Research Article

Merit System Innovation through the SIPINTER Application (Information System for Self-Assessment of Merit System Implementation) in Indonesia

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Abstract

This study aims to analyze the implementation and impact of the State Civil Apparatus (ASN) management innovation carried out by the State Civil Apparatus Commission (KASN) through the SIPINTER application (Information System for Self-Assessment of the Implementation of the Merit System) and its relevance in achieving good governance in Indonesia. This study used a descriptive research method with a qualitative approach, and data were obtained from official sources such as the KASN website and online news. The theory used in this study is the Public Sector Innovation Typology theory from Halvorse et al. (2005), covering (1) Creation of new services, (2) Process innovation, (3) Administrative innovation that focuses on policy change, (4) System innovation, (5) Conceptual innovation, and (6) Radical change in rationality. The results of the study show that the application of information technology in ASN management through the SIPINTER application has increased transparency, accountability, and effectiveness of ASN management at various levels of local government. Future research can carry out the development of a sustainable strategy as an important step to realize the potential of this application in the implementation of a meritocratic system in all regional and central government in Indonesia.

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INTRODUCTION

Efficient and high-performance government is one of the main goals of every country in an effort to achieve progress and prosperity for its people (Hodžić et al., 2021; Muliawaty & Hendryawan, 2020). Indonesia has a large area and high administrative complexity, so the application of a meritocratic system in the government sector is crucial to ensuring success in the delivery of quality public services (Kalesaran, 2021; Nur Khobiburrohma et al., 2020; Putra et al., 2020). The application of a meritocracy system is an important step to ensure that government officials and apparatus are selected, assessed, and promoted based on competence, qualifications, and objective achievements (Nur Khobiburrohma et al., 2020). However, in practice, the application of an appropriate and measurable merit system at various levels of local government is still faced with challenges in the form of bureaucratic complexity, a lack of transparency, and technological limitations (Heryyanto & Muzakki, 2022; Rusdiono et al., 2022).

In the current era of digital transformation and advances in information and communication technology, there is a great opportunity to take advantage of innovation to increase efficiency and effectiveness in implementing a merit system (Faeflulloh et al., 2020; Yasa et al., 2021). The right application of information technology can be a solution to facilitate the process of selecting, assessing, and managing achievement data and competencies of public officials more accurately and efficiently in accordance with their performance and accountability (Chariah et al., 2020; Nurnadhifa & Syahrina, 2021). State Civil Apparatus (ASN) Management Innovation is a crucial aspect in the development and improvement of the quality of public services in Indonesia (Sofianto, 2019). This is important in the management of the State Civil Apparatus (ASN) because it plays a central role in running the wheels of government and providing services to the community (Wibowo, 2020). ASN's role as the backbone of state administrators makes it important to develop an effective and efficient management system for the community (Podungge & Aneta, 2020; Zulfia & Frinaldi, 2022).

Therefore, the application of application-based information technology is a promising alternative for improving and optimizing ASN management (Putri et al., 2022). The State Civil Apparatus Commission (KASN), as an independent institution to maximize the staffing system and oversight of ASN in Indonesia, has made an innovation in the form of a Merit System Implementation Self-Assessment Application known as "SIPINTER" (Information System for Self-Assessment Implementation of the Merit System). The application, which was launched on March 20, 2019, aims to increase transparency, accountability, and effectiveness in ASN management (kasn.go.id, 2019). SIPINTER is an information technology application that aims to facilitate the ASN performance appraisal process based on a merit system. The application of the SIPINTER application as an ASN management innovation

can be the first step towards creating a bureaucracy that is more responsive, transparent, and efficient in serving the needs of the community without political bias or nepotism.

This study aims to analyze the implementation and impact of ASN management innovations through the SIPINTER application in Indonesia. In addition, this paper will discuss the relevance and urgency of implementing information technology in ASN management through a qualitative study approach and the latest data. So that it can be used as an example to be adapted and applied more broadly in various other government agencies as one of the steps in achieving good governance in Indonesia. Furthermore, this research offers a novelty in providing in-depth insight into the challenges, benefits, and details the prospects for developing SIPINTER by utilizing artificial intelligence, considering that this application has not been specifically researched much. This includes applying technology such as machine learning to increase the precision of merit evaluations and provide more personalized recommendations that can serve as a reference for those adopting similar systems. However, as part of conceptual research, this paper may be faced with some limitations in the practical implementation of the SIPINTER application. Therefore, further research, trials, and adaptation to local conditions will be an important next step in realizing the potential of this application in the implementation of a meritocracy system in all Indonesian local governments.

