

## **SIPEKAT APPLICATION AS A PERSONNEL SERVICE SYSTEM (CASE STUDY IN THE FIELD OF CAREER DEVELOPMENT AND PERFORMANCE OF THE SIDOARJO REGIONAL PERSONNEL AGENCY)**

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### **Abstract**

This study aims to determine whether the takeover of the Sidoarjo Regional Civil Service Agency (BKD) admin role in updating ASN (proposer) data can impact the effectiveness of the SIPEKAT application service. This research was conducted at the Career Development and Performance Division of the Sidoarjo Regional Civil Service Agency (BKD). The research method used was qualitative with a case study approach. The theoretical framework used to analyze the research findings was Talcott Parsons' structural-functional theory with the AGIL scheme. Data collection in this study was through observation, interviews, and documentation. In addition, there were four research informants that the researcher determined using purposive sampling. The results of the study found that there were obstacles in the service process through SIPEKAT, namely, updating ASN (proposer) data that was not corrected, the lack of SIPEKAT application that did not have a notification of the return of ASN (proposer) files, and obstacles to socialization that were not realized in each agency or Regional Apparatus Organization (OPD). Through these findings, the administrator of the career development and performance sector of the Sidoarjo BKD was forced to take on additional roles directly and in addition, it also affected the efficiency of the SIPEKAT application itself.

**Keywords:** SIPEKAT, Efficiency, Public Service, Talcott Parsons AGIL

### **A. INTRODUCTION**

The widespread development of technology has brought significant changes in the ease of access to information and communication for every individual. Technological advances have a positive impact on society, especially in improving the quality of government services. Along with technological advances, governments are required to adapt to developments to be faster, more transparent, and more efficient (Sukma et al., 2024). Before technology entered government public services, there were several problems in government services such as slow service, too long time-consuming, complicated administrative services. This resulted in less than optimal quality of service in government (Wahyudi et al., 2015). Through these problems, public services are less effective and allow bribery due to the process being too confusing. If the worst case scenario occurs, it will certainly create a negative stigma against services if not immediately corrected quickly (Pratiwi & Ni Nengah, 2019). Therefore, in facing this situation, through the use of information technology in public services is a strategic step for the government to create services that are in accordance with public needs (Fazil & Arifin, 2020).

E-government is the application of technological developments in the government sector to transform the bureaucratic flow of services. The integration of both government and technology represents a new innovation in supporting more open public services in accessing information processes (Wirawan, 2020). The World Bank Group defines e-government as the use of technology in the form of the internet and computer networks to support the needs and facilitate relationships between government, the public, and the business world (Rizky et al., 2025). Through the implementation of e-government, government services are expected to provide a step forward in the use of information technology in public services to make services more efficient, accountable, and transparent (Fenti Prihatini Tui, Rosman Ilato, 2022).

The implementation of e-government was only established in 2003 through Presidential Instruction No. 3 of 2003 concerning national policies and strategies for e-government development. The decree states that the use of technology can provide accountability, transparency, and effectiveness in supporting the performance of public services. Furthermore, Presidential Regulation (Perpres) No. 95 of 2018 concerning electronic-based government systems provides direction or a scheme for government based on the use of digital technology systems. The use of digital technology in the government sector can also be referred to as digital governance, a digital service model with digital technology-based service management, such as administrative processes, public services, monitoring, and control of organizational resources. In implementing this presidential regulation's government scheme, organizers or each government are expected to have an innovation such as a website to support the service process. This innovation is expected to be useful in encouraging efforts to improve the quality of public services in digital form, creating effectiveness and optimization in a service (Harun et al., 2022).

In line with the policy, several organizations have begun developing digital information systems to create integrated systems to achieve effectiveness and efficiency in public services (Qin Lin, 2023). One example is the personnel management system, which has begun implementing a digital-based management information system for personnel services. Increasing innovation in information systems within these organizations is expected to provide effectiveness and efficiency as an effort to improve the quality of public services (Ariasih & Gede Sri Artha, 2017).

