JUPIIS: Jurnal Pendidikan Ilmu-ilmu Sosial

EVALUATION OF THE USE OF THE STATE CIVIL APPARATUS MANAGEMENT INFORMATION SYSTEM (SIMASGARA) AT THE MANDAILING NATAL PERSONNEL AGENCY

Husni Tamrin[1], Syafruddin Ritonga[2], Walid Musthafa[3]
Departement of Master of Public Administration, Postgraduated Program, Universitas Medan Area, Medan, Indonesia[123]

hoesni03@gmail.com[1] , syafruddin@staff.uma.ac.id[2] , Walid@staff.uma.ac.id[3]

Abstract

This study aims to evaluate the use of the State Civil Apparatus Management Information System (SIMASGARA) at the Mandailing Natal Regency Civil Service Agency. SIMASGARA is a digital system designed to manage data and personnel administration effectively. This study uses a qualitative approach with an exploratory descriptive design, which involves in-depth interviews, direct observation, and document analysis to obtain comprehensive data. The subjects of the study include operational employees, leaders of the Personnel Agency, and other system users related to ASN data management. The results of the study show that SIMASGARA has provided significant benefits in personnel data management, especially in simplifying administrative processes, improving data accuracy, and accelerating the preparation of reports. However, the use of this system is still not optimal. The main obstacles found include limited network infrastructure, lack of user understanding of system features, and resistance to changing from manual to digital methods. Leadership support and policies that require the use of SIMASGARA are the main supporting factors for the successful implementation of this system. This study also identifies that the success of SIMASGARA is influenced by organizational readiness, technical infrastructure, and individual competence, as explained in the theory of Technology Acceptance Model (TAM) and Diffusion of Innovation. To overcome existing obstacles, the recommendations include advanced training to improve user competence, strengthening technology infrastructure, and developing a digital-based work culture. This study concludes that SIMASGARA has great potential to support bureaucratic reform, especially in personnel management. However, system optimization requires a holistic and sustainable strategy. With the right improvements, SIMASGARA can become a model for the implementation of an effective personnel information system in the public sector.

Key words: SIMASGARA, Information Systems, Personnel, Evaluation, Bureaucratic Reform

*Corresponding author:
hoesni03@gmail.com

INTRODUCTION

In the digital era that continues to develop, the use of information technology is a key element in supporting the effectiveness and efficiency of government administration (Sepriano et al., 2023). In Indonesia, bureaucratic reform continues to be promoted with the aim of improving the quality of public services and transparent and accountable administrative governance (Yusriadi, 2018). One of the innovations that supports this goal is the implementation of a management information system, especially in the management of the state civil apparatus (ASN). One example is the State Civil Apparatus Management Information System (SIMASGARA), which is implemented to improve the performance of regional apparatus organizations, including in the Mandailing Natal Regency Personnel Agency.

SIMASGARA is designed to provide technology-based solutions in supporting ASN data management, ranging from personnel administration management to the performance assessment process. The existence of this system is expected to be able to overcome various challenges that previously became an obstacle in manual ASN management, such as limited data accuracy, difficulties in data-based decision-making, and slow reporting processes. However, the success of SIMASGARA implementation is not only determined by the existence of the technology itself, but also by the extent to which this system can be optimally utilized by users.

Mandailing Natal Regency, as one of the regions that continues to improve in terms of personnel management, faces its own challenges in ensuring the success of SIMASGARA implementation. As an institution responsible for personnel management, the Regional Civil Service Agency (BKD) has a strategic role in ensuring that this system runs in accordance with the needs of the organization (Natal, 2018). Therefore, the evaluation of the use of SIMASGARA is important to ensure that the system really has a positive impact on the efficiency, effectiveness, and quality of ASN management in this area.

This evaluation is becoming increasingly relevant considering the complexity of the tasks carried out by ASN at the regional level. With SIMASGARA, it is hoped that the administrative process can run faster, more transparent, and more efficient. However, various factors such as user capabilities, supporting infrastructure, and organizational work culture are often obstacles that affect the effectiveness of implementing this system. Therefore, an in-depth study is needed to explore the extent to which SIMASGARA has been optimally utilized in the Mandailing Natal BKD environment.

