

The Effectiveness of Online Automatic Pension Determination in the Provincial Government of Bali (Research Study in the Personnel and Human Resources Development Agency Bali Province)

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Abstract

Determination of Automatic Retirement Online is a staffing service process in the form of electronic retirement determination by utilizing an employment service application system with few documents/paper or no documents/paper. This Automatic Pension Determination is a form of BKN commitment to the implementation of ASN staffing services that are integrated between the central government and local governments by cutting the flow of staffing services. The goal is to help the pension service process become faster, transparent and timely. However, the data on pensions for employees of the Provincial Government of Bali from 2018 to 2022 shows some ASN retirement certificates can not issued on time. This research determining effectiveness at online automatic retirement determination program for the ASN retirement process, especially at provincial governments of Bali. Qualitative descriptive research with inductive approachment is used. Data collection was carried out by interviewing a number of informants involved in online automatic retirement determination. Results showing implementation of online automatic pension determinations in the Bali provincial government has not been effective.

Keywords

Bali; Automatic Retirement; Online; Effective



I. Introduction

Bureaucracy is a system of authority made with the rationality of various rules to organize tasks/organized work. Bureaucracy is often called a government tool which functions in serving the public interest (Hidayah et al., 2021). The challenge faced by the bureaucracy to date is how to carry out public services effectively and efficiently especially at this time where the development of digital technology is able to drive Indonesia's progress as a developing country (Kasmad et al., 2020). The dynamic changes in the work environment require organizations to adapt swiftly and apply proactive responses. Management of human resources must anticipate in order to provide answers to the changes that occur (Sabrina, 2021).

According to Atmajaya & Wirata (2021) with the Industrial Revolution 4.0, Civil Servants are faced with challenges that require professionalism in carrying out their work duties. Reforms in the process of public administration, the implementation of regional autonomy and the implementation of the bureaucracy cause civil servants to be competent and able to transform performance by maximizing the role of digitalization in terms of carrying out public services (Khaeroma et al., 2021). This digitalization is an answer in fast service. The rapid development of digital technology must be able to be adopted by civil servants so that they can increase the efficiency and effectiveness of their regional government work (Kusuma, 2022).

To realize service changes in the 4.0 revolution era, the National Civil Service Agency (BKN) provides a service for its staff, namely in the form of technological resources. The technology is used to update the employee information system, namely the Personnel Service Application System (SAPK). SAPK is an online service that has been integrated into the central and regional governments where it is hoped that it can improve the quality of service for employees with optimal transparency and objectivity.

The aim of the program is to realize an optimal management information system in order to realize PNS data collection that has high accuracy. One of the services in SAPK is an automatic retirement service. This online-based automatic pension is a staffing service process in the form of electronic retirement determination by utilizing an employment service application system with few documents/paper or no documents/paper. The Civil Service Agency and Human Resources Development Agency for the Provincial Government of Bali is a government institution whose function is to serve civil servants who require pension determination services. Retirement is the right of every civil servant (PNS),

In 2021, BKSDM Bali will measure employee satisfaction with the service quality of BKSDM Bali Province by distributing questionnaires to SKPDs in the government environment of Bali Province. A random sample is expected to reach 502 participants which is obtained from Slovin's calculations based on total employees, namely 12,417 individuals with a 95 percent confidence level. Data with confirmed validity are 992 data where the requirements submitted have been fulfilled. Of the 502 respondents (100%) as many as 10.16% submit criticisms/suggestions about "Procedures, processes, timeliness, service transparency". There are complaints, especially employee pension services that are not on time.

This is due to several PPO technical constraints because the regulations issued by the BKN Kanreg X Denpasar are still one by one. The cover letter that was sent and the template for each Pension Decree were not properly organized, so the SK editing process had to be done one by one. As well as proposals for setting pensions at BKPSDM using a manual system, namely the relevant regional apparatus must submit pension proposals with quite a lot of administrative files so that they are not in accordance with the Less Paper principle set out in this PPO.

