

Application of Service Service Application System in the Regional Service Agency of Gresik Regency (Study of Structural Upgrade Services)

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Abstract

E-Government is a form of public service implementation based on the use of information and communication technology. One of the government agencies that utilizes the sophistication of technology and information in public services is the Regional Personnel Agency of Gresik Regency. This government agency has an online system, namely "SAPK" which means the Personnel Service Application System. This application realizes the latest staffing data at every central and regional agency. This application is an application that is integrated into the center and each region has the authority to access. SAPK itself has many features in it, one of which is the promotion feature. The purpose of this research is to see the implementation of SAPK in promotion services. In addition, researchers also looked at what were the inhibiting factors in the implementation of SAPK. The type and approach of this research uses a descriptive qualitative approach. Sources of data obtained are primary data and secondary data with data collection techniques carried out namely interviews, observation and documentation. While the data analysis techniques carried out were data reduction, data collection, and drawing conclusions and verification. The results of the study are that the implementation of promotion services through SAPK at the Regional Personnel Agency of Gresik Regency uses Edward III's theory with 4 variables, namely communication, resources, disposition, and bureaucratic structure has been going well. The inhibiting factor experienced is that the SAPK application can only be accessed on certain servers and the connection is weak.

Keywords

implementation; promotion; SAPK



I. Introduction

The development of Information and Communication Technology brought enormous changes to the private sector, which first adopted and applied the internet as a medium of communication between private sectors known as e-commerce and the impact was extraordinary and As a result, the public sector is still lagging behind using manual or traditional methods in communicating with stakeholders, which triggers the public sector to give birth to e-government. In addition, the increasing need for public services for quality

information and services provided by the government also encourages every government agency to strive to meet these needs. In relation to the realization of good governance, the government is required to adapt to technological developments so as not to be left behind.

E-Government is a form of implementation of public services based on the use of information and communication technology. Hage and Powers in Anwar mention that one of the prominent characteristics in the era of advances in Information and Communication Technology is the use of computer technology (Atthahara, nd). The utilization is used as a medium of communication that exists between the government and other parties, both community groups, business circles and between government institutions. The inability to adapt to global trends will bring the Indonesian people into the digital divide, namely isolation from global progress because they are unable to utilize information (Napitupulu, 2016). Therefore, the government must try to take advantage of the potential of Information and Communication Technology to improve the ability to process, manage, distribute and distribute quality information and services to the public. implementation e-government starts from the provision of simple services such as the provision of related information and computer-based data related to the implementation of government administration and development. So that there can be information disclosure from the government in providing public services to the community (Rohaeni & Marwa, 2018).

The issuance of Presidential Instruction No. 3 of 2003 became the starting point for the implementation of e-government in Indonesia. Where the Presidential Instruction emphasizes the importance of utilizing Information and Communication Technology in government organizations for effective and efficient governance. In its implementation, e-government is also the first step in creating Good Governance through the Smart City. There are several cities in Indonesia that have implemented the program, one of which is Gresik Regency. Although it is still in the stage of forming a Smart City, the government is trying to improve and provide quality public services. One of the government agencies that utilizes the sophistication of technology and information in public services is the Regional Personnel Agency of Gresik Regency. This government agency has an online system, namely "SAPK" which means the Personnel Service Application System.

This application realizes the latest staffing data at every central and regional agency. Where this system is on-line making it easier for the central and local governments to find personnel data and information. However, this application has limitations in access. Only the region concerned and the State Civil Service Agency can access the SAPK. Based on the Regulation of the Head of BKN No. 20 of 2008 Personnel Service Application System (SAPK) is a computer-based information system that is structured in such a way for personnel services. It can be seen that the existence of SAPK is a manifestation of the demands on the State Civil Service Agency in providing services by utilizing the sophistication of information and communication technology (CARDEA, 2021). Based on data from the Gresik Regency Personnel Service, the number of Gresik Civil Servants in 2019-2020, namely in 2019 as many as 7,732 people while in 2020 as many as 7,240 people. With the large number of Civil Servants in Gresik Regency, utilizing the sophistication of information and communication technology can facilitate services.

