THE REALITY OF E-GOVERNMENT IN THE IMPLEMENTATION OF THE STATE CIVIL APPARATUS INFORMATION SYSTEM IN BANGLI REGENCY

Ni Wayan Widhiasthini[1]
I Dewa Refortana Nida[2]
Made Srinitha Millinia Utami[3]

[1,2]*Universitas Pendidikan Nasional, Indonesia*
[3]*Murdoch University, Australia*

Correspondence Email: widhiasthini74@undiknas.ac.id

ABSTRACT

This study explores the use of the State Civil Apparatus Information System, known as Sistem Informasi Aparatur Sipil Negara (SIASN) in Bangli Regency and examines several factors that affect its implementation. Researchers use qualitative descriptive research methods with an empirical approach. Data collection is done through interviews, observations, and document studies. The findings show that the implementation of e-Government and SIASN in Bangli Regency is successful, especially in the field of personnel services such as Needs Planning, Data Rejuvenation, Promotion, Employment Status, Agency Mutation, and Dismissal of Civil Servants. SIASN also offers excellent accessibility, transparency, effectiveness, and service efficiency. However, there is a need to increase the availability of computers to improve SIASN implementation. The success of e-government in Bangli Regency is supported by effective communication, adequate human resources and technology, commitment from implementers, and a well-organized bureaucratic system. On the other hand, inhibiting factors include limited computer availability, budget constraints, system repairs, and meeting needs. Overall, the implementation of e-Government and SIASN has had a positive impact on the quality of services provided to the State Civil Apparatus in Bangli Regency, thereby increasing accessibility, transparency, effectiveness, and efficiency of services.

Keywords: e-Government; Policy Implementation; State Civil Apparatus Information System

ABSTRAK

Penelitian ini mengeksplorasi penggunaan Sistem Informasi Aparatur Sipil Negara (SIASN) di Kabupaten Bangli dan mengkaji berbagai faktor yang mempengaruhi implementasinya. Peneliti menggunakan metode penelitian deskriptif kualitatif dengan pendekatan empiris. Pengumpulan data dilakukan melalui wawancara, observasi, dan studi dokumen. Hasil penelitian menunjukkan bahwa implementasi e-Government dan SIASN di Kabupaten Bangli sangat berhasil, terutama di bidang pelayanan kepegawaian seperti Perencanaan Kebutuhan, Peremajaan Data, Kenaikan Pangkat, Status Kepegawaian, Mutasi Instansi, dan Pemberhentian Pegawai Negeri Sipil. SIASN juga menawarkan aksesibilitas, transparansi, efektifitas, dan efisiensi pelayanan yang sangat baik. Namun demikian, masih diperlukan peningkatan ketersediaan komputer untuk meningkatkan implementasi SIASN. Keberhasilan e-Government di Kabupaten Bangli didukung oleh komunikasi yang efektif, sumber daya manusia dan teknologi yang memadai, komitmen dari para pelaksana, dan sistem birokrasi yang tertata dengan baik. Di sisi lain, faktor penghambatnya antara lain ketersediaan komputer yang terbatas, keterbatasan anggaran, perbaikan sistem, dan pemenuhan kebutuhan yang diperlukan. Secara keseluruhan, penerapan e-Government dan SIASN telah memberikan dampak positif terhadap kualitas pelayanan yang diberikan kepada Aparatur Sipil Negara di Kabupaten Bangli, sehingga meningkatkan aksesibilitas, transparansi, efektifitas, dan efisiensi pelayanan.

Keywords: e-Government; Implementasi Kebijakan; Sistem Informasi Aparatur Sipil Negara

BACKGROUND

Technological sophistication can help organizations produce "more timely and accurate information to" produce effective decisions (Yudiastra and Darma, 2015). Staffing services continue to change due to government initiatives to provide employees with opportunities to innovate and progress in the digitization of such services. Many regions are adopting their staffing system application, known as Sistem Informasi Manjaemen Kepegawaian (SIMPeg), as part of the government's mission to update local administration. Examples of such applications include SIMPeg Bangli Online and SIMPeg Majalengka Regency. (Munandar, 2021), SIMpeg Online Barito Kuala Regency (Husin, 2021) or by using other names such as e-master of East Java Province (Rochman and Niswah, 2017).

However, upon observing numerous innovations that are excessive, immeasurable, lack essence, and quite confusing, especially the difficulties in integrating personnel data nationally, the central government launched a new application that is expected to establish a 'good personnel service' known as the Personnel Service Application System or Sistem Aplikasi Pelayanan Kepegawaian (SAPK). Furthermore, Zafrul and Prabawati stated in their scientific journal that the Personnel Service System is a digitalization innovation movement that can assist personnel services in Indonesia (Zafrul et al., 2021).

The State Civil Service Agency or Badan Kepegawaian Negara (BKN) recently introduced an application called the State Civil Apparatus Information System, known as Sistem Informasi Aparatur Sipil Negara (SIASN) in the Indonesian language. It was launched on December 17, 2020, in a meeting attended by the Head of BKN Bima Haria Wibisana, Minister of PAN and RB Tjahjo Kumolo, Chairman of the State Civil Apparatus Commission, Agus Pramusinto, and Suharmen Deputy for Personnel Information System BKN. (BKN, 2020). The State Civil Apparatus Information System is an application that seeks to unify national data of civil servants from both Central and Regional Government Agencies. (BKN, 2023)

The State Civil Apparatus Information System (SIASN) was created to meet the requirements stated in Law Number 5 of 2014 concerning the State Civil Apparatus. This is in line with Presidential Regulation Number 95 of 2018 which emphasizes the importance of an electronic-based government system for clean, efficient, transparent, and accountable government. The goal is to use technology to simplify administrative processes and create a unified management system, ultimately improving the effectiveness, efficiency, transparency, and accountability of government operations. (Erdiana, 2019; Widhiasthini et al., 2023).