The Sidoarjo Regional Civil Service Agency (BKD) is a government institution that brings technological innovation developments and has the responsibility for personnel administration services, education and training (Salsabilah et al., 2022). In order to improve the quality of personnel service administration, the Sidoarjo BKD developed a personnel information system called the Promotion Management System (SIPEKAT). This application is expected to provide convenience for Sidoarjo ASN, especially in the process of proposing promotions digitally without having to collect physical documents. In addition, the implementation of the SIPEKAT application is based on the Decree of the Regent of Sidoarjo Number: 800/307/404.6.1/2015 which states that the SIPEKAT application will bring efficiency to ASN promotion management services within the Sidoarjo Regency Government without having to go through a face-to-face process. This improvement in service quality is realized through the communication process within the SIPEKAT application, specifically through the verification and validation of promotion proposal documents carried out between the BKD Admin and the OPD in the SIPEKAT application. Thus, efforts to improve personnel services at the Sidoarjo BKD using the SIPEKAT application will be relatively effective and efficient (Tiara Agustin, 2023).

However, based on field data findings from the Career Development and Performance Division of the Sidoarjo Regional Personnel Agency (BKD), the service process through the

SIPEKAT application has obstacles such as, updating independent ASN (proposer) data that has not been corrected, causing the Admin to have to take over the data updating process which should be the responsibility of each ASN (proposer), socialization obstacles that have not been realized in several OPDs have resulted in uneven use of SIPEKAT, shortcomings of the SIPEKAT application which is still not fully optimal to support services. Such as in the verification and validation process of ASN data. In this process, it is still the responsibility of the Admin for career and performance to check the validity of the proposed ASN data. If data is found to meet the requirements, the proposal will be returned to the ASN, so that each ASN (proposer) can make improvements and rejuvenation of their proposed data. However, in practice in the field, it shows that ASN (proposers) pay less attention to the completeness and accuracy of their personal data, resulting in the process of improving and rejuvenating each ASN's data becoming an additional burden for the admin for career and performance. As a result, career development and performance administrators are not only responsible for verification and validation tasks, but also face the additional workload of correcting individual data for each ASN (proposer), which is not normally the responsibility of the career and performance administrator.

Based on the problems in the service process through SIPEKAT, it shows that there has been a takeover of the role by the Career Development and Performance Division administrator of the Sidoarjo Regency Regional Personnel Agency (BKD). The administrator in this division carries out workloads that are not within his/her primary responsibilities. This condition arises because ASN (proposers) do not update their personal data in SIPEKAT. This hampers the process of serving promotion proposals. In response to this, to ensure the service process continues, the career development and performance division administrator takes over the data updating process that should be the responsibility of each individual ASN (proposer).

Reviewing these issues, Talcott Parsons' structural functional theory can be used as a basis for analysis. This theory emphasizes order. Each structure or social system is interconnected and has its own function and role in maintaining structural balance (Syawaludin, 2014). In the context of the SIPEKAT application service, the Admin takes on a greater role or workload so that the service process can continue. In this condition, there is an imbalance in the functions carried out by the admin even though this step is to expedite the promotion service process. Talcott Parsons' theory explains that there are four functions that must be maintained so that order and structural balance can run well, namely Adaptation, Goal attainment, Integration, and Latency maintenance known as the AGIL scheme. Through these four functions must complement each other, in the sense that the four functions are related to each other. If one of the functions is not carried out optimally, stability will be disrupted and make the system no longer functional but dysfunctional. (Kerebungu, 2023).

This study will focus on the takeover of the admin role of the Career Development and Performance Division (BKD) of Sidoarjo. The reason for focusing the research on the admin of the Career Development and Performance Division is because it wants to know whether through the takeover of the role of updating ASN data (proposers) by the admin can affect the efficiency of the SIPEKAT application itself. Therefore, according to the researcher, this study needs to be conducted to find out whether the word efficient from the SIPEKAT application is truly efficient in the field conditions of the Career Development and Performance Division of BKD Sidoarjo or vice versa. Through the analysis of Talcott Parsons' theory of the AGIL scheme (Adaptation, Goal Attainment, Integration, and Latency).

## B. LITERATURE REVIEW

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Previous research relevant to this study, such as that conducted by (OKTAVIANTI, 2018) in her thesis at Brawijaya University, shows that through the SIPEKAT application, the process of requesting promotion proposals, which was previously manual, has now become an online system. This ease of service aims to create effectiveness, efficiency, speed, accuracy, and free of charge.

