A social media study: the state civil apparatus commission's online presence

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Abstract The State Civil Apparatus (ASN) Law exists as a bureaucratic reform movement to strengthen institutions. One of which is the formation of the State Civil Apparatus Commission (KASN) to monitor and evaluate ASN management. This enthusiasm is present in filling high bureaucratic positions not based on a merit system that is in addition to the issue of bureaucratic politicisation, which refers to violations of the code of ethics. Still, regarding this issue, the urgency of KASN is often questioned to the point of discussing its dissolution. Thus, this research examines the existence of KASN using qualitative methods with a descriptive approach, using primary data obtained from KASN's Twitter social media account with the username @KASN_RI by capturing it using Ncaputre software with data results from 2017-2021. For data analysis, the researchers used Software Nvivo 12 Plus with the Word Cloud tools menu, limited to 100 display words with three minimum lengths. Research findings show that KASN is more active in providing information on Twitter social media regarding merit system policies, neutrality, and ASN codes of ethics and behaviour. This is in line with the findings, which show that the words that frequently appear are KASN and ASN. Then, to increase the visibility of information, mention working partners, including the PANRB and BKN ministries. Then, the hashtags used are varied, but their use does not explicitly indicate a related event, so the hashtag function is not utilised correctly.

Keywords: human resources management; information studies; social media twitter; state civil apparatus commission; state civil apparatus

INTRODUCTION
Meanwhile, in reforming the state apparatus bureaucracy, four (4) institutions became pillars in managing the State Civil Apparatus- *Aparatur Sipin Negara* (ASN) under the authority of the President of the Republic of Indonesia. Non-ministerial government institutions include the State Civil Service Agency- *Badan Kepegawaian Negara* (BKN), State Administration Agency -*Lembaga Administrasi Negara* (LAN), and the State Civil Apparatus Commission- *Komisi Aparatur Sipil Nehara* (KASN), as well as the Ministry of Administrative Reform and Bureaucratic Reform-*Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi* (Kemenpan RB) (Agung Kurniawan & Suswanta, 2021). The State Civil Apparatus Commission came from the spirit of bureaucratic reform to implement a merit system, which was legalised into Law Number 5 of 2015 concerning State Civil Apparatus (Yasa et al., 2021).

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Previous laws in State Civil Apparatus Management implementation include recruitment, appointment, placement, and promotion of positions in the state civil apparatus. The implementation of management has not been based on comparing competencies and qualifications possessed by candidates following good governance.

The purpose of establishing KASN is to monitor and evaluate the implementation of ASN policies and management. This is partly because the merit system has not been fully implemented to change and improve the performance of the public sector in Indonesia (Mubin & Roziqin, 2018). KASN, under this mandate, has developed indicators to improve the bureaucratic system from a spoil system to a merit system. The ASN Law has laid a solid foundation for changing the management of the state civil apparatus from an administrative and rule-based approach to a performance-based approach (Prasetya, 2017). Internal problems in the personnel system such as recruitment, remuneration and rewards, performance measurement, promotion, supervision, and external problems such as the co-optation of political parties against government officials are considered to contribute to the state apparatus (Iqbal, 2017).

Like other communication platforms, social media has various benefits that are both positive and negative. The positive value of social media is used as a medium of communication and dissemination of government information to the broader community. The negative value of social media, on the other hand, is spreading information that is not responsible for hoaxes (Susanto, 2017). The existence of social media platforms such as Facebook, Twitter, Path, and Instagram have helped people get the latest information about events around them or the wider environment. Twitter or currently known as 'X' can be used to disseminate various information that can be used as a communication tool and uploading photos and writings. In Twitter one can use the hashtag or the pound sign '#' as a Twitter feature to designate and make it easier for a topic to be discussed, as well as identify one topic with another (Sapul et al., 2017).

In this way, KASN can utilise Twitter's social media as an information medium to campaign for implementing the merit system and the principles and code of ethics for ASN behaviour. This is nothing new in the use of social media by government institutions for example , Idris's research (2018) revealed that government social media is one of the disseminators of information where two-way communication occurs. In addition, during the 2012 tsunami, Indonesian government agencies used Twitter to collaborate with individuals to deliver early warning messages, increasing their efficiency in public information services (Hu, 2019). Meanwhile, Liu & Xu's (2019) research shows that during the 2012 Hurricane Sandy disaster in the United States, government agencies used Twitter to engage citizens in developing public services. However, they selectively involved residents, peer government departments, and media agencies. Therefore, using social media as a communication platform can help ensure that information is conveyed to the public promptly and effectively (Putri Pratiwi et al., 2021).

