

Information Management of State Civil Apparatus in Achieving Merit System (A Study at the Regional Civil Service Agency of East Java Province)

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Abstract: *The role of digitalization reflects transformative solutions to social pressure, economy, politics, environment, and others, forcing the government as one that runs public organizations to be involved in it. Digitalization is required to be able to embrace all aspects of the public, one of which is the aspect of employment. The Regional Civil Service Agency innovation system of East Java Province is an implication of the Human Resources Management information system in realizing a merit system under the mandate of Law number 5 of 2014. This research aims to describe digitalization theory, human resource and capital management, and merit systems This is library research. Data are collected from supporting books related to digitalization theory, human resource management, human capital resources, and merit systems. Data sources are journals, papers, theses, dissertations, and internet searches. Based on the results, this study argues that in digitizing services it is necessary to take measurements as Mergel, Edelmann, and Haug theory which include reasons for the digital transformation of objects, process, and results. The government needs to accommodate services in digital form so that aspects of service can be carried out effectively and efficiently.*

Keywords: *digitalization, management, information, merit system*

1. INTRODUCTION

The rapid development of information and communication technology offers effective and efficient solutions for organizational management (Cordella & Tempini, 2015). The application of information technology in organizations both companies and public organizations is an important aspect of competition in the digital era. The use of information and communication technology is now increasingly widespread and seems to be the primary need for millennial humans like today (Firmansyah & Niswah, 2019). Therefore, the need for technology is not only limited to the primary needs of individuals but also becomes the primary needs of an organization, including public organizations (Yunita & Aprianto, 2018).

In past few years of twenty-first century, the information and computer technology (ICT) to produce e-government hve been adopted as the standard operating procedure in many units of central and local government (Wohlers & Bernier, 2016). In Indonesia, the government began to carry out the government functions by utilizing information technology (IT) infrastructure as regulated by Presidential Instruction No. 3 of 2003 concerning national

policies and strategies for e-government development is a manifestation. Through Presidential Instruction, the government instructed several government agency officials including governors and regents/mayors to take steps for the implementation of e-government nationally, formulate and implement follow-up plans and coordinate with the State Minister for Communication and Information, and implement instructions with the best possible (Presidential Instruction, 2003). The government through the Ministry of Communication and Information issued several documents related to the implementation of e-government, including: (1) The document contains a blueprint for the e-government application system for local governments; (2) Guidelines for preparing the master plan for the development of e-government institutions; (3) Government portal infrastructure development guidelines; and others.

In past few years, the term e-government has shifted into digital-based technological innovation. Public sector innovation with digital technology is also called Digital Government (DG) since this concept was first systematically introduced by the National Performance Review (A. Gore, 1993). In line with Gore, Daglio, D., & H (2014) distinguish between the terms e-government and Digital Government. E-government is a medium for the government to use information and communication technology and especially on the internet, as a tool to achieve better governance. Meanwhile, digital government is the use of digital technology, as an integrated part of the government's modernization strategy, to create public value. DG relies on government actors, non-governmental organizations, associations of business citizens, and individuals, who support the production and access to data, services, and content through interactions with governments. The term digital government denominates the use of ICTs, particularly the internet, to positively transform the relationship between government and society. We believe that digital governance can be used to enhance institutional and process-based trust and thus, increase overall trust in the benevolence, competence, honesty, and predictability of government (Veit & Huntgeburth, 2014).

The change in the digital era is indicated by the emergence of digital platforms and networks, computerization, technology, the internet. They have rapidly transformed the economy and society, with enormous implications for the operation of government services (Falk et al., 2017). The understanding and practices of DG have evolved to reflect how governments seek to find innovative digital solutions to social, economic, political, and other pressures, and how they transform themselves in the process towards more complexity and greater contextualization and specialization (Bertot et al., 2016). Consequently, Janowski (2015) introduces four stages of DG evolution depending on whether the application of digital technology changes the internal workings of government or simply digitizes what is (digitization); whether internal transformation to the government (Transformasi); does it affect external relations with citizens and other actors (engagement); and whether the transformation contributes to a particular national, local or sectoral context in which a particular government organization serves its customers and fulfills its mandate (Contextualization).

