

ASN Green Point: An Innovative Model for Integrating Sustainability into the Performance Evaluation of the State Civil Apparatus (ASN)

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Abstract

Climate change requires the involvement of all sectors, including the State Civil Apparatus (In Indonesia known as ASN), in mitigation and adaptation efforts. However, to date there has been no systematic model that integrates sustainability actions into the performance assessment of the State Civil Apparatus. This study aims to formulate the concept of ASN Green Point, which is a performance evaluation system based on sustainability actions carried out by the State Civil Apparatus, both individually and collectively. The methods used were literature review and analysis of relevant regulations to identify opportunities, challenges, and program implementation models. The results of the study show that integrating sustainability indicators into Employee Performance Targets has the potential to strengthen the environmental accountability of the bureaucracy. Proposed sustainability measures include energy conservation in offices, waste management, greening the work environment, and social education programs. This concept is considered capable of producing a multiplier effect because it involves more than five million ASN in Indonesia, thereby creating a broad positive impact on environmental conservation. This study contributes theoretically by offering an innovative sustainable performance assessment model, as well as providing practical policy recommendations for the government to integrate the green agenda into bureaucratic reform. The proposed assessment model has not been studied before, thus representing a novelty in research on employee engagement and sustainability.

Keywords

Sustainability Action; State Civil Apparatus; Green Agenda; Green Point

Introduction

Climate change denotes long-term alterations in meteorological patterns, temperature, and climate resultant from anthropogenic activities (Shivanna, 2022; Kurz, 2025), including deforestation,

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over-extraction of natural resources, urbanization, agriculture, infrastructure, energy production, and the combustion of fossil fuels. The most prevalent indicators of climate change are the rise in average global temperatures and increasingly erratic extreme weather events. These alterations have induced systemic disruptions in ecosystem functionality, a decline in biodiversity, and an escalation in the frequency of climate-related natural disasters. Recent research elucidates a distinct causal pathway linking anthropogenic pressures, defined as human activities that significantly contribute to ecosystem degradation (as evidenced by the decline of mangroves, according to Sutran et al., 2023), with the deterioration of environmental quality and ecosystem services, which subsequently exert considerable health and economic repercussions on global society. In recent years, climate change has escalated into an emergency impacting not only human well-being but also the sustainability of diverse living organisms.

While these repercussions are cross-sectoral and necessitate a coordinated governmental response, the extant literature on public administration and environmental governance underscores the limitations of the State Civil Apparatus (In Indonesia called Aparatur Sipil Negara, abbreviated as ASN) in the execution of environmental stewardship practices. According to Adams et al. (2014), the measurement of sustainability performance in the public sector remains very limited. This indicates that sustainability actions have not yet been formally integrated into the performance evaluation system for civil servants through the Employee Performance Target (In Indonesia called Sasaran Kinerja Pegawai, abbreviated and hereinafter referred to as SKP). These limitations stem from deficiencies in technical capacity, institutional incentives, and bureaucratic discretion, which frequently fail to endorse proactive, environmentally sustainable policies. Investigations into environmental bureaucracy and street-level actors highlight the necessity of reinforcing the role of ASN through concrete initiatives that incorporate sustainability values within performance assessment frameworks to guarantee impactful and sustainable policy interventions. Climate change and the escalating environmental crisis have necessitated reassessment by governments at multiple levels regarding the delivery of public services (Erlianti et al., 2025). In the context of sustainable development, public service innovations that incorporate environmental values—termed green public service innovation—have emerged as an urgent requirement. It is insufficient for public services to be solely efficient, economical, and accessible; they must also take into account the ecological consequences they entail (Yasmeardi et al., 2025). However, there are currently no regulations that mandate or require ASN integrated with SKP, to engage in sustainable activities related to environmental conservation. This is in line with the findings of Adams et al. (2014), which state that performance measures related to sustainability, the environment, or social responsibility is the least commonly used performance metric in public service organizations. Therefore, there is a need to integrate employee performance with sustainability efforts; in addition to the SKP, this can also be achieved through the measurement of Green Key Performance Indicators (GKPI). Consequently, this paper aims to analyze the formulation of policy recommendations for the ASN Green Point concept, a performance evaluation program based on sustainability actions carried out by civil servants on an individual basis.

