

# The Existence of the State Civil Apparatus Information System (SIASN) in the Process of Determining the Decree on Promotion of Civil Servants in Agencies in the Work Area of the Regional Office XI BKN Manado

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**Abstract.** *Building an integrated electronic-based government system in personnel management is very important today. Transformation of the personnel management service process based on information technology is a mandate from the Regulation of the Head of BKN Number 20 of 2008 concerning the Personnel Service Application System (SAPK). Proposals for promotion are one form of service that is currently carried out through SAPK. The Regional Office XI BKN Manado has the responsibility in the process of determining the decision letter for the promotion of Civil Servants. This study was conducted to describe the existence of SIASN in the timeliness of determining the decision letter for the promotion of Civil Servants at Agencies in the Work Area of the Regional Office XI BKN Manado and what aspects cause delays in determining the decision letter for the promotion of Civil Servants. By using a qualitative design, it was found that there were slight weaknesses in the criteria for bureaucratic compliance (compliance) which can be seen from the delay in the signing stage of the decision letter for the promotion by the authorized official even though the SIASN operator had tried to be on time. The delay in signing the SKKP, although not caused by the dysfunction of the SIASN system, this obstacle still has a significant impact on the credibility of SIASN as a system designed to accelerate the promotion process.*

**Keywords:** *Information System, Promotion, Civil Servants*

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## INTRODUCTION

In today's digital era, the government is required to use information technology by building an integrated electronic-based government system from the center to the regions which is expected to improve government performance, reduce bureaucracy, and increase public trust (Tulangow et al., 2020). In an effort to improve personnel services for Civil Servants (PNS), a transformation of the administrative process is needed through the use of computer-based information technology. Likewise, the promotion system has undergone a transformation from a manual system to an electronic one (Budiayatno, 2023). The State Civil Service Agency (BKN) stipulates the Head of BKN Regulation Number 20 of 2008 concerning the Personnel Service Application System (SAPK) in the form of an integrated personnel service system that is connected online with all agencies to provide personnel services (Hermawan et al., 2023). SAPK is designed for use in various personnel service processes, one of which is the PNS promotion

service, but SAPK cannot be used to validate promotion proposals but only for proposals, determination of the Technical Approval Note for Promotion (NPKP) and determination of the Promotion Decree (SK KP).

Align with research from Ardyaputri & Darmeinis, (2024) Although the promotion proposal is made through SAPK, the validated proposal files are still done manually, namely the agency brings the proposal files to the BKN Manado Regional Office XI. After the Covid-19 pandemic which 'forced' all services to be done online, the promotion proposal procedure is also done online through the Male\_o application and the signing of the technical approval memorandum of promotion using an electronic signature (TTE). In order to simplify bureaucratic reform, one of the efforts made by BKN is to cut business processes and accelerate personnel services by launching the ASN Information System (SIASN) as an integrated sharing system between BKN and all agencies, both central and regional governments, and to facilitate users of BKN personnel services including promotion services because the entire service process is already digital-based.

All promotion services starting from proposals, proposal validation, determination of NPKP, to the issuance of SK KP by agencies have been provided in one service system, namely SIASN BKN (Nurfadillah, 2020). The use of SIASN cuts the business process for promotion services into just two stages (Biswan & Zarnedi, 2018). Before the use of the SIASN application, the deadline was only set for KP proposals and if there was an agency that passed the deadline, it could submit a reopening. The new rank and class of civil servants were immediately updated in SAPK after the NPKP was determined by BKN even though the SKKP had not been determined by the agency. As a result, there were several cases where civil servants would propose a higher KP but did not have a previous KP SK (Ahmad, 2021). SIASN overcomes this problem, where late proposals are not reopened and the new rank and class of civil servants are updated after the Promotion SK is determined and uploaded to the SIASN application.

In 2023, the SIASN application was officially used for the promotion process, there are rules for the time limit for determining the promotion decision, namely on March 20 for the April period and September 20 for the October period. Then, with the implementation of the promotion periodization into six periods, through the Circular of the Head of the State Civil Service Agency Number 16 of 2023 concerning the Explanation of the Periodization of Civil Servant Promotion, a time limit has been set at each stage of the promotion determination process (Bali & Yuliana, 2024). By using the SIASN application, the deadline for proposing KP, validating proposals, and technical approvals has been regulated by the system, only the determination of the promotion decision letter has not been limited by the system. The problem is that when it is not limited by the system, the agency is late in determining the Civil Servant Promotion Decree which results in Civil Servants not being able to receive their salaries at their new rank on time (Firdaus, 2017).

