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Implementation of Planning Services in Planning The Needs of State Civil Servants in Klungkung Regency

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Abstract: Planning the needs of the State Civil Apparatus (ASN) is an important part of bureaucratic reform to increase the effectiveness and efficiency in the management of human resources of the apparatus. The Klungkung Regency Government has adopted the State Civil Apparatus Information System (SIASN) Planning Service to improve the quality of planning for the needs of the State Civil Apparatus. Previously, planning the needs of State Civil Apparatus employees in Klungkung Regency was carried out manually or not through a nationally integrated system. This study aims to analyze the implementation of SIASN Planning Services in Klungkung Regency and identify its inhibiting factors. Using a qualitative approach, data is obtained through interviews, observations, and documentation. The results of the study show that the implementation of SIASN Planning Services in Klungkung Regency has provided benefits in data integration and planning transparency. However, there are still obstacles such as limited skilled human resources, data mismatches in the system, and lack of socialization and training for users. This study recommends increasing user capacity, improving systems, and improving infrastructure support to optimize the implementation of SIASN Planning Services.

Keyword: SIASN Planning Services, ASN Needs Planning, Public Policy Implementation, Klungkung Regency.

INTRODUCTION

Bureaucratic reform is a strategic step taken by the government to increase efficiency, effectiveness, and accountability in the administration of government. One of the important aspects of bureaucratic reform is the optimization of human resource management, especially the State Civil Apparatus (ASN). In order to support this process, the use of information technology is a crucial solution to create a more structured, transparent, and accurate system. The digitization of the ASN management system is expected to overcome various problems that have been hindering government performance, such as inaccurate planning of ASN needs and lack of data integration between agencies. In the midst of global dynamics, the public demands that the management of human resource management of the apparatus be easily accessible, both by the general public and by the State Civil Apparatus (Taufan, 2023).

In an effort to improve the effectiveness of ASN management, the government developed and implemented the State Civil Apparatus Information System (SIASN) for Planning Services. This system aims to facilitate the process of planning the needs of ASN in a systematic and integrated manner, so that it can assist government agencies in formulating policies that are more targeted to the target. Klungkung Regency is one of the regions that has implemented SIASN Planning Services since 2024. The implementation of this system is expected to improve the way local governments work in preparing ASN needs planning by utilizing digital technology. However, the implementation of this system does not necessarily run smoothly, but rather faces various challenges that affect its effectiveness.

Factors such as technology readiness, user understanding, and strong policy support are important aspects in the successful implementation of this system. Although SIASN Planning Services offers various advantages, its implementation in Klungkung Regency still encounters various obstacles. Some of the main challenges faced include data incompatibilities in the system, limited human resources who have competence in operating the system, and lack of socialization to users. Therefore, this study aims to analyze the extent to which the implementation of SIASN Planning Services is running and identify the factors that hinder its success.

METHOD

The research approach used in this study is a qualitative method with data collection techniques through in-depth interviews, direct observation, and analysis of related documents. This approach was chosen to gain a comprehensive understanding of the implementation of SIASN Planning Services and the obstacles faced in its implementation. This research was conducted in Klungkung Regency, this location was chosen because Klungkung Regency has received an award for the Main Category of the Best ASN Management NSPK Implementation and the Special-Mention Category of Commitment to Improve Personnel Services in 2023. However, it is specifically carried out at the Klungkung Regency Personnel and Human Resources Development Agency (BKPSDM), as a regional apparatus responsible for managing the human resources of the apparatus.

In data collection, interviews were conducted with structural officials, functional officials and implementing staff at the Klungkung Regency BKPSDM, functional officials in the organizational section of the Klungkung Regency Regional Secretariat, and several personnel management officials within the Klungkung Regency Government who were involved in the implementation of SIASN Planning Services.