Methodology

This research uses a systematic literature review approach combined with policy and regulatory analysis to identify opportunities, challenges, and implementation steps for the implementation of

the ASN Green Point model. A systematic literature review is a method for synthesizing scientific or academic evidence to answer a specific research question in a transparent and reproducible manner, while simultaneously incorporating all published evidence on the topic and assessing its quality. Systematic literature review has become a key methodology in disciplines such as public policy research (Lame, 2019). Academic literature was collected from reference databases (such as articles, academic journals, or books) using keywords such as: “sustainable individual contribution,” “individual climate action,” “individual sustainability action,” “sustainable actions specifically for public sector employees,” or “performance evaluation of sustainable practices.” The inclusion criteria used include: 1) articles published within the last five years; 2) articles relevant to environmental governance issues at the individual or public sector level; and 3) articles discussing measurement systems or the integration of sustainability indicators into organizational or individual performance. The selected articles were then coded and analyzed using a thematic framework that encompassed the articles’ profiles and individual and organizational sustainability practices in the public sector.

On the other hand, a legal document analysis was conducted on the regulatory framework governing the performance evaluation of civil servants in Indonesia, such as Law No. 20 of 2023 on Civil Servants and Regulation of the Minister of State Apparatus Reform and Bureaucracy No. 6 of 2022 on Civil Servant Performance Management. The analysis was conducted using content analysis to assess the legal scope available for integrating sustainability indicators into performance evaluation mechanisms. The analysis process includes: 1) identifying key provisions related to civil servant performance; 2) mapping opportunities for integrating sustainability indicators into performance appraisal plans; 3) identifying potential legal and bureaucratic barriers; and 4) developing implementation recommendations through supporting technical instruments (e.g., technical guidelines or government agency regulations).

The results from both approaches, academic literature and regulations, are integrated to identify opportunities, challenges, and options for implementing the ASN Green Point program. The synthesis is conducted through matrix analysis that connects the findings of the literature with the available legal space, thereby producing evidence-based and contextual recommendations for model formulation.

Results and Discussion

Result: The research findings indicate that integrating sustainability indicators into SKP has the potential to strengthen the environmental accountability of the bureaucracy. Through literature review and regulatory analysis, all sources used (all references total 11 articles) were coded, yielding the following results.

