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Strengthening Public Sector Talent Management through 360° Feedback: A Meritocratic Approach to Performance Evaluation

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Abstract: This study investigates the implementation of merit-based talent management through the MANTAP innovation in West Kalimantan Province, Indonesia, in response to the persistent limitations of the civil service performance appraisal system that has been criticized as top-down and lacking objectivity. The research aims to analyze how the integration of the 360° feedback mechanism strengthens the provincial merit system while addressing structural and cultural challenges in regional bureaucracy. A qualitative single case study approach was employed, focusing on the Regional Civil Service Agency (BKD) and two key Regional Apparatus Organizations (the Health Office and the Public Works Office). Data were collected between 2024 and 2025 through 12 purposively selected informants including structural officials, policy implementers, and civil servants alongside document analysis, evaluation reports, and direct observation of the digital feedback process. Data were analyzed thematically using open and axial coding, following Braun and Clarke's (2006) framework, with triangulation and member checking to ensure validity. The findings show that MANTAP enhances transparency, accountability, and fairness in civil servant competency assessments by involving multiple evaluators (superiors, peers, subordinates, and self). It also broadens opportunities for talent identification and merit-based promotions. However, challenges remain, including resistance from senior officials, hierarchical work culture, and limited digital literacy and infrastructure. The novelty of this study lies in demonstrating how a 360° feedback mechanism can be successfully applied in a provincial government with constrained digital infrastructure and entrenched seniority norms contexts that have received limited scholarly attention.

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1 Introduction

Over the past five years, international literature has shown that the New Public Management (NPM) approach and the 360° feedback system have become key pillars in modern bureaucratic reform focused on results, transparency, and improving individual performance of civil servants (ASN). NPM, which emphasizes talent management and accountability, has driven bureaucratic reforms in many countries toward greater efficiency and responsiveness to public needs. One of the core elements of NPM is results-based performance measurement, which encourages data-driven evaluation and more holistic feedback systems, such as 360° feedback.

The 360° feedback system provides a more comprehensive assessment by involving multiple parties: supervisors, peers, and subordinates to reduce bias in evaluations and enhance individual accountability. This is particularly relevant in the context of talent management within the bureaucracy, as it can help improve the performance of civil servants and strengthen a more collaborative and open work culture.

(Van de Walle, S., & Hammerschmid, 2020) state that performance management practices within the NPM framework promote accountability and a more responsive bureaucracy. (Perry, J. L., Hondeghem, A., & Wise, 2020) highlight the importance of public service motivation as a key element of reform success, particularly through participatory feedback mechanisms. In Europe, (Dąbrowska-Balcerzak, K., Nartowska, J., Wawer, I., Siudem, P., & Paradowska, 2021) show that NPM-based reforms significantly improve governance efficiency through results-based performance measurement.

However, in the context of West Kalimantan, implementing the 360° feedback system in bureaucratic talent management faces unique challenges. As a province with distinctive geographic and social characteristics, West Kalimantan deals with various local dynamics that affect the effectiveness of bureaucratic reform, especially in developing human resources. The region, comprising multiple districts with uneven infrastructure development, faces major issues related to limited digital infrastructure. Despite efforts to modernize public services through technology, several areas in West Kalimantan still lack sufficient access to digital tools that support technology-based evaluations like the 360° feedback system.

Additionally, cultural resistance to change, especially in traditionally hierarchical bureaucracies, poses a major barrier to implementing this evaluation system. A strong culture of seniority among civil servants, where superiors are often highly respected and unaccustomed to receiving feedback from subordinates or peers, slows the adoption of comprehensive feedback-based performance evaluations. This presents a challenge in integrating local values and regional culture into a merit-based talent management system, which fundamentally requires openness to evaluation from multiple parties.

This phenomenon creates an urgent need for further research, particularly to understand how the 360° evaluation system can be adapted to the social and organizational culture dynamics of local settings. In this context, in-depth studies are needed to explore cultural resistance to open feedback, as well as strategies to overcome limited digital infrastructure to ensure inclusivity and sustainability in implementing this policy across the bureaucracy, regardless of regional disparities and available resources.

The integration of the 360° feedback system into bureaucratic talent management in West Kalimantan has great potential to improve the quality of civil servant performance and enhance governmental accountability. However, to achieve optimal outcomes, it is important to consider the region's social and cultural dynamics and ensure that this evaluation system is accessible across all levels of the bureaucracy, regardless of infrastructure and resource disparities. This study will provide valuable insights into how this policy can be more effectively adapted in regions with complex social and cultural contexts and offer contextual and sustainable policy recommendations for civil service human resource development in such areas.