Direct observation was also carried out to see how this system is used in daily practice as well as how the obstacles faced by users. In addition, the analysis of policy documents related to this system was also carried out to understand the legal and regulatory basis that governs the implementation of SIASN Planning Services in Klungkung Regency. The data analysis in this study will use data analysis techniques according to Miles and Huberman through the stages of data collection (Data Collection), data reduction (data reduction), Data Presentation (Data Display), and conclusion or verification (Conclusion Drawing/Verification) (Syahroni et al., 2022). Data analysis is carried out inductively, aiming to identify the main patterns and themes that emerge from the data obtained.

The analysis is carried out by drawing conclusions on the data that has been successfully collected from a special form to a general form. With this approach, this study is expected to provide deeper insight into the factors that affect the implementation of SIASN Planning Services as well as recommendations that can be provided to improve the effectiveness of this system.

RESULTS AND DISCUSSION

Implementation of SIASN Planning Services in Planning ASN Needs in Klungkung Regency

The State Civil Apparatus Information System (SIASN) Planning Service has been implemented in Klungkung Regency as part of digitalization efforts in planning the needs of the State Civil Apparatus. SIASN Planning Services aims to simplify the personnel administration process, increase efficiency, and ensure that the planning of the needs of State Civil Apparatus employees is carried out more accurately and based on data that is integrated with other systems nationally. Through SIASN Planning Services, local governments can systematically calculate the needs of the State Civil Apparatus, reduce the risk of errors in planning, and increase transparency in personnel management, especially related to the planning of ASN needs.

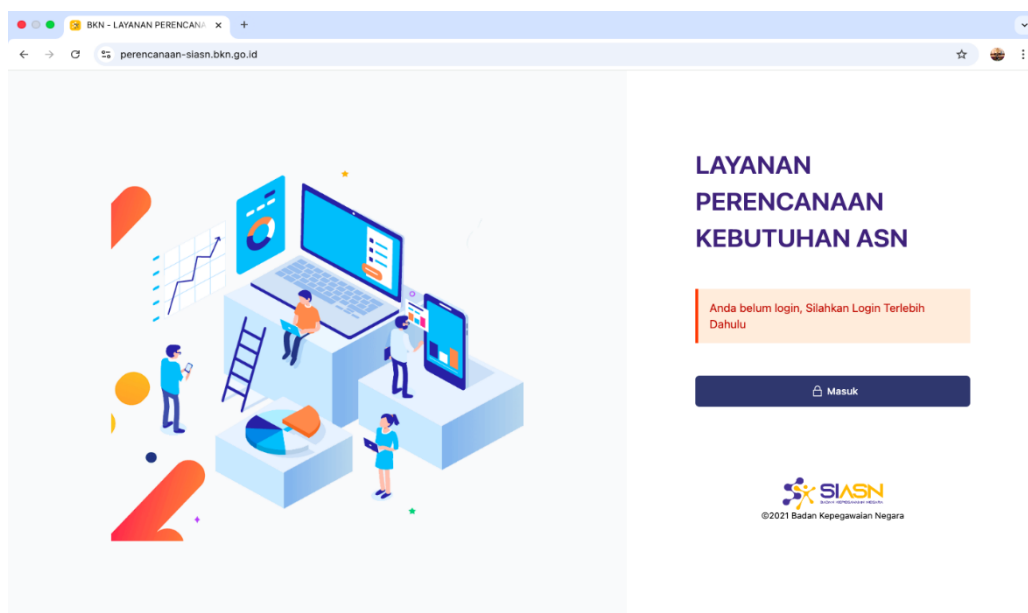


Figure 1. SIASN Planning Services View

The implementation of the State Civil Apparatus Information System (SIASN) for Planning Services in Klungkung Regency can be analyzed using the policy implementation model according to George C. Edward III. This model emphasizes four key indicators in the successful implementation of policies, namely communication, resources, disposition, and bureaucratic structure. Each indicator plays an important role in determining the effectiveness of the implementation of SIASN Planning Services in areas with archipelago characteristics such as Klungkung Regency.