Apart from that, the information disseminated quickly via social media by an institution also shows its online presence highlighting results and information that are deemed significantly beneficial to the society (Criado & Villodre, 2022; Song & Lee, 2016). Thus, there is relevance related to this research because the existence of KASN tends to be underestimated in discussions that will be eliminated. Therefore, the purpose of this study is to see how the existence of KASN in the management of the state civil apparatus and the use of social media, Twitter, for KASN to brand existence in carrying out its role, functions, and powers. So, the research question is how does KASN exist on Twitter social media in providing information? What are the tendencies of interactions using Twitter social media by KASN? Thus, this research offers novelty in looking at KASN from the perspective of social media Twitter and its overall authority. The emphasis on the novelty of this research is compared to previous research, for example, the study conducted by Rakhmawanto (2015); the results of the research show an emphasis on the authority and objectives of KASN in addition to highlighting the effectiveness and overlapping authority with BKN. Almost in line with research conducted by Susanti et al. (2020), which focused on the status or position of KASN in ASN management. Another study also revealed the same thing but from a legal perspective to look at the position of KASN (Adrie, 2018; Hidayah, 2023; Muklis, 2021).

METHODOLOGY

The research method employed in this study is a system and procedure that must be followed during scientific research and development; thus, this study uses qualitative research methods. The definition of qualitative research is intended to describe existing phenomena, both natural and human engineering, with a focus on the characteristics, quality, and interrelationships between activities (Pratama et al., 2022; Putri Pratiwi et al., 2021). The basis for the choice of descriptive qualitative research method for this research refers to previous language and literature testing so that the research discussion will be more in-depth, starting from design and continuing with management and interpretation so that it will be easy to understand. Thus, the research results can provide an understanding of the behavioural phenomenon of the research object, which is contextually related to the existence of KASN towards ASN management, which is linked and continued with the use of Twitter social media users as a medium that shows existence through providing relevant information or policies that have relevance. So, this study uses a descriptive qualitative approach by analysing the social media activities of the State Civil Apparatus Commission on Twitter with the username @KASN_RI. The selection and determination of the research object on KASN social media is one part of the HR management of the State Civil Apparatus, which is regulated in Law Number 5 of 2014 concerning State Civil Apparatus. The first step was to capture the @KASN_RI home page using the Ncapture tool as a third party in collaboration with Nvivo 12 plus. The results of Ncapture captured 1703 tweets with a timeline of April 2017-December 2021 regarding KASN's Twitter social media activity. However, researchers need to emphasise that the Ncapture tool's weakness is that it cannot capture all tweets and does not have a filter feature for specific criteria that users want.

The next step is to analyse research data using Nvivo 12 Plus software or the Q-DAS (Qualitative Data Analysis Software) method, which is currently attracting the attention of many researchers. Meanwhile, the Word Cloud tool was selected based on the frequency and percentage of words in the data set that refer to the keywords that appear most frequently and to display the mentions and hashtags most frequently applied in the research data set to visualise the data more efficiently and well (Baharuddin et al., 2022; Chawla et al., 2023; Sukarno & Mutiarin, 2023; Wahyuni et al., 2021). The analysis step with the word cloud tool begins by exporting a PDF file from the Ncapture results into Nvivo 12 Plus, then continues with the explore menu with the word frequency tool with a limitation of 100 display words, with three minimum lengths. In addition to the data obtained through Twitter social media, this research also applies a literature study to support research findings or as supporting data, and some supporting data are obtained from literature such as journals, books, and others such as online media, official government websites, circulars, laws, and regulations. Laws and regulations related to research.

RESULTS AND DISCUSSION

The State Civil Apparatus Commission, abbreviated as KASN, is a non-structural institution independent and free from political intervention. KASN is necessary to solve problems and challenges that must be resolved immediately in the bureaucratic reform agenda (Furqon, 2020). The purpose of the establishment of KASN is to enhance the capabilities of ASN employees, which includes PNS (Civil Servant), PPPK (Government Employees with Work Agreements), and members of the Army and Police who are assigned professional ASN positions, perform well, provide fair and neutral services and can be the glue and unifier of the nation (Jayanti, 2019).

The organisational structure of KASN consists of 7 people: five as members and one deputy chairman concurrently a member, and a chairman concurrently serving as a member, for a term spanning to five years and that can only be extended for one term. In addition, in carrying out its duties and authorities, KASN is assisted by a secretariat established by Presidential Regulation Number 118 of 2014 regarding the Secretariat, HR System and Management, and KASN Financial Management and Responsibilities (Undap, 2021) The ASN Law mandates KASN to implement basic norms, codes of ethics, and ASN code of behaviour, as well as implement a merit system in the field of ASN policy and management in government agencies. This supervision is intended to help ASN become more professional and trustworthy.

