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The Effectiveness of Using the Personnel Information System (SIAP) on the Quality of Personnel Administration Services in the Bekasi City Government

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Abstract: The Personnel Information System (SIAP Kota Bekasi) is an implementation of e-Government by the Bekasi City Government, taking the form of a computer-based personnel information system. A robust Personnel Management Information System enhances the quality of administrative personnel services by streamlining the management of personnel data and accelerating access to information. The integration of such a system also facilitates transparent access for employees, expedites service processes, and reduces dissatisfaction. High-quality service positively impacts employee performance and productivity while also facilitating management decision-making. Consequently, the effectiveness of SIAP Kota Bekasi in relation to the quality of administrative personnel services within the Bekasi City Government warrants further investigation. This study aims to determine the extent to which the use of SIAP Kota Bekasi is effective in improving the quality of administrative personnel services within the Bekasi City Government. The research employs a qualitative descriptive method with an inductive approach, utilizing data gathered through interviews, observations, and documentation. To measure the effectiveness of a program, five key indicators are used: understanding of the program, accuracy in reaching target objectives, timeliness of implementation, the degree to which program goals are achieved, and the tangible changes resulting from the program's execution. The findings indicate that the effectiveness of SIAP Kota Bekasi contributes positively to the quality of administrative personnel services by enhancing efficiency, transparency, and data accuracy, as well as accelerating administrative processes. However, its implementation is not yet optimal, as there is a continued need for improvements in staff competency, more equitable dissemination and training, and better information technology infrastructure support. Therefore, ongoing evaluation is essential to further enhance the quality of administrative personnel services. This study is expected to contribute to the development of technology-based civil servant management systems within local government environments.

Keywords: Effectiveness, Personnel Information System, Administration, Public Service

INTRODUCTION

Rapid technological advancement is driving a fundamental transformation within Indonesia's bureaucracy toward digital-based governance. The utilization of digital technology enables both the public and government officials to access information quickly, accurately, and easily, compelling the government to develop systems that are superior, transparent, efficient, and precise. The application of information technology in governance aims to steer the administration toward the concept of "good governance" (Sururi, 2017) a framework essential for transparent, participatory, and accountable government management. This governmental responsibility entails improving the quality of public services through Bureaucratic Reform (RB), which has become a necessity for achieving national development a key priority agenda. Bureaucratic Reform is directed toward establishing a bureaucracy that focuses on delivering tangible benefits to the public, while also fostering an "agile bureaucracy" capable of swift action; consequently, continuous improvement efforts are required (Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia, 2016).

E-government is not merely about implementation; it is also about creating public value (Twizeyimana & Andersson, 2019). In this vein, literature on public service innovation emphasizes the importance of leveraging technology to create service mechanisms that are responsive and oriented toward the needs of the public (Osborne & Brown, 2011). Furthermore, change management theories (Kotter, 1996; Hiatt, 2006) highlight that the digitalization of an organization including within the context of civil servant (ASN) management requires strategic planning, effective communication, and the engagement of all stakeholders to ensure that the transformation is both successful and sustainable.

With the issuance of Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), the government aims to build public services and governance that are effective, efficient, accountable, characterized by integrity, and integrated through the utilization of existing technology. This demonstrates the Indonesian government's commitment to digital transformation. According to Nugraha (2018), a digital-based government is expected to improve the services provided by public officials to the public, enhance the internal effectiveness and efficiency of government organizations, and increase public access to information regarding public services.

E-government, implemented through the Electronic-Based Government System (SPBE), is outlined in Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development (Inpres 3/2003). This was subsequently followed by the development of an SPBE architecture and roadmap, established under Presidential Regulation Number 95 of 2018 concerning SPBE (Perpres 95/2018). The evolution of the era marked by advancements in information and communication technology has provided the government with opportunities to innovate in the development of the state apparatus through the implementation of SPBE (formerly known as E-Government). This entails conducting government operations by leveraging information and communication technology to provide services to central and regional government agencies, civil servants, business entities, the general public, and other stakeholders. SPBE is expected to foster and realize a form of governance that is open, participatory, innovative, and accountable. It aims to enhance collaboration among government agencies in carrying out governmental affairs and duties to achieve shared goals, improve the quality and reach of public services, and curb the abuse of authority such as collusion, corruption, and nepotism by implementing electronic-based oversight and public complaint systems.