Based on the results of initial observations conducted by researchers at the Regional Office XI BKN Manado, it shows that in the period of April 2023, out of 13,498 technical approvals stipulated by the Regional Office XI BKN Manado, 11,638 promotion decrees were stipulated on time by the agency or 86.22%, while in the period of October 2023 (attachment 3) out of 10,095 technical approvals stipulated by the Regional Office XI BKN Manado, 8,350 promotion decrees were stipulated on time by the agency or 82.71%. There are several similar studies on rank that have been conducted Rahman, (2022) who studied the implementation of the Promotion Proposal through the State Civil Apparatus Information System (SIASN); Nugraha (2024) studied the Governance of ASN Promotion; Ahmadi (2022) discussed the obstacles to Teacher Promotion from IV/a to IV/b; Azmi (2023) highlighted the preparation of SOPs for managing regular and optional Promotion services; Damanik (2023) examined the proposal for promotion of ASN functional teacher positions. Compared to several studies, this study focuses on the problem of the timeliness of the determination of the PNS promotion decision letter.

## **METHODS**

This study uses a descriptive qualitative research method (Creswell, 2015) with the aim of providing a comprehensive and in-depth picture of a social condition as it is based on data

obtained directly in the field. The researcher wants to provide a comprehensive and detailed picture of the existence of SIASN in the timeliness of determining the civil servant promotion decision letter and wants to dig deeper into what aspects cause delays in determining the civil servant promotion decision letter. The research will be conducted at the Regional Office XI of the State Civil Service Agency, Jl. A.A Maramis, Paniki Bawah Village, Mapanget District, Manado City. The research period lasted for approximately 3 (three) months starting from the process of preparing the proposal, guidance and presentation in the form of a thesis. This study focuses on the timeliness of determining the promotion decision letter by the agency through SIASN, whether the agency has complied with every applicable procedure and regulation. The data needed in this study are primary data and secondary data (Hamdi & Ismaryati, 2014). The informants in this study were the BKN Computer Officer who handled SIASN, three agency SIASN Operators and two civil servants who received SKKP on time and who received SKKP late will be interviewed regarding this study, with a total of six informants. The data collection techniques used in this study (Creswell, 2015), namely Observation, observation, documentation study with the help of tools or materials, namely audio visual. In the qualitative data analysis process, the data that appears is in the form of words and not a series of numbers. Data is processed first before being used, but in qualitative analysis the data remains in the form of words or broader narrative text. The analysis in question includes three main steps in sequence, namely data reduction, data presentation, and drawing conclusions (Saleh, 2017).

## RESULTS AND DISCUSSION

Regional Office XI of the State Civil Service Agency in Manado (Kanreg XI BKN Manado) located at Jl. A.A. Maramis Km. 8 Paniki Bawah Village, Mapanget District, Manado City, North Sulawesi Province was established based on the Regulation of the Head of the State Civil Service Agency Number 14 of 2006 dated March 29, 2006 and operationally carried out its duties and functions since January 2007, covering 3 work areas, namely the North Sulawesi Province, Gorontalo Province, and North Maluku Province. Regional Office XI BKN Manado has the task of carrying out part of the duties and functions of the State Civil Service Agency in the field of fostering and organizing State Civil Apparatus Management in its work area (Surendra & Mahadewi, 2023). According to Rizki, (2022) Regional Office XI BKN has a vision to realize professional and integrity-based ASN management to support the achievement of a sovereign, independent, and individual Advanced Indonesia based on mutual cooperation in its work area, with its mission, namely 5 pillars which are the mission of the State Civil Service Agency, namely improving the quality of ASN through: (1) Guidance on the implementation of ASN management in its work area; (2) Implementation of ASN management in its work area; (3) Storage of ASN employee information in its work area; (4) Supervision and Control of ASN Management Norms, Standards, Procedures, and Criteria (NSPK) in its work area; and (5).

Developing and optimizing the BKN internal management system in its work area. In this study, the researcher used the theory put forward by Ripley and Franklin (Dewi, 2017) namely the main criteria for successful policy implementation with the following description: (1) Measuring the level of compliance of policy implementers in complying with the rules and procedures that have been set. In this case, the policy implementers are Government Agencies, both Central Agencies and Regional Agencies. This study will examine whether policy implementers have complied with the rules and procedures that have been set, one of which is the timeliness of the agency in determining the promotion decision letter; (2) Smooth functioning routines. According to Azahra & Lubis, (2021) This criterion will be successful if policy implementers comply with the rules and procedures that have been set. The policy will run smoothly and without obstacles if policy implementers, namely Government Agencies, are on time in every stage of the promotion determination process; (3) Realization of the desired goals and impacts (Desired Performance in and Impacts) This criterion evaluates the extent to which the policy produces the desired changes or the objectives of the policy have been achieved. The purpose of timeliness in determining the promotion decision letter by the agency through SIASN is that civil servants receive their salaries on time in their new ranks (Cahyana et al., 2023).