Meanwhile, implementing a merit system means that ASN will be managed based on qualifications, competencies, and individual performance will be assessed based on their abilities regardless of political affiliation, race, colour, religion, origin, gender, marital status, age, or disability. Maintaining the neutrality of ASN personnel, managing the professional growth of

ASN, and reporting to the President on monitoring and evaluating the implementation of ASN management policies is an essential responsibility of KASN (Rakhmawanto, 2020) This is intended to complete the workload tasks; ASN can focus on their duties and functions in serving the community. In addition to these responsibilities, KASN can oversee the entire process of filling the High Leadership Position (JPT). The organisation of the agency selection committee, notification of vacancies, implementation of selection, the nomination of candidate names, determination, and inauguration of high-ranking officials are part of the supervisory process. The authority of KASN is regulated in article 32 of the ASN Law.

Some presidential powers are delegated to policy, professional development, and ASN management. The delegation given to KASN relates to the authority to monitor and evaluate the implementation of ASN policies and management to ensure a merit system and supervision of applying principles and codes of ethics and ASN code of conduct. Next, (State Administration Agency) is given the authority to review ASN management policies, provide education and training, and develop ASN. Meanwhile, the National Civil Service Agency (BKN) is given the authority to provide guidance and conduct ASN Management, supervision, and control over implementing norms, standards, behaviour, and criteria (Justianto et al., 2015).

However, policies in employee utilisation and policies related to the preparation of work plans for KASN, LAN, and BKN in the field of ASN management are held by the Ministry of PANRB. So far, the existing institutions between the Ministry of PANRB, BKN, LAN, and the Ministry of Home Affairs often overlap in managing the human resources of the apparatus. For example, in the PANRB ministry, there is a deputy for HR. In LAN, there is a deputy for the Apparatus training program, all of which have the same function as the development of the HR apparatus (Alynudin & Rawinarno, 2018). As a Non-Structural Institution, KASN is tasked with ensuring that the management of ASN follows a merit system; this is based on the poor management system of ASN, not following the merit principle, low competence, bureaucratic politicisation, and discipline, as well as ASN neutrality (Rosiadi, 2019)

KASN states that it concentrates on forming a merit system, namely the placement of civil servants based on credentials, competence, and performance. In the period of direct regional head elections, the open election of high leadership positions (JPT) is a way to limit political interference and increase professionalism. When there is an open selection, it is hoped that all employees who meet the standards will have the same opportunity (Rahmi et al., 2020). Social media such as Facebook and Twitter have bridged the transparency of filling public positions through the CPNS and JPT selection processes by publishing information ranging from announcements to placements (Harman Akbar Tullah et al., 2023; Hussain, 2014; Setyowati, 2016; Shadiq & Karim, 2023). Currently, social media is called the fifth pillar of democracy (Muslikhin et al., 2021). It is the basis for researchers to research the existence of KASN in socialising the merit system through social media, such as Twitter (Figure 1).

Figure 1. The word that appears most often on social media
Source: Word Cloud Nvivo 12 Plus (2024)

Since the formation of KASN based on Law Number 5 of 2014 concerning State Civil Apparatus, which was stipulated on 15 September 2014, in the first year of 2015 as the first step to enter the realm of social media, Twitter and until the end of 2021 has tweeted as many as

4,076 tweets, this shows social media activity KASN's Twitter is more active than @LAN-RI's social media Twitter with 3,654 tweets. However, it is less than the Twitter social media of @BKNGoid with 26,000 Tweets. The research findings show that the KASN branding on social media is quite massive; from the results of the word frequency, the word that appears the most is 'KASN', with a weight of 2.95%. Throughout 2021, the reflection that can be drawn on the existence of KASN is carrying out a pilot project for the Measurement of the Maturity Index for the Application of Basic Values, the Code of Ethics, and the ASN Code of Conduct or IM-NKK, together with 4 ministries, 4 institutions, and 8 local government agencies.

The four ministries are the Ministry of Religion, Ministry of Agrarian and Spatial Planning/National Land Agency, Ministry of Finance, Ministry of Transportation. At the same time, the 4 institutions are the Food and Drug Supervisory Agency (BPOM), the National Cyber and Crypto Agency (BSSN), the National Archives of the Republic of Indonesia (ANRI). At the same time, the eight local government agencies are Aceh Province, West Java Province, Yogyakarta Special Region (DIY), Bali Province, DKI Jakarta Province, Riau Province, Bangka Belitung Province, and North Maluku Province. These government agencies were selected based on the availability of internal regulations related to the NKK, the availability of the Code of Ethics Council (MKE), and the merit system assessment (Humas KASN, 2021b). Closing the end of 2021, KASN will hold a 'Meritocracy Award' to appreciate implementing a sustainable merit system by government agencies in Indonesia. On that occasion, as many as 57 government agencies were included in the 'good' category, and only 24 agencies received the 'very good' category.

