

Effectiveness of the SIPEKAT Application in the Personnel Office (BKD) of Sidoarjo Regency

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ABSTRACT

Objective: This study aims to evaluate the effectiveness of the SIPEKAT application in improving the promotion procedures for civil servants (ASN) in Sidoarjo Regency and to identify its impacts and challenges. **Method:** Employing a qualitative case study approach, the research collected data through interviews, observations, and document analysis involving users from the Development and Facilities Division of the Regional Civil Service Agency (BKD). **Results:** The findings reveal that SIPEKAT significantly reduces the time needed for processing promotion requests, enhances transparency and accountability in personnel management, and underscores the importance of human resource training and development to sustain innovation. However, technical issues such as limited facilities and varying staff competencies remain notable barriers. **Novelty:** This study contributes to the field by providing a comprehensive assessment of e-Government implementation within regional personnel systems and by offering innovative strategies to overcome technical and human resource-related challenges, thereby advancing the efficiency and effectiveness of local civil service administration.

INTRODUCTION

Civil servants, known as Aparatur Sipil Negara (ASN), play a vital role in the operation of government and the delivery of public services (Sedarmayanti). To boost their enthusiasm, effectiveness, and professionalism, the government has created a system for career advancement, which includes opportunities for rank promotion. Promotions not only acknowledge individuals' job performance and commitment but also serve as a motivating factor to improve the quality of public services. The significance of ASN as human resources within governmental bodies is essential for managing administration, executing policies, and ensuring high service standards. Therefore, efficient management of civil servants is crucial. This management involves elements such as rank, positions, and promotions, which encourage civil servants to enhance their accomplishments and contributions to the nation and society [1].

In real situations, the promotion process frequently raises worries because of slow administrative steps, numerous document requests, and extended processing durations. These factors can impact the efficiency of personnel management and might lower the spirits of public employees. Thus, it is crucial to evaluate how well promotion systems work to identify how much policy goals can be met [2].

Effectiveness refers to the completion of tasks not only in terms of achieving goals but also in relation to the timeliness of reaching those goals. From this perspective, it can be concluded that effectiveness involves time considerations. An activity is considered effective if it is completed within the established timeframe or, in simpler terms, on time (Siagian). Stoner, as cited in Kurniawan, highlights the significance of organizational

effectiveness in accomplishing organizational objectives, noting that effectiveness is essential for an organization's success. This view is also supported by Miller, who describes effectiveness as the degree to which a social system achieves its aims. Additionally, Hall states that effectiveness measures how well an organization fulfills its goals [3].

Effectiveness as a work orientation emphasizes: a. Resources, funding, and facilities that can be utilized by the organization or company, with a specified or limited amount b. The quantity and quality of service provided are predetermined in line with the objectives to be achieved c. The timeframe for completing tasks is established according to prior agreements d. The procedures followed to accomplish assigned responsibilities (Siagian). Human resources are a crucial element in achieving the effectiveness of an organization, encompassing skills, knowledge, and attitudes. If efforts are made to enhance skills, abilities, and attitudes, it will positively affect the execution of tasks, leading to improved effectiveness within the organization [4].

In essence, the key factor in achieving an optimal goal is to start with the most supportive element for reaching that goal, which is human resources. Therefore, it is essential to engage in management or development aimed at fostering productive individuals. With effective human resource management or development, employees can easily confront and fulfill job demands both in the present and in the future. According to Mangkunegara, human resource management involves planning, organizing, coordinating, executing, and supervising the acquisition, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational objectives [5].

According to Law No. 5/2014, policies are included among the needs of civil servants (ASN) on a national level, encompassing salary scales, ASN benefits, civil servant pension systems, transfers of civil servants between positions, regions, and agencies. Article 27 of this law states that the National Civil Service Agency (KASN) functions as an independent non-structural entity, free from political interference, aiming to develop professional and high-performing ASN who provide services impartially and neutrally, while also serving as a cohesive force for the nation.

Advancements in rank are a form of recognition awarded to civil servants (ASN) for their dedication and performance in serving the state. The promotion process occurs six times a year, based on the submission periods rather than the number of promotions granted. This means that an ASN has the opportunity to apply for a promotion during six distinct periods within a year, provided they meet the established criteria. With this increased number of application periods, ASN have greater chances to submit requests for promotions throughout the year. Government Regulation No. 12 of 2002 addresses the amendments to Government Regulation No. 99 of 2000 concerning the Promotion of Civil Servants. A rank indicates the level of a civil servant based on their position within the framework of public service and serves as a basis for evaluation. The most recent changes specify that promotions will only occur during two periods: on April 1 and October 1 [6].

