



THE IMPLEMENTATION OF STAFF PROMOTION POLICY BASED ON PAPERLESS AT THE REGIONAL CIVIL SERVICE AGENCY OF BENGKULU PROVINCE

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ABSTRACT

Promotion is a reward given for working performance and dedication of a civil servant to the country. It also encourage them to increase their work performance and dedication. The on time and on target promotion is a wish for every civil servant. It will motivate them since it will increase their basic salary which influent their welfare. The purpose of this research is to find out the implementation of staff promotion policy based on paperless at The Regional Civil Service Agency of Bengkulu Province which involves communication, human resources, disposition, and bureaucracy structure, Management of Staff Promotion in Civil Servant. The research was conducted in Bengkulu Provincial Government, with 9 (nine) subject informants. The data analysis used was interactive model developed by Miles and Huberman (in Sugiyono, 2011:431). It consists of 4 (four) interacting components i.e. data collection, data reduction, data presentation, and conclusion/verification. The analysis result indicates that the implementation of staff promotion policy based on paperless at The Regional Civil Service Agency of Bengkulu Province on the aspect of communication, human resources, disposition, and bureaucracy structure is difficult to realized.



INTRODUCTION

Rank is a position that indicates a person's level as a Civil Servant (PNS) based on his position in a series of staffing structures and is used as the basis for salary. Promotion is an award given for the work performance and service of civil servants to the state, as well as encouragement for civil servants to further improve their work performance and service.

A timely and targeted promotion is the dream of civil servants, and can also be a work motivation for the civil servants concerned because it will have an impact on increasing their basic salary, which in turn will affect their welfare.

However, the reality is that promotions are still experiencing many delays caused by factors both at the regional level and at the State Civil Service Agency (BKN) level. Various complaints related to this promotion are still found in a number of areas, such as in the East Halmahera Government, North Maluku, in the Lingga area, Riau Islands, in Bengkulu Province, where in the Bengkulu BKD records submitted, civil servants with problems will be found.

The government's response to this personnel administration service effort is through BKN, by issuing a Circular Letter from the Head of BKN No. D-26-30/V/99 dated July 14, 2017 concerning Determination of Promotion and Retirement of Civil Servants after the enactment of PP No. 11 of 2017. The letter also contains the implementation of a special Paperless Increase for Implementing Positions.

This concern is related to the Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, where

the Guidance on the Implementation of Provincial Government includes Mandatory Government Affairs, namely staffing in Regional Apparatus. This is stated in Article 374 paragraph (2). Meanwhile, the Governor as the representative of the Central Government carries out general guidance including staffing in Regional Apparatuses in Article 375 paragraph (4) letter c;

The Covid-19 pandemic that has hit since the beginning of 2020 has certainly had a major impact and has had a major impact on various sectors and activities of our lives, especially for work activities in various government agencies. Especially during a pandemic like today, there are many policies in an effort to reduce the impact of the spread of Covid-19, of course, will make agencies/organizations have to think hard in order to remain productive in the midst of a pandemic.

Just imagine, before the pandemic hit, all work activities could be done face-to-face or face-to-face, but it rotated 360 degrees, and face-to-face activities should be avoided. The question is what is the solution if there are many restrictions in carrying out their activities? The key is only one, namely by doing digital transformation.

Based on the description above, it is necessary to carry out a more in-depth study regarding the implementation of the Paperless-based Implementing Promotion Policy in Bengkulu Province, because it indicates that there are problems in terms of communication, HR, Disposition and Bureaucratic Structure in the implementation of the Paperless-Based Implementing Promotion Policy. Problems Availability of Complete Requirements Documents. Therefore, researchers will

refer to Edward III's theory (in Agustino, 2016) in the discussion of this study, where Edward III's theory emphasizes the 4 variables above that are relevant to the issues to be studied at the Bengkulu Province Regional Personnel Agency. Through this study, it is hoped that more accurate information will be obtained as material for finding solutions in order to overcome a number of obstacles in the process of managing the promotion of civil servants.

