discrimination, gender equity, innovation, job satisfaction, leadership, legitimacy, segregation, and social change. Cluster 3 contains 11 items, including elite careers, ethnic inequality, income inequality, morality, political economy, redistribution, social class, social mobility, education inequality, unemployment. Cluster 4 contains ten clientelism, corruption, culture, economic development, governance, individualism, management, merit system, politics, and power. Cluster 5 contains ten items: attitude change, bureaucracy, capitalism, decentralization, nepotism, new public management, patronage, poverty, public administration, and public policy. Cluster 6 contains eight items: efficiency, election, intergenerational mobility, nationalism, populism, recruitment, social status, and voting. Finally, cluster 7 contains eight items: capabilities approach, discourse, habitus, higher education policy, inclusion, resistance, social inequality, and social justice.

Cluster 8 contains eight educational institutions, meritocratic beliefs, meritocratic perceptions, privilege, selection, social stratification, socioeconomic status, and the welfare state. Cluster 9 contains seven items, namely equality, equity, fairness, income, intelligence, justice, and status. Cluster 10 contains six items, decision-making, employability, inequity, meritocracy, parentocracy, and self-respect. Cluster 11 contains four administrative reforms, affirmative action, ideology, and motivation. Cluster 12 contains four items: Confucianism, democracy, political meritocracy, and well-being. Cluster 13 contains four items: attitudes, Covid-19, inequality, and trust. Cluster 14 contains two items, including authority and elite education. Cluster 15 contains two items, namely accountability and evaluation. Cluster 16 contains two items, namely debt and social welfare. Finally, cluster 17 to 22 contains one item for each cluster, namely discrimination, identity, internationalization, public opinion, region, and life satisfaction.
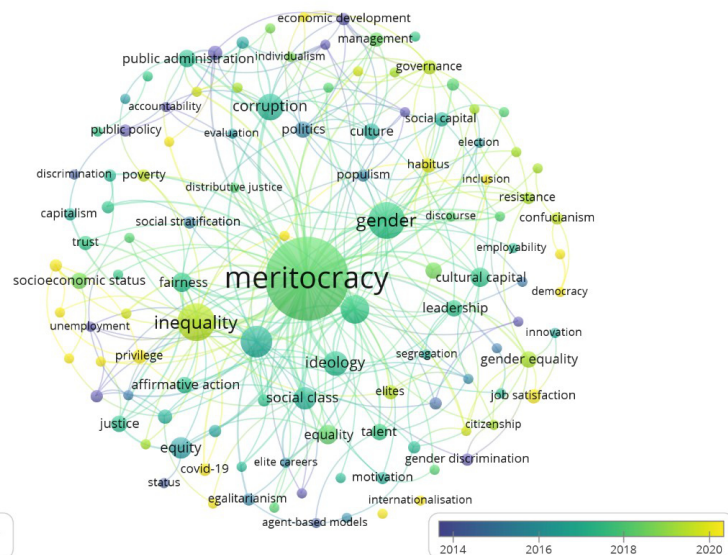
3.2.2. Overlay Visualization

Figure 8. Overlay Visualization

Source: VOSviewer, 2022

Overlay visualization of keywords (Figure 8) indicates early and late appearances of keywords in publications (Fujs et al., 2020). Although the meritocracy item has the highest link and total link strength, the published article of this item is on average around the year 2018. In this study, the writer divides the year of article publication into two groups. Group 1 is the average publication in the last three years, namely, 2019-2022. Group 2 is the item with an average publication year before 2019.

The items are belong to group 1 that have 80 items covering agent-based models, career development, cultural capital, distributive justice, effortless achievement, gender, human capital, intersectionality, social capital, talent, economic inequity, egalitarianism, gender discrimination, innovation, leadership, legitimacy, segregation , education, elite careers, ethnic inequality, income inequality, morality, political economy, redistribution, social class, social mobility, unemployment, clientelism, corruption, culture, economic development, individualism, management, merit system, politics, attitude change, bureaucracy, capitalism, nepotism, patronage, public administration, public policy, election, intergenerational mobility, nationalism, populism, social status, voting, discourse, social inequality, social justice, educational institutions, selection, social stratification, socioeconomic status, equality, equity, fairness , intelligence, justice, status, decision making, employability, meritocracy, self-respect, administrative reform, affirmative action, ideology, motivation, trust,

authority, elite education, accountability, evaluation, debt, social welfare, discrimination, identity, public opinion, and life satisfaction.

Group 2 has 35 items covering elites, one-child policy, citizenship, gender equity, job satisfaction, social change, socioeconomic inequality, governance, power, decentralization, new public management, poverty, efficiency, recruitment, capabilities approach, habitus, higher education policy, inclusion, resistance, meritocratic beliefs, meritocratic perceptions, privilege, internationalization, a welfare state, region, income, inequity, parentocracy, attitudes, Covid-19, inequality, Confucianism, democracy, political meritocracy, and well-being.