However, in the execution of the promotion system, the Regional Civil Service Agency (BKD) of Sidoarjo encounters several challenges, particularly concerning security and service efficiency while still relying on a manual system. One common issue arises when the documents submitted by the civil servants are incomplete, resulting in multiple trips to complete and submit the required paperwork. There are specific document requirements that need to be prepared to apply for a promotion, which still exist in hard copy. This leads to inefficiencies in the use of both time and effort. These various issues illustrate that the promotion application process is not functioning optimally due to the continued use of a manual service system.

Therefore, an effective innovation program is needed to enhance the quality of human resources among civil servants and align the service system with the needs of service recipients. Additionally, the demand for innovative services comes from both the central and regional governments as part of efforts to modernize the bureaucracy. From the central government's viewpoint, this policy aligns with Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for e-Government Development, which emphasizes the significance of digital transformation in governmental administration.

As an innovative response to these challenges, the Regional Civil Service Agency of Sidoarjo District has implemented the Promotion Management System (SIPEKAT), a technology-based system designed to expedite the promotion process digitally and without paper. With SIPEKAT, the processes of proposing and determining promotions are carried out in an integrated, transparent, and accountable manner. This system is expected to enhance service effectiveness, minimize data errors, and reduce administrative processing time [7].



Figure 1. Here is a view of the main page of the SIPEKAT application.

Source : <https://kp.sidoarjokab.go.id/main/login.php>

The SIPEKAT application was officially introduced by the Regional Civil Service Agency (BKD) of Sidoarjo in November 2015 to support the management of promotion proposals for civil servants (ASN), particularly for the April 1, 2016 cycle. Its implementation was legally established through the Sidoarjo Regent's Decree No. 800/307/404.6.1/2015. The system emerged as a response to the inefficiencies of

traditional bureaucratic processes that relied heavily on physical documents, manual procedures, and repeated face-to-face interactions. These conventional practices often led to prolonged service times, the risk of document loss, and limited access to information for civil servants. By adopting SIPEKAT, personnel service workflows became more efficient, while direct interactions between administrators in the Promotion and Retirement Subdivision and applicants were minimized.

This digital transformation aimed to reduce opportunities for illegal levies as well as practices of corruption, collusion, and nepotism (KKN). For civil servants, SIPEKAT offered substantial benefits by providing easier, more practical, and transparent access to promotion services. Furthermore, the application functions as an e-government innovation initiated by BKD Sidoarjo, designed to enhance transparency, effectiveness, and overall quality of personnel services in the local government. Despite its advantages, the promotion process still faced a variety of challenges when managed manually, including administrative errors, incomplete submissions, and negligence in data handling by local government units (SKPD). Addressing these issues required strategic efforts to improve human resource quality through carefully planned training and innovation programs. A well-managed service system was proven to increase motivation and welfare among civil servants by ensuring timeliness and accessibility supported by adequate facilities.

Moreover, both central and regional governments emphasized the necessity of innovation in public services as part of broader bureaucratic reforms. Within this context, BKD Sidoarjo encountered obstacles, particularly related to the technological skills of its staff. Many employees involved in implementing SIPEKAT did not possess an educational background in information technology, which affected their ability to operate and maintain the system optimally. To overcome this, BKD organized specialized training programs to strengthen staff competence in managing the application and understanding e-government service procedures, thereby improving administrative efficiency. Although challenges persisted, the positive outcomes of such training became evident when SIPEKAT was recognized among the Top 99 National Public Service Innovations by the Ministry of Administrative and Bureaucratic Reform (PAN-RB) in 2017. This achievement highlighted the success of capacity-building initiatives in enhancing the technical skills of civil servants. Nevertheless, some technical limitations remained, particularly in several SKPD offices that lacked supporting facilities such as scanners to digitize physical documents. These infrastructural gaps affected the overall adoption and utilization of the system. Despite these constraints, the BKD implementation team consistently demonstrated strong commitment to providing optimal services for civil servants.