By the year of publication

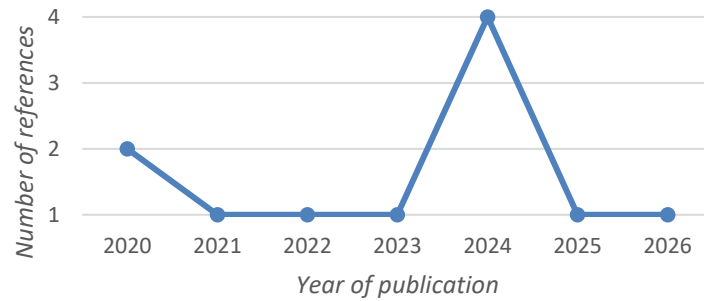


Chart 1. Number of reference articles per year

By the country of the publisher

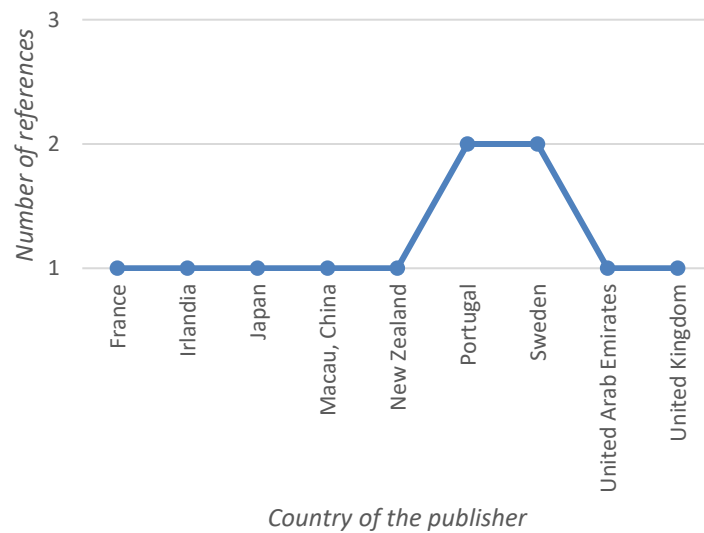


Chart 2. Number of reference articles by the country of the publisher

By the number of references per sustainability action classification group

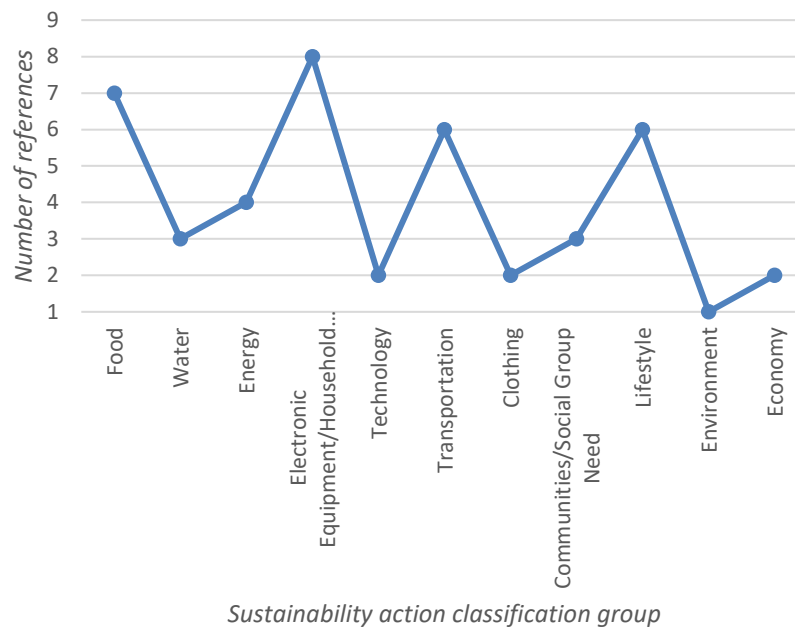


Chart 3. Number of references per sustainability action classification group

Then, several types of sustainability initiatives were identified that civil servants can undertake based on their classification groups, including food, water, energy, equipment/electronics, technology, transportation, clothing, communities/vulnerable groups, lifestyle, the environment, and the economy. The sustainability actions are as follows.

Table 1. Classification group & sustainability action variations

Sustainability Action Classification Group	Sustainability Action	Author of Related Reference/Year
1. Food	Eating plant-based foods	Vareda (2020)
	Composting or recycling food scraps	Vareda (2020); Gulseven et al. (202); Prinzing & Laffan (2024)
	Planning meals to prevent food waste	Ganeshan & Zhang (2025); Gulseven et al. (202)
	Buying food from local farmers to avoid long supply chains	Ganeshan & Zhang (2025)
	Starting a small-scale vegetable and fruit garden and raising livestock for personal consumption	Ganeshan & Zhang (2025); Prinzing & Laffan (2024)
	Eating local foods	Gulseven et al. (202); Prinzing & Laffan (2024)

Sustainability Action Classification Group	Sustainability Action	Author of Related Reference/Year
	Reducing meat consumption and switching to a plant-based diet	Koide et al. (2021); Prinzing & Laffan (2024)
	Eating organic food	Nordström & Sigrid (2024); Prinzing & Laffan (2024)
	Choosing food products with minimal packaging (or unpackaged, to reduce waste)	Nordström & Sigrid (2024)
	Choosing discounted food that is nearing its expiration date	Nordström & Sigrid (2024)
2. Water	Recycle used water	Vareda (2020); Prinzing & Laffan (2024)
	Implement water conservation or water-saving initiatives or campaigns	Gulseven et al. (202); Prinzing & Laffan (2024)
	Harvest rainwater	Gulseven et al. (202)
3. Energy	Optimize the use of electronic devices by unplugging them from power sources (turn them off completely when not in use)	Vareda (2020); Prinzing & Laffan (2024)
	Implement energy-saving measures (such as adjusting the temperature of refrigerators and rooms so they aren't set too low, and optimizing energy consumption)	Vareda (2020); Koide et al. (2021); Shen & Zhang (2024)
	Using an electricity grid powered by renewable energy	Koide et al. (2021)
4. Electronic Equipment/Household Devices	Using secondhand items that are still in good condition	Vareda (2020)
	Using reusable shopping bags or items made from biodegradable materials	Ganeshan & Zhang (2025); Pinho & Gomes (2023)
	Avoiding excessive wrapping of gifts or packages	Ganeshan & Zhang (2025)
	Using rugs as floor coverings	Vareda (2020)
	Using energy-efficient appliances	Vareda (2020); Pinho & Gomes (2023); Koide et al. (2021)