It occupies the following position with the most 'ASN' frequency word with a weight of 1.40%. This shows that ASN is an integral part of public services, government, and specific development tasks. The ASN Law legalises the ASN profession so that it is prohibited to become members and administrators of political parties to maintain the neutrality of ASN and to ensure the integrity, cohesiveness, and unity of ASN, and can focus all attention, thoughts, and energy on the responsibilities given. Therefore, it is necessary to implement and supervise KASN related to Neutrality, the application of the Merit System, and the ASN Code of Ethics. Among the reasons for this supervision is the frequent occurrence of political intervention in the bureaucracy in Indonesia (Cooper, 2021).

Furthermore, the word 'implementation' has a frequency of 0.90%, while the word 'supervision' weighs 0.71%. These two words are closely related to the merit system and NKK, applied by ASN. While the word 'supervision' relates to the function and authority of KASN monitoring and evaluating the implementation of policies and ASN Management to ensure the realisation of the Merit System and supervision of the implementation of the NKK. KASN supervision includes filling positions in the ASN environment, ASN professional development, and ASN neutrality. The public can report violations of the merit, neutrality and NKK system by ASN through the website www.lapor.kasn.go.id. The report was released at the end of 2021, which KASN released; there were violations of the code of ethics and discipline by ASN, such as corruption cases that dragged 2,496 people, while related to violations of fundamental values and ethics 148 people, then neutrality violations dragged 1,588 people.

Regarding the occurrence of these violations, KASN made a breakthrough through the Maturity Index-NKK, which took place from 15 April to 13 December 2021 which had four criteria, namely– provision of internal policies, institutionalisation and externalisation, internalisation processes, enforcement, system sustainability (Humas KASN, 2021b). IM-NKK as a preventive supervision model plays a strategic role and gradually strengthens the positive character of ASN, builds organisational culture, encourages democratisation of the bureaucracy, supports a meritocratic platform to realise bureaucratic reform. From 2019 until the end of 2021, KASN released the results of the assessment of the application of the merit system in government agencies; the merit system assessment in 347 government agencies with the majority presentation results had not succeeded in getting scores in the good category (Biro Komunikasi Publik Kementerian PUPR, 2021).
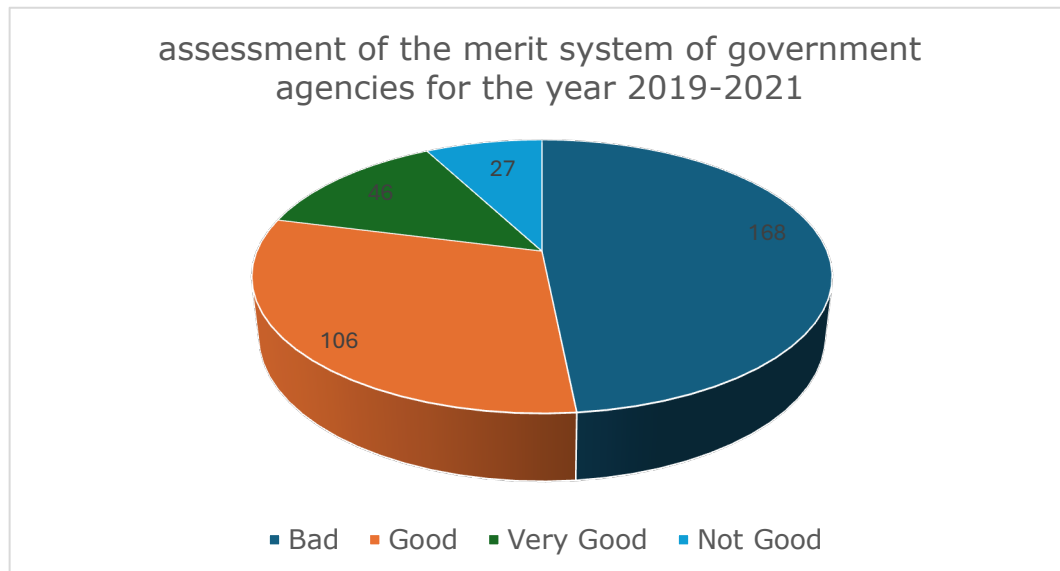
assessment of the merit system of government agencies for the year 2019-2021

- Bad - Good - Very Good - Not Good

Figure 2. Merit System Assessment
Source: Merit System Assessment by KASN

Through the Sipinter application (Figure 2), government agencies can conduct an independent assessment of the application of the merit system in ASN management; eight aspects become the criteria for self-assessment of the merit system– planning for employee needs, procurement, career development, promotions and transfers, work management, remuneration rewards and discipline, protection and services, and information systems. This assessment is objective and standardised based on the self-assessment method or self-assessment by KASN Regulation No. 9/2019 concerning self-assessment of the application of the merit system in ASN Management in government agencies. The assessment results (evaluation) produce information about the level of application of the merit system in each government agency and recommendations for improvement of aspects of ASN management that do not meet the merit principle.