As digital technology affects most areas of public organizations, it affects human resource practices (Betchoo, 2016). In other words, the use of digital technology can be a tool for the government to develop human resources or employees. Saleh, C. et al. (2013) stated that the study of people in an organization is a proper and vital study for managers and administrators. What provides an understanding in the principle of the existence of the human aspect in an organization is the most important aspect that must be understood and considered by all managing the organization. The organization generate to a group of people; thus, the ability to acquire and retain human skills and talents that are at the core of human resource management becomes very important for effective management and for organizational

performance that is defined more broadly (Donahue et al., 2000). Human resource management is the process of acquiring, training, appraising, and compensating employees, taking into account their employment relationships, health, safety and fairness issues. In other words, it can be said that human resource management is a way to be able to contribute optimally to the achievement of organizational goals (OECD, 2015). The functions or activities of human resource management generally include three main elements, namely: 1) the recruitment of quality workers including resource planning, human resources, recruitment, selection, and placement, 2) the development of a quality workforce including position orientation, training and development, planning and career development, and 3) manpower maintenance including management of retention and turnover, appraisal of work results, compensation, and welfare and management relations with labor (Alwi, Syarifuddin, 2010). Employees or human resources are considered a long-term investment and a critical factor in the fate and success of any business, and in the profitability of the company. Most applicable HRM models place great emphasis on strategic and structural alignment with organizational goals and are focused primarily on organizational rationality and control objectives (Chytiri, 2019).

Managing human activities in organizations is closely related to other concepts, namely Human Resource Management (HRM) and Human Capital Management (HCM), in which theoretically the presence of these two concepts almost replaces the position of the concept of personnel management. OECD (2011) provides the elements contained in human capital management including knowledge, expertise, competence, and other attributes inherent in a person that can be used by that person as a facility for him to build his creativity, establish special relationships with other parties as well as to get what they want in the field of economy or welfare. In other words, it can also be interpreted that what is called human capital is a set of attitudes, actions, skills, and abilities that a person has, which they can use to improve organizational performance and to produce goods or services to meet the needs of other people. associated with the organization (Andre & Lantu, 2015).

Based on the scheme of the relationship pattern in managing the human or people management aspects of an organization, it can be described as follows. Personnel management is an activity that focuses primarily on the process of searching for, organizing, and motivating human resources/apparatus needed by the organization or company. Furthermore, the process by the organization must be poured into a policy and implemented practically intending to be used to manage and develop human resources or apparatus in the organization. The policy must contain 2 (two) important things, namely; (1) Human Resource (HR) management, which is an integrated strategy and management approach that can be used to organize all valuable assets for the organization, especially those directly related to HR. To play a maximum role in improving organizational performance to achieve the organizational goals that have been set, (2) Human capital management, which is an approach used to obtain or produce, analyze and report and inform in full about the developments that have been produced by strategic management which is based on various organizational operational decisions in increasing the added value of all human resources / natural resources. at the corporate level and the front line level (Saleh, et.al, 2013).

Therefore, the existence of human resources needs to be considered, managed, and developed properly, seriously, and sustainably. Every manager of public services must have competence, intellectual, moral, spiritual, and other factors. The essence of human capital is unseparable component in a state civil servant (Saleh, et.al, 2013). How the government translates resources into services is an importance question in the political science of public administration, and public policy analysis. The analysis of these problems most often focuses on contingent effects on service delivery: levels of economic development, partisan