Furthermore, research conducted by (Khummad Robby, T., 2023) explains that obtaining a functional promotion must go through several stages: Proposing a List of Proposals for Determining Credit Points, Assessment and Determination of Credit Points, Competency Testing, and finally, the promotion process ends with the submission of all files in the SIPEKAT application, which will then be verified and validated by the Regional Civil Service Agency (BKD) data manager to be used as a position decree.

Research by Riska & Anisykurlillah (2025) discussed the impact of additional periodization on the effectiveness of civil servant promotions at the Sidoarjo Regional Civil Service Agency (BKD). The results indicated that the program was quite effective, but faced network and time constraints. Therefore, readiness for changes to periodization regulations is crucial for public outreach to civil servants.

Research by Tiara Agustin (2023) found that the SIPEKAT application has transformed the quality of promotion services from manual to digital. However, its implementation is still hampered by network issues and the inability of civil servants to provide services.

Research by Nurul Fahtika Sari & Eva Hany Fanida (2018) found that the implementation of SIPEKAT at the Sidoarjo Regional Civil Service Agency (BKD) has been quite successful, as evidenced by the positive response from Sidoarjo civil servants. Furthermore, adequate infrastructure, including hardware, software, and human resources, is also crucial. Based on previous research, the aforementioned digital services have brought improvements to public services in their respective regions. Therefore, this research highlights the role of BKD administrators, who take on greater responsibility to streamline the service process through SIPEKAT.

### C. RESEARCH METHODOLOGY

This research uses a qualitative method with a case study approach. The researcher chose this method because problem solving can be explained through in-depth narrative description, by managing data comprehensively through the events being studied (Sugiyono, 2019). This research was conducted at the Sidoarjo Regional Personnel Agency (BKD), from January 6, 2025, to April 29, 2025. Research informants were determined using a purposive sampling technique which, according to the researcher, was appropriate to the scope of the research discussion. There were four informants, namely employees and intern students. Data collection techniques in this study used observation, interviews, and documentation techniques. In the observation technique, the researcher conducted direct observations and participated in the process of implementing promotion services on the SIPEKAT application. In the interview process, the researcher used semi-structured interviews by combining structured questions and spontaneous questions to informants. The documentation process refers to photos of the SIPEKAT application.

Data analysis techniques are the process of collecting data from all respondents or from source data that has been collected by summarizing it to approach the research problem. There are three ways in data analysis, namely, Data reduction is a summary of important data obtained from the Sidoarjo Regional Personnel Agency (BKD), such as in the service process through the SIPEKAT application. The next process is Data presentation, which is the process of compiling an explanation of the reduced data in the form of text. After that, the process of drawing conclusions, in this process is fundamental in research because the process of



drawing conclusions must be in accordance with the focus of the research and the results of the research findings. So, the conclusion is the process of drawing from the previous techniques, namely Reduction and drawing conclusions. However, it should be noted that drawing conclusions must be in accordance with the findings and focus of the research.

#### D. RESULT AND DISCUSSION

Based on observations, interviews, and documentation conducted by researchers in the Career Development and Performance Division of the Sidoarjo Regency Regional Personnel Agency (BKD), several findings emerged that resulted in administrators in that division experiencing workloads or taking over roles in the promotion process through the SIPEKAT application. In this regard, the researchers outline these findings as follows:

##### **Promotion Management System (SIPEKAT)**

In the career development and performance division of the Sidoarjo Regional Personnel Agency (BKD), there is a digital information system that supports the administration of personnel promotions, namely the Promotion Management System (SIPEKAT) application. Based on data obtained by researchers through involvement in the career development and performance division of the Sidoarjo BKD, the SIPEKAT application is an innovation developed by the Sidoarjo BKD since 2015 as a digital-based promotion management system within the Sidoarjo district government. This application was developed with the hope of changing the flow of promotion services, which were previously manual and less effective due to the accumulation of promotion proposal files. Then, the development of the SIPEKAT application replaced the proposal process with a digital one without the use of paper at all (paperless).