Another problem is there are ASNs who apply for retirement often do not know the procedure for applying for a pension and the file requirements needed in applying for a pension. This causes delays in file collection the time limit has been determined so that it has an impact on the completion process of the pension decree which is also experiencing delays. If the issuance of a pension decree is delayed, then of course it will affect retired civil servants to get facilities and their rights in the form of retirement salaries and so on. So, if the issuance of a pension decree is late it is feared that it will have an impact on delays in receiving salaries after retirement for civil servants. For this reason, it is very important to prepare the files for retirement application requirements to speed up the process of submitting civil servant pension services.

Another problem is that there is disharmony of employee data between BKPSDM and BKN regarding the transfer of positions, where there are employees who have switched to Functional Positions but have been retired in the SAPK application. In addition, there are pension proposers who have just realized that there was an error in the file in question, for example, the name was incorrectly entered in the CPNS SK due to lack of accuracy in verifying data by the regional apparatus proposing the pension, resulting in delays in file processing.

One of the obstacles that causes pension services to be not timely is that employees in pension services are not in accordance with the total service recipients. With the number of employees of the Provincial Government of Bali 12,417 people and with an average number of employees who retire every year 600 people, the employees who serve pensions in the Provincial Government of Bali, which are only three people, often become overwhelmed in providing pension services to employees.

The importance of the role of the Bali Province BKPSDM as a leading sector in the pension process is the basis for conducting research at the Bali Provincial BKPSDM related to Automatic Retirement Determinations to obtain accurate staffing data and information.

II. Research Method

This research uses a qualitative-inductive descriptive method. With the process of collecting data through observation, interviews and document review. The information collected is then analyzed interactively with Miles and Huberman modeling.

III. Result and Discussion

3.1 Implementation of Automatic Retirement Determination Online at the Provincial Government of Bali has not been effective

Improvements to the government system in Indonesia are continuously being carried out with the aim of creating a good and pro-people government (Ramadani et al., 2020). The term good governance has long been echoed as a form of improving the image of government, which has so far been considered not well organized. Various activities have been attempted by the Government of Indonesia to create optimal government management (Nisa & Hariyanti, 2022).

The implementation of online Automatic Pension Determination (PPO) is based on facilitating Civil Servants in the process of managing their pension. This online PPO is held according to the Letter of the Head of the State Civil Service Agency Number: D.26-30/V.79-5/99 dated 14 July 2017 Regarding Determination of Promotions and Retirement for Civil Servants after the promulgation of PP No. 11 of 2017.

However, based on observations and interview data, it was found that the implementation of the automatic pension determination program (PPO) has not worked according to the PPO mechanism issued by the BKN, where the BKPSDM should only receive listings of employees who are about to retire, but in reality BKPSDM has to submit pension proposals to the BKN so that issued a pension register. This results in frequent discrepancies in employee data from BKN and BKPSDM, namely people who should have reached the retirement age limit (BUP) have not even been recorded in the SAPK BKN and also employees who have switched assignments to functional positions should not have reached BUP instead have been recorded as employee data pension.

The indicator of service success is seen in the level of satisfaction felt by the recipient of the service that arises when the recipient of the service has received a service that meets the expectations of the recipient of the service (Mulyana, 2021). Regarding pension services, it is considered not good enough, especially related to the timeliness of issuance of the Civil Servant Pension Decree because most civil servants still receive their SK after the stipulated date. Delay in issuance of Pension Decree This was due to delays in submitting pension files by agencies in the Provincial Government as well as Regencies/Cities throughout Bali and the occurrence of data input errors from civil

servants who are about to retire causes there to be an increase in the number of incomplete files or known as BTL (Incomplete Files) and the quality of files that still do not meet the requirements every year, of course this will hinder the retirement process because you have to fix the wrong files. This situation certainly requires a long time. Data updates are not carried out continuously by each opd and it is not uncommon for a number of civil servants who enter BUP to be unable to complete their incomplete files. As a result the retirement process will be hampered.

To realize good service, of course, information disclosure is needed to service recipients so that it can facilitate the service submission process. However, regarding technical issues related to this PPO information, until now the pension data is not in the most up-to-date condition on the Bali Province BKPSDM website and has only provided complaint services via e-mail and WhatsApp so technically related news and information must coordinate directly.