Previous studies have extensively examined the implementation of the 360° feedback evaluation system in the context of talent management and bureaucratic reform, both at the international and national levels. (Talbot, 2019) reinforced the relevance of evaluation systems like 360° feedback in improving managerial effectiveness and work culture. However, applying this system in developing countries presents various challenges, as emphasized by (Ahmed, S., & Hossain, 2021), particularly in relation to internal resistance and digital infrastructure limitations. In policy comparison contexts, (Pollitt, C., & Bouckaert, 2020) emphasized that the success of NPM adoption heavily depends on institutional readiness and local dynamics. (Ferry, L., & Eckersley, 2020) also noted that accountability at the local level relies greatly on feedback-based evaluation systems.

(Van Dooren, W., & Hoffmann, 2017) emphasized the importance of institutional integration in 360°-based performance evaluation systems, and (Cicatiello, L., De Simone, E., Di Mascio, F., Gaeta, G. L., Natalini, A., & Worthy, 2022) added that digitalizing evaluation systems enhances transparency and the effectiveness of local policies. (Park, M., & Lee, 2023) empirically demonstrated that 360° feedback positively affects job satisfaction and productivity in the public sector. A recent study by (Kuhlmann, S., Wollmann, H., & Reiter, 2025) even asserted that the success of NPM in developing countries is significantly influenced by the alignment of evaluation system design with institutional values and internal stakeholder participation.

A similar trend is evident in the national context. (Fikri, M. A. R., & Tjenreng, 2025) stated that NPM strengthens bureaucratic efficiency through increased accountability and results-based measurement. (Wulandari, 2023) emphasized the urgency of bureaucratic digitalization as a prerequisite for reform toward Society 5.0, which is increasingly relevant amid current technological changes. The Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB, 2022) noted that flexible work systems and digital technologies have improved the effectiveness of Indonesia's bureaucracy. Recent findings by (Lanasa, A. I. M., Nurfakhira, M. A., & Dyah, 2024) show that implementing technology-based feedback systems in civil servant management can improve perceptions of fairness and employee participation, especially within regional bureaucracies.

Nevertheless, several research gaps remain unaddressed. First, most studies focus on developed countries or urban areas and thus fail to explain how such systems are adapted in regions with different social, cultural, and infrastructure complexities, such as West Kalimantan. Second, there is limited empirical evidence on the interaction between the 360° feedback system and the structural dynamics of local bureaucracies, including resistance to open evaluation, seniority culture, and digital capacity limitations. Third, research linking the implementation of this system to public perceptions of service quality in marginalized areas is still rare.

Table 1. Aspect Literature Gap Contribution of This Study

Aspect	Literature Gap	Contribution of This Study
Geographical Context	Limited studies in marginal/non-urban areas in developing countries	Empirical study in West Kalimantan
Analytical Framework	Predominantly quantitative or technocratic focus	Integration of institutional and organizational culture perspectives
Empirical Dimension	Limited data on cultural/structural challenges in local bureaucracy	Reveals dynamics of bureaucratic resistance and digital capacity of civil servants
Practical Relevance	Policy recommendations are often generic	Context-based recommendations to strengthen local talent management

Previous studies have primarily focused on the implementation of 360-degree feedback systems in Western bureaucracies or highly digitalized administrative environments, emphasizing their benefits for leadership development, employee engagement, and organizational culture transformation. However, there remains a significant research gap regarding how such systems function in developing country contexts particularly within bureaucracies characterized by hierarchical structures, politicization, and uneven digital infrastructure. Most existing research does not sufficiently address how local institutional dynamics and cultural factors affect the implementation of competency-based evaluation frameworks like 360° feedback in such settings. This gap includes a lack of understanding about local adaptation of 360° feedback systems in resource-constrained bureaucracies with distinct cultural characteristics, as well as the scarcity of case studies in regions facing complex geopolitical and bureaucratic challenges such as West Kalimantan.