In the context of regional autonomy, the success of human resource management in the government sector is one of the keys to the successful implementation of local government duties and functions (Noviades, 2013). The State Civil Apparatus (ASN) as the backbone of the bureaucracy has a strategic role in carrying out policies, providing public services, and supporting development (Kosasih et al., 2023). However, classic problems such as unintegrated administration, lack of accurate data, and slow manual processes are often obstacles in realizing a professional and modern bureaucracy.

SIMASGARA is present as one of the government's efforts to answer this problem by prioritizing technology as a solution. This system is expected to be able to provide support for more accurate and efficient data-driven decision-making. The use of information technology in personnel management is also considered in line with global technological developments that require every institution to be able to adapt to digital changes.

The Mandailing Natal Civil Service Agency as one of the implementing institutions of SIMASGARA has an important responsibility in ensuring that this system runs according to its goals. Personnel management at the district level is often colored by various complexities, ranging from the large number of civil servants to a wide geographical spread. In this context, the evaluation of the effectiveness of SIMASGARA is becoming increasingly relevant to ensure that this system is not only an administrative tool, but also a strategic instrument in increasing institutional capacity.

In practice, the use of SIMASGARA in Mandailing Natal also reflects the dynamics of the relationship between the central and regional governments. The system is designed with national needs in mind, but its implementation at the local level often faces typical challenges. Therefore, this evaluation not only focuses on the technical aspects, but also includes the local policy, coordination, and adaptation dimensions that are the determining factors for success.

The evaluation approach used in this study includes analysis of technical, organizational, and human aspects. From a technical point of view, it is important to assess whether SIMASGARA features have been designed and implemented according to user needs. From the organizational side, the focus of the evaluation is directed at the policies, procedures, and support provided to support the implementation of this system. Meanwhile, from the human side, the evaluation includes understanding, skills, and user satisfaction levels in using SIMASGARA.

This study also aims to identify the obstacles that may be faced in the implementation of SIMASGARA in Mandailing Natal. Thus, the results of the evaluation are expected to provide applicable recommendations to increase the effectiveness of SIMASGARA use in the future. In addition, this evaluation can also be a reference for other local governments that want to adopt a similar system in their personnel management.

The implementation of SIMASGARA in Mandailing Natal is not inseparable from the dynamics of national policies. In this context, the evaluation carried out will not only contribute to improvements at the local level, but can also be an input for the central government in improving policies related to technology-based ASN management. Thus, this research has an important strategic value in encouraging the creation of better governance in Indonesia.

Personnel management systems such as SIMASGARA also have the potential to support regional development agendas. With integrated and easily accessible personnel data, local governments can be more responsive in adjusting human resource needs to development priorities. On the other hand, this system also provides an opportunity to increase accountability in personnel budget management, so that public funds can be used more effectively.

However, in its implementation, SIMASGARA is faced with challenges such as resistance to change, budget limitations, and the need for adequate training for users. Therefore, a deep understanding of these factors is essential to ensure the sustainability of the system.

In conclusion, the evaluation of the use of SIMASGARA at BKD Mandailing Natal is an important step in supporting bureaucratic reform at the regional level. Through this research, it is hoped that a clear picture of the benefits, obstacles, and opportunities for improvement can be obtained, so that it can support the creation of more effective and efficient ASN management in the future.

METHODOLOGY

This study uses a qualitative approach to evaluate the use of the State Civil Apparatus Management Information System (SIMASGARA) at the Mandailing Natal Regency Civil Service Agency (Sugiyono, 2016). The qualitative approach was chosen because it aims to explore a deep understanding of the perceptions, experiences, and challenges faced by users of this system, as well as the organizational context that influences its implementation (Yusuf, 2013).

1. Research Design

This study uses an exploratory descriptive design (Sutopo, 2002). This design aims to provide a comprehensive overview of how SIMASGARA is implemented, utilized, and felt by users in the Mandailing Natal Civil Service Agency. This study also explores the factors that affect the success and obstacles in the use of the system.