Furthermore, based on the description above, I determine the formulation of the problem as follows; How is the implementation of the paperless-based Implementing Promotion Policy at the Bengkulu Province Regional Personnel Agency which involves aspects of communication, HR, Disposition and Bureaucratic Structure, Management of promotion of PNS in Implementing Positions?

RESEARCH METHODS

The research was conducted within the scope of the Bengkulu Province Regional Personnel Agency, in particular the Head of Sub-Division of Rank, and the Sub-Sector of Personnel for Regional Apparatus Organizations (OPD) and the State Civil Service Agency. The object of the research is focused on the implementation of Paperless-based Executive Promotion Policy in the Regional Personnel Agency of Bengkulu Province. While the time of the research was carried out in a span of 3 (three) months, from April 2021 to June 2021.

The type of research used in this research is qualitative research. According to Creswell (2003:37), a qualitative approach is an approach to constructing knowledge statements based on a constructive perspective (for example, meaning that comes from individual experiences, social values, with the aim of building theory) or based on a

participatory perspective (eg orientation to issues, collaboration or collaboration). changes) or both.

The focus of the research or problem limitation in this research is the Implementation of Paperless-based Implementing Promotion Policy at the Regional Personnel Agency of Bengkulu Province, which has problems in the Availability of Data on Completeness of Requirements Documents in SAPK BKN.

The data sources in this study can be broadly grouped into 2 (two) major parts, namely:

a) Literature Study, namely data or information obtained from books, journals and other sources related to this research.

b) Field Study, namely the subject (Informant) who understands the information of the research object. The determination of the number of informants is based on certain considerations (representational aspects), which come from people who are directly involved, namely officials and employees within the Bengkulu Province Regional Personnel Agency. There were 9 (nine) informants selected in this study.

Data collection techniques used in this study are as follows: Interview, Observation, and Documentation. Meanwhile, the analysis of the data used in the research on the Implementation of the Paperless-based Promotion of Officer Rank Policy was carried out using an interactive model developed by Miles and Huberman (in Sugiyono, 2011:431). This data analysis consists of 4 (four) interacting components, namely data collection, data reduction, data presentation, and conclusion drawing/verification.

RESULTS AND DISCUSSION

Result

1. Communication

Showing several important points in relation to the role of communication in managing promotions as a whole.

Information sources consider that the communication aspect is an important factor because its role is very necessary in terms of transferring information both verbally and in writing (via official letters and electronic whatsapp, communication is not only between employees BKD with the applicant's civil servants but also between employees from related fields who take care of promotions.

It was revealed that communication must run well from all elements because only one party experienced poor communication, it will affect the speed of completion of the promotion management. BKD employees consider that the Petitioner still does not understand the regulations regarding promotion, especially the required documents that must be prepared at all times, plus the Petitioner's slow response when he has to complete/revise incomplete/wrong files.

Another problem that also emerged from the results of the interview was that communication between related fields had not fully worked out as expected, for example differences of opinion which resulted in miscommunication, causing confusion from the Petitioners and delays in the proposal to the BKD.

The results of the observations show that in order to overcome this communication barrier, the Bengkulu Province BKD receives a promotion consultation service for the Petitioner's Civil Servant when experiencing problems, especially regarding the method or various matters regarding the provisions for the promotion proposal.

The application of the online system has been carried out, this was revealed especially during an interview with the Head of the BKD Data, Information and Archives Sub Division of Bengkulu Province. However, that does not mean that there are no obstacles, the Petitioner's civil servants with diverse backgrounds including their presence scattered

throughout the Bengkulu Province have the ability to master information technology that is not evenly distributed and even tends to be minimal, communication network constraints to remote areas also seem to be a part that cannot be ignored. which ultimately contributed to the successful implementation of this online/paperless system.