The widespread practice of politicising the bureaucracy is related to two things; 1) political officials who impose or take advantage of political interests into the bureaucracy; 2) bureaucrats who deliberately insert political interests into the bureaucracy for personal interests. Both of these have the same goal, that is to maintain power. The existence of regional autonomy creates a politicisation of the bureaucracy by the regional head because the authority and power possessed can force the bureaucracy to carry out the orders of the regional head (Rahmi et al., 2020). Offers of higher positions, demotion to transfers, and other forms of pressure on the bureaucracy often follow the politicisation of the bureaucracy, with this pressure more or less building a bureaucratic political condition which is in stark contrast to the principle of neutrality of civil servants as mandated by the ASN Law (Putra et al., 2020).

In Indonesian politics, the concept of politicising the bureaucracy has been introduced previously. Since the first general election in Indonesia in 1955, all regimes that have ever ruled in Indonesia have politicised this bureaucracy, including those in power, because taking advantage of existing positions in the bureaucracy can pave the way for obtaining political interests (Nugroho et al., 2020). A national survey conducted by KASN in the 2020 Pilkada revealed the phenomenon of politicisation of the bureaucracy by regional head pairs, which contradicts the principle of ASN neutrality. The survey results show several dominant factors related to the causes of ASN neutrality violations. The kinship ties factor with a presentation of 50.76%, while the motive for getting a better career is 49.72% (KASN, 2021). Violations of the neutrality of ASN due to the kinship factor are dominated in Sulawesi, Nusa Tenggara, Sumatra, and Kalimantan (Regif & Pattipeilohy, 2023).

Parties who are responsible for influencing ASN to violate neutrality include the success team with 32%, ASN superiors with 28%, candidate pairs reflect 24%, as many as 62.75 respondents stated that the position of the regional head influenced the neutrality of ASN (difficult to be neutral) as a civil servant development official. The partiality of the officials/regional executive heads shows that in 2020 there were violations of ASN in 109 regions

out of a total of 137 areas led by officials/acting regional heads. KASN emphasised the need to consider the integrity and commitment of candidates for regional head duties to face the 2024 regional elections attended by 271 regions led by implementing officials because the regional heads' term of office had expired (KASN, 2021).