Sustainability Action Classification Group	Sustainability Action	Author of Related Reference/Year
	Using LED lights and gradually transitioning to solar energy (solar panels)	Ganeshan & Zhang (2025); Prinzing & Laffan (2024)
	Avoiding the use of plastic-based items	Pinho & Gomes (2023); Gulseven et al. (202)
	Using electronic devices powered by clean and renewable energy sources	Gulseven et al. (202)
	Using recycled products	Gulseven et al. (202); Prinzing & Laffan (2024); Shen & Zhang (2024)
	Using solar-powered devices	Gulseven et al. (202)
	Using devices or equipment not connected to the main power grid	Koide et al. (2021)
	Bringing your own shopping bags	Nordström & Sigrid (2024); Prinzing & Laffan (2024)
	Bringing and using a personal water bottle	Prinzing & Laffan (2024)
Technology	Making electronic payments	Vareda (2020)
	Deleting spam emails	Vareda (2020)
	Using new sustainable technologies	Gulseven et al. (202)
	Creating technological innovations for sustainability	Gulseven et al. (202)
Transportation	Using public transportation	Timmons et al. (2024); Ganeshan & Zhang (2025); Prinzing & Laffan (2024); Linder et al. (2022); Teran-Escobar et al. (2025)
	Prioritizing walking, biking, or scooters (non-motorized vehicles)	Ganeshan & Zhang (2025); Prinzing & Laffan (2024); Linder et al. (2022); Teran-Escobar et al. (2025)
	Using electric or hybrid vehicles	Koide et al. (2021)
	Reducing air travel	Koide et al. (2021); Prinzing & Laffan (2024)
	Driving at low speeds	Prinzing & Laffan (2024)
Clothing	Extending the lifespan of clothing, shoes, towels, and bedding	Ganeshan & Zhang (2025)

Sustainability Action Classification Group	Sustainability Action	Author of Related Reference/Year
	Purchasing eco-friendly clothing	Prinzing & Laffan (2024)
Communities/Social Groups Need	Organizing social initiatives to help those in need	Gulseven et al. (202)
	Conducting environmental awareness or education programs for the community	Gulseven et al. (202); Prinzing & Laffan (2024)
	Organizing outreach or educational programs for children in need	Gulseven et al. (202)
	Advocating for women's protection and empowerment	Gulseven et al. (202)
	Organizing anti-inequality campaigns	Gulseven et al. (202)
	Participating in peace or anti-violence campaigns	Gulseven et al. (202)
	Serving as a peace mediator for small-scale or limited conflicts	Gulseven et al. (202)
	Building partnerships or taking the initiative with stakeholders or the community to implement sustainability actions	Gulseven et al. (202)
	Promoting social equality	Teran-Escobar et al. (2025)
Lifestyle	Adopting a healthy lifestyle on a regular basis, such as exercising, eating nutritious meals, and reducing alcohol and tobacco consumption	Gulseven et al. (202); Koide et al. (2021); Prinzing & Laffan (2024); Teran-Escobar et al. (2025)
	Choosing a place to live that is relatively close to work	Koide et al. (2021)
	Downsizing your home or improving living efficiency	Koide et al. (2021)
	Making a shopping list before going shopping	Nordström & Sigrid (2024)
	Adopting a frugal lifestyle and avoiding wastefulness	Shen & Zhang (2024)
Environment	Implementing small-scale waste management	Gulseven et al. (202)
	Participating in volunteer activities related to climate change	Gulseven et al. (202)
	Participating in environmental conservation activities	Gulseven et al. (202)
	Participating in beach or mountain cleanup campaigns	Gulseven et al. (202)