The concept of e-government refers to the utilization of information and communication technology (ICT) to improve government operations and public service systems, ultimately leading to increased efficiency and effectiveness in delivering public services. (Oliveira, 2021). The main goal of e-government is to establish a seamless electronic communication channel between the government and its citizens. This facilitates

access to a wide range of information and services provided by the government, leading to improvements and advancements in public services. The ultimate goal is to surpass the current state of affairs and steer public services in a more efficient and effective direction. (Anwar, 2014).

To maximize the efficiency of an information system in public service, it is essential to prioritize user-centric design and seamless integration. The system should possess an inherent ease of use and be readily available, accommodating the wide-ranging requirements of the general population, including individuals with disabilities and varied degrees of proficiency in using digital technology. Integrating with other systems and databases enables smooth data interchange, minimizing duplication and enhancing efficiency. Ensuring data correctness and timely updates guarantees that users receive dependable information and services, hence boosting trust and satisfaction. Implementing strong security measures is crucial in safeguarding sensitive data, and instilling trust in users that their information is secure.

Furthermore, the system must be engineered to provide optimal speed and scalability to efficiently manage substantial amounts of traffic without experiencing any downtime or sluggishness. Incorporating feedback tools, such as surveys and user testing, enables ongoing enhancement by leveraging user input. Ensuring the system is utilized successfully and problems are immediately resolved is achieved by offering extensive training and assistance to both users and administrators. Consistent maintenance and updates ensure the system

operates efficiently and remains secure. Effective public service is promoted by clear communication and transparency regarding the system's functionalities, benefits, and any changes. This fosters user involvement and trust.

The State Civil Apparatus Information System (SIASN) is a new topic discussed by people working in government. We do not know much about SIASN yet, but other research has looked at how digital technology can help with things like managing government employees. The studies found differing opinions about a system called SAPK. This article talks about how SAPK is used in certain government offices and why SAPK does not work properly. The office did not follow the right steps and the person in charge didn't care much to fix it. (Kasmi and Mashur, 2018) This study has not explained comprehensively personnel services, which is only one service, namely Promotion Services or Kenaikan Pangkat (KP).

Research on the Personnel Service System Policy raised by several previous researchers shows problems that occur in the field such as Research conducted in 2022 by Thesalonika Macharya Pangerapan, Johannis E Kaawoan, and Fanley Pangemanan on the implementation of the Personnel Service Application System at the Minahasa Regency Personnel and Human Resources Development Agency found that the effectiveness of the system was hampered by frequent server outages and disconnected. This problem arises from the high volume of users accessing the application simultaneously, which causes difficulties in providing efficient staffing services. (Pangerapan, et al,

2022). In addition, research from Filia Erdiana in 2019 entitled Implementation of the On-Line Personnel Service Application System to Realize e-Government revealed that one of the problems regarding the Implementation of the Personnel Service System in the Bali Provincial Government is the lack of facilities and infrastructure in supporting and supporting so that personnel services will be hampered (Erdiana, 2019). Then Haryono and Isharyanto pointed out that the SAPK at Human Resources Empowerment Agency or Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) of Karanganyar Regency was hampered due to the lack of synchronization of data between SAPK and SIMPeg, many data formats could not be integrated properly between the two, causing delays in personnel services. (Haryono and Isharyanto, 2019; Widhiasthini et al, 2021).

The desire to create an electronic-based government system that is able to facilitate all personnel services caused BKN to follow up on this by issuing a Circular Letter of the Head of BKN Number: 44206/P-SI.02.01/SD/E/2022 concerning the Application of Electronic Certificates of Electronic Certification Centers at SIASN for commitment officer and Authorized Officials of Central and Regional Agencies, Circular Letter of the Head of BKN Number 39571/B-MP.01.04/SD/D/2022 concerning the Acceleration of Promotion Services and Mutation of Civil Servants based on the SIASN, Circular Letter of the Head of BKN Number 692 / B-BP.01.01 / SD / BIII / 2023 concerning Requests for the Results of the Preparation of ASN Needs through the State Civil Apparatus Information System

(SIASN) and followed up by the Head of Regional Office X of the State Civil Service Agency whose working area covers all Provincial and Regency / City Governments throughout Bali, East Nusa Tenggara and West Nusa Tenggara by issuing a Circular Letter of the Head of Regional Office X number 40/B-SI.01.01/SD/KR. X / 2022 concerning SIASN Agency Admin Data Collection which is entirely the legal basis for the use of the State Civil Apparatus Information System (SIASN) consisting of Needs Planning Services, NIP/NIPPPK Determination Services, Rejuvenation Services, Promotion Services, Employee Mutation Services, SKK Services (Employee Status and Position) and Dismissal Services.

In its development, the State Civil Apparatus Information System (SIASN) as an integrated personnel service is a restructuring of Civil Service services that originally stood alone known as the Personnel Service Application System (SAPK) (BKN, 2021). Switching from a self-working system to an all-encompassing digital system for everyone is not as simple as it sounds. We must build a new system and go through a period of change before the system can be improved. People also face difficulties while using the new system. It takes time and steps to make everything go well. So that may still be problems that need to be corrected with the State Civil Apparatus Information System (SIASN).

The primary technical obstacles encountered while utilizing electronic information systems (E-Systems) typically pertain to concerns around infrastructure and security. A significant obstacle is the absence of resilient and dependable

infrastructure, especially in areas with restricted internet connectivity and obsolete gear. This can lead to repeated periods of system unavailability, sluggish performance, and overall lack of reliability, which can cause frustration among users and impede the system's efficiency. Moreover, the process of incorporating E-Systems into pre-existing legacy systems can be intricate and expensive, frequently necessitating substantial time and resources to guarantee compatibility and smooth data interchange.