They maintained professionalism and responded promptly to user feedback to ensure that the e-government system operated effectively and delivered maximum benefits. BKD also continued investing in long-term capacity building through ongoing training and education programs, while planning improvements in supporting facilities to facilitate document digitization. Through these efforts, BKD Sidoarjo seeks to

strengthen the sustainability of SIPEKAT implementation and improve the quality of public services. The effectiveness of civil servant promotion services can be measured through several indicators, including timeliness, compliance with regulations, process transparency, and user satisfaction. When these standards are met and yield tangible benefits, the policy objective of enhancing performance, motivation, and professionalism among civil servants can be considered effective. This study is also informed by previous research on promotion service delivery. For instance, Suherman (2022), in his work "The Effectiveness of Promotion Services for Civil Servants at the Regional Personnel, Education, and Training Agency of Tabalong Regency", identified key obstacles such as neglect of official notifications by SKPD personnel, insufficient scrutiny of documents by both administrators and applicants, and incomplete submissions by civil servants [8].

The second study by (Novi Tata Wandira, Teguh Santoso, Radjikan) titled "Promotion Services Through the Rank Management Application Study at the Regional Civil Service Agency of Sidoarjo" analyzes the Promotion Services Through the Application (SIPEKAT). This research indicates that the administrative service system for civil servants, which is based on Electronic Government, aims to support the Sidoarjo Smart City initiative. This web-based application has also received full backing from the Sidoarjo Regent. The software utilized for the SIPEKAT application is a web-based software application. Additionally, some personnel involved in implementing SIPEKAT do not align with their educational backgrounds. However, through specialized training provided by the Head of the Sidoarjo BKD, the current personnel have become capable of advancing online-based services at the Sidoarjo BKD [9].

The third research conducted by Nurul Fahtika Sari, Eva Hany Fanida titled "Implementation of the Promotion Management System Service (SIPEKAT) in the Regional Personnel Agency of Sidoarjo District" examines the execution of the SIPEKAT application that was launched in November 2015. This study reveals that SIPEKAT successfully enhanced the efficiency of the promotion application process for civil servants, with 703 civil servants receiving their decrees in 2017. Although there were challenges related to human resources lacking an IT background, the training provided has improved the staff's skills in using this system [10].

In a study focusing on the "Rollout of the Rank Advancement Management System (SIPEKAT) at the Regional Civil Service Agency of Sidoarjo Regency," the observable changes resulting from this system's use, when assessed against Sutrisno's indicators, are extremely noteworthy. Initially, the move from a paper-based method to an electronic system has transformed how personnel administration is handled. The procedure for requesting rank promotions, which used to require considerable time and effort, is now much more streamlined and expedited. Civil servants no longer need to gather a large number of physical documents, which lessens their workload and boosts their output. Furthermore, SIPEKAT also enhances openness and responsibility in the handling of rank advancements. This system's presence can lessen the chance of illegal fees and corrupt acts. Civil servants can easily view information and check the standing of their requests directly. Moreover, the study's outcomes reveal that 703 civil servants

successfully obtained promotions via this application, demonstrating that the system not only operates effectively but also offers tangible advantages to its users.

In conclusion, the implementation of SIPEKAT has not only achieved its initial goal of boosting service efficiency but has also ushered in substantial, favorable changes to the civil service administration system in Sidoarjo Regency. This underscores that innovations in public service, such as the adoption of E-Government, can have a considerable impact on improving the quality of services delivered to the populace.