3.3. Development of Research Related to Merit System Based on Citation
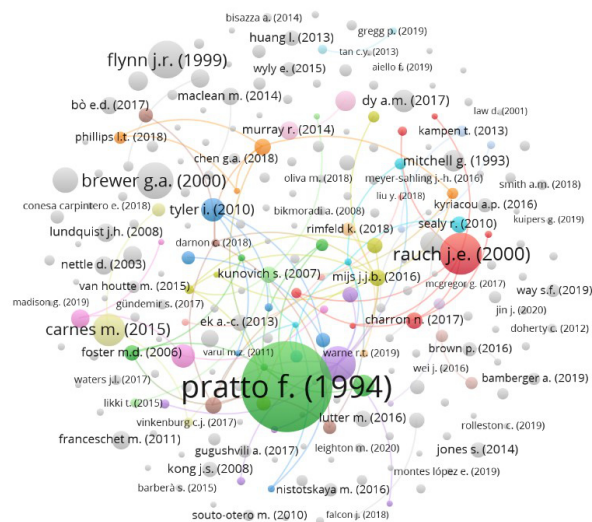
3.3.1. Documents

Figure 9. Citation Visualization Based on Document

Source: VOSviewer, 2022

Citations are used as a measure of influence, usually presented in the form of top-N lists of the most cited studies, authors, or journals in the field (Zupic & Čater, 2015). In this study, the writer only sees the development of research trends concerning merit systems based on the document (Figure 9). The more the article is cited, the more important the article is as a reference (Zupic & Čater, 2015) The minimum number of document citations is two, so from the 485 existing documents, 328 meet the threshold. The ten documents with the highest citation numbers are listed in Table 4.

As seen from Table 4, eight of the ten most-cited documents were published more than ten years, while the other two were published in the last eight years. The top 10 of this article are social dominance orientation which looks at inequality in social groups (Pratto et al., 1994); bureaucratic structure and performance in 35 less developed countries (Rauch & Evans, 2000); the meritocratic hypothesis that IQ genes will become substantially associated with social class (Flynn, 1999); evaluating and forecasting the effectiveness of organizational performance (Brewer & Selden, 2000); the meritocracy paradox in organizations (Castilla & Benard, 2010); the impact of a gender bias intervention on the institution (Carnes et al., 2015); reactions of Black, Latin, and Indian women in science class (Johnson, 2007); gender inequality (Gill, 2014); and how ethnicity influences academic ability in school in the Netherlands (Van De Werfhorst & Van Tubergen, 2007). By setting the minimum number of document citations are two, from the 485 existing documents, there are 328 that meet the

No.	Document's Name	Number of Citations
1	pratto f. (1994)	2,629
2	rauch j.e. (2000)	451
3	flynn j.r. (1999)	358
4	brewer g.a. (2000)	335
5	Castilla e.j. (2010)	311
6	Carnes m. (2015)	257
7	Johnson a.c. (2007)	150
8	Tyler i. (2010)	121
9	Gill r. (2014)	120
10	Van de werfhorst h.g. (2007)	112

Source: VOSviewer, 2022

threshold. At the same time, articles related to the merit system in Indonesia are not included in the network visualization in Figure 9. This means that the number of citations from six documents that discuss the merit system in Indonesia is still below number two.

4. Conclusion

The merit system is a common practice internationally to ensure the implementation of effective and efficient government. Nevertheless, this study was not to look at the merit system practices or evaluate the merit system policy, but to see how the research trend related to the merit system in Indonesia and international practices using bibliometric analysis and visualization. This study showed 485 articles had been filtered through the criteria of Open Access, Article, English, and Journal. Six of the 485 articles discussed various aspects of the merit system in Indonesia. In Co-authorship, there were eight of 23 clusters written by more than two people collaborating; the United Kingdom was the highest number of articles published, while Indonesia also appears in the visualization but does not collaborate with affiliated authors from other countries. In co-occurrence, 22 clusters of 1,503 keywords emerge, and 234 meet the threshold. The meritocracy item has the highest link and total link strength, but this item was published on average around the year 2018. In terms of citation, eight of the ten most-cited documents were published more than the last ten years, while the other two documents were published in the last eight years. The document of Pratto f. 1994 is the highest citation document and became an important article related to the merit system discussing social dominance orientation which looks at inequality in social groups.

The limitations of this study were only from one database, namely Scopus, with only a few open access articles. Therefore, further research is recommended to conduct a bibliometric analysis of various databases so that it can complete the meaning of research developments related to the merit system, which benefits for the government to make policy formulation, implementation, and evaluation of bureaucratic reform policies more effective, especially concerning the merit system.

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