RESEARCH METHOD

This research uses a descriptive method with a qualitative approach. As for what is meant by descriptive research, namely the method of solving problems that are being investigated by using images or by painting the conditions of the subject and object based on existing symptoms (Ramdhan, 2021). This study uses the qualitative data analysis technique of the Miles and Huberman model, where the activities in the qualitative data analysis include shrinking the data sought, displaying depreciated data, and finally drawing conclusions from existing data (Adlini et al., 2022; J, 2018; Wijaya, 2018). Sources of research data include the official KASN website, online news, previous research related to research objects, and exploration of the SIPINTER application via the website. Data analysis was carried out using the theory of Public Sector Innovation Typology from Halvorse et al. (2005) to describe public service innovation in the State Civil Apparatus Commission (KASN), including (Wicaksono, 2019):

1) Creation of a new service or development of a service.
2) Process innovation that emphasizes changing the way in producing a particular service or product.
3) Administrative innovation that focuses on policy changes.

4) System innovation namely changes to the organizational structure or changes to the way of cooperation and interaction within the organization.

5) Conceptual innovation, namely a change in the perspective of the actors involved so that it is more comprehensive in solving problems.

6) Radical changes in rationality, namely changing the perspective of service providers.

Based on the explanation of the typology of public sector innovation, we present the following abstraction into the following model.
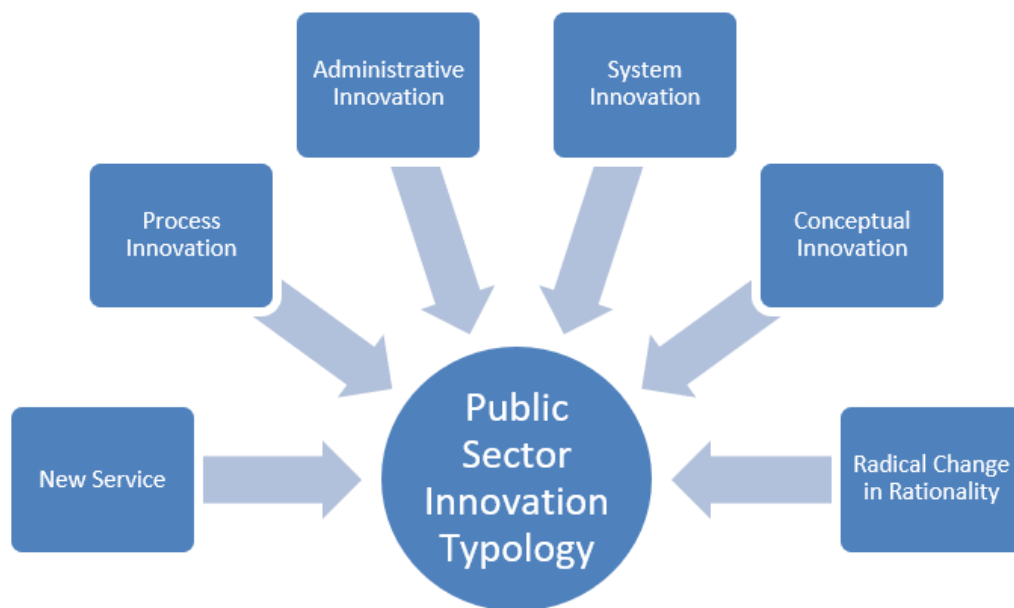
Figure 1. The Public Sector Innovation Trilogy from Halvorse et al (2005)

Source: Halvorse, et al (2005)

RESULT AND DISCUSSION

Management of the State Civil Apparatus (ASN) is a critical component in the government of a country because it is very influential in the delivery of public services, improving the quality of people's lives, and creating an efficient and accountable public administration climate (Monggesang et al., 2023; Pratama et al., 2020). ASN management involves planning, organizing, directing, and supervising the state civil apparatus to achieve government goals (Monggesang et al., 2023). There are several challenges in managing ASN in developing countries, including the practice of nepotism and political connections, which can ignore the principle of meritocracy (Rahardi et al., 2020). In addition, complicated bureaucracy and inflexible procedures can hinder change and innovation in ASN management (Rizqyanto et al., 2018).

