

Regent Regulation Number 61 of 2019 concerning the Civil Servant Information System within the Regional Secretariat of Gorontalo Regency

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Abstract

This study aims to describe the Implementation of Regent Regulation Number 61 of 2019 Concerning Civil Servant Information System in the Regional Secretariat of Gorontalo Regency. The research method uses a qualitative approach with data collection through observation, interviews and documentation. The results of the study indicate that the Implementation of Regent Regulation Number 61 of 2019 Concerning Civil Servant Information System in the Regional Secretariat of Gorontalo Regency has been implemented well, this can be seen from the communication process through socialization activities about the Civil Servant Information System which are intensively carried out and supported by quite potential human resources, namely the average education level of employees who are bachelors (S1) and have a lot of work experience as seen from the length of service of employees and have been rotated in several fields of work. In addition, the results of the researcher's observations show that there are indeed some employees who are less disciplined and do not have a good work attitude, but when compared to the total number of employees, there are still more employees who have good attitudes and discipline time than some employees who are less disciplined.

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1. INTRODUCTION

The enactment of Law Number 9 of 2015 concerning Regional Government has created a new paradigm in the implementation of governance in Indonesia. Regions are now required to govern independently and manage their territories with the aim of accelerating the achievement of public welfare. Regional governments have the right to issue various public policies to achieve these goals, but must remain in accordance with the regulations and laws established by the central government. In principle, regional autonomy aims to improve government services to the public, so that these services are more controlled and directed.

Through regional autonomy, local governments are expected to play a more active role in determining all their activities. They must also be able to open up opportunities for regional development by implementing bureaucratic reform, identifying potential revenue sources, and establishing economical, reasonable, efficient, and effective regional spending. Furthermore, regional apparatuses must be able to improve their performance and be accountable to both the central government and the public. Along with the granting of authority to manage regional affairs through regional autonomy, local governments are

now competing to create Regional Regulations (Perda) with the aim of increasing Regional Own Revenue (PAD).

Policy itself is a structured action aimed at achieving a specific goal, where that goal is related to the public interest, hence the essence of a policy. The success of a policy can be seen from the public's attitude, whether they accept, support, and are willing to implement the policy, or conversely, reject and refuse to support it. The manifestation of government policy can take the form of legislation, statements from state officials, or all government activities aimed at resolving existing problems in society.

The development of information technology has significantly impacted various sectors, including government. The Indonesian government, both at the central and regional levels, is required to continuously adapt to technology to improve the effectiveness and efficiency of public services. In the context of Civil Service (ASN) performance management, information systems are a crucial tool for supporting transparent, objective, and measurable performance assessment processes. Effective performance management will improve the quality of public services and improve governance.

Gorontalo Regency, as a region committed to improving the quality of its bureaucracy, has implemented Regent Regulation Number 61 of 2019 concerning the Civil Servant Performance Information System. This regulation is intended to establish a system that digitizes the civil servant performance assessment process within the Gorontalo Regency Regional Secretariat. The performance information system is expected to facilitate data collection, monitoring, and periodic evaluation of civil servant performance. Furthermore, this system is also expected to accelerate the decision-making process related to coaching, development, and rewards or sanctions given to civil servants based on their performance.

However, the Gorontalo Regency Regional Secretariat still faces various challenges and obstacles in its implementation. These include limited technological infrastructure, a lack of understanding and skills in human resources (HR) operating the system, and resistance to the transition from manual to digital methods. These challenges can impact the effectiveness of this Regent's Regulation and potentially hinder the achievement of the goals of implementing the ASN performance information system.

Based on the results of observations conducted, things were found that tended to violate the rules established in Regent Regulation Number 61, such as employees not arriving on time at work. One of the problems frequently encountered in human resource management in government environments is inaccurate employee attendance during working hours. In the Regional Secretariat of Gorontalo Regency, despite the existence of rules and a performance information system stipulated in Regent Regulation Number 61 of 2019, there are still employees who arrive late or do not arrive on time according to the predetermined work schedule. This problem of inaccurate attendance can impact productivity and work efficiency within the government. Attendance that does not comply with the provisions causes delays in the implementation of tasks, hinders public services, and impacts the coordination process between employees. Furthermore, in the long term, inaccurate attendance can affect individual performance assessments and reduce the level of accountability and professionalism in carrying out duties as State Civil Apparatus (ASN). One factor suspected to be the cause of this problem is the suboptimal supervision and monitoring carried out, despite the existence of a performance information system. Inappropriate implementation of technology or lack of employee awareness to comply with existing regulations also contribute to this problem.

