

# IMPLEMENTATION OF PERSONNEL SERVICE INNOVATION IN REGIONAL OFFICE IX JAYAPURA STATE PERSONNEL AGENCY

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## Abstract

The purpose of this research is to examine the implementation of the Civil Service Notification Information System (SINOKEN) application innovation and what are the supporting and inhibiting factors for the implementation of the Civil Service Notification Information System (SINOKEN) application innovation at Regional Office IX of Jayapura State Personnel Agency. The research method used is a qualitative approach. Qualitative approach because the object under study is the implementation of a policy related to human work processes. Data were collected from interviews with informants and through literature studies relevant to this research. The results of the study show that the implementation of the SINOKEN application using George C. Edward's top-down policy models can be influenced by 4 main factors, namely: communication, Source, Disposition or Attitudes, and Bureaucratic structures. bureaucracy) run effectively. As for the supporting factors for the implementation of SINOKEN, there is a circular letter issued by Regional Office IX State Civil Service Agency (BKN) Jayapura and the support of related institutions. The inhibiting factors in the implementation of SINOKEN are the area and geographical conditions of Papua which are the main causes of uneven access to the internet network and the frequent occurrence of employee mutations.

**Keywords:** BKN REGIONAL IX Jayapura, Implementation, Service Innovation, SINOKEN

## INTRODUCTION

Bureaucratic reform encourages government bureaucracy to run well in accordance with modern management principles that are getting better in development and service to the community which is the main task of PNS as the State Civil Apparatus, namely Public Servants. In order to support the above tasks, the internal of an agency must continue to make improvements with the development and competence of the organization both in quality and quantity. In carrying out its duties, in accordance with the Government, it seeks to improve public services by continuously improving public services in various ways in order to create excellent public services. One of the efforts made by the government in improving public services is to innovate in the public sector (Bertot et al., 2016). The concept of bureaucratic innovation and public service is a relatively new concept in the public administration literature (Ahmad, 2017). Regional Office IX of the State Personnel Agency has innovated by

presenting a public service application specifically for personnel services called (EPPT) which is then used in the staffing mutation process. However, the application (EPPT) is deemed ineffective because it is only used in the staffing mutation process. So that in 2019 Regional Office IX of the Jayapura State Civil Service Agency again took the initiative to innovate again to develop existing applications by presenting an application called the Civil Service Notification Information System (SINOKEN). The development of the Civil Service Notification Information System (SINOKEN) application is expected to be able to provide excellent service for every type of personnel service in 30 City or Regency areas that are included in the work area of Regional Office IX of the Jayapura State Personnel Agency and realize even better changes compared to the previous one.

The SINOKEN application for Regional Office IX of the Jayapura State Civil Service Agency in the 2020 State Civil Service Agency (BKN) work unit innovation competition won 1st place at the 72nd anniversary of BKN. Of course, with the achievements that have been obtained, the implementation of the SINOKEN application is not immune from several problems encountered by researchers. Based on the results of preliminary observations of researchers at Regional Office IX of the Jayapura State Personnel Agency, the application of the SINOKEN application is specifically in various digital promotion services consisting of 5 types of promotion, namely Automatic Promotion digital services (KPO), Structural choice promotion digital services, Service Optional promotion for Certain Functional Positions (JFT), digital promotion services for Diploma Adjustment (PI) options, and optional promotion services for completing study assignments are still not running optimally. Of the various types of promotion digital services, only one is running as expected, namely the Automatic Rank Promotion (KPO) digital service where no files for promotion proposals are entered or sent by the Regional Personnel Agency to Regional Office IX of the Jayapura State Personnel Agency physically, all administrative processes have gone through a digital process or through the SINOKEN application, in contrast to other types of promotions which are still carried out manually where researchers still find quite a lot of paper accumulation in staffing services which results in less effective and efficient services, especially in services for promotion proposals.

Departing from this description, researchers are interested in knowing and researching how the implementation of the SINOKEN application innovation is in improving the quality of public services in this case staffing services (Proposals for Promotion) at Regional Office IX of the Jayapura State Civil Service Agency and can find out the success of an innovation result and what only the supporting and inhibiting factors of the implementation of the Personnel Notification Information System (SINOKEN) application innovation at Regional Office IX of the Jayapura State Civil Service Agency.