2. Resources

Elements of Human Resources (HR) according to several sub-sectors are still inadequate in terms of quantity. This condition was found in the sub-sector of Finance and Office Equipment, the Apparatus Performance Appraisal and Evaluation Division, the Vertical Young Personnel Analyst and the Provincial Regional Office VII BKN Palembang, as well as from the Bengkulu Province Regional Apparatus Organization Employees with Implementing Positions. The rest of the informants from other sections stated that the quantity and quality were sufficient, even one of the Sub-Divisions, namely the Bengkulu Province BKD Ranking Sub Division, in detail provided a list of its officers (Appendix 4) totaling 10 people who were in charge of and responsible for the management of their respective promotion proposals. OPD. The classification of assignment assignments is based on the type of position and the competencies carried out.

Elements of Facility Resources (Facilities and Infrastructure), showed the results that all informants revealed that they were still lacking (limited), so that it had an impact on the speed of completion of promotion arrangements. This happened because it was carried out independently by the Petitioner's PNS. This independent method is still a problem in itself because not all PNS Applicants have the same ability to understand the regulations regarding the requirements of the proposal,

for example, technically when they are asked to prepare data in soft copy, they will often find file names that do not comply with standards, file sizes exceeds the minimum limit, so that when entering the system the application is rejected. These conditions clearly affect the speed of completion of promotions. As an illustration, the following is a portrait of one of the workspaces of the Promotion Manager from the Bengkulu Province BKD Ranking Sub Division.

Facilities in the Sub Division of Rank have seven PCs and Notebooks, one A3 paper size printing printer, and one Scanning Printer, and these last two tools are still lacking in quantity.

3. Disposition

Based on the results of the interviews above and observations, it shows that the disposition in its implementation at the Bengkulu Province Regional Personnel Agency is not a problem in translating the direction of orders, because it is routine. This is also reinforced from the sample disposition sheet that has been processed, where the incoming letter to the BKD is then signed by the Head of the Bengkulu Province BKD on the same date as the date of the incoming letter, to be forwarded to the Head of Transfer and Promotion of the Bengkulu Province BKD without an order or instructions because it is considered a routine in which it is known how the solution is obtained. If a problem is found, the average level of coordination will be carried out in stages. However, there were confessions from several managers at the lowest level regarding the delay in disposition due to bureaucratic levels, so orders were slow to handle.

4. Bureaucratic Structure

Based on the summary of the interview, it was found that the Bengkulu Province BKD had used and implemented the SOP, this was confirmed directly during an interview with the Bengkulu Province BKD. It's just that other OPDs do not yet

have SOPs, so processing is based on current conditions or in other words adapted to circumstances.

Discussion

1. Communication.

From the results of the research into obstacles, induction between (hidden orientation of employees, policies and procedures, as well as employee benefits) and meetings (briefings, staff meetings, meetings and estimates of public opinion) have not been carried out, causing PNS implementing problems in the requirements so that they do not promotion can be proposed during that period. In other words, the Paperless-based executive positions should not run effectively.

Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, where the Guidance on the Implementation of Provincial Governments includes Mandatory Government Affairs, namely the staffing of Regional Apparatuses as stated in Article 374 paragraph (2). The Bengkulu Province Regional Personnel Agency as an extension of the Governor as the representative of the Central Government carries out general guidance including staffing in Regional Apparatuses in Article 375 paragraph (4) letter c, has not been able to carry out the implementation of paper-based PNS promotions.

2. Resources

The enactment of the Circular of the Head of BKN No. D-26-30/V/99 dated July 14, 2017 concerning Determination of Promotion and Retirement of Civil Servants after the enactment of PP No. 11 of 2017 which includes the implementation of Paperless Promotion specifically for Implementing Positions, it is also difficult to implement properly, if the agency is not committed to meeting the needs of personnel managing personnel in the Work Unit and supporting facilities.

Implementation of the Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, in which the Guidance on the Implementation of Provincial Government including Mandatory Government Affairs, namely the staffing of Regional Apparatuses as stated in Article 374 paragraph (2) where the Governor through the Bengkulu Province Regional Personnel Agency as the representative of the Government The Center carries out general guidance including staffing in Regional Apparatuses in Article 375 paragraph (4) letter c, has not been able to implement it effectively, so that more attention is needed on management resources for paperless-based PNS promotion.