The success of an organization can be measured by the extent to which it achieves its established goals. The concept of effectiveness, as defined by organizational and management experts, carries different meanings depending on the frame of reference applied. Organizational effectiveness refers to the degree to which an organization functioning as a social system with

specific resources and means at its disposal attains its objectives without waste and avoids unnecessary tension among its members. Based on the perspectives above, it can be understood that effectiveness is a crucial concept, as it provides an overview of an organization's success in achieving its objectives. In other words, effectiveness represents the degree to which goals are attained through implemented activities, measured against previously established targets.

According to Campbell (2014), effectiveness can be defined as the capacity of an institution or organization to carry out its core functions or to reach predetermined objectives. System effectiveness refers to the extent to which an application system succeeds within an organization specifically in the context of improving public services by enhancing performance through the use of that system. Thus, it concerns whether the application system effectively supports the performance of its users, thereby providing them with tangible benefits. Drawing on the theory of effectiveness proposed by Sutrisno (2016), organizational effectiveness is a measure of how successfully an organization achieves its established goals through the efficient and targeted use of its resources. Sutrisno explains that organizational effectiveness is not determined solely by the attainment of final objectives; it also encompasses an understanding of programs, the accuracy of targeting, timeliness, goal achievement, and observable, real-world change.

This research focuses on the Bekasi City Government, which has implemented an Electronic-Based Government System (SPBE) in accordance with Bekasi City Regional Regulation Number 3 of 2020 concerning the Implementation of SPBE (Bekasi City Regional Regulation 3/2020). This regulation is further elaborated upon in the Bekasi Mayor's Regulation Number 7 of 2023 concerning Guidelines for the Implementation of SPBE (Bekasi Mayor's Regulation 7/2023). The management of the Civil Servant Information System (SIAP Kota Bekasi) within the Bekasi City Government serves as an example of e-government implementation, specifically within the Government-to-Employee (G2E) domain.

SIAP Kota Bekasi represents the commitment of the Bekasi City Government to assess the effectiveness of this system in enhancing the quality of personnel administrative services. Since 2017, the management of SIAP Kota Bekasi has been overseen by the Bekasi City Personnel and Human Resources Development Agency (BKPSDM), as stipulated in Bekasi Mayor Regulation Number 20 of 2017 concerning the Personnel Information System within the Bekasi City Government (Perwal Kota Bekasi 20/2017). SIAP Kota Bekasi is a personnel management application that utilizes its own computerized database. It is designed to oversee various aspects of human resource management, with the goals of streamlining bureaucratic processes, improving data accuracy, and accelerating data-driven decision-making. The use of SIAP Kota Bekasi fosters a more responsive and accountable approach to human resource management, ultimately enhancing both employee satisfaction and overall organizational effectiveness. The successful implementation of SIAP Kota Bekasi depends not only on advanced technology but also on the organization's readiness to adopt it.

Consequently, the core focus of this research is to examine the extent to which SIAP Kota Bekasi is utilized in relation to the quality of personnel administrative services within the Bekasi City Government, as well as the factors that contribute to its success or hinder its implementation. The findings of this study are expected to provide valuable insights for the local government to optimize its personnel information system and strengthen its ongoing strategy for the digitalization of civil servant (ASN) management.

METHODS

This research uses a qualitative descriptive research method, namely providing a description of the conditions at the research location according to the real conditions that exist at the research location. Qualitative research is a research method that seeks to understand social phenomena naturally by emphasizing the process of in-depth interaction between the

researcher and the object under study (Moleong, 2007). Qualitative research methods, according to Sugiyono (2022) are "Research methods based on postpositivism or interpretive philosophy, used to examine the conditions of natural objects, where the researcher is the key instrument, data collection techniques are carried out by triangulation (a combination of observation, interviews, documentation), the data obtained tends to be qualitative data, data analysis is inductive/qualitative, and the results of qualitative research are to understand meaning, understand uniqueness, construct phenomena, and put forward hypotheses."