To address these gaps, this study presents a case study on the implementation of the 360-degree feedback policy within a merit-based talent management framework in Indonesia's public bureaucracy, specifically in West Kalimantan. This region holds geopolitical significance and represents the bureaucratic context of a developing country hierarchical and prone to politicization. By combining an institutional approach with organizational culture perspectives, the study explores local adaptation to competency-based reform through the MANTAP policy (Manajemen Talenta ASN). By doing so, this research aims to address the unanswered questions about how 360° feedback systems are localized and operationalized in resource-limited and culturally distinct bureaucratic environments. These findings are expected to enrich global literature on 360° feedback in non-Western bureaucracies and provide a contextual and sustainable policy foundation.

The system reflects the principles of New Public Management (NPM), which emphasize results, accountability, and data-driven evaluation (Hood, 1991). Evaluation is conducted multidirectionally involving supervisors, peers, and subordinates thereby reducing bias and improving assessment validity (Kim, 2020). Thus, MANTAP not only strengthens the talent management system but also promotes a more professional and governance-oriented bureaucracy (Osborne, 2006).

International studies have shown that 360° feedback systems are effective in fostering self-reflection, encouraging participation in competency development, and building a collaborative work culture (Bracken, D. W., & Rose, 2011). This approach takes into account technical, managerial, and sociocultural aspects as well as the core values of civil service (Colquitt, 2001). In the Indonesian context, the implementation of MANTAP has demonstrated positive impacts on merit-based career development, individualized training, and the erosion of seniority-dominated workplace culture (Helliwell, J. F., & Huang, 2011).

However, this transformation is not without challenges. Cultural resistance, concerns over data security, unequal digital infrastructure, and the potential for bias in assessments remain major obstacles (Marler, J. H., & Fisher, 2013). Sustainable intervention strategies such as training, coaching, and strengthening participatory performance evaluation governance are therefore essential (Christensen, T., & Lægreid, 2007). Accordingly, this study aims to explore the effectiveness and challenges of implementing the 360° feedback system within the MANTAP policy framework in West Kalimantan, as part of the integration of NPM approaches and merit-based talent management in Indonesia's public sector.

Literature Review

The 360° feedback system has become a widely recognized approach to performance evaluation, including in the context of civil servant (ASN) performance management. This method involves multiple sources of assessment supervisors, peers, subordinates, and self-evaluation to generate a more comprehensive and objective picture of individual performance (London, M., & Smither, 1995). Studies by (Bracken, D. W., & Rose, 2011) show that this system not only enhances

evaluation accuracy but is also highly relevant in the public sector, which is often constrained by rigid bureaucratic structures. In Indonesia, its application signals a paradigm shift from formalistic administrative assessments toward a competency- and merit-based approach. Furthermore, (Waldman, D. A., Atwater, L. E., & Antonioni, 1998) emphasized that 360° feedback also fosters greater self-awareness and personal capability development.

On a broader evaluative dimension, the 360° system encompasses technical, managerial, socio-cultural aspects, and core organizational values, enabling a more personalized and contextualized approach to talent management (Alimo-Metcalfe, B., & Alban-Metcalfe, 2001). Nevertheless, organizational justice remains a crucial element. (Colquitt, 2001) emphasize that a fair and transparent evaluation system can strengthen employee participation and enhance institutional trust, as also observed in the implementation of the MANTAP evaluation system in several government institutions.

Moreover, the impact of the 360° feedback system on career mobility and competency development is significant. Meritocratic principles in bureaucratic reform gain legitimacy through this system, as it can identify employee potential without relying solely on tenure or seniority (Kristiansen, S., & Ramli, 2006). (Helliwell, J. F., & Huang, 2011) assert that meritocracy boosts public sector efficiency and integrity. Additionally, using evaluation results to design adaptive training based on individual needs has been discussed by (Rothwell, W. J., & Lindholm, 1999), who find this approach more effective than generic training. (Seifert, B., Morris, S. A., & Bartkus, 2003) also argue that such methods foster intrinsic motivation and active participation in self-development processes.

Multi-source evaluation systems also play a key role in shaping a collaborative and participatory organizational culture. (Garavan, T., Watson, S., Carbery, R., & O'Brien, 2016) propose that this approach supports workplace culture transformation by improving interaction quality and communication among employees. Furthermore, feedback from multiple sources contributes to continuous organizational learning, as (Senge, 1990) suggests, by enabling critical reflection and positive behavioral change.

However, the implementation of this system is not without obstacles. One of the greatest challenges stems from cultural resistance, particularly among senior officials who feel a loss of authority (Vakola, M., Tsaousis, I., & Nikolaou, 2004). In this context, trust and psychological safety are essential prerequisites for successful implementation (Fletcher, 2001). Technological barriers also pose challenges, especially in regions lacking adequate digital infrastructure, which can compromise the validity and reliability of collected data (Marler, J. H., & Fisher, 2013).