ASN management must be based on meritocratic principles, in which ASNs are selected based on qualifications, abilities, and achievements (Putri et al., 2022). ASN management and the merit system have a vital role in improving the quality of public services and the efficiency of government organizations (Ilham Maulana, 2021). The principle of meritocracy must be the basis for the recruitment and promotion of ASN. Implementation of a fair and objective merit system will encourage ASN motivation and performance. A study by Pasiak et al., (2019) evaluated the relationship between the merit system and ASN performance in providing public services, which showed that a fair and objective merit system contributed to improving service quality and community satisfaction.

The Merit System is a principle of performance appraisal and awards based on achievements that are considered relevant to achieving organizational goals (Nurmaya & Febrina, 2021). The merit system determines how ASN selection and promotion are carried out. Wibawa's research (2015) presents an example of the implementation of a competency test-based merit system and performance appraisal in several developed countries, which shows that a strong merit system can improve the quality of ASN and encourage motivation to achieve the best achievements (Suryanto & Darto, 2020). The meritocratic approach is expected to increase the efficiency, accountability, and responsiveness of public services.

Although the Merit System offers many benefits, its implementation often faces several challenges. First, there is the possibility of resistance from employees who feel this system can threaten the stability of their work (Supriatna, 2020). Second, designing appropriate and objective performance indicators is often complicated and requires considerable time (Faiz et al., 2020). Third, there needs to be a strong monitoring system to ensure objectivity and accountability in performance appraisals (Barus, 2022). Finally, in some cases, the Merit System can be ignored or replaced with nepotism or political connections, reducing the integrity and effectiveness of the system (Rakhmawanto, 2020).

There are some challenges in ASN management, learning from best practices in other countries can help achieve sustainable improvements in public services and organizational performance. Several countries have succeeded in implementing best practices in ASN management and merit systems. The case study conducted by Ocampo (2019) highlights the success of several Southeast Asian countries in changing their ASN management systems, including investment in developing ASN competencies and implementing strict supervision to prevent corruption (Hajjaj et al., 2023).

ASN Management and the Merit System are two important aspects of public administration. The Merit System, which focuses on performance appraisal based on merit and competence, has proven to be an effective tool in increasing the efficiency and accountability of the civil service. However, challenges in implementation cannot be ignored, and the success of

the system depends on the government's willingness to deal with them appropriately and in a sustainable manner.

Information Technology (IT) has brought significant changes in various aspects of life, including in the government sector (Afisa et al., 2023). In the context of State Civil Apparatus Management (ASN), the use of information technology has become a key point in efforts to achieve efficient and effective transformation (Mutmainah & Yusuf, 2022). The role of information technology in managing ASN human resources where the use of an IT-based human resource management system has facilitated more efficient recruitment, selection, and placement of ASN (Ayuningtyas, 2022).. In addition, IT-based performance management applications have also helped improve ASN performance evaluations and identify development needs.

The implementation of e-government has become an integral part of the ASN management transformation in many countries. Research by Panggabean & Saragih (2020) reveals that e-government can increase the accessibility of ASN data, process transparency, and interaction between the government and ASN. The use of e-government portals for personnel administration and management has reduced bureaucracy, accelerated administrative processes, and reduced the potential for fraud. The application of information technology in ASN management also brings challenges to data security and privacy. The importance of dealing with cyberthreats and protecting ASN personal information from unauthorized access makes it imperative to develop a strong security infrastructure and comply with data privacy regulations to be important in the journey of IT transformation (Khoironi, 2020).