influence, and structural political/administrative arrangements (Donahue et al., 2000). The Regional Civil Service Agency (BKD) of East Java Province is a government institution that has the main task of carrying out the formulation and implementation of policies in the field of personnel. In developing human resources, BKD of East Java province has implemented a technology system as a form of human resource management. Human resource management development has been conducted online and utilized the information technology through digital employee-based applications. The application includes analysis and various staffing services provided. This application is called an electronic-based State Civil Service Management Information System as so-called Si-Master. The system is digitally based in one for all or one for all. In addition to the completeness of employee data in the East Java provincial government, this application also contains an online staffing service menu. The master includes a variety of staffing services from planning, development, upgrading, and transfer to retirement. All of these services can be loaded in one application. The master was initiated independently by the internal BKD of East Java Province. This innovation has succeeded in obtaining top innovations in the 2020 Public Innovation Competition (Falk et al., 2017).

Management of the digital-based employee innovation above is not only to follow pressure and external and internal but also to achieve the objectives of the merit system in staffing. The merit system is used as a measure of success in the development and management of human resources (Daglio & Kitchen, 2014). The merit system is regulated in Government Regulation (PP) 11 of 2017 concerning Management of the State Civil Apparatus. In the monitoring and evaluation program for the implementation of the merit system in the provincial government, BKD and the master succeeded in getting a good title in the personnel information system as a step of achieving a merit system in government (Firmansyah, Rochman & Niswah, 2019).

The problem in developing human resource management in BKD is that the electronic performance appraisal is still not connected. So that the BKD of East Java Province has difficulty knowing the quality and performance achievements which will later be used as performance measurements. And the result is difficulty in knowing the performance of employees in carrying out their duties and functions. So in this case the assessment received by the BKD of East Java Province in Monev received an imperfect score in terms of the talent pool. This is related to creating an organizational culture as a step towards achieving a good organization (Muluk, 2008).

Considering the above problems, the question arises of how information management is carried out to achieve the merit system stipulated by laws and regulations and how the measurement patterns are. The purpose of this study is to determine and describe the analysis of information system management carried out by BKD of East Java province to achieve a merit system.

2. METHODS

The research design is library research. This study was conducted by the author by reading and collecting data and information from supporting books, journals, papers, theses, dissertations, and internet searches to obtain data being relevant to especially those related to digitalization theory, human resource management, human capital resources, merit systems (Parker, 2004; Mann, 2005). Data in this research are textual qualitative by using the basis of the statement and the proportion of scientific proportions (Creswell, 2012). The author uses personal documents as the data source for this research, namely personal documents. The documents as the basic source or primary data are books. The researcher wrote to search for

things or variables in the form of notes, transcripts, books , etc. that related to the digital transformation of objects, process, and results by Information Management and Merit System.

Data are collected with techniques of documentation, identifying discourse from books, papers or articles, magazines, journals, newspapers, the web (internet), or other information related to the titles (Yin, 2016). Data are analyzed with three methods: (1) descriptive analysis method by collecting, compiling data, and analyzing data, (2) content analysis by drawing conclusions through efforts to find the characteristics of the message, and carried out objectively and systematically, and (3) critical analysis by starting certain views or values of researchers (Miles & Huberman, 1994).

3. RESULTS AND DISCUSSION

Information Management at BKD East Java Province Information

The systems have become a primary need for individuals and organizations. In the organizational field, information systems are used to become a liaison between the public and the government. Besides, in the field of internal organization, information systems can also be used to improve service quality to improve the development of human resources. Through Presidential Instruction of Indonesian Republic Number 3 of 2003, the Government of Indonesia took the initiative to provide regulations related to the need for management capabilities in managing human resources. The existence of these regulations can be used as a reference for organizations to use information technology as a forum for improving internal quality through the personnel merit system. This can be encouraged by the ability to innovate in the development of human resource management who can achieve a merit system through digital transformation.