3. Disposition

From the results of the study, the disposition that was slow to decline and not yet supported by incentives affected the decrease in timely settlement which was contrary to the Government's policy through BKN, by issuing Circular of the Head of BKN No. D-26-30/V/99 dated July 14, 2017 concerning Determination of Promotion and Retirement of Civil Servants after the enactment of PP No. 11 of 2017. The letter also contains the implementation of a special Paperless Promotion for Implementing Positions.

Therefore, the implementation of the Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, in which the Guidance on the Implementation of Provincial Government including Mandatory Government Affairs, namely the staffing of Regional Apparatuses as stated in Article 374 paragraph (2) where the Governor through the Provincial Civil Service Agency Bengkulu, as the representative of the Central Government, carries out general guidance including staffing in the Regional Apparatus in Article 375 paragraph (4) letter c, has not been able to implement it effectively, so that more attention is needed

on the disposition process of managing the promotion of PNS in the Paperless-based Implementing Position.

4. Organizational Structure

From the discussion above, the aspect of Organizational Structure is the most important SOP. Because without a proposed SOP for promotion in the OPD, it will have an impact on all other aspects as below:

1. Does not have standardized work steps for the apparatus in completing the work that is their duty;
2. Does not minimize the occurrence of errors and omissions that may be made by an apparatus or implementer in carrying out their duties;
3. Lack of efficiency and effectiveness in carrying out individual duties and responsibilities of the apparatus and the organization as a whole;
4. High Reducing management intervention/or overstepping its authority in the performance of daily tasks;
5. Lack of accountability for the implementation of tasks;
6. There has not been a standard measure of performance that will provide the apparatus with a concrete way to improve performance and help evaluate the efforts that have been made;
7. Have not been able to ensure that the implementation of government administration tasks can take place in various situations;
8. Has not provided information regarding competency qualifications that must be mastered by the apparatus in carrying out their duties;
9. Has not provided information for efforts to increase the competence of the apparatus;

10. Has not provided information regarding the workload borne by an apparatus in carrying out its duties;
11. Not yet as an instrument that can protect the apparatus from possible lawsuits due to allegations of irregularities;
12. There is overlap in the implementation of tasks;
13. Has not assisted in tracing procedural errors in providing services;
14. Has not helped provide the information needed in the preparation of service standards, so that at the same time it can provide information for service performance.

CONCLUSION

Based on the discussion above, it can be concluded that the aspects of Communication, Resources, Disposition and Organizational Structure in the implementation of Paperless-Based Implementation of the Promotion of Position Promotion Policy at the Bengkulu Province Regional Personnel Agency have not been able to run effectively. Of the four aspects, the Organizational Structure, namely the SOP for promotion proposals, is the most important. Because without the SOP for a promotion in the OPD, it will have an impact on all other aspects.

SUGGESTION

Based on the conclusions put forward, the researchers suggest the following:

1. Communication

The Regional Personnel Agency of Bengkulu Province encourages internal divisions and sub-sectors to update civil servant data into the Civil Service Application System (SAPK) of the State Civil Service Agency (BKN) and increase the socialization of staffing regulations. Then encourage the Work Units within the Bengkulu Provincial Government, Bengkulu Province Regional Personnel Agency to quickly follow up on

information, master staffing rules.

2. Human Resources

The Bengkulu Province Regional Personnel Agency needs to add and develop staffing managers in the OPD, so that the fulfillment of requirements is not carried out independently, in order to overcome delays in fulfilling electronic requirements.

3. Disposition

The Bengkulu Provincial Civil Service Agency and other Work Units within the Bengkulu Provincial Government can speed up giving dispositions to the lowest level, so that orders are quickly handled. Likewise, management incentives should get the attention of the agency.

4. Bureaucratic Structure

The Bengkulu Province Regional Personnel Agency should encourage other work units (OPD) within the Bengkulu Provincial Government to make SOPs for promotion proposals so that they are effective for all stages of fulfilling document requirements quickly and accurately to the Bengkulu Province BKD before the specified time limit is passed. Moreover, since 2020 the Covid-19 pandemic is expected to be able to facilitate service for civil servants.

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