The SAPK application has many features in its appearance. One of the features in SAPK itself is a feature in managing promotions. Submissions for promotions are carried out in two periods a year, namely in April and October. Where the Regional Personnel Agency of Gresik Regency is targeting 800 proposal files from all regional apparatus in Gresik Regency. Based on data from the Gresik Regency Regional Personnel Agency for 2019-2021, the number of civil servants who applied for structural promotions for the April 2019 period was 704 people and in October 2019 as many as 105 people. For the period of April 2020 as many

as 315 people. people and October as many as 55 people. While in April 2021 there were 254 people and October 115 people. The data includes 50 government agencies in Gresik Regency. It is impossible if the management of the proposed promotion file is done manually with the number of Civil Servants as large as the data above.

The process of applying for promotions takes quite a long time. This is because the data input process is carried out to the State Civil Service Agency at the same time as other regions throughout Indonesia. Therefore, it takes a long time for the State Civil Service Agency to verify the completeness of the requirements. Utilization of the sophistication of information and communication technology in the form of the Personnel Service Application System (SAPK) is expected to facilitate the government in providing services for promotion by civil servants of the Gresik Regency. In the implementation of government politics in the regions, it is not possible to only prioritize one aspect (economics) but it is important to pay attention to other aspects, namely environmental sustainability so that the implementation of green government is very important in supporting environmental sustainability in the political process of government in the regions (Dama, 2021). The Government of the Republic of Indonesia was formed to protect the whole of the Indonesian people (Angelia, 2020).

With the SAPK, it can make it easier for the Gresik Regency Regional Personnel Agency to make proposals for promotions. This is because the Regional Personnel Agency of Gresik Regency does not need to go to Regional Office II Surabaya and the State Civil Service Agency to send the proposed promotion file. Only through SAPK can you fill out a promotion proposal in accordance with predetermined requirements, so that it can save energy and time.

Therefore, it can be formulated how the Implementation of the Personnel Service Application System (SAPK) at the Regional Personnel Agency of Gresik Regency (Study on Promotion Services for Transfers and Ranks Sub-Division) can be formulated. In addition, various obstacles and supports can be formulated when using the SAPK application at the Gresik Regency Civil Service Agency. Of course, in the implementation of the promotion proposal through SAPK, there are several supporting factors of the SAPK implementation process. In addition, there are also several inhibiting factors experienced in the process of using SAPK. From several factors supporting and inhibiting the implementation of the use of the SAPK, it is possible to see the extent of the success of the system.

1.1 Problem Formulation

Based on the background described above, the authors are interested in studying more deeply about the application of SAPK in promotion services at the Regional Personnel Agency of Gresik Regency. In addition, the author is also interested in studying how the supporting and inhibiting factors of the implementation of SAPK in promotion services at the Regional Personnel Agency of Gresik Regency?

1.2 Research Objectives

Based on the formulation of the problem above, it can be seen that the purpose of this research is to find out how the application of SAPK in promotion services at the Regional Personnel Agency of Gresik Regency. In addition, this study also aims to find out what are the supporting and inhibiting factors of the application of SAPK in promotion services at the Regional Personnel Agency of Gresik Regency.

II. Review of Literature

2.1 Review Policy

Implementation Policy implementation is very important in the public policy stage. Many consider that the implementation of the policy is only an insignificant stage. This is because the implementation is only decided by the legislature or decision makers. In fact, the implementation of the policy is a very important stage to see from the goals and objectives of the policy that it has been running properly and correctly. So that the policy can be implemented in accordance with the procedures that have been set optimally.

(Dharma et al., 2016) According to Nugroho (2014: 657), policy implementation is a way so that a policy can achieve its objectives, in which the goal is neither more nor less. So that it is in line with the expectations of the policy. Where the policy can be implemented through two existing steps, namely carried out directly in the form of implementation through programs or through the formulation of derivative policies or derivatives of these public policies.

Seeing this understanding, it can be concluded that policy implementation involves three things, namely (1) policies are made according to the formulated goals or objectives; (2) after the policy is made, there must be activities or actions to achieve these goals; and (3) then there are the results of the activities or the outputs of the policy.