On the other hand, while the 360° system is designed for objectivity, potential distortions and biases must still be considered. Studies by (Scullen, S. E., Mount, M. K., & Goff, 2000) indicate that affiliation bias and personal conflicts can affect the integrity of evaluation results. In Indonesia's bureaucratic context, patron-client relationships and political interests present additional risks, which must be mitigated through ethical reinforcement and institutional integrity (Jeyacheya & Hampton, 2020).

Finally, within the framework of ASN management reform policy, implementation strategies such as coaching, technical assistance, and help desk services serve as adaptive interventions for building institutional capacity (Christensen, T., & Lægreid, 2007). Innovative decentralization models also provide local units with the opportunity to serve as policy laboratories, allowing for more flexible and contextual replication of the 360° evaluation system (Turner, 2018). Through this approach, the system becomes not only an evaluative tool but also a catalyst for transforming bureaucratic work culture toward greater transparency, meritocracy, and performance orientation.

2 Research Methods

This study employs a qualitative approach using a single case study method to explore the implementation of the 360-degree feedback system within the *Manajemen Talenta Aparatur Provinsi* (MANTAP) program in the West Kalimantan Provincial Government. The research focuses on the Regional Civil Service Agency (BKD) and selected Regional Apparatus Organizations (OPD) that have

actively implemented the system, such as the Health Office and the Public Works Office. Data collection was conducted through in-depth interviews with structural officials and implementing civil servants, policy document reviews, analysis of ASN evaluation results from 2023–2024, and direct observation of the digital feedback submission process.

Informants were selected purposively, targeting key actors involved in the design, implementation, and evaluation of the system, totaling 12 individuals. Data analysis was conducted thematically using manual open and axial coding, following the framework of Braun and Clarke (Braun, V., & Clarke, 2006) to identify patterns of meaning related to perceptions, challenges, and the impact of the 360° system on strengthening the local merit system for civil servants. Data validity was ensured through source and method triangulation, member checking, and audit trails to maintain the accuracy and credibility of the findings (Creswell, 2018).

This study also refers to the West Kalimantan Governor Regulation No. 15 of 2022 on the Implementation of Provincial Civil Service Talent Management (Pemprov Kalbar, 2022) as the legal foundation and guideline for implementing multi-source feedback-based performance assessment within the MANTAP policy framework.

3 Results and Discussion

Implementation of the Merit System and Integration of 360° Feedback in the MANTAP Innovation

Interview results with the Head of the Regional Civil Service Agency (BKD) of West Kalimantan Province revealed that the MANTAP policy was launched as a response to the need for bureaucratic reform, particularly to address the shortcomings of the current top-down and less objective performance appraisal system for civil servants (ASN). The MANTAP system integrates the 360° Feedback mechanism as part of talent management to enable more comprehensive and competency-based evaluations.

The assessment process is conducted digitally twice a year via an application that involves multiple evaluators, namely superiors, subordinates, peers, and self-assessment. The assessment indicators include technical, managerial, socio-cultural competencies, and the core ASN values (BerAKHLAK). The system is designed to uphold the principles of transparency, accountability, and objectivity through periodic verification and audits.

From the ASN perspective, the implementation of this system is perceived as fairer and more credible compared to the previous one, which relied solely on evaluations by direct supervisors. Many ASN believe that 360° feedback better reflects their performance and competencies while offering opportunities for self-reflection through the feedback received.

Challenges in Implementing Talent Management and 360° Feedback Systems

The implementation of the MANTAP system faces several challenges. According to the Head of BKD, the biggest hurdle is the shift in work culture, where some civil servants and leaders find it difficult to accept transparency and evaluation mechanisms involving feedback from multiple sources. Additionally, low digital literacy in certain work units poses technical obstacles to implementing the application-based system.

Resistance from senior employees was also noted, as some felt uncomfortable or skeptical about the new system. To address this, BKD implemented education, training, and technical assistance to improve ASN understanding and acceptance of the system. Emphasis on a reward-based system was also made so that employees feel appreciated rather than judged.

From the ASN side, challenges include discomfort in giving feedback especially to superiors concerns about data confidentiality, and added administrative burdens. However, over time, many began to adapt to the system.

