



## Innovation of online-based periodic salary increase services in the Bandung city personnel and human resources development agency

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### ABSTRACT

Public service is the government's responsibility to its citizens as mandated by the 1945 Constitution. The Bandung City Personnel and Human Resources Development Agency is a government agency that provides public services. To improve services, the Bandung City Personnel and Human Resources Development Agency has made innovations in the Personnel Information System. This Personnel Information System Program includes several integrated features. The author chooses to focus on the online-based periodic salary increase service features. The purpose of this study is to determine whether this online-based periodic salary increase service innovation meets the characteristics of successful innovation. Using the theory of Everett M. Rogers which has five factors, namely relative advantage, compatibility, complexity, trialability, and observability. The research method used is descriptive qualitative research by collecting the required data, both primary and secondary data from interviews, observations, documentation, and literature studies. The results of the study indicate that the online-based periodic salary increase service innovation at the Bandung City Personnel and Human Resources Development Agency can be stated to have fulfilled the service innovation factors, making it more effective and efficient.



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## INTRODUCTION

Law Number 25 of 2009 concerning Public Services states that the state is obliged to serve every citizen and resident to fulfil their basic rights and needs within the framework of public services which is the mandate of the 1945 Constitution of the Republic of Indonesia. The role of the state civil apparatus or government has a direct impact on the Indonesian people as citizens of the Republic of Indonesia, especially in the process of providing public services. Community demands for quality services are increasing. Moreover, the development of the digitalization era lately, so that this does not rule out the possibility that the implementation of public services can be carried out both offline (at the implementing agencies) and through digitalization/online access. In the implementation of this public service, excellent performance is demanded from the implementers of public services, especially the commitment in the implementation of public services. The first factor that affects the commitment of implementing public services is organizational commitment. Organizational members who are committed to their organization may develop a more positive perspective on the organization and are happy without being forced to spend extra energy for the benefit of the organization (Anik & Arifuddin, 2003). This shows that organizational commitment will also encourage its members to work well, and carry out joint commitments. Another factor is the reward and punishment factor. Giving appreciation to employees with excellent performance and providing evaluations for employees who are not committed are also factors that motivate serious commitment from implementing public services.

The Bandung City Personnel and Human Resources Development Agency has the main task of carrying out staffing, education and training support functions. The system used by the Agency for Personnel and Human Resources Development in carrying out its functions is the Personnel Information System. Personnel Information System is defined as an integrated information system that includes employee data collection, data processing, procedures, work procedures, human resources and

information technology to produce fast, complete and accurate information in order to support personnel administration. Objectives of the Personnel Information System in the scope of government:

1. To support a rational Civil Service Management System and the development of Human Resources in the Government Apparatus.
2. Realizing up-to-date and integrated personnel data.
3. Provide accurate information for Civil Servants for the purposes of planning, development, welfare and control of Civil Servants.
4. Help smooth work in the field of personnel, especially in making reports

Benefits of Personnel Information System:

1. Tracking an employee's data information will be easy and fast.
2. Reporting can be easily done.
3. Knowing which employees will be promoted and who will receive periodic salary increases
4. Facilitate a job related to staffing
5. Get information about the state of employees (Employment Profile) quickly and accurately
6. Able to plan the deployment (mutation) of employees according to their education and competence

The Personnel Management Information System is very important in providing services to all existing personnel because employees are an important asset in the organization of the organization that needs to be managed properly. Good management of employees in a small scope will improve the performance of employees in a larger scope and will bring about improvements in the performance of the government as a whole. Given the importance of managing employee data, improving the quality of personnel management through the innovation of the Personnel Management Information System is one of the priorities in the e-government development stage.

In order to improve personnel services in the city of Bandung, the Bandung City Personnel and Human Resources Development Agency carried out an innovation project by creating an online-based Personnel Information System by accessing the address [simpeg-adm.bandung.go.id](http://simpeg-adm.bandung.go.id). This page can be accessed anytime anywhere online through various devices connected to the internet network such as computers, laptops, or devices such as tablets or smartphones.