(Setyawan & Srihardjono, 2016) The policy implementation model developed by Edward III is called the Direct and Impact on Implementation. Where is Edward III's implementation model, there are problems that form the basis for the question of implementing the policy. There are two problems that form the basis of the question, namely (1) related to the initial conditions so that actions are needed to make the policy implementation successful, (2) what are the obstacles in implementing the policy implementation. With these problems, Edward III then identified several factors that could influence a policy implementation to be carried out successfully. Where there are four variables, namely:

1. Communication, implementation can run well if the purpose of the policy can be understood by each individual as the implementer of the policy. Where each individual can know the direction and goals of the policy. Therefore, communication is needed to socialize the policy so that it can be implemented in accordance with the expected goals.
2. Resources, in the implementation of a resource policy, have an important role. These resources can include human resources, facility resources, and financial resources. Human resources as implementers of the policy so that it can be directed according to its objectives. Facility resources as a supporting tool for implementing the policy. Meanwhile, financial resources are used as a budget in carrying out the implementation of the policy.
3. Implementing Disposition or Behavior, policies can be implemented properly if the attitude of the implementer has a high commitment and responsibility. Implementers must be able to complete their duties properly. In addition, policies can be implemented properly if they get good influence or support from implementing officials in order to achieve program goals.
4. Bureaucratic Structure, aspects of the bureaucratic structure may include the mechanism and organizational structure of implementing the policy itself. The implementation mechanism can be seen through the Standard Operating Procedure (SOP) which is easy to understand.

The four variables have a relationship with each other, so that policy implementation can run optimally by getting output from policy implementation in

accordance with the objectives of the policy. These variables can determine a policy that can determine the success or failure of the implementation.

2.2 E-Government

The use of the term e-government refers to the ability to use the latest up-to-date . With the aim of improving the relationship that occurs between the government and the community, the government and business people, even between one government agency and another. E-Government is an innovation that is very appropriate to be applied in a government environment. The existence of e-government can facilitate all government affairs with the community, both in the administrative and service fields to make it easier, more effective, and efficient (Jubaedi et al., 2020).

Quoted in (Hardiansyah, 2011:107), E-Government is defined as a collection of concepts from all actions that occur in the public sector (both occurring at the central and regional levels) which then in the process involves the sophistication of information and communication technology to optimize the delivery process. more effective, transparent, and effective public services.

So, it can be concluded that e-government is an information and communication technology system that is used by the government to support activities in the implementation of public services to the community without having to see when and where the service is provided. That way the public will be facilitated in accessing information and public services that have been provided by the government and can be accessed and used by the wider community. Where e-government has been outlined through Presidential Instruction No. 3 of 2003 on National Policies and Strategies for E-Government.

III. Research Methods

This research uses qualitative research. Qualitative research is research that is used to examine natural conditions where a researcher is a key instrument (Prasanti 2018). The research location is the Regional Personnel Agency of Gresik Regency.

Sources of data obtained are primary data sources and secondary data. Primary data is a source of data obtained directly from the original source (not through intermediary media). Primary data can be in the form of opinions of subjects (people) individually or in groups, results of observations of objects, events or activities, and test results. While secondary data sources are sources of research data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties). Secondary data are generally in the form of evidence, historical records or reports that have been compiled in published and unpublished archives (documentary data).

Data collection techniques were conducted, namely interviews, observation and documentation. Interview is a dialogue conducted by the interviewer to obtain information from the interviewee. A good interview is an in-depth one. This means that by interpreting participants' answers, a lot of information will be obtained, which may not be found with other methods (Purnomo 2011). Observation is a process of systematic observation of human activities and physical arrangements where these activities take place continuously from the locus of natural activity to produce facts (Hasanah 2017).

As for the data analysis techniques, namely Data Reduction; Data Presentation; and Drawing Conclusions and Verification. Data reduction is the process of examining, focusing, simplifying, abstracting and transforming raw data which is sourced from field notebooks with the aim of clarifying, sorting, setting focus and organizing data to draw conclusions. Presentation of data is an arrangement of information obtained in which the information has

been organized which allows drawing conclusions and taking further action. Drawing conclusions is the result of research which contains answers to the problems studied based on the results of data analysis.