Government communication distributes information about a program, policy, or idea from the government to the community (Anggreani et al., 2020). The government can build communication by using social media to create effective interaction relationships (Eom et al., 2018). For governments, social media helps achieve the government's initial goals of openness, transparency, participation, and collaboration. Based on this, KASN needs to be present on social media to inform the public on their performance; besides, it can be a medium of socialisation to ASN as public service providers. Twitter is increasingly becoming an essential tool for disseminating information through the use of the mention feature then users will receive a notification if they are mentioned in a tweet. The possibility is that the users' retweets can help spread the tweet widely (Inuwa-Dutse et al., 2018). The Figure 3 shows the mentions made by KASN.
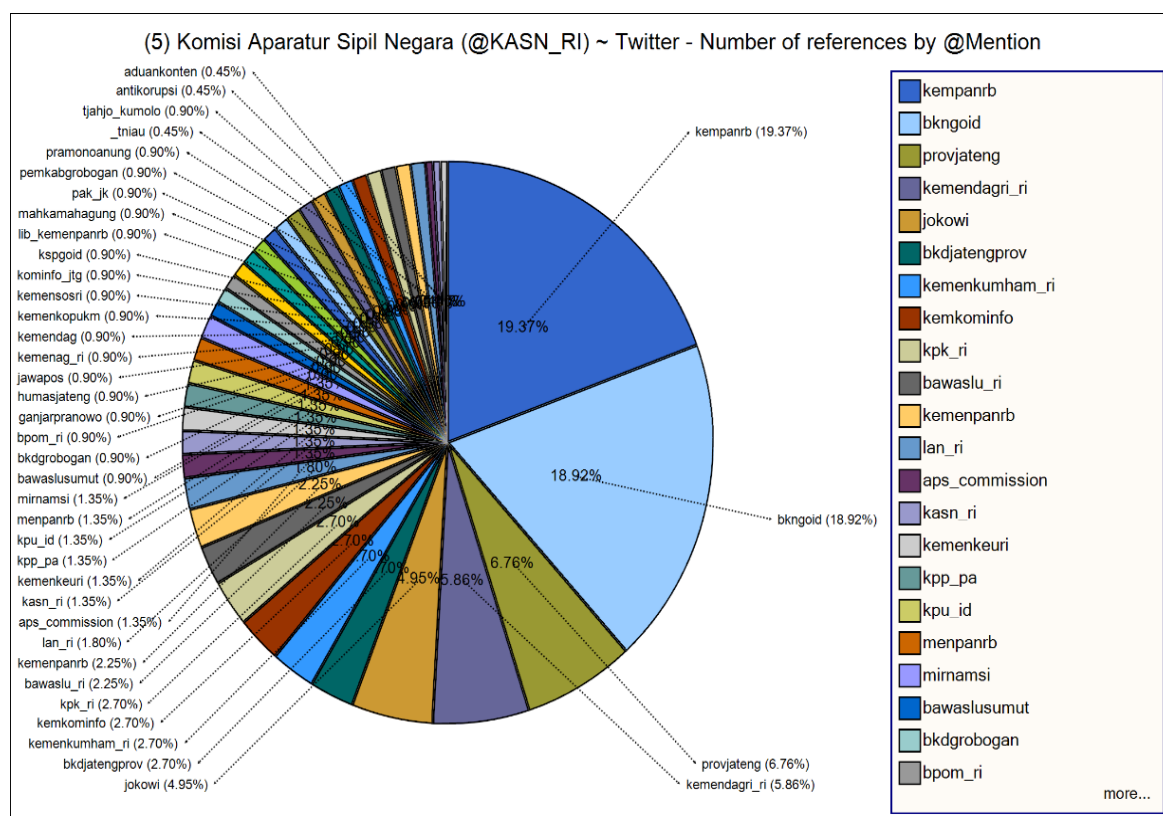

Figure 3. Mentions by KASN
Source: Nvivo 12 Plus

Mentions can help casual users increase the visibility of their tweets and go beyond their immediate reach in social interactions, grabbing someone's attention through mentions to spread the information that tagged them. The representation in Figure 3 shows the mentioned presentation made by the @KASN_RI account. 19.37% of the mentions are coming from the @kempanrb account that is associated with the PANRB Ministry, while the @bkngoid account that is linked with BKN gained a percentage of 18.92%. The two agencies are KASN partners in ASN management and are regulated in the ASN Law. The topic's relevance with the mention made by KASN is correct; the information related to CPNS starts from the procurement stage to the final stage of determining the NIP (Employee Identification Number) (Rahayu, 2019). Simultaneous elections on December 9, 2020, still showing violations by ASN, Bawaslu examined 237 cases of suspected violations by socialising one of the candidates for a regional head. A total of 196 have been examined, and 16 are in the process of being examined, the remaining 23 cases dismissed. North Maluku province showed the highest violations with 33

cases, Central Sulawesi with 28 cases, and West Nusa Tenggara with 26 suspected cases, while on the other hand Sumatra North with 6 cases. Cases that have been examined are then submitted to KASN to obtain recommendations for sanctions which are then submitted to Personnel Development Officer-*Pejabat Pembina Kepegawaian* (PPK).