Security and privacy considerations pose substantial technical obstacles. E-Systems are susceptible to cyberattacks, data breaches, and other security concerns that have the potential to jeopardize sensitive information. Implementing strong cybersecurity protocols, like encryption, multi-factor authentication, and frequent security assessments, is crucial but can require significant resources. In addition, ensuring data protection and adhering to standards such as GDPR necessitates continuous dedication and meticulousness. The technical difficulties might hinder the effective establishment and functioning of E-Systems, requiring ongoing investment in infrastructure, security, and regulatory adherence to guarantee their optimal performance.

Implementing electronic information systems in Bangli Regency has faced significant technical obstacles. A significant problem lies in the inadequate infrastructure, namely in rural regions where internet connectivity is either inconsistent or non-existent. Insufficient and unreliable internet access poses a significant obstacle to the efficient implementation and utilization of E-Systems. Moreover, the local populace may have a limited level of technical knowledge, which adds to the challenges of implementing these technologies.

Another notable obstacle pertains to the upkeep and assistance of these devices. Municipalities frequently have challenges in obtaining the requisite financial resources and specialized knowledge to consistently maintain and upgrade electronic systems. This can result in obsolete software and hardware, which in turn raises the likelihood of system malfunctions and susceptibility to security breaches. Moreover, the incorporation of diverse electronic systems across distinct government agencies might provide challenges due to compatibility concerns and the absence of established protocols.

Besides that, the Bangli Regency government had difficulty using SIASN because it did not have enough people or computers to make it work properly. They only have sixteen people to help with personnel services out of a total of 4208 employees. They also do not have enough computers, and most of the ones they have are old. The people who are supposed to help SIASN also do not have the proper education for it.

Based on this background, it is necessary to conduct a study on the reality of E-Government in the implementation of SIASN in Bangli Regency, to understand the actuality, influencing factors, and impacts experienced in its implementation.

METHOD

This research was located at the Office of the Bangli Regency Human Resources and Personnel Development

Agency (BKPSDM) because it's the leading sector in personnel services in Bangli Regency. The research method used is qualitative descriptive research, as defined by Lambert. (Ahmad Fauzi, et al., 2022) Qualitative descriptive research is a type of research that focuses on understanding individual experiences through verbal data. This research uses an empirical approach, meaning that it collects and analyzes data through direct observation or measurement. This approach seeks to gather verifiable observable evidence. (Creswell, 2018). The types of research data conducted are qualitative and quantitative data, using Data Collection techniques in the form of Observation, Interviews, and Document Studies.

Researchers select research informants through purposive sampling, a technique used to identify individuals who have valuable knowledge, experience, or perspective related to the research topic. (Moleong, 2018), The person in question is a person who meets the requirements and is considered to know the most about the research subject, and the researcher deliberately chose it. (Kurniawan, 2020)

In this study, researchers also use the technique of "judgment sampling" which according to Mueller is part of the purposive sampling technique which in determining informants uses criteria of both subjectivity and experience that have been formulated by researchers (Creswell, 2018) and convenience sampling, namely The sampling method is chosen based on the convenience and availability of the subject. This approach allows researchers to choose subjects that are most accessible or most comfortable to be used as research samples (Babbie, 2016). The informants were selected in Table 1.

Table 1. The Research Informants

No.	Informants	Interview links
1	Made Mahindra Putra, S.STP., MM, serves as the Head of BKPSDM	https://rb.gy/ldyu6
2	Ni Made Ayu Wiratningsih, SKM, serves as the Secretary of BKPSDM	https://rb.gy/tlgl4
3	Sang Made Wicaya, S.Kom, serves as the Head of Mutations and Personnel Administration	https://rb.gy/xu3dl
4	Ni Made Supartini, S.Sos, M.Si, serves as the Head of Midwife Employee Formation and Procurement	https://rb.gy/3bhv3
5	Ni Ketut Rusmiani, S.Sos, serves as the Head of Career Development and Training	https://rb.gy/c0rky
6	Desak Putu Suarmini, SE, serves as the Head of the General and Personnel Subdivision, while also participating in the Needs Planning Service.	https://rb.gy/i7uxf
7	Ida Ayu Made Andrawati, SE, serves as a Junior Expert Personnel Analyst, administering the regency, and managing Employee Status and Position Services.	https://rb.gy/djir0
8	I Dewa Ayu Sekrianingsih, S.Sos, serve as a Junior Expert Personnel Analyst specializing in Structural Promotion.	https://rb.gy/emw9c
9	I Kadek Sutastrawan, S.Sos, serve as a Junior Expert Personnel Analyst specializing in Structural Promotion.	https://shorturl.at/vCGP4

10	Ni Nengah Lestari, S.AP, serves as a Junior Expert Personnel Analyst specializing in Workforce Planning and NIP/NIPPK (Identification Number) Assignment.	https://rb.gy/c83ld
11	I Dewa Ayu Ngurah Indrani, S.Sos, serve as a Junior Expert Personnel Analyst specializing in Data Rejuvenation.	https://rb.gy/cg49x
12	Ni Made Nurani, SE, serves as a Junior Expert Personnel Analyst specializing in Employee Mutations and Employee Retirement	https://rb.gy/9bn1a
13	I Dewa Gede Oka Suarkintra as the recipient of the Promotion Service	https://shorturl.at/fnO06
14	Cokorda Istri Susilawati, SE as the recipient of the Promotion Service	https://rb.gy/2t0p0
15	I Wayan Suparman, S.Sos, serve as the recipient of the internal regional mutation service	https://shorturl.at/bsvC0
16	I Wayan Dedi Sud as a Recipient of Promotion and Rejuvenation Services	https://shorturl.at/QUWZ3
17	Ni Kadek Ari Mahadi as a Recipient of Mutation and Data Rejuvenation Services	https://rb.gy/m4o7j
18	I Ketut Nartha as a Recipient of Retirement Termination	https://shorturl.at/vNOWX
19	I Wayan Widnyana the Manager of Regional Assets in the BKPSDM of Bangli Regency	https://shorturl.at/orGHK
20	Ni Nyoman Cantik Ayuniari, S.STP, MAP as a Recipient of Inter-Regional Mutation Services.	https://rb.gy/v2688