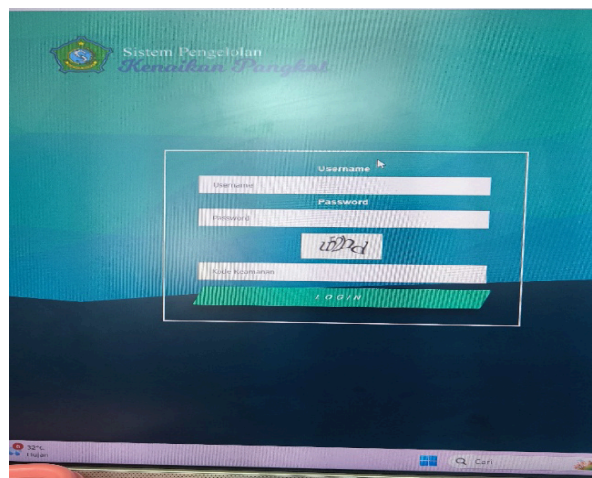


Figure 1. Promotion Management System (SIPEKAT)

In the researcher's involvement at the Sidoarjo Regional Personnel Agency (BKD), SIPEKAT is among several applications in the Career Development and Performance Division of the Sidoarjo BKD. Broadly speaking, SIPEKAT changes the service process and also the promotion proposal to be more efficient. For example, civil servants who wish to apply for a promotion only need to upload files online through the SIPEKAT application without having to come to the Sidoarjo BKD office. After that, the Admin will process the ASN proposal by checking, verifying and validating the data. Civil servants only need to monitor the progress of their proposal files through their respective SIPEKAT accounts. The ease of the proposal process through this application provides a smooth process. This was felt by the admin in carrying out the promotion service process as stated through an unstructured

interview with Mr. AP, a computer technician for career development and performance at the Sidoarjo BKD.

*"Now, through SIPEKAT, it's easier to check promotion proposal data. In the promotion proposal review process, we (Admins) only need to view the files uploaded online through SIPEKAT without having to physically check the files again. If there are any document errors from the ASN, they only need to return the ASN (proposer) documents with a revised note in the column provided in SIPEKAT." (unstructured interview, February 28, 2025)*

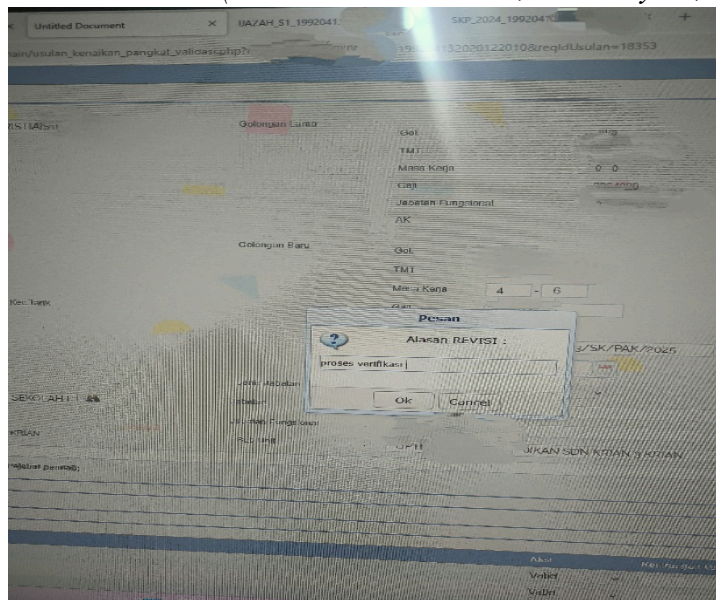


Figure 2. SIPEKAT Revision Column

Furthermore, an employee in the career development and performance division, Ms. NI, a rank analyst for the Sidoarjo Regional Personnel Agency (BKD), echoed this sentiment.

"The changes to SIPEKAT are actually related to the service process. Previously, the application process was manual, but now it's digital. This digitalization process simplifies and expedites the promotion process for both us (Admins) and them (Civil Servants) in SIPEKAT." (Interview, Thursday, January 30, 2025)

Based on the interview results, it can be concluded that through digital innovation, promotion through the SIPEKAT application. The personnel service process has changed, the process that previously used a manual system has changed to a digital system with online file collection in SIPEKAT. Through digital system innovation, SIPEKAT not only simplifies the proposal process but also speeds up the promotion service process in the Sidoarjo Regency government. This is felt by other admins in verifying and validating ASN promotion proposal data. Through SIPEKAT, now admins are no longer faced with physical files because all files have been integrated and stored digitally through one digital system, namely SIPEKAT. In addition, if there is an error in the promotion proposal file that does not comply with the provisions, then only need to return the ASN data through SIPEKAT with a revision note in the application column.