IV. Discussion

4.1 Application of Promotion Services through SAPK at the Regional Personnel Agency of Gresik Regency

(Sudarmin, 2016) SAPK is a breakthrough used by the government in personnel affairs by utilizing the development of information and communication technology in government. The implementation of the Personnel Service Application System (SAPK) is an important thing needed by the government in managing personnel data. With the SAPK, it can facilitate the performance of PNS/ASN in managing data independently. SAPK is an application system belonging to the State Civil Service Agency which is carried out on-line to regions. (Kashmi & Mashur, 2014).

SAPK BKN is an application owned by the State Civil Service Agency that aims to make it easier for civil servants to get personnel services with an Android-based application and easy use. Then this application is also integrated with the regions. So that every Regional Personnel Agency can also access it, but each region has limitations and can only access staffing information in the SAPK according to their respective regions.

(Asyik et al., 2021) SAPK is one of the e-government that occur in government administration. It must be faced and lived. Where the existence of this SAPK is a form of utilizing the development of information and communication technology, especially in the field of bureaucratic organization. With the use of information and communication technology, it is expected to create an integrated service from all information and public services that have been provided by the government, so that the wider community can access it.

Therefore, to see how the implementation of SAPK in promotion services at the Regional Personnel Agency of Gresik Regency can run optimally or not through Edward III's concept of policy implementation. Where the implementation of the policy can be seen through four variables that are related to each other, including communication, human resources, disposition, and bureaucratic structure.

a. Communication with Promotion of Promotion Services through SAPK

That in the process of implementing a policy there must be a clear communication. In a clear sense, namely how the direction that will be directed in the future, both the goals, objectives and outputs obtained from the policy. The existence of communication as a determinant of a clear direction, so that the implementation of these policies can be carried out optimally and get outputs that are in accordance with shared expectations. In addition, policy implementation must include policy makers, policy advocates or other stakeholders as well as the community. The communication must also be delivered clearly, accurately and consistently.

If in the process of implementing a policy it cannot be implemented properly, it is very likely that the implementation of the policy will go out of the direction that has been set. Thus, policy implementation cannot be achieved optimally in accordance with what has been determined during policy planning. Therefore, communication must be carried out internally and externally. With the aim that all parties can clearly understand the policy. Thus, there is no deviation in policy implementation.

For communication carried out at the Regional Personnel Agency of Gresik Regency, namely through socialization which is carried out in two ways, namely externally and

internally. External communication is carried out by admins from the Central State Personnel Agency, the Regional Civil Service Agency II Surabaya and admins/users at the Regional Personnel Agency within the Gresik Regency Government. Meanwhile, communication is carried out internally, namely between the Regional Personnel Agency of Gresik Regency and civil servants or ASN in Gresik Regency and fellow users/admins at the Gresik Regency Regional Personnel Agency. As well as implementing apparatus at the level of each regional apparatus within the Gresik Regency Government to civil servants as recipients of personnel services. This will be followed up with a circular regarding the deadline for proposals for promotions which will be carried out twice in April and October with a target number of proposed files for promotion of structural civil servants from all regional apparatuses as many as 800 proposals files.

So it can be concluded that the communication carried out in disseminating the SAPK has been carried out optimally, both externally and internally. So that the admins / users of SAPK users can understand the use of SAPK itself. That way it can avoid the misunderstanding of civil servants in the operation of SAPK.

b. Resources for Application of Promotional Services through SAPK Regional Personnel Agency of Gresik Regency

Humans have an important role as actors or drivers of the policy implementation process. Human resources consist of Civil Servants or State Civil Apparatus who have the ability or expertise in accordance with the required field. Where these employees must be able to implement policies in accordance with the procedures described. In addition, these human resources have the readiness to implement the policy (Sufi & Herlinda, 2017). Resources do not only consist of human resources but also financial resources and other supporting facilities and infrastructure.

Humans cannot carry out policy implementation without other supporters. As in the implementation of policies, a law or other regulation is needed as a reinforcement of the policies to be implemented. In addition, other facilities such as computers, internet or networks, and others are needed to disseminate the policy through online media.

Employees must be able to understand the duties and authority given to implement the policy. These employees must be able to have good information skills. So that employees can know the contents of the policy and the direction of the policy. So that the implementation of the policy can be carried out optimally. For human resources in the Regional Personnel Agency of Gresik Regency in the operation of the SAPK itself, it is in accordance with the capabilities or expertise required.