a. Implementation of SIASN Planning Services based on Communication indicators

Communication plays an important role in conveying the goals and objectives of the SIASN Planning Service policy to all regional apparatus and work units, especially in the Nusa Penida District area. Effective communication should include three aspects: transmission, clarity, and consistency. In Klungkung Regency, the transmission of information related to policies is carried out through various methods, including socialization and coordination. Communication between leaders to subordinates or communication between leaders and employees as well as directions in the implementation of the program have been running well and optimally. However, there are still challenges in maintaining clarity and consistency of information because there is no further socialization or technical guidance to increase the understanding of service recipients, especially in this case the Personnel Management Officials

within the Klungkung Regency Government. This challenge has an impact on an uneven understanding of the functions and objectives of SIASN Planning Services.

b. Implementation of SIASN Planning Services based on Resource indicators

The availability of resources is one of the main factors in the implementation of SIASN. In Klungkung, the resources in question include technological devices, internet networks, and employee competencies. The human resources who carry out the implementation of SIASN Planning Services in Klungkung Regency consist of 5 (five) employees who handle the planning of ASN needs and 3 (three) employees who handle the system. This shows the lack of human resources who handle the planning of ASN needs in terms of the system compared to the number of regional apparatus and work units according to the Organizational Structure and Work Procedures (SOTK) of Klungkung Regency. As well as uneven facilities and infrastructure for all SIASN Planning Service implementation staff at the Klungkung Regency Personnel and Human Resources Development Agency. Regarding the lack of budget resources at the Klungkun Regency Personnel and Human Resources Development Agency because the budget for SIASN Planning Services is not charged to the user agency considering that this system is designed by the central government through the State Civil Service Agency and local governments as users who at the same time manage SIASN Planning Services at the regional level.

c. Implementation of SIASN Planning Services based on Disposition indicators

The disposition or attitude of policy implementers, such as BKPSDM employees and regional apparatus, plays an important role in the successful implementation of SIASN Planning Services. The positive attitude and high dedication of policy implementers are capital in overcoming various existing challenges. The support of the leadership and the attitude of the implementing staff who are responsive and quick to respond are able to overcome various problems in the implementation of SIASN Planning Services in Klungkung Regency. Regarding incentives, employees are paid according to their proper salary without getting additional incentives from this system because they are still within the scope of their main duties and functions. However, there needs to be appreciation given to employees who are able to manage and input data accurately to increase work motivation.

d. Implementation of SIASN Planning Services based on Bureaucratic Structure indicators

The bureaucratic structure that supports the implementation of SIASN Planning Services must be accompanied by *a clear Standard Operating Procedure (SOP)* and effective division of tasks (fragmentation). A well-structured SOP will help employees understand the stages of using the system in a more structured manner. The Klungkung Regency Government does not yet have *a Standard Operating Procedure (SOP)* specifically designed to support the SIASN Planning Service implementation process. However, there is a Decree of the Regent of Klungkung Number 144/22/HK/2022 concerning the Establishment of a Team for the Preparation of the Needs of the State Civil Apparatus in the Klungkung Regency Government which is used as a general guideline related to duties and responsibilities in planning needs. In addition, the fragmentation of tasks in the implementation of SIASN Planning Services in Klungkung Regency still faces challenges because it has not been contained in the Regent's Decree in the form of an Implementation Team Decree or in the form of a Task Order. Implementing staff are assigned to be in charge of each regional apparatus and work unit according to the division of duties contained in the attachment to the invitation letter for the coordination meeting and the attachment to the invitation letter for socialization in the context of the implementation of SIASN Planning Services.