As previousls explained, BKD of East Java Province has carried out reforms and digitalized services as a form of improving staffing services. The existence of HRM reforms is strategically seen as an instrument to achieve the goals of better quality government and more efficient and responsive public services and is being pursued in line with reforms in some areas including budgeting, organizational performance management, quality management, e-government, and organizations. restructuring of public administration (OECD, 2015). Human resource management (HRM) is a strategic approach in managing people in organizations (Somarathna, 2020) and can be said to be a comprehensive and coherent approach to work and resource development (Armstrong & Taylor, 2014). HRM can naturally be represented as a complex system of autonomous human agents, whose interactions are influenced by mutually reinforcing HRM strategies, policies, and practices. Stochastic and dynamic human interactions can lead to the emergence of the phenomenon of organizational performance in the long run. Overall Human resource management (HRM) is concerned with all aspects of how people are employed and managed in an organization (Armstrong & Taylor, 2014).

OECD (2015) states that a well-defined management system can improve the performance of public administrations through a management framework called “Managing for Development Results” (MfDR) and the use of the CAF (Common Assessment Framework) quality and innovation model. Furthermore, organizational performance must be evaluated based on seven sets of criteria: i) strategic management and planning; ii) citizen satisfaction with the products/services of an organization; iii) application of the HRM subsystem established by the Public Service for the professionalization of public services; iv) institutional restructuring initiatives; v) application of quality management; vi) resource management; and vii) transparency in management (OECD, 2015). However, the evaluation

indicator has not been implemented yet in East Java BKD as the instrument of assessing the success of the management system.

Mergel, Edelmann & Haug (2019) revealed in their research that there are four measurements used in transforming forms of digital services to achieve predetermined goals. The measurements are based on the results of research using transcripts of 40 interviews conducted by the digital transformation experts in the public sector. The findings are organized in four coding-derived dimensions, namely: (1) the reasons for public administration undertaking digital transformation for public service delivery, (2) digitally transformed public administration, (3) the change on public administrations of digital public service delivery, and (4) the purpose of administrative transformation.

Subsequently, the results of these findings converge on coding which produces measurements that include reasons for digital transformation, digital transformation objects, digital transformation process, and results of digital transformation. These measurement indicators are used to see the success of digital transformation in realizing services. Furthermore, the authors will use these indicators to analyze the digital transformation that occurs in the BKD of East Java Province before later pairing it with the analysis in the merit system.

(1) Reasons for digital transformation for the digital transformation

The main reason carried out by BKD East Java Province is because it is driven by internal and external factors. Internal factors in the form of problems previously experienced by BKD of East Java Province. Internal problems include not yet integrated documents and data in electronic systems, electronic system failures committed by third parties. In addition to problems, the internal drive is influenced by the individual motivation to change, promote ideas, very influential managerial, and organizational culture changes. Meanwhile externally, innovation is influenced by factors from the external environment of the Provincial BKD in the form of stakeholder interests, competition, and changes in the economic environment.

(2) Digital transformation objects

An administrator, in object measurement, focuses on various digital transformation objects, including the use of an organization's technology, its business model, internal processes, workflows or procedures, public services offered to stakeholders or products created, including content production and dissemination. . The digital transformation from the previous system to the si-master service system is a transformational change in terms of processes, products, services, integration patterns or relationships, and the technology used. The process after using the master is the need for data management and processing that can be done quickly because all data and document needs are digitally based. The resulting product is an application that can be accessed via a smartphone, iOS, or computer. Also, these products can be used internally in managing human resource management within the BKD of East Java Province. The resulting service becomes faster because the product has been integrated with all fields in the BKD of East Java Province. And the technology used is web-page based technology. The choice of this technology is due to the limited internal human resources of the BKD of East Java Province who can develop technology-based innovations.