Meanwhile, the mention of @kempanrb relates to preventing radicalism in the ASN environment, evaluating the application of the merit system, to meeting with the opinion of Commission II of the Indonesian House of Representatives-*Dewan Perwakilan Rakyat Republik Indonesia* (DPR RI). Mention ranks third in the account @provjateng (Central Java Province) with a percentage of 6.76%. This is related to the transparency of filling the Primary High Positions and the selection of Middle High Positions. Still, the mention shows achievements in applying the merit system in government agencies; Central Java entered the good category. The Twitter hashtag is a user-proposed tagging system from the ground up that starts with the '#' symbol and ends with the keyword. It also represents user participation in the hashtag innovation process, especially in information organisation tasks (Tan, 2020). The use of hashtags by @KASN can be seen in Figure 4.
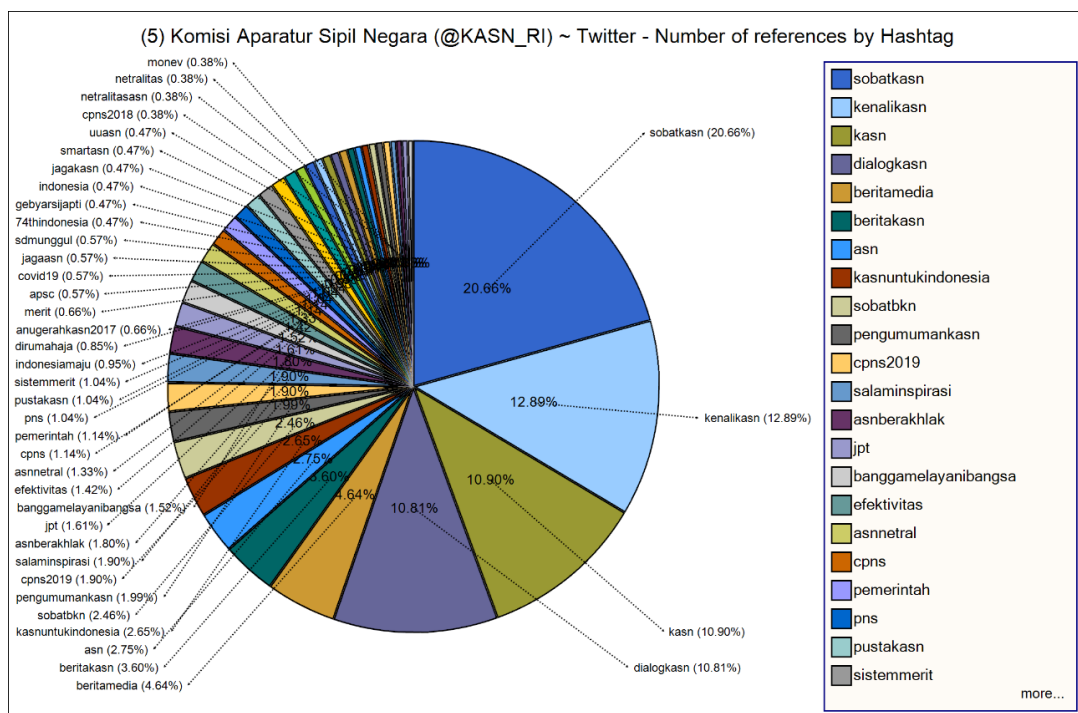

Figure 4. Hashtag usage by @KASN
Source: Nvivo 12 Plus

Figure 4 above shows the percentage of hashtag use by the Twitter social media account of @KASN; in the first place, the hashtag #sobatkasn has a percentage of 20.66%. The hashtag #sobatkasn is identified as disseminating information aimed at his followers where the information is general. Then the hashtag #kenalikasn with a percentage of 12.89%, can be identified and used to provide information on the performance of KASN, information such as visits by state officials to discuss open selection to fill high positions in a government agency. The hashtag #kasn is used as branding to provide information on KASN activities. Still, in general, the author's identification shows that the hashtag above does not explicitly indicate a related event (Sedhai & Sun, 2014).

The era of the industrial revolution 4.0 has presented Information Technology that is more massive to share information within the government to provide services and become a medium of interaction to fulfil aspects of transparency to the public. The birth of the discourse on replacing ASN class III and IV with robotic power that utilises AI (Artificial Intelligence) was conveyed by the President directly. Underlying the discourse is an effort to streamline the government bureaucracy which has been inefficient and slowed the services geared towards the public due to procedures that are lengthy.

The dream of the disappearance of the KKN practice in Indonesian bureaucracy remains aspired to improve the management of ASN. The most significant focus in realising dignified ASN neutrality for the sake of the state is focused on the task of KASN. The authority of KASN to provide recommendations to the Civil Service Supervisory Officer to impose sanctions for an ASN who practises politics or is loyal to other parties that can harm the state. If the recommendation is not followed up, KASN will recommend that the President impose sanctions on the Civil Service Supervisory Officer. The initial obstacle to implementing the ASN Law was resistance by substitute officials for regional heads by transferring positions, promotions, and dismissals of ASN, contrary to the ASN Law and Government Regulation Number 6 of 2005 (Budi & Sismono, 2016).

The authority attached to KASN over the implementation and supervision of the merit system and NKK makes other parties question the existence of KASN in the space for movement because it can only provide recommendations without being able to touch on imposing sanctions. This shows that the position of KASN is only as a supporting institution (Susanti et al., 2020). KASN capital does not have representative office regions, this can be one obstacle to guide and supervise ASN, so that in carrying out its duties and functions, KASN will cooperate with certain agencies and work with units such as the regional inspectorate and Bawaslu.