2. Inhibiting Factors in the Implementation of SIASN Planning Services and Optimization Solutions

Although SIASN Planning Services has provided various benefits, its implementation still faces several obstacles or obstacles in Klungkung Regency. This inhibiting factor can come from the internal implementer or external the implementing environment. This inhibiting factor requires handling efforts so that the implementation of programs or policies can still be carried out in accordance with the goals and objectives set. Based on the research that has been conducted, there are several factors that hinder the implementation of SIASN Planning Services in Planning the Needs of State Civil Apparatus in Klungkung Regency as follows:

a. Quality of Understanding of Human Resources of Service Recipients

The lack of understanding in the implementation of SIASN Planning Services is experienced by several personnel management officials. This problem arises due to the lack of socialization process that is held so that the same questions arise repeatedly. The lack of understanding of human resources in understanding and operating the system optimally can trigger various problems such as operational errors, smooth adaptation processes, and failure to achieve planned goals. Therefore, a holistic approach is needed in building human resource capacity through continuous training programs, the provision of comprehensive technical guidance, and the implementation of organizational policies that support learning in the workplace. By overcoming this challenge, agencies are expected to be able to utilize the system, in this case, SIASN Planning Services to the maximum to support the achievement of strategic goals that have been set at the beginning of implementation.

b. Internet Connectivity Constraints Due to Geographical Conditions

The network constraints experienced by regional apparatus and work units in the Nusa Penida District area are caused by the geographical condition of Nusa Penida District as an archipelago area in Klungkung Regency. This geographical condition results in difficulty in accessing digital technology supporting infrastructure. This has an impact on the unevenness of the infrastructure that supports internet connections so that network problems often occur in the Nusa Penida District area, including in the process of implementing SIASN Planning Services.

c. Differences in Needs Data Through the Calculation of Position Maps and Recommendations of Supervisory Agencies in SIASN Planning Services

The difference in the data on the needs of the State Civil Apparatus on the Position Map which was previously carried out through manual calculation with the calculation of needs according to the recommendations of this agency caused the process *Input* data on SIASN Planning Services is hampered. In addition, these differences in needs also affect *Occupation* State Civil Apparatus in functional positions that are not counted in the recommendations of the supervisory agency. However, to overcome the problem of differences in needs data related to the rights that will be received by the State Civil Apparatus, the Organization Section at the Regional Secretariat of Klungkung Regency took a policy to adjust the needs data on the Position Map according to the number of *Occupation* State Civil Apparatus within the Klungkung Regency Government. Furthermore, a submission will be made for the adjustment of the needs of functional positions in each coaching agency.

d. Unclear Workflow and Responsibilities Without *Standard Operating Procedure* (SOP)

Need for *Standard Operating Procedure* (SOP) and task fragmentation that are clearly comprehensive, and easy to understand. This is because *Standard Operating Procedure* (SOPs) and task fragmentation not only provide structured workflow guidance, but also establish a clear division of responsibilities for each party involved. With the presence of *Standard Operating Procedure* (SOP) and fragmentation of tasks, the SIASN Planning Service implementation

process can run more efficiently, transparently, and measurably in accordance with the organization's goals in managing the State Civil Apparatus more optimally.

Based on interviews with structural officials and functional officials at the Klungkung Regency BKPSDM, functional officials at the Klungkung Regency Regional Secretariat Organization Section, and several personnel management officials in the environment government In Klungkung Regency, the majority of users stated that the main obstacle in the implementation of SIASN Planning Services is the lack of user understanding of the system's features and functions. The training carried out is still limited, so many users have difficulty in entering and accessing personnel data. The following table presents the results of interviews related to the implementation of SIASN Planning Services in Klungkung Regency:

Table 1. Interview Results of SIASN Implementation of Planning Services

o.	Respondents	Obstacles Faced	Suggestions for Improvement
.1	Head of BKPSDM Klungkung Regency	The data <i>input</i> process takes a long time due to network problems.	Server and network optimization.
.2	Head of Information, Procurement and Dismissal	Lack of understanding of the system.	Intensive training is needed either in the form of further socialization or technical guidance.
.3	Personnel management office	Difficulty understanding system menus	Simplification of the user interface.
.4	Computer Institutions as SIASN Operators of Agency Planning Services	Workflow and task division ambiguity	Preparation of <i>the SIASN Standard Operating Procedure (SOP)</i> for Planning Services and fragmentation of tasks.
.5	Functional Officials at BKPSDM and the Organizational Section of the Regional Secretariat of Klungkung Regency	Data differences between job maps and SIASN Planning Services	Submission of proposed adjustments to needs to the supervisory agency and policy of adjusting stakeholder data.