The authors used triangulation to verify the accuracy of the data in the study. It involves cross-checking information from various sources using different methods and at different points in time. The author uses source triangulation to test the credibility of the data by comparing information from different sources (Sugiyono, 2019). In addition, researchers ensure the validity of research data through the diligence of researchers in the field through field observation, analyzing data, and interpreting data as diligently as possible against various information or data that is then analyzed as carefully as possible.

To be able to analyze the data obtained, 3 components of Data Analysis are used, namely, there are three components of analysis, namely Data reduction, Data display, and Conclusion drawing/verification (Hardani et al., 2020).

RESULT AND DISCUSSION

SIASN is a computer-based information system designed to increase effectiveness and efficiency in data processing and personnel information management. The main goal is to integrate all staffing services, and everything related to staffing services by utilizing information technology.

The benefits of SIASN based on BKPSDM Resources focus on improving work quality, efforts to shorten long and convoluted bureaucratic chains, effectiveness, and efficiency, and most importantly achieving efforts to realize data sharing for improving the quality and welfare of civil servants. Further information about Seven SIASN Services will be described as follows can be seen in Table 2.

Table 2. Characteristics of Personnel Services at SIASN

No.	Type of Service	Service Description
1	Needs Planning Services	Planning services are services used to plan the needs of civil servants, evaluate positions, and standardize position competencies.
2	NIP and NIPPPK Assignment Services	The Master Number Assignment System (NI) is a service subsystem integrated with the ASN Information System which is a system that processes the NI determination of ASN candidates from proposal to Determination Decision.
3	Data Rejuvenation Services	part of the service system that is connected to the ASN Information System and involves the process of updating civil servant and PPPK employee data
4	Promotion Services	Part of the service system that is connected to the ASN Information System and includes the process from submission to determination of Approval/Technical Considerations from the Head of the State Civil Service Agency and determination of promotion in recognition of work achievements and service provided by civil servants.
5	Employment Status Service (SKK)	The Personnel Status and Position Service is part of the system connected to the ASN Information System, involving a series of activities ranging from submitting the status and position of ASN employees to technical approval and/or determining the status and position of ASN employees whose Service Implementation is carried out by the Employee Formation and Procurement Field.
6	Instance Move Service (Mutation)	Employee Mutation Service is a series of activities involving the process of applying for Employee Relocation, Transfer, and Assignment of Civil Servants, until the issuance of Technical Approval.
7	ASN Termination Service	Dismissal and Pension Service is an activity or series of activities that contains the management of the dismissal proposal process.

Source: processed by research

The Reality of e-Government in SIASN Implementation in Bangli Regency

As a policy program, George Edward III's (Anggara, 2023) implementation of SIASN can run well determined by four indicators or variables that must be met properly.

1. Communication

Communication between policymakers and policy implementers in Bangli Regency was effective. There is collaboration and integration among staff members at all levels, including leadership and executive levels. The communication between superiors and subordinates in the implementation of SIASN has been running smoothly, although there are still some shortcomings in certain components of the human resources that need to be improved for the refinement of the SIASN implementation.

Throughout this period, every emerging issue has been addressed through coordination and meetings to accomplish tasks. Interviews with active and retired staff members confirm that communication between staff and service recipients is also clear and helpful. Staff members provide

information and support to facilitate services. The service process is transparent, with staff members informing recipients of the various stages of service. When viewed from the side of Personnel Service Providers, SIASN has a helpdesk feature that can be accessed via a https://support-siasn.bkn.go.id/ link as a means of communication in solving problems, with good communication between the BKPSDM of Bangli Regency and the State Civil Service Agency (BKN) creating ease in solving problems that occur in the field.

2. Resources

The implementation of a good policy program requires valuable resources. Both human resources and technological resources. However, based on the results of the study, the aspect of human resources owned by BKPSDM Bangli Regency in the implementation of SIASN is insufficient. Through interviews with the Secretary of BKPSDM and the employee responsible for the Inventory and Maintenance of Local Assets handling Infrastructure Affairs in the BKPSDM Secretariat, it is emphasized that one of the issues stemming from the lack of human resources and infrastructure is related to the budget provided by the Bangli Regency Government where the number of civil servants is still insufficient to provide personnel services, further can be seen through the current situation, the inadequate number of civil servant employees can be further observed through table 3.

Table 3. Total Human Resources

No.	Types of Staffing Services	Number of Officers	Number of Civil Servants Receiving Civil Service in 2021-2022 (people)
1	ASN Needs Planning Services and NIP Determination Services	3 people	858 people
2	SKK Services (Employment Status and Position)	2 people	3 people
3	Rejuvenation Services,	2 people	3980 people
4	Promotion Service,	3 people	1983 people
5	Employee Mutation Service,	2 people	1568 people
6	and ASN Termination Service.	2 people	429 people
	Total	16 people	-

Source: Processed by Researchers

Even so, the implementation can still run well, because of the work ethic and enthusiasm of civil servants to perform their main duties and functions in service to the staff. Then in terms of technological resources, it is still not said to be adequate be seen in Table 4.