2. Location and Subject of Research

The location of the research is the Mandailing Natal Regency Civil Service Agency. Research subjects include:

- Employees of the Regional Civil Service Agency (BKD): including operational staff who use SIMASGARA in their daily duties.
- BKD Leaders: to understand the policies, directions, and support provided for the implementation of SIMASGARA.
- Related external users: such as ASN outside the BKD who feel the direct impact of using SIMASGARA, if relevant.

3. Data Collection Techniques

To obtain in-depth and accurate data, this study uses several data collection techniques as follows (Rachmawati, 2017):

- In-depth interview:

Interviews were conducted with key informants, such as the head of BKD, the head of personnel, SIMASGARA technical staff, and

employees who use this system regularly. The interview aims to explore related information: Experience of using SIMASGARA, Perception of the benefits and effectiveness of the system, Obstacles faced during implementation, Organizational support for the use of SIMASGARA.

- Participatory observation:

The researcher made direct observations on the use of SIMASGARA in the BKD work environment to understand how this system is used in daily activities. These observations include: User interaction with the system, Work processes involving SIMASGARA, Technical and non-technical obstacles that occur during use.

- Documentation:

Collection of related documents such as internal policies, guidelines for using SIMASGARA, personnel performance reports, and statistical data generated by the system. This documentation is used to support and strengthen the data from interviews and observations.

4. Data Analysis Techniques

Data analysis is carried out qualitatively through the following stages (Miles & Huberman, 1992):
- Data reduction:

Filter relevant data from interviews, observations, and documentation. Irrelevant data will be eliminated for easier analysis.

- Data presentation:

Compile data in the form of narratives, tables, or diagrams to facilitate drawing conclusions. This presentation includes an overview of the pattern of SIMASGARA use, the obstacles found, and the efforts made to overcome these obstacles.

- Conclusions:

Interpret the findings obtained to provide an in-depth understanding of the use of SIMASGARA. The conclusions will also be compared with previous theories or studies to strengthen the validity of the research results.

5. Data Validity

To ensure the validity of the data, this study uses the following strategies:
- Source triangulation: Comparing data from different sources, such as interviews with different informants, observation results, and supporting documents.
- Triangulation techniques: Using various data collection methods (interviews, observations, and documentation) to obtain more complete information.
- Member checking: Confirming the results of interviews and observations to informants to ensure that the researcher's interpretation is in accordance with their experience.
- Peer debriefing: Discussions with colleagues or other experts to get input and improve the objectivity of the analysis.

RESULT AND DISCUSSION

Based on the analysis of data obtained through in-depth interviews, observations, and documentation, the results of this study describe how the utilization of the State Civil Apparatus Management Information System (SIMASGARA) in the Mandailing Natal Regency Civil Service Agency is running, as well as the supporting and inhibiting factors that affect it.

1. SIMASGARA Utilization Rate

The results of the study show that SIMASGARA has been actively used in the management of personnel administration, especially for:
- Management of ASN data, such as position history, education, and training.
- Preparation of performance and attendance reports.
- Submission and verification of the promotion process digitally.

However, the utilization rate is still not optimal. Some of the available features, such as a detailed performance evaluation module, have not been fully utilized due to limited user knowledge and technical constraints.

The results of the study show that SIMASGARA has been used for ASN data management, report preparation, and other administration. This is in line with the concept of e-governance, where information technology is used to improve the efficiency and effectiveness of public services (Prihartono, 2023). According to Davis (1989) in the Technology Acceptance Model (TAM) theory, the acceptance of technology by users is influenced by the perception of perceived ease of use and perceived usefulness (Sayekti &

Putarta, 2016).

In this case, even though employees are aware of the benefits of SIMASGARA in improving efficiency, they still face difficulties in understanding certain features. This shows that the perceived ease of use has not been fully achieved, so further training is needed to improve user competence, as proposed by (Gupta & Jana, 2003) in their research on the implementation of technology in the public sector.

2. Supporting Factors for the Utilization of SIMASGARA

Some of the factors that support the use of SIMASGARA are:

- Leadership commitment: BKD leaders provide support for the implementation of SIMASGARA, including providing training and technical guidance for employees.
- Ease of access: SIMASGARA can be accessed through the internal network available at the BKD office, making it easier for employees to manage data.
- Existence of supporting policies: There are rules that require the use of SIMASGARA for reporting and personnel administration.