The results of the following previous studies, (Fitriana, 2014) on Public Service Innovations for State-Owned Enterprises (Descriptive Study on Boarding Pass System Innovations in Improving the Quality of Railway Services for PT Kereta Api Indonesia at Gubeng Station Surabaya), found that boarding innovations The pass system at Gubeng Station can be said to be quite good in providing assurance public services. Furthermore, the results of research from (Habibah, 2018) on Online Service Innovations for Periodic Salary Increases in the Employee Management Information System Program in Jombang Regency in 2016-2017 found that online service innovations for Periodic Salary Increases, in fact, can be referred to as an innovation program because they are able to meet the characteristics innovation according to Everett (Rogers, 2003). (Jumaisa, n.d.) regarding Web-Based Personnel Information System Innovation at the Gowa Regency Personnel and Human Resources Development Agency found that the Gowa Regency Personnel and Human Resources Development Agency has made innovations that make it easy for employees to obtain information, data and various program by accessing personnel data through the Personnel Information System. Then, the results of (Maysara & Asari, 2021) research on Public Service Innovation Through the Investment Potential Application System at the Dumai City Investment and One-Stop Integrated Service found that innovation has not been going well. Factors that hinder the implementation of the Investment Potential Application System are socialization, half implemented, Human Resources and budget. Some of these previous studies became a reference for the author to conduct this research.

The Personnel Information System is one form of the implementation of E-Government, as contained in the Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policies and Strategies for E-Government Development, that the use of communication and information technology in the government process (E-Government) will increase efficiency, effectiveness, transparency and accountability of governance.

Personnel and Human Resources Development Agency), prior to the innovation of the web-based Personnel Information System application, there were obstacles: the manual system through physical mail (pile archives piled up are not environmentally friendly), applicants must attend in person (requires time, effort and money), besides that physical letter are less effective during the Covid 19 pandemic. In

the current era of digitalization, government administrative activities, both at the central and regional levels, are required to be completely online. In this case, the researcher is interested in conducting research on one of the features in the innovation of the Personnel Information System, namely the online-based Periodic Salary Increase service feature. This study examines the innovation of online-based Periodic Salary Increase service which is a renewal of one of the features of the staffing system to support service quality at the Bandung City Personnel and Human Resources Development Agency.

The purpose of this study was to see whether the online-based Periodic Salary Increase service innovation was successfully implemented and has advantages over the previously implemented system. How is the suitability of this online-based Periodic Salary Increase service innovation with the needs of the Bandung City government to improve services in the digitalization era. What complications and obstacles are found in the application of the online-based Periodic Salary Increase service application as a support service for civil servants. As in its implementation, there are still obstacles in the application of this online-based Periodic Salary Increase service application.

According to (Sahin, 2006) in (Hardiyansyah, 2018) defines public service as the provision of services either by the government, private parties, or private parties on behalf of the government, in order to meet the needs and interests of the community. Meanwhile (Thoha, 2010) argues that public service is defined as the provision of services to meet the needs of people or communities who have an interest in the organization in accordance with the procedures established by the organization.

Every public service provider should have a service standard, so that it can be used as a guarantee in the form of certainty for both service providers and service recipients. Service standards can be interpreted as guidelines in providing public services that must be obeyed by both the provider and the recipient of the service. Minister for Empowerment of State Apparatus Number 63/2003 concerning General Guidelines for the Implementation of Public Services, service standards must include:

- a. Service Procedure. The service procedure carried out in this case is the ease in providing services to the community and the convenience in fulfilling the service requirements.
- b. Completion Time. The time set from the time the application is submitted is the same as the completion of the service in accordance with the length of time for each service that has been determined.
- c. Service Fee. Service fees or rates, including the details specified in the service delivery process, must be reasonable and detailed and do not violate existing provisions.
- d. Service Products. This is related to the reality in service delivery, namely the service results are in accordance with what has been determined and free from technical errors.
- e. Facilities and infrastructure. Provision of adequate facilities and infrastructure by public service providers. This is related to the availability of adequate service supporting devices such as tables, chairs and others. As well as comfort and convenience in getting services.

Rogers (1983) defines innovation as an idea, practice, or project that is considered new by an individual or a community (Sholahuddin, 2017). Innovation has entered the realm of perception, enabling individuals, communities, and social systems to have different perceptions and perspectives when looking at innovation. It can be said that innovation may have been found a long time ago, but there are still some other people who still consider innovation as something new, so it is still possible for them to say that something is innovation.