3.2. Constraints hindering the determination of online-based automatic pensions in the Provincial Government of Bali

a. The SAPK application system tends to experience server downtime

The implementation of online Automatic Pension Determination (PPO) is the brainchild of BKN to make it easier for civil servants throughout Indonesia in the process of managing their pensions through the SAPK application. One of the obstacles is that the application made has not fully run as expected, errors often occur because in fact the SAPK application itself if accessed at the same time throughout Indonesia will experience delays in the initial login process and the automatic retirement determination process in SAPK . Considering that the number of employees throughout Indonesia is very large, logging into the SAPK web will experience a server down, which can cause the service process to be hampered.

b. Procedural Compliance

Services must be provided according to procedural or predetermined standards. Procedures are standard schemes that are required as guidelines in the implementation of work activities so that procedural standardization of services is used as a benchmark for providing services. Inconsistencies in the procedure/mechanism for determining automatic pensions from the BKN, namely that first pension proposals are still carried out manually by the BKPSDM admin, BKPSDM should have received a list of names of civil servants For those who are about to retire, this causes frequent differences in employee data from BKPSDM and BKN because employee data has not been integrated optimally which results in delays in civil servant pension proposals.

c. There is no standard operating procedure (SOP) in the automatic retirement determination service

According to Sutabri (2013) that the procedure is an aspect of the Management Information System. Service standardization is a standard requirement which must be fulfilled when providing services. SOP is useful in giving direction to agency work activities. Service recipients can feel satisfied with the services provided. In this automatic pension determination service, there is no standard operating procedure regarding time certainty in completing pension proposals by BKN. the proposed pension files have passed the predetermined proposal schedule and there is no certainty when the BKN will complete the civil servant pension proposal. This certainly has an impact on delays in the process of determining the pension of the civil servant concerned.

d. Minimal infrastructure

According to Sedarmayanti (2003) that good service quality is produced if the infrastructure is managed properly and is also complete according to the needs and demands of the community. The existence of high-quality and adequate facilities is needed by the agency to succeed in carrying out work activities in order to achieve work goals. If the means are not complete, the target may not be achieved. Likewise in the civil service pension service. The most needed infrastructure for the realization of an effective and efficient pension determination service is a computer and the quality of the application used. Given the process of proposing a civil servant pension currently uses an application system. This requires the existence of good quality supporting infrastructure. Infrastructure, especially in pension determination services at the Bali Province BKPSDM, is still lacking where only 3 computers 1 print are available and do not have a scanner where the scope of service is very large in the implementation of this policy which is all related to digital. Often becomes a problem because of the admin the SAPK system is only at BKPSDM as part of the staffing of the regional apparatus organization (OPD) depositing files in hard copy form to BKPSDM, because they don't have a scanner, so the BKPSDM admin has to leave to do a scan and then input pension data into SAPK. This condition is one of the inhibiting factors in pension services. Apparatuses are required to improve performance but have not been supported by the quality of the applications used.

e. Budget limitations

In terms of implementing an activity program, a budget is needed to be able to organize it properly. The budget owned by the Bali Province BKPSDM is considered insufficient due to budget cuts due to the Covid-19 pandemic which has resulted in no official travel being allowed to be able to monitor how the process of implementing this PPO is. The preparation of the program that has been agreed upon, namely providing debriefing to the opd admin about this PPO, so far has only carried out 1 debriefing or outreach due to budget constraints. Not only that, the monitoring and evaluation process for all OPDs has not been carried out properly after budget cuts. Then it makes frequent mistakes in the activities of proposing pensions.

f. Human Resources

According to Sedarmayanti (2003) that the part of the HR capability in question is his knowledge and attitude that he strives to achieve improvement, which influences activities related to his work assignments. When work tasks are completed in a professional manner, they are able to provide excellent service to the public (Rizki et al., 2021). To use to realize an effective implementation one that is needed is the competence of human resources. Competence referred to by experts according to the field. This discussion regarding competence refers to the high quality of human resources so that they can provide support for HR activities and performance in improving agency performance (Kasmad et al., 2020).