Implications of the MANTAP System on ASN Human Resource Development

The 360° evaluation results generated by the MANTAP system are used as a basis for human resource decisions, such as promotions, job rotations, training, and succession planning. A concrete example is the selection process for echelon III positions, where an ASN previously overlooked due to limited experience was appointed to a strategic position based on 360° feedback showing strengths in leadership and teamwork.

The impact has been generally positive, with observed improvements in work motivation, perceptions of fairness, and inter-unit collaboration. ASN feel more valued and motivated to enhance their personal competencies based on the feedback received. While some cultural conflicts and work style adjustments remain, the overall implementation of this system has received positive responses.

Discussion

Implementation of the Merit System and 360° Feedback Integration in the MANTAP Innovation in West Kalimantan

The MANTAP policy initiated by the BKD of West Kalimantan Province represents a significant innovation in regional bureaucratic reform. The existing centralized and non-transparent ASN performance evaluation system prompted the launch of this initiative. Interviews with the Head of BKD indicate that MANTAP aims to address these weaknesses by integrating a merit system that emphasizes competency-based assessments through the 360° Feedback mechanism.

The use of digital technology for biannual evaluations helps accommodate the geographic and infrastructural challenges in West Kalimantan. With its vast and diverse territory, digitalization enables faster, more accessible, and accountable evaluation processes (World Bank, 2022). The involvement of multiple parties superiors, subordinates, peers, and self enhances the openness and validity of evaluation outcomes, a common criticism of the previous system, which relied heavily on direct superiors.

Furthermore, the inclusion of not only technical and managerial indicators but also socio-cultural dimensions and the BerAKHLAK values is especially relevant in West Kalimantan's multiethnic and multicultural context. Recognizing these core values aligns with the need to maintain harmony and inclusiveness in the diverse working environment of regional governments (Wulandari, D., & Fitriani, 2021). Hence, MANTAP is not just a technical innovation, but also a strategic effort to cultivate a bureaucratic culture responsive to local conditions.

Civil servants in West Kalimantan have responded positively to this system. They view the 360° assessment as fairer due to its broader perspective and self-reflection opportunities through received feedback. This aligns with organizational learning theories that emphasize feedback as a key resource for individual and collective capacity development (Edmondson, A., & Lei, 2019). The success of this system suggests that West Kalimantan ASN are starting to embrace the values of a more transparent and equitable meritocracy.

Comparatively, studies in other regions of Indonesia such as Yogyakarta (Hidayat & Pratama, 2020) and in international contexts like South Korea's civil service reforms (Kim, 2019) indicate similar benefits of transparency and inclusiveness. However, the distinctiveness of the MANTAP program lies in its implementation within an environment of digital infrastructure gaps and entrenched seniority culture, a condition rarely emphasized in previous literature. This highlights the novelty of the research, as it demonstrates how 360° feedback mechanisms can still be adapted successfully in regions facing structural limitations.

Challenges in Implementing Talent Management and 360° Feedback Systems in West Kalimantan

Although MANTAP is conceptually well-designed, its implementation in West Kalimantan faces specific challenges. The shift towards a more open and transparent work culture has been difficult for some civil servants, especially senior employees used to hierarchical and centralized practices. This supports findings from organizational change literature that cultural transformation requires time and effective communication strategies (Schein, E. H., & Schein, 2019).

Digital literacy also poses a significant issue in West Kalimantan, particularly in rural districts where infrastructure does not yet fully support information technology use. This technical gap slows down the digital evaluation process and requires intensive training and assistance by BKD. These findings are consistent with OECD (2021) reports on digital governance challenges in areas with limited infrastructure and human capital.

Resistance from senior staff skeptical of the new system also underscores the need for a change management approach based on dialogue and collaboration. BKD has taken steps to provide continuous education and emphasize a reward-based evaluation model to shift perceptions away from punishment and toward appreciation and motivation (Hiatt, 2020).

From the ASN's point of view, discomfort and fear of repercussions especially when giving feedback to superiors highlight the hierarchical nature of the bureaucratic culture and the importance of face-saving (Goffman, 2020). Data confidentiality is another concern, as trust in the new system must be built gradually so employees feel safe and confident in providing honest feedback. Although some report increased administrative burdens, over time many ASN have begun to adapt and recognize the system's long-term benefits.

Compared to international evidence, for instance in the UK public service (Hutchinson & Purcell, 2018), resistance usually stems from skepticism over fairness rather than cultural seniority. The West Kalimantan case thus underscores a contextual factor: entrenched respect for hierarchy and seniority norms, which makes subordinates hesitant to evaluate their superiors. This suggests that beyond technical readiness, socio-cultural adaptation remains a decisive variable shaping implementation outcomes.