According to (Mulgan & Albury, 2003) it is explained that successful innovation is the creation and implementation of processes, service products to new service methods which are the result of real development in terms of efficiency, effectiveness and quality of results. In this case, process innovation stems from a continuous quality renewal movement and is guided by a combination of changes in rules, organizations, and policies needed to innovate. Innovation in service procedures, namely updates in terms of interacting with service recipients or new ways of providing services. Innovation in strategy or policy refers to the vision, mission, goals and strategies and sees reality as the reason. Humans decide to innovate because of the encouragement of one party or see another party has made an innovation.

Innovation in its application has characteristics in it that can be used as factors for measuring the success of an innovation. (Rogers, 2003) (Pangestu & Suryoko, 2016) describes the characteristics of innovation, including:

1. Relative Advantage. Is the level of excellence of an innovation, whether it is better than previous innovations or from things that are usually done. An innovation has advantages and

more value when compared to the previous one. The value of novelty always exists and is inherent in innovation which is a characteristic that makes it different from others.

2. **Compatibility.** Is the degree of suitability of an innovation, whether it is considered consistent or in accordance with existing values, experiences and needs. Innovation has the nature of conformity or compatible with the innovation being replaced. If the innovation is contrary to or not in accordance with the values and norms adopted by the adopter, the new innovation cannot be easily adopted by the adopter. Harmony is meant by Rogers, namely whether the innovation is considered consistent with the needs of a region so that an innovation is created. Old innovations are part of the process of transitioning to new innovations. In addition, it can also facilitate the process of adapting and learning to innovation more precisely.
3. **Complexity.** An innovation that is easy to understand and easy to use by recipients will spread quickly, while an innovation that is difficult to understand or difficult to use by recipients will spread slowly. However, because innovation offers new and better ways, this level of complexity is generally not a very important problem.
4. **Trialability.** Innovations that have been created must be tested first to see their success before being applied for a patent. An innovation that can be tested in real situations is generally adopted more quickly. To further accelerate the adoption process, an innovation must be able to demonstrate its superiority in innovation trials. An innovation can be accepted if it has been tested and proven to have advantages or more value when compared to previous innovations. So that product innovations must go through a public test phase where everyone or all parties have the opportunity to test the quality of the innovation.
5. **Observability.** Is the degree to which the results of using an innovation can be seen by others. The easier it is for someone to see the results of an innovation, the more likely the innovation is adopted by a person or group of people. Observable what Rogers means is an innovation that can be imitated by others, so that the innovation sets an example for other areas to follow. An innovation can be observed in terms of how it works and produces a better thing. With this characteristic, innovation is a new way to replace the old way of producing or doing something.

Nevertheless, innovation has a geophysical dimension that can be said to be new in one place but can be said to be old and common in other places.

## **RESEARCH METHODS**

In this research, the researcher uses qualitative research with a case study approach that has descriptive analysis. Qualitative research is carried out by collecting various information and then processing it by asking various questions and procedures, collecting specific data obtained from the participants, researchers using inductive data analysis starting from specific themes to general themes and interpreting the meaning of the data. Descriptive analysis is a method of researching group status, a condition, attitudes and views on a phenomenon that occurs in society and sorting the data according to the current situation. Furthermore, the case study approach is one approach in qualitative research methods. In this approach, research is carried out by exploring real life, contemporary limited systems or various limited systems through detailed data collection and involving various sources of information or other sources such as observations, interviews, documents and various existing reports.

This research uses a qualitative method because with a case study approach, researchers can look more deeply and analyze online-based service innovations in the Bandung City Personnel and Human Resources Development Agency.

One of the purposes of this research using descriptive analysis is so that researchers can reveal and describe facts, phenomena, variables and circumstances that occurred during the research by presenting what actually happened without adding and subtracting so that it can be trusted and does not cause perspective errors. This research was conducted in the city of Bandung with the locus of the Agency for Personnel and Human Resources Development which is one of the implementers of the implementation of public services in the city of Bandung. The reason the researcher chose the research location was because the Bandung City Personnel and Human Resources Development Agency had program innovations in the field of public services at facilitating employee data collection, data processing, procedures, work procedures, human resources and information technology to produce fast, complete information. and accurate in order to support personnel administration.

