

INOVASI PADA ORGANISASI PEMERINTAH: STUDI KASUS PADA SISTEM SELEKSI PEGAWAI BERBASIS COMPUTER ASSISTED TEST (CAT) BADAN KEPEGAWAIAN NEGARA

Intisari

Inovasi sering didentikkan dengan penggunaan cara baru oleh organisasi profit untuk memperoleh efektivitas dan efisiensi baik produk, pelayanan, maupun metode dalam menghadapi persaingan bisnis. Dewasa ini, upaya aksi inovasi tidak hanya dilakukan oleh organisasi profit tetapi juga organisasi non-profit khususnya organisasi pemerintah. Banyaknya produk layanan baru yang dihasilkan organisasi pemerintah menjadi penanda bahwa agenda inovasi esensinya telah masuk pada ranah birokrasi pemerintahan. Padahal, antara sistem birokrasi dengan inovasi memiliki karakteristik yang berbeda. Birokrasi memiliki mekanisme kerja yang pasti, teratur, kaku, serta impersonal, sementara inovasi lebih menekankan pada aspek responsifitas, terbuka, serta fleksibel. Penelitian ini bertujuan untuk melihat dinamika yang terjadi pada proses inovasi yang dijalankan oleh organisasi pemerintah dengan mengambil studi kasus pada sistem seleksi pegawai berbasis Computer Assisted Test (CAT) Badan Kepegawaian Negara.

Data diperoleh melalui wawancara mendalam terhadap lima orang narasumber penelitian dengan menggunakan pendekatan kualitatif. Hasil penelitian menunjukkan bahwa terdapat tiga dimensi utama proses pengembangan inovasi sistem CAT yaitu: membangun basis pengetahuan organisasi, merancang sistem inovasi, dan membangun keberlanjutan sistem. Dimensi membangun keberlanjutan sistem menjadi ciri khas dalam penelitian ini jika dibandingkan dengan temuan lain mengenai proses dan tahapan inovasi. Membangun keberlanjutan sistem muncul sebagai efek mekanisme hubungan kelembagaan, salah satunya dikarenakan belum jelasnya tugas pokok dan fungsi masing-masing lembaga yang memiliki irisan bidang tugas sama. Inovasi sistem CAT merupakan bentuk aktualisasi diri organisasi pemerintah untuk memperoleh serta mempertahankan otoritas kewenangan dan program.

Kata kunci: *inovasi, organisasi pemerintah, hubungan kelembagaan, kewenangan*

**INNOVATION IN GOVERNMENT ORGANIZATION: THE CASE STUDY OF
COMPUTER ASSISTED TEST (CAT) BASED EMPLOYEE SELECTION
SYSTEM IN NATIONAL CIVIL SERVICE AGENCY (BKN)**

Abstract

Innovation has been identical with the use of new ways to gain the effectiveness and efficiency of a product, service, or methodology by a profit organization in order to face the business competition. Nowadays, the innovation effort has not only been done by the profit organizations but also the non-profit organizations, especially the government organizations. There are so many new service products resulting from government organizations as a marker that innovation agenda has entered on governmental bureaucracy field. Besides, the characteristics between system bureaucracy and innovation are different. Bureaucracy system has fixed, regular, rigid, and impersonal basis in its work mechanism, on the other hands; innovation has more responsive, open, and flexible manner. The aim of this research is to see the dynamics that happen on innovation process run by government organization by taking case study on Computer Assisted Test (CAT) based employee selection system in National Civil Service Agency.

The data are gathered through deep-interview to five research respondents by using qualitative approach. The results of this research show that there are three main dimensions in the development proses of CAT system innovation: building the base of organization knowledge, designing innovation system, and developing system of continuity. The dimension of developing continuity system has become the unique characteristic in this study in comparison with the other results in regard to the process and innovation steps. Developing system continuity arise as the mechanism effects of institution relationship, for example because of there is no certain function and main task for each institution that have the same principal section of task field. Innovation in CAT system is a self-actualization of government organization to acquire and maintain its programs and authorities.

Key words: authority, entities relationship, government organization, innovation