## Methodology

This research uses a type of qualitative research, where this research is descriptively aimed at describing in accordance with the reality that occurs in the field which will later facilitate objective and precise data related to the problem at hand. This research was conducted at the Jayapura IX Regional State Civil Service Agency Office, Jl Baru No. 100/B Kota Raja, Jayapura, 99225. Types of data collection through observation and interviews with informants related to the implementation and application of innovations in the Civil Service Notification Information System (SINOKEN) at Regional Office IX of the Jayapura State Civil Service Agency and collecting documents in the form of annual reports, an overview of the organization, standard operating procedures and documents directly related to research.

## Results and Discussion

The Personnel Notification Information System (SINOKEN) is a supporting application for SAPK or Computer-based Information Systems that is structured in such a way for personnel services, in the process of proposing promotions, pensions, civil servant identity cards, PNS husband/wife identity cards, and other personnel transfers on an ongoing basis. digital. SINOKEN is an information technology transition from a manual and separate data input system to an application system that can be accessed online. The presence of this SINOKEN innovation is

certainly very helpful and provides convenience for the Regional Civil Service Agency or agency because it can directly upload digital documents according to predetermined requirements and can send data that has been uploaded electronically via SINOKEN.

Prior to the SINOKEN application, submissions for KP PNS had to be submitted manually and went through a lengthy process. The existence of procedural differences in applying for civil servant promotions manually and/or through the SINOKEN application is an effort to digitize public services carried out by Regional Office IX BKN Jayapura to improve effective and efficient services. Moreover, the presence of SINOKEN is the main thing in post-covid-19 in the context of paperless services or reducing the use of paper.

Implementation of a policy in principle is to see how far a policy can achieve its goals (Blom-Hansen, 2005). In this sub-discussion, the implementation of SINOKEN at Regional Office IX BKN Jayapura will be described, especially in the promotion process. Based on the results of the research, it was then seen the implementation of SINOKEN with the George C. Edward top-down policy model. The successful implementation of SINOKEN's innovation according to this model can be influenced by 4 main factors, namely: communication, Source, Disposition or Attitudes, and Bureaucratic structures. Communication, Communication is related to the delivery of information, ideas, skills, regulations and others (Bielak et al., 2008). According to Ahlers & Schubert, (2015) policy implementation will work effectively if those who carry out decisions know what they have to do. The same is true for the implementation of SINOKEN, based on the results of interviews with 98 Heads of Mutations and Employment Status of Regional Office IX BKN Jayapura The SINOKEN application was made with the aim of keeping abreast of the times that are currently using digitalization systems, especially since the Covid-19 pandemic hit. Resources are another important thing in implementing policies properly (Tabesh et al., 2019). There are several factors that influence so that resources can run well, namely: staff, information, authority and facilities. The implementation of SINOKEN in terms of Human Resources, in this case the staff is sufficient and qualified. Based on the results of interviews with the Regional Coordinator of Vertical Agencies, Papua Province, Asmat Regency, Nabire Regency, Puncak Jaya Regency, Tolikara Regency, Jayawijaya Regency, Nduga Regency said that the human resources that will operate the SINOKEN application are currently quite qualified, especially supported by millennial employees who understand technological developments. Disposition. The disposition to implement SINOKEN is carried out by establishing good communication with all work partners so that all work partners do not only know about the SINOKEN Application but also understand and are able to use this application. Bureaucratic Structure, In terms of implementing SINOKEN, BKN Jayapura Regional Office IX has carried out good coordination both internally and externally. This can be seen from the delivery of information about the SINOKEN Application to all interested agencies and has been carried out according to the applicable SOP. Based on the results of an interview with the Head of the Staffing Division and Staffing Status of Regional Office IX BKN Jayapura, it was stated that: "Certainly we have an SOP so that every process of managing staffing services, be it promotions, moving agencies, or managing karsu/karpeg is clear" (Helfiana Siregar, 18/ 10/2022).