(3) Digital transformation process

The digital transformation process illustrates how public administrators approach the transformation of the objects mentioned above. The fundamental change from digital transformation is the integration of documents and data into one unified whole in one

application. Furthermore, the application can also be used to provide integrated services within the BKD of East Java Province and external to the BKD of East Java Province. The internal environment of the BKD of East Java Province covers services in all fields in the BKD of East Java Province. Then from the external is the collaboration carried out by the BKD of East Java Province to improve the system and provide ease of service for employees. And services that exist in the Internal BKD of East Java Province are implications of the indicators set to create good employees. These services are in the form of regular salaries, statistics, BUP pension, APS Pension, Baperjakat, Study Permit, ASN IP Examination, ASN Examination, Attendance, SKP, LKO, and JKK & JKM, which are overall steps taken by BKD Province in establishing and improve organizational culture by developing HRM.

Result of Digital Transformation

Research by Mergel et al. (2019) divides analysis results of digital transformation into outputs, outcomes, and impact. This is likely as the long-term effect of digital transformation on the organization or its ecosystem as a whole. This paper defines output as a quantitative result, that is, a result that can be calculated or described numerically. The definition follows Boyne's (2002) theory that output includes both the quantity of service and its quality (as shown for example by the speed of delivery, and accessibility of provision, both from in terms of geography and opening hours).

Therefore, the output of digital transformation includes concrete and measurable services, products, processes, or skills. The output produced by this product can be felt by all employees in the province of East Java. What is most felt is the ease with which they can provide services. Not only that, the product manager also felt the convenience, in this case, was the internal BKD of East Java Province. The ease is that the BKD of East Java Province can use this application in the range of developing HRM within the BKD of East Java Province. The services from BKD contained in the application make it easier for BKD to monitor the performance of employees. So that this can be a measuring tool to determine the performance of employees. Measurements taken are in the form of analysis of employees, attendance, and other services contained in the data management sub-sector. This was done as a form of the responsibility of the BKD of East Java Province in realizing the merit system of HRM in the BKD of East Java Province.

Subsequently, the outcome is defined by (Bretschneider, 2011) as the effect resulting from an action, or implementation, of a new measure, thus describing the possible consequences of implementing the services offered, changes in processes, and the quality of organizational relationships with others in which the outcome has a wider scope than output. The outcome is more about what is obtained when the system pattern occurs. The outcome of the master's product and the system is to produce employees in a cultured organization so it is necessary to have continuity of services provided followed by innovation and development.

Finally, the impact is defined by Alford & O'Flynn (2009) as something that includes changes in the entire organization or public administration, how transformation leads to the creation of more or better (public) value, contributing to a digital society (such as providing conditions for society) digital, provides benefits to citizens, contributes to society, culture or economy), or reinforces democratic principles (e.g. supporting citizen inclusion, regulation, legal and political frameworks). The definition of impact here covers a broader context by covering the values and benefits obtained.

Information Management by Merit System

The State Civil Apparatus (ASN) is the main actor driving the government bureaucracy in carrying out government tasks, development, and public services. To create

professional civil servants with integrity, neutrality, and high performance, the Government has issued Law Number 5 of 2014 concerning State Civil Servants. The law was drafted as part of the bureaucratic reform program, which is an attempt to transform the Indonesian Government's bureaucracy, from rule-based bureaucracy to dynamic governance. Management of the State Civil Apparatus must also change from personnel administration to developing Human Capital.

In this case, HRM is a formal system within an organization to ensure that existing resources are used effectively and efficiently in achieving organizational goals. HRM is built to motivate and develop staff so that they can provide the best support in achieving the mission of the organization. Then merit-based HRM is believed to be able to attract people to work in an organization because the system provides an opportunity for anyone to develop a career according to their respective abilities, and is not influenced by other factors such as gender, ethnicity, and other factors.

The application of the merit system in ASN management is the main mandate in Law Number 5 of 2014. By implementing a merit system, employee appointments, transfers, promotions, remuneration, rewards, and employee career development are based on employee qualifications, competencies, and performance. This system not only creates a sense of justice among employees, it can also promote competency and performance improvements. The merit system, according to Article 1 of Law no. 5 of 2014, is the policy and management of ASN which is based on qualifications, competence, and performance fairly and reasonably without distinguishing their political background, race, color, religion, origin, gender, marital status, age, or condition of disability.