Furthermore, observations also revealed a lack of employee discipline. Discipline is a crucial element in maintaining the quality of employee performance. This lack of discipline among employees, such as violations of working hours, non-compliance with duties and

responsibilities, and weak commitment to organizational regulations, is a problem that requires special attention. Within the Gorontalo Regency Regional Secretariat, employee discipline issues can be caused by several factors, including weak internal oversight, a lack of enforcement of sanctions for violations, and low employee motivation. This situation has the potential to hinder the achievement of organizational goals, as performance is suboptimal and can potentially reduce the quality of public services. Furthermore, the lack of public awareness regarding the importance of discipline and technology-based performance assessments, as stipulated in Regent Regulation Number 61 of 2019, may also be a contributing factor. Employees who do not understand the importance of implementing a performance information system and do not receive sufficient encouragement from their superiors or the work environment tend to ignore the importance of work discipline. Given these problems, it is important to examine the underlying causes of the lack of discipline and untimely attendance, and how the existing performance information system can be further optimized to address these issues. Good implementation of a performance information system is expected to improve discipline and encourage employees to be more compliant with established rules and work schedules.

Overall, the level of discipline in the regent's office over the past three months can be described as quite high. The average lateness is only about one day per month per employee, and the majority of employees consistently arrive at the office on time.

Therefore, a more in-depth study is needed regarding the implementation of Regulation Number 61 of 2019, especially within the Gorontalo Regency Regional Secretariat.

2. LIBRARY STUDY

2.1 Public Administration

Administration is the most important factor for an organization or company in carrying out its daily operations. The progress or decline of a company depends on the quality of the administration system implemented. If the organization's administration is carried out well, the efforts to achieve its goals will run smoothly according to the work plan and will require a lot of time and money. The broad definition of administration is put forward by Sondang P. Siagian: "The entire process of implementing decisions that have been taken and the implementation is generally carried out by two or more people to achieve predetermined goals" (Kencana, 2006).

According to Silalahi (2009), in a broad sense, the meaning of administration is the systematic arrangement of information, both internal and external, as an effort to provide information and make it easier to retrieve it, either partially or completely. While the definition of administration in a narrow sense is known as the term administration. According to Irra Chisyanti Dewi (2011), in the introduction to the administration book, administration has a meaning in the sense of writing or administrative work or secretarial work, which includes the activities of receiving, recording, collecting, processing, organizing, sending, and storing. According to Liang Gie (2007), in his book on modern office administration, administration has a broad meaning: it is a process of cooperation among several individuals in an efficient manner to achieve prior goals. This concludes that a series of activities that require a cooperative process is not something new because it has emerged together with the emergence of human displacement.

Public administration is a collaborative process between two or more people within an organization to achieve predetermined goals effectively and efficiently. Public

administration is concerned with the public service activities carried out by the government through established policies and programs.

Public administration has several primary functions: planning, organizing, implementing, and monitoring. These functions ensure that organizational activities are carried out in accordance with established goals.

Thus, public administration plays an important role in supporting the implementation of government policies and improving the quality of public services.

2.2 Public Policy

Public policy, according to Thomas R. Dye (in Nugroho, 2003), is often formulated into a simple definition, namely as everything that is done and not done by the government. Public policy is a process that also includes implementation and evaluation stages, so the definition of public policy above, which only emphasizes what is proposed or done, is inadequate or less precise. For this reason, the definition of public policy will be reviewed further by several experts. According to George C. Edward III & Ira Sharkansky (in Islamy, 2000), public policy is what is stated and done or not done by the government; public policy is in the form of targets or objectives of government programs.

Carl J. Frederick (in Nugroho, 2003) explains that public policy is: "A series of actions proposed by a person, group, or government in a certain environment, with existing threats and opportunities, where the proposed policy is aimed at utilizing potential while overcoming existing obstacles to achieve certain goals." According to Nugroho (2003), the best public policy is a policy that encourages every citizen to build their own competitiveness, and not further plunge them into a pattern of dependency. Where public policy is present with a specific purpose, namely to regulate shared life to achieve agreed shared goals, visions, and missions. In other words, public policy is a way to achieve the desired shared goals.