The focus of this research is to find out how effective the use of SIAP Bekasi City is on the quality of personnel administration services in the Bekasi City Government. The location of this research was carried out at the Bekasi City Personnel and Human Resources Development Agency. Data were collected through triangulation techniques, including interviews, observation, and documentation, to increase the validity and reliability of the findings. The type used in this research is qualitative descriptive research, namely providing or describing or presenting data that is in accordance with reality or the actual state of the object without making comparisons or research that tries to answer questions so that conclusions can be drawn as problem solvers. In this research, the informants are the research instruments, and the written results are in the form of words or statements that correspond to the actual situation. There were 8 informants in the research. The data analysis technique in this research consists of three parts, as outlined by Miles and Huberman, namely data reduction, data presentation (data display), and conclusion drawing/verification (Sugiyono, 2022).

RESULTS AND DISCUSSION

The implementation of SIAP Kota Bekasi was prompted by challenges and requirements in managing personnel administration within the Bekasi City Government. The digitalization of personnel management through SIAP Kota Bekasi aligns with the mandates of Law Number 20 of 2023 concerning State Civil Apparatus (ASN) (Law 20/2023), which calls for the digitalization of ASN management by providing integrated digital services connected at the national level while upholding principles of sustainability, confidentiality, and cybersecurity in accordance with prevailing regulations.

This study analyzes the effectiveness of the implementation of SIAP Kota Bekasi, applying the theory of Sutrisno (2016) through five indicators: program understanding, targeting accuracy, timeliness, goal achievement, and tangible change. The analysis integrates this theoretical framework with empirical findings derived from interviews, observations, and documentation.

1. Program Understanding

Program understanding is reflected in the ability of civil servants and administrative operators to grasp the objectives, mechanisms, and procedures for using the Sistem Informasi Aparatur (SIAP Kota Bekasi) application. SIAP Kota Bekasi is a web-based personnel administration service that is fully integrated, housing master data and official documents for civil servants. The application can be accessed at https://siap.bekasikota.go.id/. Its operation is supported by competent human resources, standard operating procedures (SOPs), necessary infrastructure, and adequate financial backing.

Based on interviews, observations, and documentation, it can be concluded that civil servants generally understand the mechanisms and procedures for using the SIAP Kota Bekasi application; however, the level of understanding varies among individuals. Those serving as administrative operators within their respective regional government units tend to possess a better understanding, as their specific roles and responsibilities involve the direct management of the SIAP Kota Bekasi application. Meanwhile, limited access means that not all staff members are able to operate the Bekasi City SIAP (Personnel

Administration Information System) directly. Nevertheless, staff can still independently update their data via the SUNMORI application an Android-based mobile version of the web-based SIAP system.

This situation indicates that the staff's understanding of the program is reflected in their use of the SIAP system, in accordance with their respective duties, authority, and applicable regulations. However, this understanding still requires improvement specifically regarding the program's objectives, the procedures for using the SIAP system, and the ability to utilize available features within the scope of one's authorized access. This aligns with Sutrisno's theory, which posits that an understanding of a program serves as an indicator for measuring its effectiveness. Therefore, training, comprehensive outreach, and effective communication strategies are necessary to enhance the staff's grasp of the SIAP system. Doing so will allow for more optimal program implementation and support greater effectiveness in personnel administration services within the Bekasi City Government.

2. Timeliness

The timeliness of administrative services provided through the SIAP system can be measured by the staff's ability to update data and complete verifications according to established schedules. The SIAP system functions not only as a personnel database but also as a platform for submitting various administrative requests such as leave applications, periodic salary increases, study assignment recommendations, civil service examinations, and performance data recapitulation all of which are integrated with the SIASN (National Civil Service Information System) application.

Based on interviews, observations, and documentation, staff members have expressed satisfaction with the SIAP system, noting that it accelerates the processing of personnel-related requests. In practice, however, challenges remain such as delays in the submission of requests by individual regional government agencies (Perangkat Daerah). This situation may lead to delays in the finalization of proposals, as officials are entering data past the established deadline.