The objectives of implementing the merit system in ASN management are: (1) Conducting open and fair recruitment, selection, and promotion based on competence by compiling a sustainable human resource planning apparatus; (2) Treating ASN employees fairly and equally; (3) Managing ASN employees effectively and efficiently; (4) Providing equal remuneration for jobs that are equivalent to paying attention to performance results; (5) Providing awards for high employee performance; (6) Providing punishment for disciplinary violations.

Furthermore Woodard (2005) defines the concept of a merit system, reflecting that the work performance factor is the center of this system, or in other words, the main focus of the merit system is in the context of improving or increasing work performance. If the work performance is classified as good, the employee (HR) will be given an award or reward. Meanwhile, if the employee's work performance (HR) is classified as bad, he will receive punishment. If we return to the context of the master-master discussion above, the digital transformation carried out by the East Java BKD is related to how to manage ASN management towards a merit system. si -master becomes an application container that serves the needs of employee services and performs employee development. There are 18 services served through the master. These services include wife/husband cards; Taspen; Satya Badges; health card; Bapertarum; service exam; diploma equivalent exam; promotion; employee card transfer; regular salary; pension; appointment of PNS Candidates to PNS; study permit; counselor promotion exam; divorce permit; disciplinary punishment; and leave. So that the master service reaches the service needs to create a merit system.

The description of merit system by Woodard indicates that the impact measurement is related as something that includes changes in the entire organization or public administration, how transformation leads to the creation of more or better (public) value, contributes to a digital society, or strengthens democratic principles. In this case, the impact obtained from the master can be seen from measurements made by the State Civil Apparatus Commission (KASN). KASN is a non-structural institution that is independent and free from

political intervention which functions to oversee the application of basic values, codes of ethics, and codes of conduct as well as the implementation of the merit system. In this case, KASN has the authority to evaluate the government in terms of system merit.

The results of the assessment of the application of the merit system in government agencies are grouped into categories according to the scores and indexes achieved, as described in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform No. 40 of 2018 and KASN Regulation No. 5 of 2017 as follows: (1) Category I (scores 100-174), with a red indicator indicating that the agency is rated 'BAD'. Agencies in this category still need intensive guidance to meet the expected requirements in implementing the ASN management merit system; (2) Category II (scores 175-249), with a yellow indicator, indicates that the agency is rated as 'LESS'. Agencies in this category need to be guided to complete the various requirements for the merit system in ASN management; (3) Category III (scores 250-324), with the indicator in green, indicates that the agency is rated 'GOOD'. Agencies in this category still need to refine various requirements for implementing a merit system in ASN management in their respective institutions, but have been able to implement a limited selection from the talent pool with KASN supervision and are evaluated annually; (4) Category IV (scores 325-400), with the indicator in blue, indicates that the agency is rated 'VERY GOOD'. Agencies in this category indicate that most of the requirements have been met and can be used to carry out a limited selection in their institutions through the talent pool and are evaluated every 2 (two) years.

In this case, the master who is owned by the BKD of East Java Province gets a very good score from the KASN with the score from the agency team getting a score of 354.3 which means very good, and gets a score of 311 from the verifier team which means good. The value assignment from KASN is a manifestation of HRM management in BKD East Java that has approached a merit system as described in table 1 below:

Table 1 Value assignment from KASN is a manifestation of HRM Management in BKD East Java

Sub-Aspect	Catatan Verifikasi Verification Notes	Temporary Value	Evidence Requested
8.1	Already built an online-based Personnel Information System, presenting real-time data and integrated with a performance appraisal system, disciplinary enforcement and employee development;	4	- Online-based employee information system (simpeg) - Screenshot SIMPEG
8.2	The application of e-performance has been integrated with the information system on awards (performance allowances) Estimation: 4 Evidence to be attached: screenshot of the talent pool integrated with e performance	3	- Capture e-performance / e-performance screenshots - Screen capture of performance allowance data in SIMPE - Career development information in SIMPEG