RESEARCH METHOD

In this study, the researcher used a qualitative approach with a descriptive method. This approach was chosen because it allows for a deeper exploration of users' experiences, the challenges they face, and the impact of the application. The research was conducted at the Badan Kepegawaian Daerah (BKD) of Sidoarjo Regency, which is responsible for managing personnel affairs, including the process of civil servant promotions. The location was chosen based on the need to understand how the SIPEKAT application is applied in the context of local personnel administration. The research period was planned to last several months to allow sufficient time for data collection, analysis, and verification of findings. The subjects of the study consisted of BKD staff who directly manage the SIPEKAT application and civil servants who have used the application to apply for promotions. Participants were selected using purposive sampling, considering their involvement and experience with the application. This ensured that the data collected would provide a clearer picture of the system's effectiveness in supporting personnel administration. Data collection was carried out through in-depth interviews, direct observation, and documentation. Interviews were conducted with BKD staff who handle data in the development and infrastructure departments to gain insights into how the SIPEKAT application is implemented, how effective it is in improving work efficiency, and the challenges faced during its operation. Additionally, interviews were conducted with civil servants who have used the application to understand their experience in accessing promotion services digitally, including the ease of use, obstacles encountered, and their level of satisfaction with the application. In addition to interviews, direct observation was conducted at BKD to understand how the SIPEKAT application is used in daily operations. The observation aimed to capture the dynamics of work and any technical or administrative challenges that may not have been revealed through interviews. Furthermore, a documentary study was carried out by collecting and analyzing official reports, statistical data on the number of promotion applications processed through the SIPEKAT application, and other documents that could support the research findings. Data analysis in this study was carried out using a descriptive qualitative approach, consisting of four main stages according to Miles & Huberman (as cited in Rohmadi & Nasucha). First, data collection involved gathering facts and data for the research. Second, data reduction involved filtering and selecting important data relevant to the research focus. Third, data presentation involved focusing on the research problems and aligning the data with these

problems. Finally, drawing conclusions was based on interpreting the analyzed data to answer the research question about how effective the SIPEKAT application is in improving the efficiency of civil servant promotion administration at the BKD of Sidoarjo Regency.

RESULTS AND DISCUSSION

Result

The SIPEKAT system is an electronic tool that makes it easier for civil servants (ASN) to apply for promotions within the BKD of Sidoarjo. Since it was introduced, the system has made the promotion process faster and more effective. Before, it could take up to 30 days to process a promotion request by hand, but now it takes about 15 days, which is a big improvement. The system also helps by letting civil servants check the status of their applications, which makes it harder for unfair practices or corruption to happen. One big benefit of SIPEKAT is that it has helped process 25% more promotion requests since it started, showing that the system can handle more applications without slowing things down.

Training for BKD staff has also helped them use the system better, which in turn makes public services better overall.

Table 1. Number of Promotion Proposals Before and After SIPEKAT Implementation

Period	Number of Successfully Processed Proposals	Remarks
Before SIPEKAT (manual)	562	Prior to April 2016
After SIPEKAT (2016)	703	25% Increase in Processed Cases

Source: Processed by the author (2025).

The increase in processing can be seen from the table, which shows that 25%: $562 \times 1.25 = 703$ applications were successfully processed after SIPEKAT was used. Training given to the staff also helped improve their ability to use the application, leading to better quality of public services. The implementation of the SIPEKAT application has brought real positive changes to the human resource administration system in Sidoarjo Regency, achieving its initial goal of improving public service efficiency.

According to Edy Sutrisno as cited in Akhdiat (2024: 16-17), the efficiency of a program can be measured in several ways within an organization.

These methods include: 1) Understanding of the program, 2) Targeted approach, 3) Timely execution, 4) Achievement of goals, 5) Real change [11] Edy Sutrisno identified several indicators that can be used to measure effectiveness, including;

1. Program Comprehension

Program comprehension refers to the extent to which stakeholders, especially implementers, understand and apply a program effectively. In SIPEKAT, this was achieved through technical guidance (bimtek) at the system's launch in 2016. The sessions

were aimed at training staff from each organizational unit (OPD) to upload promotion proposals and employee data [12] As one respondent explained:

“When SIPEKAT was launched around 2016, we organized technical workshops to guide staff in submitting proposals and uploading employee data. These activities were attended by many civil servants who wanted to learn about the program.” (Interview with Bu Like Fauzia, 2025)

However, not all civil servants possessed sufficient digital literacy. As [13] another respondent noted:

“Not all employees in OPD are proficient in using the application. Since SIPEKAT is online-based, civil servants need adequate digital skills. Those unfamiliar with digital systems often require assistance.” (Interview with Bu Like Fauzia, 2025)

These findings echo Suherman, who reported that program comprehension is closely tied to staff training, courtesy in service delivery, and the ability to operate computer systems in promotion services. They are also in line with Nurul Fahtika Sari, who emphasized that despite limited IT backgrounds among staff, targeted training helped improve their competence in managing SIPEKAT.

2. Target Accuracy

Targeting the right audience is very important in deciding whether a program is successful. In the implementation of a program, it is important to check if the target audience is correctly identified and matches the intended goals [14]. The SIPEKAT application not only improves efficiency in the application process, but also ensures that all eligible employees can get the services they need more quickly and easily. With clear features and transparent procedures, SIPEKAT creates a better environment for employees to develop their careers. As a result, SIPEKAT plays an important role in boosting employee motivation to keep improving, because they know the system provides fair and equal opportunities for all eligible employees. A more flexible process gives employees the chance to plan and submit their proposals better.