The potential for using Big Data technology in ASN management where big data generated from various sources, such as performance appraisals, attendance, and training, can be processed to gain valuable insights in making decisions related to staffing (Supriyadi & Asih, 2020). The use of Big Data can also help identify trends and patterns of ASN behavior that can be used to improve organizational efficiency and performance. The application of information technology in ASN management transformation has had a significant positive impact. The use of IT-based human resource management systems and e-government has increased the efficiency of human resource administration and management processes. However, data security and privacy challenges remain critical issues that need to be addressed in implementing IT in ASN management. Utilization of Big Data technology also offers great potential to provide insight and support better decision making in ASN management (Fauzan, 2020). Due to various technological changes and developments, it is important for the government to continue to develop sustainable strategies in utilizing information technology to achieve better efficiency, transparency, and quality of service in ASN management.

In today's increasingly developing era, government agencies are required to

continuously produce new innovations in order to improve the quality of service and meet the increasingly complex needs of society. The State Civil Apparatus Commission (KASN) is one of the government agencies that has started to make new breakthroughs in ASN management midwives, namely through the SIPINTER application (Information System for Self-Assessment of the Implementation of the Merit System). SIPINTER is a management innovation implemented in Indonesia to increase effectiveness and transparency in assessing the performance of the State Civil Apparatus (ASN). This application aims to measure ASN performance based on a more objective merit system and provide opportunities for ASN to contribute more significantly to improving the quality of public services.

The research focus is to describe public service innovation in the State Civil Apparatus Commission (KASN) with a Public Sector Innovation Typology approach, including (1) Creation of new services, (2) Process innovation, (3) Administrative innovation that focuses on policy change, (4) System innovation, (5) Conceptual innovation, and (6) Radical changes in rationality, which will be explained as follows:

Creation of New Services

The services contained in the SIPINTER application related to the merit system self-assessment at the State Civil Apparatus Commission (KASN) are currently divided into two versions, namely from government agencies or Assessment Teams, which are equipped with eleven supporting features, including the self-assessment tab, uploading assessment minutes, downloading news verification programs, downloading recommendations, viewing assessment results, viewing details of current conditions, viewing detailed verification team scores, viewing profiles, updating profiles, and changing passwords. Meanwhile, another version of KASN is the Verification Team with eighteen supporting features, including monitoring local government agencies, monitoring central government agencies, government lists, download assessment BA, Verification, Upload BA verification, Upload recommendations, new registration of government agencies, list of government agencies, updating government agency data, government agency user data features, resetting government agency user passwords, and registering new KASN users. KASN user list, view KASN users, update KASN user data, and reset KASN user passwords All of these features have been provided with a user guide through the official SIPINTER website, namely https://sipinter.kasn.go.id/download/panduan1.pdf.

SIPINTER has also introduced a progress monitoring feature that allows managers and direct supervisors to follow ASN developments on a regular basis. With the help of real-time data analysis, managers can identify performance trends and patterns, understand ASN strengths and weaknesses, and provide more targeted feedback for career development. Not

only that, SIPINTER has also provided comprehensive and visual reports that help leaders see ASN's overall performance. With clear data visualization, management can easily identify ASNs that are high performers and have the potential to be empowered or improved.

The results of the assessment of the application of the merit system were divided into 4 categories, namely: Category I (score 100–174) was rated "POORLY", Category II (score 175-249) was rated "LOW", Category III (score 250–324) was rated "GOOD", and Category IV (score 325–400) is rated "VERY GOOD". Based on this, it shows that one form of innovation in the merit system assessment in ASN management is integrated services and the use of a more comprehensive assessment method, which means that if both local and central government agencies carry out independent assessments, the person concerned will be served more than one customized service according to his needs. For example, if a government agency "A" wants to conduct an independent assessment, you can go directly to the official website and select several features as needed, and an explanation of each feature will be given.

Figure 2. Self-Assessment Feature in SIPINTER App

Source: SIPINTER App

Process Innovation

Process innovation is innovation that emphasizes the process of changing the way in which a particular service or product is produced. The results of the study show that in addition to integrated administrative services, services at the State Civil Apparatus Commission (KASN) have also implemented information technology in ASN management and administration services. There are public service innovations that are carried out online as a form of collaboration and networking with various other agencies and outside parties. If the Provincial Government implements the merit system well or even very well, it will have a positive impact on the implementation of the merit system in Regency and City Governments because the Governor as Representative of the Central Government (GWP) plays an important role in carrying out the guidance and supervision of ASN Management in Regency and City Regions.