According to Arifaini & Sari, (2021) the results of this study are based on primary data, namely the latest information obtained directly from the field through observation, interviews and documentation using audiovisual tools such as recorders and zoom applications for remote informant interviews. Secondary data in the form of data obtained from the results of downloading excel files which are grouped according to the type of data required in this study so as to produce data on the determination of SKKP by Agencies in the Work Area of the Regional Office XI BKN Manado for six periods in 2024, namely the Period of February 2024, April 2024, June 2024, August 2024, October 2024 and December 2024. The results of the researcher's data processing show that over all in 2024, out of a total of 12,896 technical approvals stipulated by the Regional Office XI BKN Manado, 9,114 or 70.67% of the Promotion Decrees were stipulated on time by the Agencies as shown in table 1 below:

Table 1. Recapitulation of the Determination of the Decree on Promotion of Agency Ranks in the Work Area Regional Office XI BKN Manado 2024

Period	Number of Pertek	SK On Time	SK Late	Percentage
Feb2024	753	139	614	18,46%
Apr2024	2.990	2.063	927	69,00%
Juni2024	1.907	1.648	259	86,42%
Agst2024	1.292	1.043	243	80,73%
Okt2024	3.374	2.785	589	82,54%
Des2024	2.580	1.436	1.143	55,66%
	<b>12.896</b>	<b>9.114</b>	<b>3.775</b>	<b>70,67%</b>

*Source: Results of researcher data processing*

The results of this study also review and analyze the data obtained by researchers from interviews with six informants, namely the SIASN operator of North Sulawesi Province, the SIASN operator of North Maluku Province, the SIASN operator of North Gorontalo Regency, civil servants who received the SK KP on time from Manado City, civil servants who received the SKKP late from Bone Bolango Regency and the BKN Central Expert Computer Pranata. The researcher uses the Ripley and Franklin theoretical framework Ripley and Franklin (in Dewi, 2017) which includes three main criteria to measure the level of success of policy implementation, namely: (1) The level of bureaucratic compliance; (2) The smooth functioning of routine functions and no problems or obstacles (smoothly functioning routines); (3) the realization of the desired goals and impacts (desired performance in and impacts) with the following description:

### **The Level of Bureaucratic Compliance**

This criterion measures the level of compliance of policy implementers in complying with the rules and procedures that have been set (Nainggolan & Hendra, 2023). In this case, as the policy implementer, namely the Government Agency, both Central Agency and Regional Agency in the working area of Regional Office XI BKN Manado. In this study, it will be examined whether the policy implementers have complied with the rules and procedures that have been set, namely in accordance with the Circular of the Head of BKN Number 16 of 2023, the agency determines the civil servant promotion decree no later than the 15th of the month before the decree comes into effect (for example, the KP SK is effective from October 1, 2024, the KP SK is determined no later than September 15, 2024).

From the results of the interview, the informant SK as the operator of the SIASN of North Sulawesi Province said that:

*"I really understand the procedures and stages in the civil servant promotion process, starting from the proposal to the determination of the promotion decree because the instructions for using SIASN are very easy to understand and the procedure is short, namely only proposing, then if approved we immediately determine the KP SK. As the operator, I*

*always try to print the KP SK on time according to the BKN circular, namely on the 15th before the TMT KP".*

The same thing was stated by informant AM as the operator of SIASN of North Maluku Province who said that:

*"We feel that the KP proposal process in SIASN is fast because if the data and files are complete it does not take long to determine the KP Decree. The determination of the KP Decree of the North Maluku Provincial Government was right before the 15th so that it could be included for changes to PNS salaries".*

Different from what was conveyed by the informant RAI, the SIASN operator for North Gorontalo Regency, who stated:

*"In my opinion, the deadline for determining the KP SK on the 15th is right, but we usually pass the 15th, the problem is in the signing of the SK by the PPK depending on the speed of the official who signs it".*

Based on the results of the interview above, all informants interviewed had determined the KP SK on time, namely on the 15th one month before the KP TMT. This shows that they have carried out their duties in accordance with the procedures set out in the Circular of the Head of BKN Number 16 of 2023. The SIASN operator has carried out his duties on time, but it turns out that everything depends on the PPK (Commitment Making Officer), namely the Governor/Mayor/Regent. For agencies that already use electronic signatures such as North Sulawesi Province, the signing can be completed on time because it can be done anywhere and anytime. Agencies that still use manual signatures such as North Gorontalo Regency usually pass the 15th depending on the speed of the official who signs.