Figure 2. File Upload Interface for Promotion Proposal Submission

Source: Processed by the author, 2025.

Based on interviews, SIPEKAT is effective in managing the promotion service for all eligible public officials. Each Organization of Local Governments (OPD) is equipped

with a special administrator who is responsible for personnel matters. The role of the administrator is very important, as they are in charge of collecting employee data and submitting promotion applications through the SIPEKAT application. With this integrated system, the application process becomes more organized and efficient, which also reduces the chances of errors in data input. This is confirmed by the interview with Bu Like Fauzia, who said:

"SIPEKAT's main goal is to reduce the use of physical documents and cut down face-to-face meetings between civil servants and the BKD. With SIPEKAT, almost all administrative steps can be done digitally. Civil servants just need to upload the required documents in softcopy format into the application. The system also provides clear workflows, where BKD administrators and verifiers can check documents online."

SIPEKAT also offers an employee tracking feature that allows each OPD to monitor the status of promotion applications in real time. This feature makes it easier for administrators and employees to follow the progress of their applications. This is confirmed by the interview with Bu Like Fauzia, who said:

"We as officers can monitor the uploaded files transparently. Civil servants can track how far their applications have been processed without having to come in person or ask the officer directly. This makes communication easier and reduces the queues at the BKD office."

There is a similarity with a previous study titled "Implementation of the Career Advancement Service System (SIPEKAT) at the Sidoarjo Regency Civil Service Agency" conducted by Nuruh Fahtika Sari in 2021. The findings showed that the BKD Sidoarjo provided data and information through the implementation of SIPEKAT service. This data includes internal information from the Mutation Department at BKD Sidoarjo, such as the digitalization of documents. These documents refer to employee records for all civil servants in Sidoarjo, in the form of soft files. On the other hand, there is also information about upcoming agendas that are listed in the SIPEKAT application. Moving forward, the head of the Mutation Department at BKD Sidoarjo plans to add a new feature to the application, which will allow storing documents required for career advancement applications. This is intended to make it easier for civil servants in Sidoarjo who wish to apply for promotions in the next period. The availability of data and information on the SIPEKAT website, as well as information directly from the administrators, has already provided sufficient information to all government agencies in Sidoarjo Regency.

3. Timeliness

Time is an important part of any activity process. Setting a time frame is meant to measure effectiveness, and it is considered effective if the activity or program is carried out within the scheduled time. The effectiveness of SIPEKAT in handling promotion applications is very high, as recorded in relevant journals. According to interview data, the time needed to process promotion applications is in line with the established schedule. This is proven by the interview results from Bu Like Fauzia, who said:

"Applying for promotions is very effective because in the implementation of SIPEKAT in BKD, we only have three levels of authority. In ASN, there are groups from 1A (A, B, C, D) up

to 4E, with each group having four levels, except group 4 which has five levels. Our authority as local government employees is only to issue SK up to group 3D. Groups 4A and 4B are handled by the province (governor), and groups 4C-4E are handled by the center (president)."

This shows that with SIPEKAT, the promotion application process is clearer, more organized, and faster because each level is processed according to its own authority. According to interview data, the time needed to process promotion applications has decreased from an average of 30 days to 15 days after the implementation of SIPEKAT. This is proven by the interview results from Bu Like Fauzia, who said:

"For the data application process, it is also very easy. You just need to scan the ASN documents into the SIPEKAT application, and it doesn't take long – about 15 days only."

This indicates a significant improvement in efficiency. It saves time and effort for ASN, as they don't need to visit BKD directly. They only need to scan the required documents and upload them into the SIPEKAT application. Therefore, with the presence of SIPEKAT, the promotion of ASN is set according to the appointment date and cannot be moved forward or backward. If an ASN meets the given requirements, their promotion is determined accordingly.

The results of this research are similar to previous studies titled *"The Effectiveness of Civil Service Promotion Services in Badan Kepegawaian, Pendidikan, and Pelatihan Kabupaten Tabalong"* conducted by Suherman in 2022.