For human resources at the Regional Personnel Agency of Gresik Regency in the operation of SAPK in promotion services there are 5 employees consisting of 1 Head of Sub-Division of Rank, 1 Person for Apparatus Resource Analysis, 3 Personnel Manager.

BKD does not budget for financial resources for SAPK maintenance because SAPK itself is owned by the state, so all maintenance costs are borne by the state. However, based on the 2021 Performance Agreement data, the Regional Personnel Agency for the Ranking and Pensions Sub-sector, for the process of managing the promotion of ASN ranks, has budgeted Rp. 374. 674,759.00. Where the budget is used for activities in launching the promotion process. These funds cover administration of proposals for promotion of accommodation in order to expedite the promotion process, and more importantly, in the implementation of the submission of SK Promotions. Where these activities quite spend a lot of budget for its implementation. Then the funds are also used for accommodation when coordinating with BKD Regional II Surabaya and the central BKN. Of course, the journey also requires a lot of money.

Meanwhile, the facilities and infrastructure resources must also be prepared optimally to support the operation of the SAPK so as not to fail in its implementation. However, the existing facilities and infrastructure at the Regional Personnel Agency of Gresik Regency in the SAPK operation are considered less than optimal. It is proven that to access SAPK itself, the Regional Personnel Agency of Gresik Regency must create a certain browser to access SAPK. In addition, related to network problems, they often experience errors at certain hours. So that it can hinder the performance of employees in accessing SAPK. However, currently an effort has been made to upgrade and improve to a better direction to maximize employee performance in accessing SAPK.

c. Attitude of Actors in Providing Satisfaction with Promotional Services through SAPK

The attitude of the implementer or disposition has a role that is no less important than resources in policy implementation. The attitude or determination of the actors in implementing the policy. Employees must be able to have a great desire so that the policy can be implemented optimally. So that his attitude shows that the employee is serious in realizing a policy that can meet the needs of the wider community.

Although in the organizational structure of the government there is a superior and subordinate system, the implementation of policies does not see this. The policy must be implemented by all levels of society, both policy makers, policy implementers and the wider community. Even leaders must also be able to influence their employees in the implementation of policies to be carried out optimally. Because the impact of these policies is not only felt by individuals but other organizations and the wider community.

Every ASN employee must have a responsibility in carrying out their performance. So that employees have a great commitment to be responsible for their performance, thereby avoiding the occurrence of employees who are not in accordance with their duties and functions. For employees of the Regional Personnel Agency of Gresik Regency, especially the Sub-Division of Transfers and Ranks, it has been done well. This was done because the employees of the Regional Personnel Agency of Gresik Regency had the task of providing rank and pension services. Therefore, employees must be able to be responsible for providing excellent service to their customers, namely civil servants who will carry out promotions or retirements, even in any service that is in the SAPK feature.

Therefore, the apparatus must be able to have a strong commitment to its performance. Because the performance of the apparatus must be accounted for as evidenced by the satisfaction of the recipients of rank and pension services at the SAPK.

Based on the results of data processing from the 2020 Community Satisfaction Survey, the Regional Personnel Agency of Gresik Regency that the community satisfaction value obtained was 86.17% which was then converted to a B (Good) value. Meanwhile, the community's expectation value is 96.73% which is then converted into an A (Very Good) value. So that the Community Satisfaction Index is 89.88% or categorized as "VERY GOOD". Therefore, in addition to high commitment from service providers, a good system is also needed to support each other's policy implementation in accordance with the expected goals.

d. Standard Operational Procedure of Promotion Process through SAPK

The creation of a good bureaucratic structure is able to provide a strong determination in the organization to carry out maximum policy implementation. Without a proper bureaucratic structure, adequate resources will be wasted. This is because the actors in the policy implementation process cannot understand well in implementing the policy. So that it will create a double understanding or not focus on the policy and can cause confusion in implementing the policy. So with that policy implementation can fail to be implemented.