### **Obstacles in Updating ASN (proposer) Data and Limitations of the SIPEKAT Application**

Based on the researcher's involvement in the promotion service process in the Career Development and Performance Sector. The SIPEKAT application is used as a verification and validation tool for ASN promotion proposal data. This process is the initial step in checking the validity of ASN proposal data before being forwarded to the National Civil Service Agency (BKN) center. After going through the verification and validation checks, the data

will continue to the input stage to the BKN center. In this case, the responsibility held by the Sidoarjo BKD career and performance development admin is to carry out correct data collection through verification and validation until the ASN data is input to the center (BKN) with the standard provisions and service quality that have been set by the government (Najmuddin, A., & Sugiharto, H. Pendidikan, 2024).



Figure 3. SIPEKAT Proposal Process Flow

However, during the service process, there were obstacles to updating data, which should be the responsibility of each ASN (proposer). These obstacles included ASN (proposers) failing to update their proposed data. This hampered promotion services and shifted responsibility to the administrator in that field. The administrator carried out the data update independently for ASN (proposers) by downloading all ASN personal data and manually uploading each data item. This step was conveyed directly by Admin AP, a computer technician in the career and performance development field, as well as one of the administrators who verified and validated ASN (proposer) promotion data. Through Admin AP's statement, researchers questioned whether this step was in accordance with applicable procedures for the promotion service process.

Mr. AP, as the administrator for career and performance development, stated: "Actually, updating the data isn't our (Admin's) job; it should be their (ASN's) job. But if we wait for them (ASN) to respond without any justification, it will hinder the process of other ASN proposals. So, to avoid hindering the service process, we (admins) are updating the data of the proposers (ASN)" (interview, April 29, 2025).

Due to the service constraints and shifting workloads of the Career Development and Performance Division administrators at the Sidoarjo Regional Personnel Agency (BKD), the AP administrator stated that there were underlying reasons for the problems, as revealed in an interview.

"However, there are indeed shortcomings in the SIPEKAT application itself. The application lacks a notification feature for returned files from us (the administrators). Therefore, when files that are not in accordance with the regulations are returned, civil servants (ASN) are unaware of their return. If the ASN (proposer) wants to know whether their proposal data has been verified and validated, each ASN (proposer) must repeatedly check their proposal data in SIPEKAT. And that's the problem: ASN rarely review their own proposal data regularly and leave everything to us (the administrators)." (Interview, April 29, 2025)

This opinion is further supported by evidence from student interns working in the career development and rank verification and validation divisions. Students with the initials PR and SH stated, "Many civil servants who upload promotion files to SIPEKAT don't care about

their personal data. For example, when I returned civil servant data that didn't comply with regulations, the next day it still hadn't been corrected. The next day, the career development and performance division called the superiors of the relevant agencies before the corrections began. Furthermore, if there's still no response from the civil servant to correct their data, the admin will correct it." (Interview, April 29, 2025)

"Yes, sometimes we also correct the civil servant data because it piles up and needs to be moved to other civil servant data that is already in the queue. So we are also involved in manually correcting the civil servant data." (Interview, April 29, 2025)

Based on the interview results, it can be concluded that the workload experienced by administrators and students who are interning in the field of career development and performance is caused by the shortcomings of the SIPEKAT application system. The lack of application that does not have notifications causes ASN (proposers) to be unaware of the return of files. This condition creates obstacles, namely the hampered process of updating ASN (proposers) and hampering the process of other ASN services. Although the updating process is the responsibility of each ASN (proposer), however, the limitations of the application cause slow data improvement. In response to this problem, the Admin updated the ASN (proposer)'s independent data, because it was aware that the promotion proposal service was slowing down. Therefore, the admin and student interns in the career development and performance division consciously updated the ASN (proposer) data to ensure the smooth running of the service process. Thus, the obstacles that occurred in the service process were not only triggered by ASN negligence regarding their own data but also triggered by the shortcomings of the SIPEKAT application system itself, which lacked notifications so that ASN were unaware of the return of their own data. The limitations of this application have an impact on the ongoing service process and increase the workload on the admin in that field.