The findings showed that the time period for submitting promotion applications is in April and October. Every period, BKPP Kab. Tabalong distributes promotion recommendation letters three to four months before the period. Time is an important part of any activity process. Setting a time frame is meant to measure effectiveness, and it is considered effective if the activity or program is carried out within the scheduled time. The results of this research are similar to previous studies titled *"The Effectiveness of Civil Service Promotion Services in Badan Kepegawaian, Pendidikan, and Pelatihan Kabupaten Tabalong"* conducted by Suherman in 2022.

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4. Goal Achievement

The effectiveness of a program can also be assessed by examining whether its initial objectives are met. For SIPEKAT, the primary goals – enhancing efficiency and transparency in promotion services – have been largely achieved. The system enables civil servants to submit promotion documents digitally (paperless), track the progress of their applications online, and access information more easily.

One respondent highlighted this benefit:

"The number of civil servants who submit promotion proposals each year through SIPEKAT is quite large. Hundreds of employees in a single period have successfully advanced in rank using this application." (Interview with Bu Like Fauzia, 2025)

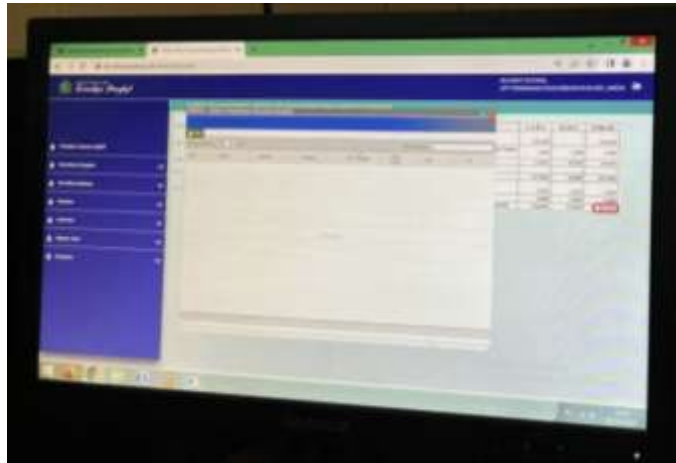


Figure 3. File Upload Interface for Civil Servant Promotion Submissions
Source: Processed by the author, 2025.

The figure shows the document upload interface within the SIPEKAT system, where civil servants can submit all promotion requirements in digital format (softcopy). This feature supports the paperless concept, reduces the risk of document loss, and ensures that all files are stored in the system's database. By enabling easier access and faster retrieval of records, the feature contributes to achieving SIPEKAT's main objectives of transparency, efficiency, and improved service quality. Another informant emphasized SIPEKAT's alignment with broader governance initiatives:

"The purpose of SIPEKAT has been achieved. In my view, it strongly supports the Sidoarjo Smart City program, as it greatly simplifies the promotion process for civil servants in an electronic format." (Interview with Bu Like Fauzia, 2025)

User feedback also supports this conclusion: approximately 80% of respondents rated SIPEKAT positively, recognizing its role in facilitating the submission process and fostering trust in the transparency of promotion services. These findings correspond with Nurul Fahtika Sari, who reported that BKD Sidoarjo established effective communication channels with other local government units (SKPD) through socialization and training sessions. Such efforts ensured a common understanding of SIPEKAT, improved coordination, and enhanced acceptance of the system among users.

5. Tangible Changes

To measure the effectiveness of real changes, it means that the rules set at the beginning of the program can be well carried out according to the plan. At the start of the policy change, civil servants had difficulty with the deadline given for submitting documents. What used to take months is now only given a few days because the timeline policy has been adjusted. Besides the short time, the network became a problem, so BKD staff who handle promotions had to work outside regular hours to adjust the network. From the above explanation, the change in the periodic promotion policy for civil servants has greatly helped make the promotion process easier and faster, allowing civil servants to reach higher career levels. This policy change was made appropriately, although there are still some minor issues with the network and the time given [15].

Changes in SIPEKAT have been felt by civil servants when applying for promotion online, which eliminates the need for physical submissions and in-person visits to the office. This is supported by adequate facilities, such as a user-friendly interface, clear user guides, and a system that can be accessed through computers, printers, scanners, and other supporting tools. Transparency in the process: With the status tracking feature in SIPEKAT, employees can see the stages of their application in real-time.

SIPEKAT is also able to reach all eligible employees who want to apply for promotion.