This situation indicates that delays in the SIAP (Personnel Information System) service of Bekasi City are caused by staff submitting their personnel service requests behind schedule. Such delays can lead to setbacks in the verification process and the finalization of services within the established timeframes. Consequently, the timeliness of SIAP services in Bekasi City depends not only on system readiness and the capacity of verifiers but also on the discipline of staff in fulfilling requirements and submitting personnel service requests on time. This aligns with the principles of the Electronic-Based Government System (SPBE) as stipulated in Presidential Regulation Number 95 of 2018 which emphasizes the importance of integrating systems, work processes, and human resources in the implementation of electronic-based governance. Therefore, enhancing staff discipline in submitting personnel service requests is a key measure for improving both the timeliness and effectiveness of services provided through the SIAP system in Bekasi City.

3. Target Alignment (Accuracy of Objectives)

The target alignment of the SIAP implementation in Bekasi City is measured by the adoption rate of individual features, the comprehensiveness of data coverage, and the extent to which these features meet the needs and bureaucratic processes of the administration. Based on interviews, observations, and documentation, the implementation of SIAP in Bekasi City demonstrates that the utilization of its features has been effective and well-aligned with the requirements of the Bekasi City Government in supporting the digitalization of personnel management.

SIAP Bekasi City includes several features that facilitate digital personnel administration, such as the updating of master employee data, personnel services, document downloads, report generation, and various utility tools (as per Mayor Regulation/Perwal 20/2017). The availability of these features allows personnel data to be accessed in real-time with a high degree of accuracy, thereby supporting more effective monitoring and management of personnel information. The development of this system also includes the *SIAP Utility Network Mobile Online Mandiri* (SUNMORI), an Android-based version of the Bekasi City SIAP system. This development reflects an effort to expand the accessibility of digital personnel services for its users.

Based on the indicator of "targeting accuracy," the Bekasi City SIAP system is considered sufficiently effective in supporting the personnel administration needs of the Bekasi City Government. This finding aligns with the perspective of Sutrisno, who identifies targeting accuracy as a key indicator of organizational effectiveness. Nevertheless, further optimization of the system's usage is still required specifically by enhancing user competence and ensuring a consistent understanding of the system's functions to better achieve the goals of digitizing personnel management.

4. Achievement of Objectives

The policy to implement the Bekasi City SIAP system is intended to support personnel administration within the Bekasi City Government. The application aims to provide convenience for both individual employees and the organization by digitizing the management of State Civil Apparatus (ASN). The Bekasi City SIAP system is expected to facilitate access to personnel information, support the updating of employee data, and improve the overall effectiveness of personnel administration.

During the implementation phase, the Bekasi City Personnel and Human Resources Development Agency (BKPSDM) conducted outreach to staff including during the trial and evaluation stages prior to the active deployment of the Bekasi City SIAP system across the Bekasi City Government (BKPSDM Bekasi City, 2023). The policy is further supported by standard operating procedures (SOPs) and a regulatory framework: Bekasi Mayor Regulation Number 49.A of 2016 concerning the Integration of the Personnel Administration Service Information System within the Bekasi City Government. These SOPs and regulations serve as guidelines, ensuring that personnel administration is managed in a structured manner and in compliance with applicable provisions. Based on an analysis comparing conditions before and after the implementation of the SIAP application in Bekasi City, there have been improvements in the accessibility of personnel information, the ease of monitoring data, and the accuracy of information. This indicates that the implementation of SIAP in Bekasi City has contributed positively to the digitalization of personnel management. Nevertheless, the policy objectives have not yet been fully realized. There is a need to optimize server and network maintenance; furthermore, some employees still lack sufficient awareness regarding the completion and updating of their personal data. Consequently, some personnel records remain incomplete, which affects the accuracy of the information contained within the SIAP system.