This study found that leadership commitment, ease of access, and supporting policies are factors that encourage the use of SIMASGARA. This is in accordance with Rogers' theory of Diffusion of Innovation in (Laharu et al., 2024), which states that the adoption of technology in organizations is greatly influenced by support from leadership and clear policies.

The support from the leadership of BKD Mandailing Natal who provided technical guidance and initial training has helped the implementation process of SIMASGARA. However, as revealed by (Setiawan et al., 2024), the successful implementation of information technology also requires a sustainable strategy, including system improvement and regular evaluation to ensure that the system remains relevant to the needs of the organization.

3. Factors Hindering the Utilization of SIMASGARA

This study also identifies several main obstacles that hinder the optimization of

SIMASGARA utilization:

Table 1. Identification of Obstacles to the Utilization of SIMASGARA

Factor	Description
Infrastructure limitations	Internet networks are often unstable, especially during peak hours.
Limited knowledge	Most users have not fully understood all the features of SIMASGARA.
Resistance to change	Some employees are still reluctant to leave the manual method because they are used to the old way.
Technical issues	There are often errors in the system when the volume of data accessed is too large.

Some of the constraints identified in this study, such as infrastructure limitations, user knowledge, and resistance to change, reflect common challenges in the implementation of technology systems in the public sector. According to (Heeks, 2002), e-governance failures are often caused by a gap between system design and organizational reality (design-reality gap). In the case of SIMASGARA, this gap can be seen in the lack of infrastructure readiness, such as the internet network that is often slow, as well as the lack of adaptation of work culture to support the use of technology. This is in line with the findings (Bhatnagar, 2004), which emphasizes that the adoption of technology requires adequate infrastructure and a change in organizational culture to support the transition from manual to digital methods.

4. Observation of the Use of SIMASGARA

Based on observations, the use of SIMASGARA is more dominant on operational staff than structural officials. Some employees feel that this system improves work efficiency, although they still need time to adapt.

Table 2. Observation Results of SIMASGARA Use

Aspects Observed	Observational Findings
Usage patterns	The system is used mainly for ASN data reporting, but other features are rarely used.
Interaction with the system	Most employees use the system only when needed, not on a regular basis.
Technical Obstacles	There are difficulties in system navigation and lag at the time of concurrent access.

The results of this study also support the findings (Lutfi, 2024) who stated that the implementation of management information systems in the public sector in Indonesia is often hampered by the lack of digital literacy of users. Similar findings were also reported by (Sawir, 2024), which revealed that continuous training and user capacity building are key factors for the successful implementation of information systems in government agencies.

The results of this study show that although SIMASGARA provides real benefits in personnel management, optimizing its utilization requires more attention to human, technological, and organizational aspects. In line with the theory (Smith et al., 1992), successful technology implementation requires a balance between four main elements: tasks, structures, technology, and individuals.

CONCLUSION

This study evaluates the use of the State Civil Apparatus Management Information System (SIMASGARA) at the Mandailing Natal Regency Civil Service Agency using a qualitative approach. The results of the study show that SIMASGARA has made a positive contribution to the management of personnel administration, especially in the management of State Civil Apparatus (ASN) data, report preparation, and other administrative processes. However, the implementation of this system has not been fully optimal because there are various challenges that affect its use.

From the results of the research, it was found that several factors supported the successful implementation of SIMASGARA, such as leadership commitment, policies that require the use of the system, and ease of access to the system for users. However, there are also a number of obstacles that hinder optimization, including limited network infrastructure, lack of user understanding of system features, resistance to change, and technical problems in the system.

This result is in line with the theory of the Technology Acceptance Model (TAM) which states that the acceptance of technology is influenced by the perception of its benefits and ease of use. These findings also support the Diffusion of Innovation theory, which emphasizes the importance of leadership and policy support in driving technology adoption in organizations. However, as conveyed in the design-reality gap theory by Heeks, the successful implementation of information systems requires technical, organizational, and individual readiness to reduce the gap between the system design and the reality of its use.