Bureaucratic reform pushed for the immediate revision of Law Number 5 of 2014 concerning ASN to improve the management of ASN; this was encouraged by Commission II of the DPR RI, which had created the Draft Working Committee. The results of the working visit report explained that the reasons behind making changes to ASN personnel management include; 1) division of ASN personnel management, 2) loss of legal status for temporary/non-permanent employees, 3) the urgency of the existence of the KASN institution. Based on this, the DPR seeks to find the best solution for these problems by providing the main proposed initiatives including the following: 1) elimination of KASN and transferring duties, functions, and authorities to the PAN-RB ministry. 2) determination of PNS needs, 3) PPPK welfare, 4) reduction of ASN, 5) appointment of honorary staff to become ASN which has been set since January 15, 2014, is an effort to provide legal certainty and as a step to overcome the problem of temporary workers. Then followed by a ban on the procurement of honorary staff, non-permanent employees, permanent non-PNS employees, and contract workers.

Experts and members of the DPR did not immediately agree upon the discourse on the dissolution of KASN. The results of the working visit of the Working Committee on the Draft Bill on the amendments to the ASN Law from four legal experts, three of whom stated the need for a re-examination. The notion that the establishment of KASN is unnecessary and must be dissolved has been refuted by the current performance of KASN. In its report, KASN succeeded in returning 335 ASN to their original positions, demonstrating independence from political interference (Humas KASN, 2021a). Based on the KASN study, there were 955 complaints between 2015 and 2018, including violations of the code of ethics, political office selection, and the ASN merit system. In addition, 646 cases have been handled. 325 ASN has been sanctioned for violations of regional head elections (Pratiwi, 2021).

Two important things need to be emphasised to realise this performance: first, KASN protects the rights of ASN who have been harmed by the actions of the Personnel Guidance Officer (Ministers, Institutional Leaders, and Regional Leaders). Second, KASN monitors the effectiveness of Personnel Guidance Officers in implementing a merit system to prevent abuse of authority. The legal politics of monitoring the merit system independently and free from political influence will no longer be achieved if the authority of KASN to oversee the ASN merit management system is transferred to the Minister of Empowerment and State Apparatus. This is because the post of Minister is a political office. Because after all the birth of KASN to oversee the merit system, the ASN supervision carried out by the ministry in the past turned out to be ineffective.

Comparison of KASN practices in countries such as in countries like Australia, Singapore, and Japan can be observed, however the question still is what is the role of KASN in a meritocracy or merit system? The abolition of KASN needs to be observed considering the importance of openness, predictability, integrity, and accountability in bureaucratic reform. Although the dissolution of KASN is a political issue, it is necessary to evaluate the situation. Even if KASN no longer has this authority, supervising the merit system must still exist. Mechanisms

that have been established must then be improved to ensure the implementation of the merit system (Panja RUU ASN Komisi III DPR RI, 2021).

Thus, the results of this research provide implications for E-g overnment theory, which theoretically faces the public through social media-based government theory, that emphasises a culture of sharing, transparency, openness, and collaboration (Khan, 2017). Through this culture, the existence of KASN shows its existence as a state institution that has quite urgent authority for ASN management, especially in the merit system. However, research also shows weaknesses in the social media-based government implemented by KASN through the use of the Twitter social media platform, where information tends not to receive a significant response from the public, so two-way communication does not occur, which is contrary to the concept of government communication (Garland, 2021; María José Canel & Karen Sanders Comunicación, 2010; Sanders & Canel, 2013).

CONCLUSION

Since the old order (Sukarno Administrative era), ASN management has focused on implementing bureaucratic reform from the shadow of the dilapidated Indonesian bureaucracy, which has harmed public services and development tasks mandated by the state. Currently, the president has delegated this authority to the Ministry for Empowerment of State Apparatus and Bureaucratic Reform, BKN, LAN, then KASN, with the authority to monitor and evaluate ASN management regarding the merit system, neutrality, and implementation of the ASN code of ethics and behavioural guidelines. However, KASN is often considered to have limited authority because it is only limited to providing policy recommendations in managing ASN and filling high positions. Several experts consider that KASN is the spirit of the ASN Law to implement a merit system as an ideal in bureaucratic reform. Because KASN is the guardian of the Merit System that protects the bureaucracy from political intervention. Despite having proven the success of its performance, KASN is faced with efforts to eliminate it, and its urgency needs to be questioned. Research shows that KASN's existence on Twitter is quite strong in providing information to realise transparency and openness. Apart from that, a form of collaboration is built through mentions on Twitter social media to its partners, the Ministry of PANRB and BKN, to increase the visibility of the information shared. However, using hashtags on KASN's Twitter social media does not significantly refer to a specific event, so hashtags are not directly helpful in indicating certain events or related information. This research provides implications for the government theory based on social media as a government communication medium used by KASN to demonstrate its existence. However, research also shows the weakness and the need for more to show the reach of information through hashtags and how impactful hashtags are on the visibility of information. Furthermore, focusing only on KASN does not provide a comparison with equivalent institutions, considering the research objectives.

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