### **Smooth Functioning Routines.**

This criterion measures whether the policy implementation process is running smoothly without any significant obstacles or problems. Informant SK said that:

*"In my opinion, with the creation of the KP process stages, it has been very smooth and very helpful for civil servants in the KP submission process, because in terms of the distance of the stages, it is very good and helpful, for example, if there are civil servants whose files are not in accordance and are late in being corrected or late in proposing KP, they do not have to wait another 6 months in the next period and only wait 2 months for the next period".*

According to informant AM:

*"With the stages, the KP process can run smoothly because the proposals can be submitted according to the set schedule".*

With the stages, according to informant RAI:

*"The KP process runs smoothly, because the stages are very clear and easy."*

From the results of the search through interviews, it is known that with the stages that have been regulated in the Circular Letter of the Head of BKN Number 26 of 2023, the KP process can run smoothly because in addition to being scheduled, the flow in SIASN is very easy so that it is easy to understand by SIASN operators. 3. Realization of desired goals and impacts, this criterion evaluates the extent to which the policy has resulted in the desired changes and the policy objectives have been achieved and its impact on society.

The purpose of this policy is the timeliness of the determination of the KP Decree by the agency through SIASN and its impact on society, namely that civil servants receive their salaries on time at their new rank. Referring to the interview results, informant MR, a civil servant in Manado City who received the KP SK on time, stated that:

*"My KP TMT was on October 1, 2024, proposed to BKN on August 1, 2024, Technical Approval from BKN on August 2, 2024, the KP SK was determined by the Mayor of Manado*



*on September 5, 2024. On October 1, 2024, right with the KP TMT, I received my salary at the new rank. With SIASN, my KP SK can be issued on time, the process is fast, easy to check and there is a notification directly via myASN that my rank proposal has been approved. This really motivates me to further improve my performance and career".*

In contrast, informant LA, a civil servant in Bone Bolango Regency who received the KP SK late, stated that:

*"My KP TMT was on December 1, 2024, proposed to BKN on October 7, 2024, Technical Approval from BKN on October 8, 2024, the KP SK was determined by the Regent of Bone Bolango on November 17, 2024. On December 1, 2024, right with the TMT KP, I have not received a salary at the new rank because according to the notification from the Bone Bolango Regency Government for employee salaries for the promotion period of October and December has not been budgeted and will be paid starting January 2025, therefore I do not mind if my KP SK is late because it does not affect my salary. For SIASN, I feel that the information provided regarding the KP proposal is very clear and fast and there were no obstacles during the proposal. Even though my SK is late, I am still motivated to improve my performance because promotion is an award given to me by the state".*

The results of the interview showed that civil servant satisfaction with the promotion process was influenced by two aspects, namely the timeliness of the issuance of the decree and the openness of information during the proposal process. For civil servants who received the decree on time, of course they felt satisfied, especially since the salary was received at the right time, even civil servants who experienced delays in determining the decree still felt satisfied because in the promotion process they received clear and fast information. The researcher also conducted an interview with the Central BKN Computer Officer regarding the obstacles to the delay in determining the SKKP by the agency. Informant WF stated that: "SIASN is a tool to achieve the goal of accelerating and facilitating personnel services in this case BKN facilitates the promotion process from the proposal to the determination of the promotion decision letter through SIASN. According to the agreement between BKN and the Ministry of PANRB regarding the Service Level Agreement (SLA) that for promotion services through SIASN the process takes a maximum of two days until the determination of technical approval by BKN, and so far BKN has fulfilled these provisions, while the determination of the promotion decision letter is the domain of the agency and there has been no SLA agreement at this stage even though it uses the BKN system, because the SLA has only reached the stage of determining technical approval.