The current condition of ASN at BKDPSDM Bali is related the determination of automatic pensions experienced problems, namely the absence of staff who had attended the training due to rotations and mutations. The provision by BKN was only carried out once at the time the PPO system was issued. So the new service provider has to study and adjust again from the beginning while the person concerned has not attended technical training. Not only that, Employees who handle pension services are limited to one employee so that the workforce at a very low level and is not comparable to ASN who are proposing a pension.

3.3 The solution so that the implementation of Automatic Retirement Determination online becomes effective in the Provincial Government of Bali

a. Upgrading the SAPK Hosting Service

The importance of the SAPK application for digital-based staffing services in the era of the industrial revolution 4.0 requires improvements in this application so that services are not hampered. The solution is to coordinate with BKN in order to upgrade the SAPK hosting service. The occurrence of a server down is caused by full traffic or access to the website which will cause a server down. If the SAPK website hosting service turns out to be less than optimal, then it's a good idea to increase its capacity. So, the SAPK website can avoid server downtime when traffic is booming.

b. Coordinate with BKN regarding service procedures

Carry out coordination with BKN to be able to integrate employee data which is always updated continuously. As well as improving features in the SAPK application so that BKPSDM does not need to submit a BUP list to BKN. So that the work process will be in accordance with the initial PPO mechanism.

c. Making Standard Operating Procedures (SOP) in service automatic pension setting

Formulating public policy is a crucial stage in all stages of policy making. The success and failure of the policy formulation activity can have an impact on the stages of its implementation, evaluation and policy change.(Muhaling et al., 2021). Formulating policies must be carried out at an effective and optimal level in order to create policies that are needed by the public.To carry out the program of activities properly, especially in the formulation of this PPO policy, there will soon be a Standard Operating Procedure (SOP) for this online automatic pension determination service with the hope that making this SOP will make the retirement determination process better in the future. Not only that, coordination will be carried out with BKN to be able to immediately make an SOP regarding this PPO in order to get clarity in terms of services.(Hidayanti, 2021).

d. Make proposals for additional infrastructure

Infrastructure is the main thing to support the implementation of services, so it is necessary to update the process of utilization and management so that targets can be achieved(Kadarisman, 2019). Infrastructure is available at BKPSDM, especially in the dismissal sub-sectionand inadequate ASN facilitation will carry out proposals for additional infrastructure to support service activities. To wait for this, the best service is still being carried out by maximizing the available infrastructure.

e. Utilizing the role of digitalization in socializing

Conduct socialization and assistance to admins from each OPD online so they can use this PPO properly. As well as coordinating with BKN so that they can conduct training through online workshops for admins of automatic retirement implementation.

f. Propose additional personnel

Make a proposal to be able to add HR personnel who handle civil servant pensions because until now there is only one employee who handles pensions.

IV. Conclusion

1. The determination of automatic pensions by the Provincial Government of Bali, especially the Bali Province BKPSDM as the leading pension service sector, has not been running effectively. This is due to the absence of an online Standard Operating Procedure (SOP) for Automatic Retirement Determination. The lack of transparency in the implementation of online pension determinations can be seen from the absence of information available on the Bali Province BKPSDM website, the inadequate availability of infrastructure for automatic retirement services, the minimal and low budget for implementing PPO automatic pension determinations, both in terms of technical implementation and service recipients. mastery of using the Civil Service Application System (SAPK) which is accompanied by an online Automatic Retirement Determination.
2. Obstacles that hinder the process of determining automatic civil servant pensions are:
 - 1) The SAPK application system tends to experience server downtime
 - 2) Procedural Compliance
 - 3) There is no standard operating procedure (SOP) in the automatic pension determination service
 - 4) Minimal infrastructure
 - 5) Budget limitations
 - 6) Human Resources
3. The solutions so that the implementation of Automatic Pension Determination online becomes effective, namely:
 - 1) Upgrading the SAPK Hosting Service
 - 2) Coordinate with BKN regarding service procedures
 - 3) Creating Standard Operating Procedures (SOP) in the service of determining automatic pensions
 - 4) Make proposals for additional infrastructure
 - 5) Utilizing the role of digitalization in socializing
 - 6) Propose additional personnel

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