8.3	Personnel administration services are entirely carried out using e-office and connected to the leadership dashboard system;	4	<ul style="list-style-type: none"> - Capture e-office screen - Capture the manager dashboard screen
8.4	Has built an assessment center and is used as a competency assessment tool for all employees in agencies	4	<ul style="list-style-type: none"> - Assessment center results - Capture the proof of the use of the Information System based Assessment center

Source: Monev PMPSM East Java Province – 2020

Table 1 shows that the information system built by the BKD of East Java Province is online-based and can be presented in real-time and integrated with the existing fields in the BKD of East Java Province. The product form of the personnel management information system is the si-master application. Subsequently, the application has also been integrated with the application of e-performance in the BKD of East Java Province. The integration occurs in all areas of service within the BKD of East Java Province, and has also been integrated with externals by conducting an organizational network with Kominfo and Taspen. This is in line with what was conveyed by Provan & Kenis (2008) who defined the term "network" narrowly by focusing on groups consisting of three or more legally autonomous organizations that work together to achieve not only individual goals but also collective goals. The network is provided to help achieve organizational goals. So that it gives a positive value to the organization (Raab et al., 2015).

Thus, the BKD of East Java Province has made digital HRM efforts to realize a merit system. It reveals the existence of HRM development indicators to realize the merit system contained in the master information system. This is following the objectives of HRM conveyed by Armstrong and Taylor (2014) which include supporting the organization in achieving its goals by developing and implementing a human resource (HR) strategy that is integrated with a business strategy (strategic HRM); can contribute to the development of a high-performance culture; ensuring that the organization has the talented, skilled, and engaged people it needs; create a positive working relationship between Main learning points: The essence of human and employee resource management and a climate of mutual trust; and encouraging the adoption of an ethical approach to people management. So that the information management system managed by the BKD of East Java Province needs to be maintained and developed so that the merit system contained in Law Number 5 of 2014 can always be realized.

4. CONCLUSION

Based on the description in the previous discussion, it is concluded that the information management built by BKD of East Java Province through the master has become

one of the information system tools in achieving a merit system. Based on the explanation above, BKD of East Java Province has carried out digital transformation to make improvements in staffing services. The digital transformation carried out by the BKD of East Java Province is juxtaposed with digital transformation indicators according to Mergel, Edelmann, and Haug (2019) which include reasons for digital transformation, digital transformation objects, digital transformation process, and results of digital transformation.

First indicator shows that the main reason for digital transformation is due to the encouragement of internal and external factors within the BKD of East Java Province. The second indicator is digital transformation objects, in this indicator the main objects of the master are in terms of processes, products, services, integration patterns or relationships, and the technology used. The object here is an important point that distinguishes the digital transformation carried out by the BKD of East Java Province from the previous system. The third indicator is the digital transformation process which looks at the service change process from digitization. The transformation has succeeded in integrating internal and external services in one application. So that it becomes a form of the realization of the personnel service as stated in Governor Regulation Number 29 of 2017 concerning State Civil Service Information Systems. Then the fourth indicator is the result of digital transformation, to cover the results obtained, this transformation is divided into output, outcome, and impact. By measuring the results, it will make it easier for the BKD of East Java Province to carry out its analysis and service functions.

The State Civil Apparatus (ASN) is the main actor driving the government bureaucracy in carrying out government tasks, development, and public services. To create a professional civil servant organization with integrity, neutrality, and high performance, the government has instructed it in the form of a merit system. BKD East Java Province uses *simaster* as a tool that helps HRM towards a merit system. One proof of the success of the BKD of East Java Province in achieving the merit system is that it has obtained a very good assessment from KASN. So that the information management system managed by the BKD of East Java Province needs to be maintained and developed so that the merit system contained in Law Number 5 of 2014 can always be realized.

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