### **Obstacles to Socializing SIPEKAT in Each Department or Regional Apparatus Organization (OPD)**

One of the most important aspects in supporting the continuity of the service process is qualified human resources. Seeing the shift in promotion services to a digital system, namely the use of the SIPEKAT application, the Sidoarjo Regional Personnel Agency (BKD) socialized the use of the SIPEKAT application by sending invitations to each Regional Apparatus Organization (OPD) to send ASN representatives to participate in socialization or training on application use (Kamala et al., 2025). This step was intended to provide an understanding of SIPEKAT's use. Furthermore, through the socialization, the OPD representatives who attended were intended to serve as contact persons in their respective work departments (Heri & Andayani, 2021).

However, based on field data, socialization has not been fully implemented across all OPDs. Some OPD representatives did not follow up on the delivery of the material to ASN in their work environments, resulting in uneven understanding of SIPEKAT application use across several OPDs. This was stated directly by the Admin, Mr. AP, Career Development and Performance Division of the Sidoarjo BKD.

"We (the admin) have already conducted direct SIPEKAT socialization. The Sidoarjo Regional Personnel Agency (BKD) sent invitations to each Regional Government Organization (OPD) to invite one representative to participate in the SIPEKAT application socialization. However, the problem after the socialization was that the results of the research were not passed on to the civil servants in their respective departments. I learned this from a friend of mine in another department when he asked about the operational procedures of SIPEKAT." (Interview, Monday, February 3, 2025)

Based on the interview results above, it can be concluded that there were obstacles to socialization that were not realized by representatives of Regional Apparatus Organizations



(OPD) in their respective work departments. This impacted civil servants (ASN) who were unaware of how to use the SIPEKAT application for the promotion proposal process. This problem resulted in civil servants' ignorance regarding the operation of the SIPEKAT application, which affected the service process, leaving them dependent on the administrator. This problem arose due to the lack of follow-up communication in several OPDs following the SIPEKAT socialization at the Sidoarjo Regional Personnel Agency (BKD). This resulted in skills and information being limited to a single representative who attended the SIPEKAT socialization.

Based on field findings, the researcher used Talcott Parsons' structural-functional theory with the AGIL scheme for the research analysis. This theory views society as a structure with its own functions and roles, where structures are interconnected with the roles or functions performed by other structures (Nursafitri et al., 2020). The AGIL scheme includes Adaptation, Goal Attainment, Integration, and Latency. These four functions must operate in balance; if one function fails, the balance of the other four will be disrupted (Umanailo, 2019).

First, adaptation. Based on findings at the Sidoarjo Regional Personnel Agency (BKD), the SIPEKAT application digital service system represents a digital-based change in the promotion service flow. This change streamlines the promotion service flow by guiding Sidoarjo Regency Government Civil Servants (ASN) to adapt to new work patterns and to values, norms, and service process habits that differ from the previous manual system (Nur et al., 2024). However, the adaptation that should bring about changes in the promotion service process has not yet been implemented optimally. This is evidenced by the obstacles in updating the independent data of ASN (proposers), which has not been corrected, thus hampering the promotion service process for other ASN (proposers). However, to ensure the service system continues to operate, this role is replaced by the Admin for Career Development and Performance. Based on these conditions, it can be concluded that changes and work habits through digital services are still not optimal in the Sidoarjo Regency Government work environment.

Second, Goal Attainment. A crucial aspect in implementing the change from a manual to a digital service system is the active participation of each individual, especially civil servants (ASN) as those affected by the change (Aspan, 2021). In addition to individual involvement, the success of achieving goals in digital system change depends on the readiness of infrastructure, such as complete features in an application to support optimal service processes (Panggabean & Meilani, 2023). The development of the digital Promotion Management System (SIPEKAT) was developed to change the promotion service flow to be more efficient. This change aims to reduce the accumulation of physical (paper) files for promotion proposals. Based on research results in the field of career development and performance, SIPEKAT has not fully achieved its service efficiency goals. This is caused by several obstacles, namely, the responsibility for updating ASN (proposers) which has not been corrected, resulting in a shift in the admin's workload in updating ASN (proposer) data, the lack of a SIPEKAT application which does not have a return notification causing ASN (proposers) not to know about the return of documents, and the unrealized socialization causing knowledge of SIPEKAT usage to be uneven in the Sidoarjo district government.