The self-assessment of the implementation of the merit system in 2019 is a follow-up activity that was carried out in 2018, where KASN conducted previous assessments of 91 Government Agencies consisting of 34 Ministries, 13 LPNKs, and 34 Provinces. In 2018, KASN mapped the merit system at 34 Ministries, 13 Non-Ministry Government Institutions (LPNK), and 34 Provincial Governments, whose implementation refers to PANRB Ministerial Regulation Number 40 of 2018 concerning Guidelines for Merit Systems in ASN Management and KASN Regulation Number 5 of 2017 Concerning the Self-Assessment of the Implementation of the Merit System in ASN Management in Government Agencies.

SIPINTER is a revolutionary platform that has changed the way ASN performance and development assessments are carried out. By utilizing sophisticated artificial intelligence (AI) and data analysis, this application can present a more objective and holistic assessment. The entire assessment process, from filling in data to making decisions, is carried out in a more structured, accurate, and fair manner. In the past, ASN assessments were only based on a few certain criteria, such as the amount of work completed or the supervisor's assessment. However, with SIPINTER, various aspects of assessment are integrated, including performance results, participation in training, project contributions, feedback from colleagues, and work-related academic achievements. This reflects the overall picture of ASN's performance, providing an opportunity for them to show their potential and broader achievements.

In addition, this application provides an opportunity for ASNs to develop their own personal development plan. Within this framework, they can set short- and long-term goals and plan steps to achieve them. This gives ASNs a greater sense of responsibility to manage their own careers and builds strong internal motivation. Process innovation in the SIPINTER application has brought positive changes to ASN management. Applying advanced technology and a broader assessment approach, this application has increased accuracy, objectivity,

and transparency in managing human resources in the public sector. It is hoped that more fair assessment and effective ASN empowerment will encourage increased performance and better results for public services.

Administrative Innovation

The SIPINTER application (Information System for Self-Assessment for the Implementation of the Merit System) has emerged as an administrative breakthrough in ASN management. Administrative innovation regarding the self-assessment of the application of the merit system in the SIPINTER application: KASN refers to PANRB Ministerial Regulation Number 40 of 2018 concerning Guidelines for the Merit System and ASN Commission Regulation Number 5 of 2017 concerning Procedures for Self-Assessment of the Application of the Merit System in ASN Management in Government Agencies.

In the past, the ASN assessment process tended to be top-down, with superiors determining the assessment without much participation from the ASN itself. However, with SIPINTER, every ASN is empowered to contribute to assessing their own performance. They can provide more comprehensive and in-depth information about their achievements, challenges faced, aspirations, and hopes for future development. This administrative innovation also includes a more holistic and merit-based valuation approach. SIPINTER integrates various assessment indicators, such as performance results, participation in training, contribution projects, and work-related academic achievements. Thus, each ASN is assessed based on their overall contribution, not just from one point of view. This reflects the spirit of objectivity and fairness in assessing the potential and performance of ASN.

Apart from providing benefits for ASN, administrative innovation in the SIPINTER application also provides benefits for management. The data collected from each ASN forms a strong analytical base to make more informed decisions and provide more complete information about the strengths and weaknesses of ASN performance. The entire administrative system at SIPINTER is designed with an intuitive and friendly user interface, ensuring a good user experience. This application makes it easy for ASN to fill in data, access information, and participate in the assessment process smoothly and efficiently.

System Innovation

The SIPINTER application marks a new era in ASN management by carrying out various system innovations that have an overall positive impact. One of its biggest innovations is the application of advanced artificial intelligence (AI) technology and data analysis. With AI, this application can process ASN performance data quickly and accurately, providing more objective and in-depth assessment results. Through SIPINTER, ASNs are empowered to carry out independent assessments of their own performance. This feature provides an op-

portunity for ASN to actively participate in the assessment process and convey their views on achievements and challenges faced.

System innovation in the SIPINTER application includes implementing regular progress monitoring. Management can easily track ASN performance developments through real-time data analysis. This progress monitoring allows leaders to identify performance trends and patterns as well as provide relevant and timely feedback to support ASN career development. Data security in the SIPINTER application has integrated advanced technology to protect sensitive information from ASNs. This provides assurance that personal data and assessment results remain safe and protected from unauthorized access.