This is proven by the interview results from Bu Like Fauzia, who said:

“SIPEKAT is very capable of handling all employees' promotions.

It's because in every OPD there is an OPD admin. The admin is present in each personnel department of each OPD. The admin's role is to compile data, then submit it through the SIPEKAT application, and monitor the employee's progress. Previously, there were only two application periods, but starting in 2024, it has been increased to six periods.”

This shows that the implementation of SIPEKAT can handle a large number of promotion applications from civil servants.

This is because there are always additional civil servants applying for promotion every year.

The findings from this research are similar to a previous study titled "Effectiveness of Civil Servant Promotion Services at the Badan Kepegawaian, Pendidikan Dan Pelatihan Kabupaten Tabalong" conducted by Suherman in 2022.

The results showed that the supporting facilities and infrastructure in BKPP Tabalong are already quite good. This can be seen from the presence of All-in-One computers, printers, scanners, phones, standard service procedures, and service guidelines that are implemented through the website, supporting the work of service providers or BKPP Tabalong staff. There is also an application system for personnel services (SAPK). This application is a product of the National Personnel Office and is used as a tool for inputting promotion proposals.

Discussion

The findings of this study indicate that the SIPEKAT application has substantially improved the efficiency, transparency, and accountability of the civil servant promotion system within the BKD of Sidoarjo Regency. This aligns with previous research showing that e-Government initiatives can effectively streamline bureaucratic procedures and minimize administrative delays in personnel management [8]. Through SIPEKAT, promotion applications can now be processed in an average of 15 days compared to 30 days before digitalization, representing a 50% improvement in processing speed. These results reinforce the idea that digital transformation is an essential strategy for enhancing institutional performance and reducing opportunities for corruption, collusion, and nepotism (KKN) within the civil service sector [9]. Furthermore, transparency features such as real-time tracking have strengthened civil servants' trust in the system, making administrative governance more participatory and credible [10].

The research also found that human resource competence plays a crucial role in determining the successful implementation of the SIPEKAT system. The study revealed that staff with prior exposure to digital training were more capable of managing the application effectively, thereby increasing overall service quality [12]. This finding is consistent with the argument by Nurhafizah and Maryani [6], who emphasized that digital governance requires continuous professional development and institutional readiness to adapt to technological innovation. However, despite these positive developments, several technical and infrastructural challenges persist, including inadequate IT facilities and uneven digital literacy among employees. These limitations reflect the structural barriers commonly encountered during early stages of e-Government adoption, particularly at the regional government level [14]. Strengthening IT infrastructure and providing consistent technical assistance are thus critical for sustaining long-term success in digital administrative reforms.

In a broader context, the success of SIPEKAT illustrates how local governments can leverage digital innovation to promote accountability and efficiency in civil service administration. The application's integration into the broader Smart City initiative demonstrates how technological innovation contributes to sustainable governance and public sector modernization [9]. Nonetheless, as highlighted by Riska and Anisykurlillah [15], policy reforms such as periodic promotion adjustments must be supported by stable networks and sufficient human resources to maintain continuity. Therefore, future improvements should focus on institutionalizing digital literacy programs, upgrading infrastructure, and conducting cross-agency collaborations to enhance interoperability among government systems. This approach will not only ensure the scalability of SIPEKAT but also serve as a replicable model for other regional governments pursuing effective and transparent digital transformation in public service delivery.

CONCLUSION

Fundamental Finding : The study concludes that the SIPEKAT application has significantly enhanced the efficiency, transparency, and overall effectiveness of the civil servant promotion services at the Regional Civil Service Agency (BKD) of Sidoarjo Regency, supported by adaptive organizational structures, proactive employee commitment, and continuous training initiatives. **Implication :** These findings emphasize the importance of institutional readiness, digital competence, and leadership support in ensuring the successful implementation of e-Government innovations within public administration, offering a practical model for other local governments aiming to optimize digital transformation in personnel management. **Limitation :** However, the study's qualitative approach, limited to a single institutional context, constrains the generalizability of its conclusions and may not fully capture the quantitative dimensions of performance improvement. **Future Research :** Subsequent studies should employ mixed-method or longitudinal designs to examine the long-term impact of digital administrative systems like SIPEKAT across different regional settings, focusing on measurable performance indicators, user satisfaction, and policy adaptation processes.

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