Because the determination of the KP Decree is the domain of the agency, the agency cannot be regulated by BKN regulations such as the Circular Letter of the Head of BKN Number 16 of 2023 which regulates the time limit for each stage in the promotion process. BKN can only appeal to agencies to immediately determine the KP Decree". Based on the results of interviews with WF informants, it can be concluded that SIASN is a facility facilitated by BKN to increase the efficiency of the promotion process by simplifying and accelerating the process, from the submission stage to the determination of the Promotion Decree. Even though it uses the same system, namely SIASN, BKN cannot close access to the determination of the KP Decree as in the proposal and document completion stages because BKN's authority in the promotion process is still limited to the stage of determining technical approval while the stage of determining the Promotion Decree is the authority of the agency (Knaofmone et al., 2021). BKN can only appeal to agencies to immediately issue the Promotion Decree, but does not have the authority to regulate the time limit at this stage in detail.

## CONCLUSION

Based on the research results, it can be concluded that the existence of SIASN in the process of determining the promotion of civil servants, especially in the work area of the Regional Office XI BKN Manado, when viewed as a whole, starting from the proposal process to the determination of the Decree on Promotion of Civil Servants, there are several obstacles that cause the policy to not achieve the three success criteria put forward by the Ripley and Franklin theory.

In its implementation, there are two criteria that have been running as expected, namely the criteria for smooth functioning routines and the realization of desired performance and impacts. The criteria for smooth functioning routines in the process of determining the Decree on Promotion of Civil Servants have been running well, seen from the stages that have been scheduled or regular in accordance with the Circular Letter of the Head of BKN Number 26 of 2023 which is adjusted to SIASN so that from the proposal to the determination of the SKKP can run according to the established procedures. In addition to the criteria for smooth functioning routines that have been running well, the criteria for the realization of desired performance and impacts have been running quite optimally, seen from the response of civil servants who received the SKKP on time, even civil servants in this study were authorized officials who were late in signing the SK for Civil Servant Promotion. Although BKN has provided facilities, namely SIASN to accelerate personnel services in this case promotion, the final result is determined by the agency itself. The delay in signing the SK KP can be caused by several things, such as the fact that many agencies still use manual signatures so that when authorized officials are carrying out outside duties they cannot sign. The use of manual signatures can be caused by limited infrastructure because not all agencies have adequate technological infrastructure to support the digitalization process, namely the use of electronic signatures.

## **SUGGESTION**

Based on the findings of this study, the researcher would like to provide suggestions to the BKN Manado Regional Office XI and government agencies, both central and local governments in their working areas, which are expected to be considered in efforts to overcome the problems faced. Because the authority of BKN is limited only to the stage of determining the technical approval of KP while the determination of the KP Decree is still the responsibility of BKN as a coaching function, maximum efforts are needed to provide an appeal to those who are late in receiving the KP Decree and also provide a positive reaction. This positive reaction is the impact of information transparency in the promotion process where civil servants can directly monitor the status of the promotion application through SIASN in real time so that it can be known at which stage the promotion process is experiencing obstacles so that it can be resolved quickly. This study reveals a slight weakness in the bureaucratic compliance criteria which can be seen from the delay in the signing of the promotion decree by the authorized official even though the SIASN operator has tried to be on time. The delay in signing the KP Decree, although not caused by the dysfunction of the SIASN system, this obstacle still has a significant impact on the credibility of SIASN as a system designed to accelerate the promotion process. Based on the description above, as an answer to the problems in this study, it can be concluded that the existence of SIASN in the process of determining the promotion of civil servants in relation to the policy of the Head of BKN Circular Letter Number 16 of 2023 if dissected with the Ripley and Franklin implementation theory has been quite successful in the criteria of routine functions and criteria for realizing the desired performance and impact but is still less than optimal in the criteria of bureaucratic compliance. The next problem is the aspect that causes delays in determining the PNS promotion decree according to the results of the agencies in their work areas so that they immediately determine the promotion decree because of the importance of the role of the agency in this matter. Regional Office XI BKN Manado must ensure that agencies in its work area comply with the rules as expected, hold coordination, agreements and commitments to determine the KP Decree in accordance with the stages stipulated in the Circular Letter of the Head of BKN Number 16 of 2023 in an effort to align the entire promotion process so that all stages of the process can run smoothly and quickly. As a form of appreciation for the agency's compliance with the agreement that has been set and on time in determining the Promotion Decree, Regional Office XI BKN Manado can provide awards to agencies that are most successful in meeting the target time for determining the Promotion Decree. If possible, this award can be increased to the national level if it meets the criteria determined by the Central BKN. To improve efficiency and effectiveness, agencies need to implement a legally recognized electronic signature system. This step allows authorized officials to sign the promotion decree electronically, without

being constrained by distance and time. Authorized officials are advised to prioritize signing the PNS promotion decree on time as a concrete manifestation of commitment to employee welfare.

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