Table 4. Total Human Resources

No.	Device	Year	Sum
1	PC (Personal Computer)	2009	1
2	PC (Personal Computer)	2011	1
3	PC (Personal Computer)	2012	1
4	PC (Personal Computer)	2014	2
5	PC (Personal Computer)	2016	1
6	PC (Personal Computer)	2017	1
7	PC (Personal Computer)	2021	1
8	Laptop	2012	2
9	Laptop	2014	2
10	Laptop	2020	2
11	Laptop	2021	1
12	Notebook	2010	1
13	Notebook	2013	1
14	Notebook	2014	2
15	Notebook	2015	2
16	Notebook	2021	1
	Total		22
17	Servers with HPE / Proliant DL380 specifications in 2020		1

Source: BKPSDM Goods Inventory Card 2022

The BKPSDM Goods Inventory Card states that twenty-two computers are still in use and of the twenty-two computer devices, only five computers have obtained the number in the last 5 years, so of course there needs to be more procurement of Technology Resources so that each ASN can work properly. On the other hand, regarding Technology Resources, BKPSDM has servers that collect with good specifications with the number of goods acquired in 2022 to support personnel services through SIASN.

3. Dispositions

The attitude and Dispositions of the implementer towards the policy or program are particularly important because they require enthusiastic and committed individuals. In BKPSDM Bangli Regency, OPD leaders showed a powerful desire to

prioritize and provide excellent service to civil servants who need personnel services. This can be seen from their commitment to emphasize and communicate the importance of conducting personnel services well at Morning Apples. Morning roll call documentation on Facebook and the focus of the Morning roll call message can be seen through the link: https://rb.gy/4iji2/.

Supervision and monitoring are also put forward, with the existence of a system used by the Bangli Regency Government, namely the Integrated ASN Performance Administration System used by ASN to report daily activities. This is strengthened by the news about Sadiapadu at Link: https://bali.tribunnews.com/ where Sadiapadu is the basis for paying additional income allowances for employees of Bangli Regency as an electronic performance application used to ensure employee performance within the Bangli Regency Government can run well, with this application also Leaders can supervise and control the implementation of services Personnel.

The application can be accessed through https://play.google.com/store/.The same thing also emerged from the interview results with the Junior Expert Personnel Analyst responsible for the technical aspects of personnel services. He stated that the implementation of SIASN is not only based on supervision from superiors but also the existing provisions regarding the performance targets of each employee as stated in the Employee Performance Objectives and the Employee Work Agreement, which also affects Performance Allowance. On the other hand, the commitment to the use of SIASN continues to be carried out, coordination efforts in each regional apparatus organization in Bangli regency are encouraged by conducting coordination meetings to equalize perceptions and improvements every year in the implementation of personnel services through SIASN, evidence of the implementation of the coordination can be seen through the official website of BKPSDM Bangli Regency, through the link: https://shorturl.at/hJOZ4.

4. Bureaucratic

The bureaucratic structure in BKPSDM Bangli Regency has a policy management system that works well. They have regulations that provide guidelines on organizational structure, duties and functions, and the working procedures of regional agencies and hospitals. This regulation serves as a guideline in the implementation of BKPSDM's main duties in providing personnel services to the government. In addition, the implementation of SIASN has been divided into several user levels, such as user consent, user verification, and electronic signing, to facilitate staffing services through SIASN.

E-Government is the use of information technology in government services in the Personnel Information Management sector to improve the quality of public services. In terms of:

1. Service Accessibility, BKPSDM Bangli Regency uses a qualified server to access the SIASN application, this shows that they have a good internet server device. The server they use is HPE/Proliant DL380 model 2020 with a maximum RAM capacity of 3TB

and a data transfer speed of 2666 Mega Data transfer per second. This information is confirmed through interviews and observations conducted by researchers. Server specifications can be seen on https://www.hpe.com/ website. However, there are obstacles to improving the system at SIASN, causing delays in personnel services. Nevertheless, the accessibility of the service is effectively managed.

2. Service Transparency, BKPSDM Bangli Regency has successfully implemented service transparency and information disclosure in the personnel service process. They have provided clear instructions and stages for the service, allowing the service provider to communicate easily with the recipient. This results in good transparency of service information and easy access to staffing services for all ASNs. This approach prevents nepotism and abuse of power while increasing the accountability and trust of civil servants in the State Civil Apparatus.

3. Service Effectiveness, the study found that SIASN, an information technology company, improved the effectiveness of staffing services. It makes the work of personnel services easier and helps to achieve the desired goals. Service recipients also benefit from a good process that leads to the completion of fast and accurate decision issuance.

4. Service efficiency, such services demonstrate the ability to achieve goals by using minimal resources while still achieving expected results. The study revealed that with the implementation of SIASN, utilization is reduced, and file printing is only done when necessary. This saves time as the service can be performed quickly and accurately, preventing the need for long reprocessing. In addition, SIASN is efficient because it eliminates the need for duplicate files and makes it possible to upload files.

Factors Influencing the Reality of e-Government in SIASN Implementation in Bangli Regency

1. Supporting Factors

Supporting factors in the implementation of e-government in SIASN in Bangli include: *first,* communication. Effective communication between structures in personnel services and information disclosure from service providers, especially BKPSDM, to Personnel Service Recipients in Bangli Regency, are important for the successful implementation of e-Government in SIASN; *second*, resources. The presence of resolute and loyal employees in Bangli Regency, as well as the availability of technological resources, especially servers from BKPSDM, affect the success of SIASN implementation in the region.