Thus, despite these obstacles, the SIPEKAT application aims to make the promotion process more efficient. However, field findings from the career development and performance division of the Sidoarjo Regional Civil Service Agency (BKD) indicate that the promotion process through SIPEKAT is still hampered by both the application's shortcomings, which lack file return notifications (ASN), and the lack of competent ASN human resources, which places a heavy burden on the administration.

Third, integration. As an institution that innovates digital technology systems, socialization or training should be essential to provide competency to each individual to achieve efficient performance from the system itself (Selviyanti et al., 2019). Through these activities, technical understanding and skills development will be provided, which will be useful in supporting optimal performance implementation for the sustainable efficiency of the digital system to be used (Retnilasari & Putra, 2019). Therefore, the Sidoarjo Regional Personnel Agency (BKD) initiated a socialization or training program on the use of SIPEKAT. This socialization aimed to build good communication and cooperation between the Admin and the Regional Apparatus Organizations (OPD), which would later be applied to the use and service processes through SIPEKAT. Based on field data, representatives of OPDs who attended the SIPEKAT socialization did not follow up on the dissemination of information in their respective work departments. This led to a gap in knowledge of SIPEKAT usage in several OPDs, resulting in knowledge of SIPEKAT usage remaining limited to only one person, namely the representative who attended the socialization.

Fourth, Latency or pattern maintenance. Refers to how a system must complement each other, maintaining, and maintaining each element so that each element is interconnected (Ritzer, 2016). In relation to digital services through SIPEKAT, ASN as the proposer is responsible for their own data, and the Sidoarjo BKD admin is responsible for verifying and validating ASN data. Both roles are key to the success of the service process through SIPEKAT. Therefore, the main key is the involvement of both the admin and Sidoarjo ASN in using the SIPEKAT application. This is necessary to ensure the pattern maintenance process in SIPEKAT services is maintained properly. If one of the roles is not carried out properly, such as ASN employees not performing data verification independently or the admin taking over ASN tasks excessively, this will potentially disrupt the stability of the service pattern that should be maintained. An imbalance in the implementation of these roles has the potential to reduce the effectiveness of the overall system and hinder the service efficiency of the SIPEKAT application itself. (Agustina Maria Tuuk, John Zakarias, 2023).

Based on the findings of research in the field of career development and performance of the Sidoarjo Regional Personnel Agency (BKD), there are several obstacles that prevent pattern maintenance from running well. Referring to the data updating process that is not regularly noticed by ASN (proposers). This failure is caused by the shortcomings of the SIPEKAT application which does not have a notification feature for the return of files to ASN, so that important information does not reach the proposer directly which causes the service process to be slow because ASN does not know that their files have been returned. In addition, efforts to instill socialization or training to develop individual ASN competencies are hampered by OPD representatives who do not realize the results of the socialization to colleagues in their respective work departments. As a result, there is a knowledge gap that has a direct impact on the course of the service process through the SIPEKAT application. With this, the course of the service process through SIPEKAT with the analysis of Talcott Parsons' structural functional theory can be said to be dysfunctional because the four functions, namely AGIL, have imbalances in each function which causes the dysfunctional service process not to run properly.

## E. CONCLUSION

Based on research findings in the Career Development and Performance of the Sidoarjo Regional Personnel Agency (BKD), administrators have taken over the role of updating ASN (proposer) data to ensure the continuity of promotion services. Functionally, this

responsibility should fall on each ASN. However, the limitations of the SIPEKAT application, which does not provide file return notifications, coupled with low ASN awareness to actively monitor the status of their proposals, have disrupted the service process. Furthermore, the uneven dissemination of information across all Regional Apparatus Organizations (OPDs) has contributed to many ASNs not fully understanding the procedures for using SIPEKAT. As a result, administrators are forced to take on additional responsibilities, impacting the efficiency of SIPEKAT itself.

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