REFERENCE LIST

Bhatnagar, S. (2004). *E-Government: From Vision to Implementation a Practical Guide with Case Studies*. Sage.

Gupta, M. P., & Jana, D. (2003). E-government evaluation: A framework and case study. *Government Information Quarterly*, *20*(4), 365–387.

Heeks, R. (2002). Information systems and developing countries: Failure, success, and local improvisations. *The Information Society*, *18*(2), 101–112.

Kosasih, F. G., Rizan, M., & Handaru, A. W. (2023). *Penguatan Karakter Aparatur Sipil Negara Sebagai Tulang Punggung Roda Pemerintahan*.

Laharu, R. P., Warsono, H., & Astuti, R. S. (2024). DIFUSI INOVASI APLIKASI SI D'nOK DALAM PENERBITAN DOKUMEN KEPENDUDUKAN DI KOTA SEMARANG. *Journal of Public Policy and Management Review*, *13*(3), 272–293.

Lutfi, M. (2024). EFEKTIVITAS SISTEM INFORMASI MANAJEMEN BANGUNAN GEDUNG (SIMBG) DALAM MENINGKATKAN KUALITAS PELAYANAN PERSETUJUAN BANGUNAN GEDUNG (PBG) DI KABUPATEN BOGOR. *Jurnal Manajemen Dinamis*, *6*(2).

Miles, M. B., & Huberman, A. M. (1992). *Analisis data kualitatif*. Jakarta: UI press.

Natal, K. M. (2018). *Efektivitas Pelaksanaan Mutasi Pegawai Dalam Rangka Pengembangan Karir Pegawai Negeri Sipil (Pns) Di Badan Kepegawaian Daerah (Bkd).".*

Noviades, D. (2013). Pengelolaan Keuangan Daerah Di Era Otonomi Daerah. *Jurnal Ilmu Hukum Jambi*, *4*(1), 43294.

Prihartono, D. (2023). Penerapan pelayanan publik berbasis e-governance pada era revolusi industri 4.0. *Kebijakan: Jurnal Ilmu Administrasi*, *14*(2), 192–201.

Rachmawati, T. (2017). Metode pengumpulan data dalam penelitian kualitatif. *Unpar Press*, *1*, 1–29.

Sawir, M. (2024). Optimalisasi Teknologi Informasi untuk Mempercepat Good Governance dalam Pelayanan Investasi di Papua. *Indonesian Journal of Intellectual Publication*, *4*(2), 30–41.

Sayekti, F., & Putarta, P. (2016). Penerapan Technology Acceptance Model (TAM) dalam pengujian model penerimaan sistem informasi keuangan daerah. *Jurnal Manajemen Teori Dan Terapan*, *9*(3), 196–209.

Sepriano, S., Hikmat, A., Munizu, M., Nooraini, A., Sundari, S., Afiyah, S., Riwayati, A., & Indarti, C. F. S. (2023). *Transformasi Administrasi Publik Menghadapi Era Digital*. PT. Sonpedia Publishing Indonesia.

Setiawan, Z., Hariyono, R. C. S., Fitriyanto, R., Phan, I. K., & Suprayitno, D. (2024). *Pengantar Sistem Informasi: Konsep Dasar dan Aplikasi Praktis*. PT. Sonpedia Publishing Indonesia.

Smith, C., Norton, B., & Ellis, D. (1992). LEAVITT'S DIAMOND AND THE FLATTER LIBRARY: A CASE STUDY INORGANIZATIONAL CHANGE. *Library Management*, *13*(5), 18–22.

Sugiyono. (2016). *Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.

Sutopo, H. B. (2002). *Metodologi penelitian kualitatif*. Surakarta: sebelas maret university press.

Yusriadi, Y. (2018). Reformasi Birokrasi Indonesia: Peluang dan Hambatan. *Jurnal Administrasi Publik (Public Administration Journal)*, *8*(2), 178–185.

Yusuf, A. M. (2013). Metode Penelitian Kualitatif, Kuantitatif dan Penelitian Gabungan (Pertama). *Jakarta: Renika Cipta*.