Third, dispositions. The success of staffing services in BKPSDM Bangli Regency depends on their dedication. Leaders in BKPSDM consistently monitor

and evaluate the implementation of SIASN to ensure that Civil Service through the State Civil Apparatus Information System runs effectively; *fourth,* bureaucratic structure. The successful implementation of e-government in the implementation of SIASN in Bangli Regency relies on a bureaucratic structure that follows regulations and includes civil servants who have a strong work ethic and loyalty. The structure is outlined in Bangli Regent Regulation Number 80 of 2021 which includes the position, organizational structure, duties, and work procedures of regional agencies and public hospitals in Bangli Regency.

2. Inhibiting Factors

Inhibiting factors in the implementation of e-government in SIASN in Bangli include: *first,* computer availability. The limited availability of computers in BKPSDM Bangli Regency is an obstacle to the implementation of e-Government through SIASN because SIASN relies on computer devices. The number of computers that are 5 years old or younger is insufficient, which negatively affects the efficiency of ASNs using SIASN; *second,* budget availability. Due to budget constraints, we are unable to hire both ASN and non-ASN employees. In addition, we were unable to purchase additional computer resources due to a lack of budget allocation.

Third, system improvement, the review found that system improvements, while beneficial, also delayed the completion of Personnel Services, thus hindering the implementation of SIASN. Personnel employees must wait before they can resume their work because of this increase; *fourth,* fulfillment of requirements. For the service to be performed, certain things need to be done first. But there is a problem because some people who are supposed to do this do not do it, and this causes problems with existing services.

Impact of e-Government Reality in SIASN Implementation in Bangli Regency

The impact of the implementation of e-government in SIASN in Bangli includes:

1. Service Accessibility: With the implementation of e-government through SIASN, the accessibility of personnel services in Bangli Regency has become easier and faster. Civil servants (PNS) and prospective civil servants can access employment information such as leave applications, benefits applications, and other personal information through online platforms. This reduces reliance on time- and labor-consuming manual processes, speeding up the personnel administration process.

2. Service Transparency: With SIASN, the transparency of personnel services in the Bangli Regency is getting better. Information related to staffing, and Personnel Services can be accessed by all ASNs easily. This avoids nepotism and abuse of power and increases the accountability and trust of civil servants in the Civil Service itself.

3. Increased Service Effectiveness: By using SIASN, the personnel administration process becomes more effective. This system can speed up the

data processing process, including document management and data verification. This reduces the potential for human error in administrative processes, thereby increasing the efficiency and accuracy of personnel data and Certificate Removal (SK).

4. Improved Service Efficiency: The implementation of SIASN in e-Government also has an impact on the efficiency of personnel services in Bangli Regency. Faster and automated administrative processes reduce operational costs associated with administrative tasks. In addition, the use of SIASN also reduces the use of paper and physical documents, thus providing benefits in saving natural resources and protecting the environment (Widhiasthini, 2022).

The Implementation of SIASN

It was found that communication between BKPSDM Bangli Regency and the government using technology has been going well. This means that leaders and workers work together and share information to get things done. On the other hand, communication is when people share important information (Khoiriyah & Ahmad, 2023). Staffing services talk to the people they help and give them clear information about what they will do to help. There are also places where people can ask for help and ask if there is a problem.

The results showed that there were not enough people working in government offices in Bangli Regency to provide the best service. However, because the workers there are very resolute and have a positive attitude, they can still work well. However,

it's important to think about hiring more people to help them, so they can do their jobs better. (Sager & Hinterleitner, 2022) To improve services, BKPSDM Bangli Regency needs more computers. They have enough servers, but not enough computers. This makes it difficult for employees to use SIASN properly. So, they need to get more computers so that everyone can use SIASN well.

The findings that the attitude and Dispositions of personnel service implementers have a significant influence on the success of SIASN implementation in Bangli Regency. The achievement of public policy goals depends on the willingness and sincerity of the implementer in carrying out a task (Setyawan & Srihardjono, 2016) so that the high commitment of OPD leaders in prioritizing good services to civil servants and the existence of supervision and monitoring that is prioritized ensures the implementation of personnel services runs well. In addition, coordination efforts and equalization of perceptions through coordination meetings every year also make a positive contribution to the implementation of personnel services through SIASN.

Research findings that the bureaucratic structure stipulated in Bangli Regent Regulation Number 80 of 2021 has become a guideline and policy direction in implementing the main duties of BKPSDM as the implementer of personnel services in Bangli Regency. In the implementation of SIASN, the bureaucratic structure has been divided into user levels according to their respective roles, such as user approval, user verifier, and electronic signatory. This

facilitates the implementation of personnel services through SIASN.

E-government Concept in SIASN Implementation in Bangli Regency

In the overall discussion, the findings of this study indicate that the reality of e-government in the implementation of SIASN in Bangli Regency has had a significant impact. As for one of the main characteristics or criteria that must be found in the e-Government system, namely the existence of accessibility (Napitupulu, 2015) this applies to the implementation of SIASN in Kabupaten Bangli where the accessibility of personnel services becomes younger and service transparency increases, besides that in line with the purpose of the existence of e-Government, namely to improve the quality of public services effectively and efficiently (Septa et al., 2019) this also happens in the implementation of SIASN in Bangli Regency where service effectiveness is achieved, and service efficiency has also been realized. However, several inhibiting factors need to be considered, such as limited computer availability, budget constraints, system improvements that interfere with smooth service, and fulfillment of requirements that are not optimal.

Understanding these supporting and inhibiting factors is important to optimize policy implementation considering that policy implementation is a strategy applied to achieve the objectives of the policy (Manyo'e, 2022), especially for SIASN in the future. Therefore, further research recommendations can be focused on the Bangli Regency Government,

especially the Bangli Regency BKPSDM, it is necessary to pay attention to the key success factors of SIASN that have been implemented and improve the factors that can still be improved.