Overall, system innovation in the SIPINTER application has changed the ASN management paradigm. With leading-edge technology and self-assessment combined with a meritocratic approach, this application has brought higher accountability, stronger objectivity, and greater efficiency to ASN management. Public services are becoming more transparent, of high quality, and responsive to community needs, thanks to the contributions of civil servants who are more focused and supported by this innovative assessment system.

Conceptual Innovation

Conceptual innovation in the management of the state civil apparatus (ASN) is essential to creating a work environment that is adaptive, transparent, and oriented towards quality public services. The existence of the SIPINTER application (Information System for Self-Assessment for the Implementation of the Merit System) brings revolutionary changes to ASN management through strong conceptual innovations. Previously, the ASN assessment system tended to focus on a top-down approach, where superiors determined assessments without much participation from the ASN itself. However, SIPINTER creates an environment that empowers ASNs to become agents of change in their own assessment process.

This conceptual innovation focuses on the implementation of self-assessment by ASNs, where each ASN is given the responsibility to fill in data about their performance, record achievements, identify challenges, and plan their personal development by involving critical reflection and introspection, which in turn increases self-awareness about performance and their potential. More than just collecting data, SIPINTER creates awareness about the importance of evidence-based achievements so that ASNs understand that real achievement and active participation in personal development play an important role in determining their career success.

The use of advanced artificial intelligence (AI) technology and data analysis is an important feature of SIPINTER's conceptual innovation by strengthening data analysis capabilities to provide objective and measurable assessment results. thereby helping ASN and man-

agement to understand performance trends, identify potential improvements, and create more effective development plans. Overall, conceptual innovation in the SIPINTER application is expected to empower ASNs in conducting self-assessments, implementing meritocracy, and utilizing AI technology. This innovation provides leverage for public service excellence and improves the quality of life for people served by civil servants who are more skilled, dedicated, and committed.

Radical Change in Rationality

Since the launch of the SIPINTER application in ASN management, there has been a radical change in rationality, which has had a major impact on public services and the advancement of government administration. This innovation not only optimizes the assessment process but also fundamentally changes the way of thinking and making decisions in ASN management. Moving the decision-making center from a top-down model to a data-based model, where prior to the existence of SIPINTER, ASN assessments were often based on perceptions and subjective judgments by superiors, However, by integrating advanced artificial intelligence (AI) technology and data analysis, decision-making is based on objectively measured data and information, creating strong rationality, and reducing subjectivity bias. Introduction of an integrated meritocracy system that rewards everyone based on performance and real contribution by providing a series of performance appraisal indicators, participation in training, project contributions, and academic achievements. Thus, the SIPINTER application is expected to be able to create a fair and just platform for every ASN.

The SIPINTER application creates comprehensive openness in seeing the achievements and challenges of everyone, so that there is more transparency and accountability in ASN management. To make ASN more responsible for career development and improving their performance, creating a more empowered and proactive work environment. Furthermore, regarding the evidence-based approach to making decisions, through the analysis of the data presented by SIPINTER, management can easily track ASN performance developments and identify performance trends. The use of accurate and measurable data allows management to make the right decisions and provide relevant information to support ASN career development.

CONCLUSION

Based on the analysis of the research results regarding the typology of self-assessment service innovation in the merit system through the SIPINTER application (Information System for Self-Assessment of the Application of Merit System), it can be seen that based on

the typology of public sector innovation, it has been well implemented in terms of six aspects of innovation, including the creation of new services, the innovation process, administrative innovation, systems innovation, conceptual innovation, and radical changes to rationality. Overall, innovation in the merit system assessment of ASN management through the SIPINTER application has increased effectiveness, transparency, and accountability in public services. With this application, it is hoped that ASN will become more responsible for career development and performance improvement, creating a more empowered and proactive work environment. In addition, public services are becoming more transparent, of high quality, and responsive to the needs of the community. To further increase the reach of using this application, it is hoped that it will be even more intense in socializing it considering that in 2019, only 7 cities have held outreach, namely Surabaya, Banda Aceh, Palembang, Makassar, Mataram/Lombok, Banjarmasin, and Sorong.

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