## **DATA ANALYSIS METHOD**

Data analysis in this study begins with collecting raw data that has been obtained during observations, interviews and surveys. The raw data obtained either in written form, soft copies and recordings or notes at the time of the research, are then collected to be combined into data and information that is simpler to read and understand. The results of collecting interview and survey data obtained were compiled based on the guidelines for extracting data which were the instruments in the research that had been prepared beforehand. Then the results of the interviews were identified according to the questions posed by the researcher to several sources who had been designated as research informants. In this study, selected informants who know about online-based Periodic Salary Increase service innovations at the Bandung City Personnel and Human Resources Development Agency, namely:

1. Secretary of the Bandung City Personnel and Human Resources Development Agency
2. Head of Sub Division of Personnel Management Information System
3. Head of Division
4. Goods Supply Officer
5. Personnel Administration
6. Head of Sub Division of Rank
7. Employees (Employee Information System Users)
8. Human Resources Analyst of the Department of Population and Civil Registration

Informants or research subjects can understand and master the problem and are willing to provide complete and accurate information regarding the data needed for this research. The following is an analysis of the data used by researchers in conducting research on innovations in online-based Periodic Salary Increase services at the Bandung City Personnel and Human Resources Development Agency.

## **RESULTS AND DISCUSSION**

In accordance with Government Regulation Number 7 of 1977 concerning Regulations on the Salary of Civil Servants, Civil Servants are given periodic salary increases if the following conditions are met:

- a. Has reached the specified working period for periodic salary increases;
- b. Assessment of work performance with an average score of at least "adequate".
- c. Provision of periodic salary increases is carried out with a notification letter by the head of the office/organizational unit concerned on behalf of the authorized official.
- d. Notification of periodic salary increase is issued 2 (two) months before the periodic salary increase takes effect.
- e. If the civil servant concerned does not meet the requirements, then the periodic salary increase is postponed for a maximum of 1 (one) year.
- f. If after the delay, the Civil Servant concerned has not fulfilled the requirements, then the periodic salary increase is postponed again each time for a maximum of 1 (one) year.
- g. If there is no further reason for the postponement, the periodic salary increase will be given starting the following month from the delay period.
- h. The postponement of periodic salary increases is carried out by a decree of the authorized official.
- i. The period of postponement of periodic salary increases is calculated in full for the next periodic salary increase.

The required documents for the Periodic Salary Increase process are as follows:

1. Photocopy of Decision Letter of Candidate for Civil Servant
2. Photocopy of the last rank Decree
3. Photocopy of the latest Employee Work Target
4. Photocopy of the latest Periodic Salary Increase Determination Letter
5. Copy of Position Decree
6. Photocopy of Decision Letter for Review of Term of Service

The author will discuss the characteristics of online-based Periodic Salary Increase services at the Bandung City Personnel and Human Resources Development Agency by using the innovation characteristics of Everett M. Rogers. There are five characteristics of innovation that can be used as factors for innovation to be successful, namely: Relative Advantage, Compatibility, Complexity, Trialability, and Observability.

**Relative Advantage**

From this factor, researchers will see what advantages or added values the online-based Periodic Salary Increase service innovation has in the Bandung City Personnel and Human Resources Development Agency. In this case, seen in the form of the application system. Relative Advantage. From this factor, researchers will see what advantages or added values the online-based Periodic Salary Increase service innovation has in the Bandung City Personnel and Human Resources Development Agency. In this case, seen in the form of the application system. How is the system implemented before the innovation compared to the system implemented after the innovation.

Based on the results of the study, the procedure for Periodic Salary Increase before and after the online service innovation:

**Table 1** Procedure for Periodic Salary

<b>Before Online Service</b>	<b>After Online Service</b>
Files are delivered physically	Requirements file can use files that have been uploaded to the system
The proposal letter from the regional device operator is still in physical form	The proposal letter is submitted electronically
The process of rejecting the "incomplete file" requires contacting the relevant regional device operator, for which they will forward it to the person concerned	The process of rejecting "incomplete files" is carried out in the system and can be revised in real time by the employee concerned
The "Decree of Periodic Salary Increase" is still in physical form	The "Decree of Periodic Salary Increase" will be generated automatically by the system
The "Decree of Periodic Salary Increase" is still physically initialed and signed in wet ink	The approval process for the "Decree of Periodic Salary Increase" is carried out in the system and has implemented an electronic signature, making it more flexible in terms of place and time
The approved Periodic Salary Increase data must be independently input into the Personnel Information System as employment history data	Periodic Salary Increase data that has been approved automatically in real time is integrated / inputted into the Personnel Information System
The "Decree of Periodic Salary Increase" will be delivered physically through the relevant regional device operator	The "Decree of Periodic Salary Increase" which has been electronically signed will automatically enter the inbox of the employee concerned

As an innovation, the online-based Periodic Salary Increase service has several advantages. First, in the online service, the employee concerned no longer needs to come to the Office of the Personnel and Human Resources Development Agency with a proposal letter and physical file, eliminating additional costs such as the cost of photocopying files, making it more efficient. Second, in online services, when there is a rejection of "incomplete files" it can be revised in real time by the employee concerned, there is no need to go through the Regional Apparatus Operator again, this is one of the cuts in the bureaucracy, so the time needed is much reduced, meaning that online services are more efficient and effective. Third, in online services, the preparation of the "Decree of Periodic Salary

Increase" is in electronic form, created automatically by the system, already using an electronic signature and submitted electronically into the inbox of the employee concerned, thus saving time, effort and cost. Then, employment history data is directly integrated into the Personnel Information System in real time.

The update in this innovation is that the online service system can be accessed via computers, laptops, and devices in the form of tablets or smartphones, so that the employees concerned get a lot of convenience in managing the Periodic Salary Increase. From the facts above, the author can conclude that the online-based Periodic Salary Increase service meets the characteristics of relative advantage innovation with the following advantages: making it easier for employees to get Periodic Salary Increases; the service process is more effective and more efficient; bureaucratic cuts and directly integrated into the employment history data.

### ***Compatibility***

Compatibility is the second factor in the characteristics of innovation. At this point it explains that an innovation must have the nature of conformity with before the innovation. The extent to which the innovation produced is in accordance with service standards, and whether it is in accordance with the needs of the community in the implementation process, and can adapt well and be accepted by the community. According to the results of the interview, the following is the application of online-based Periodic Salary Increase services that meet the suitability factor:

1. Online services continue to follow service standards in accordance with service standards prior to innovation. The required file requirements are still fulfilled even without physical files.
2. The service time is faster and on time. With the reduction of bureaucracy, Electronic Signature on the decree and automation, the process is faster.
3. Employees can accept it well, there is no rejection, and according to employee needs because employees get a lot of convenience and can get Periodic Salary Increases on time. Using technology will minimize errors in calculating the working period and calculating the nominal amount.

Online-based Periodic Salary Increase service innovation at the Bandung City Personnel and Human Resources Development Agency has been started since 2021. And has successfully completed 97% or 6380 Periodic Salary Increase services for 2021. Constraints faced in implementing online-based Periodic Salary Increase services is the lack of facilities and infrastructure. For example: the unfulfilled number of computers in the office of the Bandung City Personnel and Human Resources Development Agency. Wi-Fi or internet network that still needs to be improved so that employees don't experience difficulties. Since the proposal for the Periodic Salary Increase is carried out independently by employees, it is still necessary to disseminate information regarding the procedures for using the Personnel Information System independently. From the points above, it can be concluded that the compatibility factor of innovation characteristics is met although there are still some obstacles.

### ***Complexity***

Complexity is a person's level of understanding something new, so it takes time and a process for that person to understand it. This level of understanding refers to the level of complexity of an innovation. It could be that an innovation has a different level of complexity from before the innovation. However, in this case it is not an important problem, because an innovation offers newer and better services that require an adaptation process.