According to Benon-be-isan Nyuur et al (2014) the implementation of a public policy is influenced by two factors, namely supporting factors and inhibiting factors. The supporting and inhibiting factors in the implementation of SINOKEN are described as follows: (1) Supporting Factors a. Circular Letters as instructions and notifications for the use of SINOKEN In the process of implementing SINOKEN innovations, it is supported by a circular letter issued by Regional Office IX BKN Jayapura as of 03 February 2020 to Staffing and Human Resources Development Agency (BKPSDM) Papua Province, BKPSDM Regencies/Cities throughout Papua, and Vertical Agencies in Papua ; b. Support for Policy Implementing Agencies 106 This point relates to the bureaucratic structure, resources, and institutions. In terms of bureaucratic structure, since the creation of the SINOKEN application, the leadership of Regional Office IX BKN Jayapura has known about the intent and purpose of this application. (2) In addition to having supporting factors, SINOKEN implementation also has inhibiting factors. These inhibiting factors are: a. Internet Network Access Papua's area and geographical conditions are the main cause of uneven internet network access. Based on data from the National Research and Innovation Agency (2022), internet network access is only available in cities and district capitals. This is certainly an obstacle to the implementation of the SINOKEN application, which indeed requires an internet network to use. So even though the SINOKEN application is considered efficient, due to problems with access to the internet network, many still submit applications for promotions manually. Based on data from BKN Jayapura, it was recorded that in 2022 the

use of the SINOKEN application was 3,320 spread across government offices in 28 districts/cities and 1 province, namely Papua Province and vertical agencies in Papua Province. Meanwhile, there were 4,429 people who still filed manually. From these data it can be seen that there are still more manual submissions than through the SINOKEN application due to internet network access constraints. b. Mutations of superior Human Resources Employees are an important factor in the successful implementation of a policy. The inhibiting factor faced in the implementation of SINOKEN is the frequent changing of human resources due to employee mutations. Employee mutation is the transfer of employees in terms of position and place (Yunita et al., 2019).

## Conclusion

The successful implementation of the SINOKEN innovation according to George C. Edward's top-down policy model can be influenced by 4 main factors, namely: communication, Source, Disposition or Attitudes, and Bureaucratic structures. Communication, communication indicators on the implementation of SINOKEN at the Regional Office of Jayapura IX BKN Jayapura are running effectively. This can be seen from the delivery of information about SINOKEN to Ms. Helfiana Siregar as the Head of Transfers and Employment Status of Regional Office IX BKN Jayapura. Based on the results of the interview, Ms. Helfiana knew that the SINOKEN application was initiated by Ms. Mirna, the previous Head of Transfers and Employment Status who has now been promoted to the Central BKN. Of course, there has been communication built by Mrs. Mirna to the leadership and vice versa, the leadership responded very well to the Sinoken application. Human Resources, one of the indicators of successful policy implementation is caused by adequate and competent staff/employees. The implementation of SINOKEN in terms of Human Resources, in this case the staff is sufficient and qualified. Based on the results of interviews with the Regional Coordinator of Vertical Agencies, Papua Province, Papua Province, Asmat Regency, Nabire Regency, Puncak Jaya Regency, Tolikara Regency, Jayawijaya Regency, Nduga Regency said that the human resources that will operate the SINOKEN application are currently quite qualified, especially supported by millennial employees who understand technological developments. Disposition. The disposition to implement SINOKEN is carried out by establishing good communication with all work partners so that all work partners do not only know about the SINOKEN Application but also understand and are able to use this application. Bureaucratic Structure, the interview results show that the bureaucratic structure in the implementation of SINOKEN has been going well.

The supporting factor for the implementation of SINOKEN is a circular letter issued by Regional Office IX BKN Jayapura as of February 3, 2020 to the BKPSDM Papua Province, BKPSDM Regencies/Cities throughout Papua, and Vertical Agencies in Papua. In this circular letter, information is stated about the existence of the SINOKEN application as a supporting application for SAPK in completing proposals for promotions on a less paper basis and no longer using physical documents as they have been used so far. In addition, to support the implementation of the SINOKEN application, Regional Office IX BKN Jayapura has issued a guidebook for using the SINOKEN application and has conducted outreach to related parties and the existence of support for Policy Implementing Agencies. The inhibiting factors in the implementation of SINOKEN are the area and geographical conditions of Papua which are the main causes of uneven access to the internet network. Based on data from the National Research and Innovation Agency (2022), internet network access is only available in cities and district capitals. This is certainly an obstacle to the implementation of the SINOKEN application, which in its use requires a stable and smooth internet network and human resources that often change due to employee mutations.

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