The right bureaucratic structure can be the key to a well-implemented policy implementation process. This is because there is an accuracy between the ability of the actors to implement the policy and the actions that will be taken to implement the policy. These actors will understand and carry out the policy implementation process in accordance with the standard operational procedure (SOP) that has been determined as a guide in carrying out their daily activities in the policy implementation process. Then it is also necessary to disseminate information to other work units to be responsible for the implementation of the policy implementation. That way, employees can maximize policy implementation so that it can be carried out optimally and get output that is in accordance with what has been planned.

The flow of the promotion process according to the SPD is: First, the civil servant makes a proposal for promotion to the BKD agency which is his work area. Second, the agency then proposes a promotion through SAPK and submits/uploads a cover letter and SKP. Third, after sending the KP proposal through SAPK by the agency, it will enter the integrated staffing service. After that, the PPI KPO inbox data will be checked, the cover letter will be checked and the ACC data will be sent to the KP Technical Team by BKN. Fourth, after that the Directorate of Procurement and Rank will check the SKP. If everything is in accordance with the requirements and in the ACC, a NP KP will be made to be printed and will be sent through the SAPK application to each agency. As for the TMS/BTL, the files sent via the SAPK application will be returned to each agency. Fifth, after that the agency will give a number and print a decision letter for promotion to be submitted to the Civil Servant of Sipi who proposes a promotion. Based on the SOP of the Regional Personnel Agency of Gresik Regency, that the requirements that must be completed in the promotion proposal are a photocopy of the employee's card, a photocopy of the legalization of the latest Promotion Decree, a photocopy of the latest diploma / transcript of the last diploma, photocopy of legalized education and training, photocopy of the legalized transfer decision letter, photocopy of legalized position decision letter and its attachments, curriculum vitae, photocopy of legalized education and training diploma, and photocopy of legalized promotion letter for the last two years.

4.2 Inhibiting Factors in the Implementation of Promotion Services through SAPK

a. Only Certain Applications are Accessed

In the operation of SAPK itself, it cannot be accessed by many people. Only a few people are able to access it, namely admins or users from SAPK. Where the access is limited by the area where each civil servant is placed. Even in accessing the SAPK application itself, the Regional Personnel Agency of Gresik Regency makes a special browser. Because the SAPK application belongs to the Central State Personnel Agency, not just any browser can access it. Therefore, the Gresik Regency Agency made a fake browser so that it could access the SAPK application.

Browsers that are made specifically can only access the SAPK application. So it cannot be used to access other information such as google, email, youtube and other sites. Because the browser created by the Gresik Regency Personnel Agency can only access the SAPK application. That way it can be said that the server used is not optimal, because the Regional Personnel Agency must create a new browser in order to access SAPK.

b. Weak

Connection Connection or network is an obstacle that can not be ascertained. This is because it is in accordance with natural conditions and the place. When in the area around the mountains the internet network is very difficult to use. Even the area around the beach is also very difficult to use. Only certain networks can be used.

For the Regional Personnel Agency of Gresik Regency, the network connection is still weak. In addition, because many access the application, it also affects the connection to access the application to be slow. As is the case if there is an order to complete staffing data or rejuvenating data, immediately the server connection is weak and often down, it can even cause the browser to be not responding. For daily life, usually during certain working hours, the connection will be weak.

V. Conclusion

Based on the results of observations and interviews that have been guided by the theory and the results of research conducted by the author regarding the application of SAPK at the Regional Personnel Agency of Gresik Regency, it can be concluded that: The application of SAPK in the management of promotions has been measured using implementation theory according to Edward III who consists of 4 variables including communication, resources, disposition, and bureaucratic structure. Of the four variables, the results obtained are good. Looking at the four variables, the communication carried out in disseminating SAPK is good. It's just that a special budget is needed for the operation of SAPK. So that when a problem occurs with the SAPK system, it can be resolved quickly. ASNs are also satisfied with the Gresik Regency BKD staffing service as evidenced by the survey results which show that the community satisfaction value obtained is 86.17% which is then converted to a B (Good) value. Meanwhile, the community's expectation value is 96.73% which is then converted into an A (Very Good) value. So that the Community Satisfaction Index is 89.88% or categorized as "VERY GOOD". Therefore, in addition to high commitment from service providers, a good system is also needed to support each other's policy implementation in accordance with the expected goals.

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