In the online-based Periodic Salary Increase service innovation, the complexity associated with the mechanisms and procedures as well as the service procedures are different from before the online-based Periodic Salary Increase service innovation, as follows:

1. Employees do not need to collect files every time they will apply for a Periodic Salary Increase, because after the file is scanned and uploaded into the system, the data for each employee will automatically be updated. This application is integrated with the Document Management System. So that for the application for Periodic Salary Increases for the following year, there is no need to collect files anymore. It can also be used in features or services such as promotions, annual

- leave, and others. Therefore, this online-based Periodic Salary Increase service makes it easier, which means it reduces the level of complexity for employees to get services.
2. The calculation of the period of service and the calculation of the nominal amount of the salary increase are calculated using the system automatically, making it easier for the operator/officer of the Personnel Information System in the Personnel and Human Resources Development Agency to minimize errors.
  3. The process of rejecting “incomplete files” no longer needs to go through local government operators. Lack of files can be directly seen in the Personnel Information System application and immediately revised or completed independently by the employee concerned.
  4. The Decree of Periodic Salary Increase is automatically entered into the inbox of the employee concerned. This makes it easier for the employee concerned and makes it easier for the operator of the Personnel Information System because there is no need to prepare letters in physical form.

From the points above, the online-based Periodic Salary Increase service does not have any complexity in the service process starting from the submission, requirements, calculations and issuance of the Periodic Salary Increase Determination Letter. Almost no obstacles were encountered at the beginning of the implementation of online-based Periodic Salary Increase services. Detailed socialization to all Civil Servants of the City of Bandung has been carried out by staff from the Personnel and Human Resources Development Agency. It can be concluded that the implementation of online-based Periodic Salary Increase services related to the complexity of the mechanisms and procedures does not provide a significant level of difficulty for employees or for the Personnel Information System operator.

### ***Trialability***

In an innovation, it is necessary to have a trial stage so that the innovation can be well received by the community. This trial stage is carried out so that the community can accept an innovation by looking at its added value, compared to before the service innovation. The online-based Periodic Salary Increase service innovation is related to the extent to which this innovation has been piloted, it can be seen from the extent to which employees can accept this innovation, and how employees respond to the presence of this online-based Periodic Salary Increase service innovation.

According to the interview results, the online-based Periodic Salary Increase service innovation will be implemented in June 2021. Especially for the Periodic Salary Increase service feature, employees can directly use it. The socialization of the online-based Periodic Salary Increase service has been carried out by each department by holding a special socialization time filled with resource persons from the Bandung City Personnel and Human Resources Development Agency. So that there are almost no difficulties faced, especially in the use of online-based Periodic Salary Increase services. And users feel the ease of use and feel the benefits. Periodic Salary Increase Services can be completed on time.

Based on the explanation above, it can be seen that the trialability of the online-based Periodic Salary Increase service is an innovation that can make it easier for employees to get periodic salary increases. With the advantages and convenience of online-based Periodic Salary Increase services, it is expected to get a positive response from the community.

### ***Observability***

Observability is the last factor of the characteristics of innovation. This factor explains how the innovation can work and run well in accordance with community expectations. What is the impact of the online-based Periodic Salary Increase service and whether the online-based Periodic Salary Increase service has been running well as expected.

Based on the results of observations made by researchers that online-based Periodic Salary Increase services can have a positive impact on employees. From the interview results, it can be seen that the application of online-based Periodic Salary Increase services has a positive impact on employees as well as for officers who take care of Periodic Salary Increases. Employees as recipients of the Periodic Salary Increase are satisfied, this online-based Periodic Salary Increase service does not complicate and makes the work of the Periodic Salary Increase officer easier. So far, the online-based Periodic Salary Increase service can be easily used and observed by employees as users and officers as



operators. Employees can also feel the difference in the Periodic Salary Increase service before going online with after being online.

The satisfaction of the employees is the benchmark for the Agency for Personnel and Human Resources Development to further improve administrative services by developing the Personnel Information System program to create other services related to staffing. At the time of the observation, there were already many employees who took care of the Periodic Salary Increase who had no difficulty because it could be done online, no physical files were needed, in the case of "incomplete files" revisions could be made quickly, a decree was sent to the employee's inbox concerned. Therefore, the process of managing the Periodic Salary Increase becomes easier, faster, and more efficient.

## CONCLUSION

From the explanation of the five factors above, it can be concluded that the online-based Periodic Salary Increase service innovation at the Bandung City Personnel and Human Resources Development Agency can be declared as an innovation program because it has fulfilled the characteristics of innovation according to Rogers theory and is well received by employees (users) as well as the operator of the Personnel Information System.

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