This indicates that the successful implementation of the Bekasi City SIAP (Personnel Administration Information System) depends not only on the availability of the system and regulatory support, but also on the readiness of technological infrastructure and the active participation of government officials as users. From the perspective of change management theory, the importance of communication and the involvement of organizational members in the change process along with awareness, knowledge, ability, and reinforcement are crucial for the success of such changes (Kotter, 1996; Hiatt, 2006). Consequently, enhancing the effectiveness of the Bekasi City SIAP requires sustained maintenance of

technological infrastructure, consistent outreach, and an increase in the awareness and sense of responsibility among government officials regarding the updating of personnel data.

5. Tangible Change

The implementation of the Bekasi City SIAP application represents a shift in how personnel administration is managed within the Bekasi City Government. Prior to the introduction of the SIAP, personnel data was managed manually, which frequently led to various administrative challenges. This situation necessitated a transformation of personnel services through the use of information technology, aimed at improving the effectiveness and efficiency of employee data management.

The Bekasi City SIAP application began development in 2015, starting with the transition from manual to digital personnel data entry. The system became operational in 2017, serving as a tool to support personnel administration within the Bekasi City Government (BKPSDM Bekasi City, 2026). Throughout the development process, the Bekasi City BKPSDM (Human Resources and Personnel Development Agency) collaborated with experts to build a system tailored to the organization's specific needs. In addition to expert support, the presence of competent human resources within the BKPSDM itself has been a vital factor in ensuring the effective management and sustainability of the application. The implementation of personnel management involves personnel administrators across 44 regional government agencies in Bekasi City (BKPSDM Bekasi City, 2026).

A tangible change resulting from the implementation of the Bekasi City SIAP (Personnel Administration Information System) is the transition of personnel administration processes from manual to digital-based operations. This digitalization enables employees to access and manage their own personnel information with greater autonomy. Furthermore, the use of this application has the potential to accelerate data processing, improve information accuracy, and foster transparency in personnel administration. This shift also encourages a change in work culture toward the utilization of information technology, characterized by an increased need for employee self-reliance and responsibility in managing and updating their respective personnel data.

Overall, the implementation of the Bekasi City SIAP signifies a transformation in the mechanisms and work patterns of personnel administration within the Bekasi City Government. The application serves as a solution to overcome the challenges inherent in manual systems while supporting the digitalization of civil servant (ASN) management. This transformation can be observed through several indicators, such as a reduction in the use of physical documents, faster administrative processes, improved data accuracy, and a greater sense of responsibility among employees in updating their personnel information. Consequently, the success of the Bekasi City SIAP is reflected not merely in the availability of a digital application, but also in the evolution of administrative processes and work behaviors that facilitate more effective and integrated personnel management.

CONCLUSIONS

The implementation of the Apparatus Information System (SIAP Bekasi City) in improving the quality of personnel administration services in the Bekasi City Regional Government has been running well and effectively. This is demonstrated through easy access to personnel information, acceleration of administrative processes, increased data accuracy, and the transition of work systems from manual to digital. The implementation of SIAP Bekasi City has had a positive impact in increasing efficiency, transparency and accuracy of personnel administration. However, the effectiveness of its implementation is not completely optimal;

there are still challenges in implementation that must be overcome with the right approach so that it can run more optimally, effectively and sustainably and the benefits of this innovation can be felt more optimally by all stakeholders in the organization.

Recommendations

Based on the research findings, the author offers the following recommendations:

1. The Human Resources Development and Personnel Agency (BKPSDM) of Bekasi City should conduct comprehensive outreach and training for both system administrators and civil servants regarding the importance of established procedures, the utilization of system features, and the updating of personal data within the Bekasi City SIAP (Personnel Administration Information System).
2. The quality of personnel administration services at the BKPSDM of Bekasi City has reached a good standard. Nevertheless, continuous evaluation is necessary to further improve the services provided to all civil servants across various aspects of personnel administration.
3. The Bekasi City Government must continue its efforts to enhance information technology (IT) facilities and infrastructure, while also providing training to employees to strengthen their IT competencies. Such efforts could include organizing various training programs focused on the effective use of information technology.

By implementing these measures, it is expected that the use of the Bekasi City SIAP as an e-government innovation will successfully enhance the quality of personnel management while simultaneously fostering sustained user satisfaction.

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