The study found that a lack of human resources and technology hindered SIASN's success. Therefore, it is necessary to add personnel and equipment to improve SIASN in the Bangli Regency. Human Resources play an important role in implementing policies by ensuring that they receive the necessary information and are ready to implement it effectively, thus achieving the intended goals and objectives. (Rokhadiyati, 2020). Furthermore, for the successful implementation of SIASN to be maintained, maintenance and maintenance of technological resources need to be conducted continuously. Periodic monitoring of SIASN's performance and operations as well as review and evaluation of the implementation of overall personnel services must be conducted.

One of the research findings shows that the lack of completeness of requirements that must be met by personnel service participants is the cause of the non-implementation of personnel services through SIASN in Bangli Regency. Therefore, it is necessary to supervise the data owned by each ASN so that all files are complete at the time of implementation of personnel services so that services can run well.

CONCLUSION

The reality of e-government in the Implementation of the State Civil Apparatus Information System in Bangli Regency has been running well by covering seven

personnel services, namely Needs Planning Services, NIP and NIPPK Determination Services, Data Rejuvenation Services, Promotion Services, Personnel Position Status Services (SKK), Agency Transfer Services (Mutation), ASN Dismissal Services whose application is quite adequate. SIASN also already has service accessibility, service transparency, service efficiency, and service efficiency which is quite good. However, it is necessary to increase the availability of sufficient computers, so that the implementation of SIASN can run better.

There are supporting and inhibiting factors in the reality of e-government in the Implementation of the State Apparatus Information System in Bangli Regency, while the supporting factors consist of good communication, Resources (Human Resources and Technology Resources in the form of Server Devices), Attitude of Committed Implementers, and Bureaucratic Structure while the inhibiting factors are Computer Availability, Budget Availability, System improvement, fulfillment of requirements.

The reality of e-government in the Implementation of the State Apparatus Information System in Bangli Regency has a significant positive impact on improving the quality of ASN services in Bangli Regency, namely Service Accessibility, Increased Service Transparency, More Effective and Efficient Services.

Next, this study will focus on the reality of e-government in the implementation of SIASN in Bangli Regency. Technological resources and budget allocation are identified as weaknesses in the execution of SIASN. These findings provide a foundation for further investigation, particularly in the development of strategies to enhance local revenue generation, enabling the establishment of digitalized public services within the Bangli Regency government. This involves an analysis of factors that can function as enablers and inhibitors, along with the formulation of policies to address these issues, especially concerning public service delivery.

REFERENCES

Ahmad fauzi, Baiatun Nisa, D. N., & Fitri Abdillah, A A Gde Satia Utama, Candra Zonyfar, Rini Nuraini, Dini Silvi Purnia, Irma Setyawati, Tiolina Evi, Silvester Dian Handy Permana, M. S. S. (2022). Metodologi Penelitian. CV. Pena Persada.

Anggara, S. (2023). Kebijakan Publik. CV PUSTAKA SETIA.

Anwar, M. K. (2014). Aplikasi SIM bagi Pemerintahan di Era Otoda, SIMDA. Pustaka Pelajar.

BKN. (2020). WUJUDKAN SATU DATA ASN, BKN LAUNCHING SIASN. Kantor Regional X BKN Denpasar. https://yogyakarta.bkn.go.id/berita/2020/12/wujudkan-satu-data-asn-bkn-launching-siasn

BKN. (2023). Badan Kepegawaian Negara. https://www.bkn.go.id/layanan/siasn/

BKPSDM Kabupaten Bangli. (2022). Kartu Inventaris Barang (KIB).

Cahyaningrum, S. T. (2022). IMPLEMENTASI SISTEM APLIKASI PELAYANAN KEPEGAWAIAN(SAPK) DALAM PENGAJUAN PENSIUN DI KABUPATEN MALANG. Journal Public, 8.5.2017, 2003–2005.

Channel youtube BKNgoidofficial. (2021). [LIVE] RAKORNAS KEPEGAWAIAN 2021. https://www.youtube.com/live/-N_glrkGhak?feature=share

Creswell, J. W. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.). Sage Publications.

Earl R. Babbie. (2016). The Practice of Social Research (14th ed.). Cengage Learning.

Erdiana, F. (2019). Implementasi Sistem Aplikasi Pelayanan Kepegawaian On-Line untuk Mewujudkan E-Government. Undiknas.

Hardani;, Auliya, H., Andriani, H., Asri, R., Ustiawaty, J., Fatmi, E., Juliana, D., & Rahmatul, R. (2020). Buku Metode Penelitian Kualitatif & Kuantitatif (Issue March).

Haris Jamaldin. (2021). Sistem Aplikasi Pelayanan Kepegawaian Kabupaten Majalengka. Jurnal Media Pratama Volume, 15(1), 43–61.

Haryono dan Isharyanto. (2019). Kebijakan Sistem Aplikasi Pelayanan Kepegawaian On-Line Untuk Mewujudkane-Government di Pemerintah Kabupaten Karanganyar (Studi Kasus Di Pemerintah Kabupaten Karanganyar). Progresif: Media Publikasi Ilmiah, 132.

Husin, M. F. A., Ruliah, R., & Fadilah, F. (2021). Sistem Informasi Pelayanan Data Pegawai Online Pada Badan Kepegawaian Pendidikan Dan Pelatihan Kabupaten Barito Kuala. Jutisi: Jurnal Ilmiah Teknik Informatika Dan Sistem Informasi, 10(3), 417. https://doi.org/10.35889/jutisi.v10i3.709

Kasmi, D. N., & Mashur, D. (2018). Implementasi Kebijakan Sistem Aplikasi Pelayanan Kepegawaian. Administrasi Pembangunan, 2(2), 115–226. https://jap.ejournal.unri.ac.id/index.php/JAP/article/view/2256/2222

Khoiriyah, U., & Ahmad, M. (2023). Policy Implementation of the Beasiswa Pendidikan Indonesia (BPI) Program by the Kementerian Pendidikan Kebudayaan Riset dan Teknologi (Kemdikbudristek). Edunesia: Jurnal Ilmiah Pendidikan, 4(3), 1189–1202. https://doi.org/10.51276/edu.v4i3.499

Kurniawan, A. (2020). Hermeneutik Analisis Faktor Kesuksesan e-Government Sistem Penyampaian Dokumen Kepabeanan Secara Elektronik Electronic Government. Universitas Pendidikan Nasional.