The implementation of SIASN Planning Services in Klungkung Regency still faces various obstacles in its implementation, as the results of interviews with several related officials. One of the main obstacles raised by the Head of the Klungkung Regency BKPSDM identified problems in the form of slow *data input* processes due to network and *server* disruptions. The slow pace of this system hinders the effectiveness of the personnel administration process, especially when it comes to entering a lot of data at the same time. To overcome these obstacles, network and server optimization is necessary so that the system can

work faster and more stable. These efforts can also support the improvement of the performance of staff involved in personnel data management.

The Head of Information, Procurement, and Termination conveyed another problem that there was a lack of user understanding of the system's features and functions. This is shown by many employees who have not fully understood how SIASN Planning Services work. This shows that the socialization carried out so far is still limited and has not been able to provide sufficient control over the system. Therefore, it is recommended to hold regular intensive training to improve user competence either through further socialization or technical guidance.

Personnel management officials within the Klungkung Regency Government also reported difficulties in understanding the system interface menu. Complex menus are one of the main obstacles to maximizing the use of the system. Therefore, proposals to simplify the user interface are essential to ensure that the system can be more user-friendly for all employees, including those with limited levels of digital literacy. So that it can increase the understanding and effectiveness of the use of SIASN Planning Services.

In addition, Computer Institutions or SIASN Planning Service Operators also face difficulties related to unclear workflows and division of tasks in the system management process. This ambiguity can lead to overlapping responsibilities and slow down decision-making. To overcome this problem, it is necessary to prepare a clearer and more structured *Standard Operating Procedure* (SOP), as well as a fragmented division of tasks appropriately so that each party understands their respective roles.

Implementing staff at BKPSDM and the Klungkung Regency Organization Section face data inconsistencies between the position map and the data in the SIASN Planning Service. This inconsistency hinders the preparation of accurate and realistic personnel needs planning. For this reason, it is recommended to submit needs adjustments to the supervisory agency as well as a more flexible policy for adjusting the data of office holders, so that the data can be better synchronized. With these improvements, the implementation of SIASN in Klungkung Regency is expected to run more effectively and efficiently.

CONCLUSION

Based on the results of the discussion on the implementation of SIASN Planning Services in planning the needs of ASN in Klungkung Regency, it can be concluded as follows:

1. The implementation of SIASN Planning Services in Planning the Needs of State Civil Apparatus in Klungkung Regency as seen from the indicators of public policy implementation, namely communication, resources, disposition, and bureaucratic structure as a whole, has not been running optimally, effectively, and efficiently. Considering that in some indicators there are still some things that have not been met. Such as the lack of further socialization in communication indicators, the number of implementing staff responsible for handling system problems in resource indicators, as well as the absence of *Standard Operating Procedures* (SOPs) and clear fragmentation of tasks in implementing SIASN Planning Services related to bureaucratic structure indicators.
2. Factors that hinder the implementation of SIASN Planning Services in planning the needs of the State Civil Apparatus in Klungkung Regency can come from the internal implementer and external implementation environment such as the low quality of human resources' understanding of the implementation of the system, obstacles related to weak and uneven internet connections due to geographical conditions in several smaller archipelago areas, differences in data on the needs of the State Civil Apparatus between Position Maps and recommendations of needs from the coaching agency, as well as unclear workflows and responsibilities due to the absence of *Standard Operating Procedures* (SOPs) and fragmentation of tasks.

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