Implications of MANTAP Implementation on ASN Human Resource Development in West Kalimantan

Utilizing 360° assessment results as a basis for decisions such as promotions, rotations, training, and succession demonstrates significant progress in talent management among West Kalimantan ASN. The successful appointment of an ASN to an echelon III role based on competency data despite limited experience shows that a merit-based system can uncover new talent previously overlooked due to experience- or proximity-based biases (Collings, D. G., Mellahi, K., & Cascio, 2021).

Positive impacts such as improved work motivation, fairness, and collaboration among departments also suggest that MANTAP is fostering a healthier and more productive organizational climate. This aligns with modern motivation theories that emphasize procedural justice and constructive feedback as key factors in employee engagement (Ryan, R. M., & Deci, 2019).

Despite ongoing cultural conflicts and adaptation challenges, these positive outcomes open up significant opportunities for West Kalimantan to continue merit- and digital-based bureaucratic reforms. The successful implementation of MANTAP offers a tangible example that with the right strategies, regional governments even those with complex geographic and socio-cultural conditions can transform toward more professional and competitive governance.

When compared with international cases, such as Singapore's Public Service Division model (Quah, 2010) or Malaysia's competency-based reforms (Salleh & Ahmad, 2021), MANTAP demonstrates both similarities and differences. While all emphasize meritocracy and digitalization, the distinguishing contribution of this study is showing how reforms can progress even within constrained environments marked by infrastructural inequalities and strong hierarchical traditions. This finding

not only broadens the empirical basis of talent management studies but also provides a critical interpretation: success depends not solely on system design but also on contextual adaptation strategies that acknowledge local bureaucratic cultures

4 Conclusion

Based on the findings of this study on the implementation of the merit system and the integration of 360° feedback in the MANTAP innovation within the civil service (ASN) of West Kalimantan Province, several conclusions can be drawn:

The implementation of a Merit-Based System with 360° Feedback in the MANTAP Innovation has addressed the weaknesses of the previous performance evaluation system, which tended to be top-down and lacked objectivity. By involving multiple parties in the evaluation process through a digital mechanism, the system offers a more comprehensive and competency-based assessment, covering technical, managerial, socio-cultural competencies, as well as core ASN values (BerAKHLAK). This reflects progress in bureaucratic reform in West Kalimantan, oriented toward transparency, accountability, and fairness.

The main challenges in implementing the MANTAP system in West Kalimantan include the need for adaptation to a new work culture, resistance from senior employees, and limitations in digital literacy and IT infrastructure in certain areas. Efforts by the Regional Civil Service Agency (BKD) through education, training, and mentoring have been crucial in overcoming these barriers to ensure effective implementation and acceptance of the system among all ASN personnel.

The implications of this system for civil servant human resource development in West Kalimantan are evident in improved work motivation, a greater sense of fairness in evaluations, and increased collaboration across work units. The merit system based on 360° evaluations also provides broader opportunities for talent development and more objective promotions, thereby supporting more professional and competitive local governance.

Beyond these empirical findings, the scientific contribution of this research lies in demonstrating how a 360° feedback mechanism can be effectively applied in regions with limited digital infrastructure and strong hierarchical traditions contexts often overlooked in previous studies. This highlights the novelty of the study, providing theoretical enrichment for talent management and public administration literature.

Practical implications include the need for continuous investment in digital infrastructure to support evaluation systems, targeted training programs to strengthen digital literacy among civil servants, and comprehensive change management strategies to gradually shift organizational culture toward openness and collaboration. Moreover, the institutionalization of the merit system requires the reinforcement of regulatory frameworks to prevent bias and ensure the sustainability of competency-based reforms.

Future research should focus on longitudinal studies to evaluate the long-term impact of 360° feedback on career trajectories, motivation, and organizational performance. Comparative research across provinces or between countries with similar socio-cultural conditions would also enrich the understanding of how contextual factors shape the success or limitations of merit-based reforms.

In conclusion, the MANTAP innovation in West Kalimantan represents a strategic and contextually relevant step toward building a modern, efficient, and responsive bureaucracy. Its sustainability depends not only on consistent implementation but also on strengthening digital capacities, embedding cultural change, and enhancing the regulatory foundation of meritocracy.

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