Lexy J. Moleong. (2018). Metodologi Penelitian Kualitatif. PT. Remaja Rosdakarya.

MANYO'E, E. T. (2022). Analisis Implementasi Kebijakan Pelatihan Pola Satu Pintu Dengan Model Edward Iii Di Kabupaten Gorontalo. KNOWLEDGE: Jurnal Inovasi Hasil Penelitian Dan Pengembangan, 2(3), 227–240. https://doi.org/10.51878/knowledge.v2i3.1599

Napitupulu, D. (2015). Kajian Faktor Sukses Implementasi E-Government, Studi Kasus: Pemerintah Kota Bogor. Sisfo, 05(03). https://doi.org/10.24089/j.sisfo.2015.03.009

Oliveira, J. A. S. (2021). Handbook of Research on Emerging Technologies for Effective Project Management. IGI Global.

Pangerapan, T. M., Kaawoan, J. E., & Pangemanan, F. N. (2022). Implementasi Sistem Aplikasi Pelayanan Kepegawaian Terhadap Penyelenggaraan Pemerintahan Berbasis Elektronik Di Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Kabupaten Minahasa. Jurnal Governance, 2(2), 4.

Rochman, Rizal; Niswah, F. (2017). Inovasi Pelayanan E-Master Di Badan Kepegawaian Daerah Provinsi Jawa Timur. 4(1), 88–100.

Rokhadiyati, A. (2020). Evaluation of Implementation Policy on Management of School Operational

Fund (BOS) 2019 with Edward III Model. Jurnal Pendidikan Dan Pengajaran, 53(1), 25. https://doi.org/10.23887/jpp.v53i1.24625

Sager, F., & Hinterleitner, M. (2022). The politics of policy implementation: A reassessment in more conflictual times. Handbook on the Politics of Public Administration, November, 102–113. https://doi.org/10.4337/9781839109447.00016

Septa, F., Yudhana, A., & Fadlil, A. (2019). Analisis Kualitas Layanan E-Government dengan Pendekatan E-GovQual Modifikasi. Jurnal Sistem Informasi Bisnis, 9(2), 157. https://doi.org/10.21456/vol9iss2pp157-164

Setyawan, D., & Srihardjono, N. B. (2016). Analisis Implementasi Kebijakan Undang-Undang Desa Dengan Model Edward III Di Desa Landungsari Kabupaten Malang. Jurnal Reformasi, 6(2), 125–133. https://jurnal.unitri.ac.id/index.php/reformasi/article/download/689/673

Sugiyono. (2019). Metode penelitian kuantitatif, kualitatif, dan R&D (29th ed.). Alfabeta.

Tahir, A. (2015). Kebijakan Publik Dan Transparansi PenyelenggaraanPemerintahan Daerah. Alfabeta.

Tri dan Durinta Puspasari. (2019). Efektivitas Sistem Aplikasi Pelayanan Kepegawaian (SAPK) sebagai Kelancaran Penanganan Usul Berkas Masuk pada Badan Kepegawaian Negara (BKN) Regional II Surabaya Jawa Timur. Jurnal Governance, 170.

Wasiah Sufi, D. H. (2017). Penerapan Sistem Aplikasi Pelayanankepegawaian (SAPK) Berbasis Online Pada Badan Kepegawaian Daerah Kota Pekanbaru. Junal Niara, 9(2), 91–100.

Widhiasthini, N.W., Antari, N.P.B.W., Subawa, N.S., Wisudawati, N.N.S. and Basmantra, I.N., 2021.

Collaborative Governance Implementation in Cash-For-Work Schemes, Case Study in Jembrana Regency, Bali, Indonesia. Journal of Southwest Jiaotong University, 56(3), pp.83–95. https://doi.org/10.35741/ISSN.0258-2724.56.3.8.

Widhiasthini, N.W. (2022) The application of E-voting in the general election: will it be possible? Cosmogov: Jurnal Ilmu Pemerintahan. Vol 8, No. 2. https://doi.org/10.24198/cosmogov.v8i2.42443

Widhiasthini, N. W., Subawa, N. S., Basmantra, I. N., & Wisudawati, N. N. S. (2023). The practice of new public management in the digitalization of election campaigns. International Journal of Electronic Governance, 14(4), 490–505. https://doi.org/10.1504/IJEG.2022.129318

Yudiastra, P. P., & Sri Darma, G. (2015). Pengaruh Penggunaan Teknologi Informasi, Disiplin Kerja, Insentif, Turnover Terhadap Kinerja Pegawai. Jurnal Manajemen Dan Bisnis, 12(1). http://journal.undiknas.ac.id/index.php/magister-manajemen/

Zafrul Dedy Setyawan dan Indah Prabawati. (2021). Implementasi Program Berbasis Inovasi Pelayanan Kepegawaian Sistem Aplikasi Pelayanankepegawaian (Sapk) (Studi Pada Aplikasi Layanan Pensiun Pegawai Di Badan Kepegawaian Daerah Provinsi Jawa Timur). Publika, 9, 159–170. https://ejournal.unesa.ac.id/index.php/publika/article/view/38179/33686

ACKNOWLEDGEMENT

of the research on The Reality of E-Government In The Implementation of The State Civil Apparatus Information System In Bangli Regency.