Sustainability Action Classification Group	Sustainability Action	Author of Related Reference/Year
	Caring for plants around the office environment	Gulseven et al. (202)
	Participating in wildlife protection campaigns	Gulseven et al. (202)
Economy	Initiating or launching community-based economic activities	Gulseven et al. (202)
	Buying local products	Gulseven et al. (202); Linder et al. (2022)
	Buying eco-friendly products	Gulseven et al. (202)

Until now, the SKP has only been divided into two categories, namely the main and additional performance assessments, this research proposes a new category: a sustainable performance assessment that specifically measures ASN involvement in sustainability actions. This addition represents a significant innovation in the ASN performance management system. Academically, this research offers a conceptual contribution through the ASN Green Point model, which is a sustainability-based performance evaluation framework. This model enriches the discourse in public administration literature by expanding the function of bureaucracy from a mere policy implementer to a proactive agent that internalizes sustainability values (Handoyo, 2018). This finding also confirms that public bureaucracy can be positioned as an important catalyst in the transition towards green governance, which has not been extensively studied in international literature previously (Sevä & Jagers, 2013). Ramos et al. (2021) states that the government is considered to have the capacity to generate widespread sustainable impacts due to the scale of its organization and its large workforce; thus, changes in individual behavior within public organizations can collectively produce significant environmental impacts.

From an implementation perspective, this proposed model has a significant multiplier effect. With over five million of ASN, individual participation in sustainability actions can be consolidated into a significant collective impact on national environmental conservation (Ramos et al., 2021). This aligns with the concept of green public service innovation, which emphasizes that public services are no longer sufficient to be measured by efficiency, effectiveness, and accessibility alone, but also by their ecological impact.

These policy recommendations offer numerous benefits, as outlined in Suharti & Sugiharto (2020): individually, employees achieve better work performance, and organizationally, there is an increase in the efficiency of various resources and the cultivation of a positive corporate image. Alrifae (2026) also notes that these policy recommendations improve employee health and financial performance; therefore, their implementation is strongly encouraged. Based on the relevant laws and regulations pertaining to the topic of this article, a review of the regulations revealed no provisions that would hinder or prevent the implementation of this recommendation. In fact, given the benefits outlined above, this policy recommendation can assist civil servants in achieving their work outcomes. Thus, the ASN Green Point model provides concrete policy recommendations for the government to integrate the green agenda into bureaucratic reform.

Discussion

Although promising, the research also identified a number of challenges. The main obstacles include the limited in the technical capacity of civil servants regarding the concept of sustainability, bureaucratic resistance to changes in performance indicators, the lack of legal instruments that explicitly require of ASN to take sustainability actions, and implementation that risks appearing to be merely a formality (lacking the quality needed to make an impact) in the absence of efforts to monitor and evaluate sustainable performance. Therefore, the successful implementation of this model requires operational derivative regulatory support, clear incentive and sanction mechanisms, and a strategy to enhance bureaucratic capacity to effectively carry out the sustainability agenda.

Overall, the results of this study confirm that integrating sustainability indicators into the performance evaluation mechanisms of ASN not only strengthens the legitimacy of environmental policies but also offers a more progressive and contextual instrument for bureaucratic reform. Thus, ASN Green Point can be seen as a strategic innovation that aligns with the global demands of sustainable development while also strengthening environmental governance in Indonesia.

Conclusion

Based on findings, this study concludes that the ASN Green Point model provides an innovative and practical framework for integrating desirability indicators into the performance evaluation of ASN. By integrating environmental measures, such as energy conservation, waste management, workplace greening, and community sustainability education, into the SKP, this model not only enhances bureaucratic accountability but also generates a multiplier effect through the participation of more than five million ASN across the country. This study contributes theoretically by introducing a new approach to assessing sustainability performance in the public sector, and practically by offering evidence-based policy recommendations that explicitly integrate the green agenda into bureaucratic reform, thereby strengthening the state's role in climate change mitigation and adaptation.

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