David Easton (in Nugroho, 2003) describes public policy as an influence (*impact*) of government activities. Easton also added that the special characteristics inherent in public policy stem from the fact that the policy is formulated by people who have authority in the political system, namely, traditional leaders, tribal leaders, executives, legislators, judges, administrators, monarchs, and so on.

Public policy is a decision or action taken by the government to address problems in society. Public policy aims to achieve public welfare and improve the quality of public services.

Public policy has several stages: policy formulation, policy implementation, and policy evaluation. These stages are carried out to ensure the policy is implemented effectively and achieves its intended goals.

2.3 Policy Implementation

According to Wibawa (in Hessel et al., 2008), policy implementation is the embodiment of decisions regarding fundamental policies, usually stated in a law, but can also take the form of important executive instructions or legislative decisions. The success of policy implementation is closely related to several aspects, including the considerations of policymakers, the commitment to high consistency of policy implementers, and the behavior of targets. Implementation of a policy can be conceptually said to be a process of collecting natural, human, and financial resources followed by determining the actions that must be taken to achieve policy objectives.

Implementation encompasses actions by actors, particularly bureaucrats, intended to make a program work. Simply put, implementation can be defined as carrying out or implementing (Umar, 2023). Policy implementation is essentially a means for a policy

to achieve its objectives, nothing more and nothing less. To implement public policy, there are two options: direct implementation in the form of programs, and through the formulation of derivative policies or derivatives of those public policies. Policy implementation is not merely a mechanism for translating political decisions into routine procedures through bureaucratic channels, but rather more than that, involving issues of conflict, decisions, and who benefits from a policy.

Winarno (2002) defines policy implementation as "a legal administrative tool in which actors, organizations, procedures, and techniques work together to implement policies to achieve desired impacts or goals." Meanwhile, Nugroho (2003) explains that policy implementation is a way for a policy to achieve its goals. Nugroho also argues that there are several models of policy implementation. These models are presented by several influential figures in the discipline of public policy.

Policy implementation is the process of carrying out policies established by the government. Policy implementation aims to ensure that policies are implemented in accordance with their stated objectives.

According to George Edward III, successful policy implementation is influenced by four factors: communication, resources, disposition, and bureaucratic structure. These four factors are crucial to the success of policy implementation in the field.

2.4 Civil Servants

According to UUPK No. 18/1961 article 1 (in Musanef, 1986), civil servants are those who, after fulfilling the specified requirements, are appointed, paid according to applicable government regulations, and employed in a civil service position by a state official or state agency, or authorized state. According to Article 1 of Law of the Republic of Indonesia No. 8 of 1974, it is stated that civil servants are those who, after fulfilling the requirements stipulated in the applicable laws and regulations, are appointed by authorized officials and assigned duties in a state position or assigned other state duties stipulated based on applicable laws and regulations.

According to the Republic of Indonesia Law No. 43 of 1999 concerning the principles of civil service, civil servants consist of:

- a. Civil Servants (PNS)
- b. Members of the Indonesian National Armed Forces
- c. Members of the Republic of Indonesia National Police

Civil Servants (PNS) (in Musanef, 1986) consist of:

a. Central Civil Servants

1. According to UUPK No. 43 of 1999, Central Civil Servants are Civil Servants whose salaries are charged to the State Revenue and Expenditure Budget (APBN) and work in Departments, Non-Departmental Government Institutions, Secretariats of the Highest/Highest State Institutions, Vertical Agencies in the Province, Regency/City, Court Clerkships, or are employed to carry out other state duties.
2. Central Civil Servants working in government enterprises.
3. Central Civil Servants who are seconded or employed in autonomous regions.
4. Central Civil Servants who, based on statutory regulations, are assigned or employed by other bodies, such as public companies, foundations, etc.
5. According to Article 2, Paragraph 2 of UUPK No. 8 of 1974, Central Civil Servants who carry out other state duties, such as judges in district courts, high courts, and others.

b. Regional Civil Servants

According to Article 2, paragraph 2 of UUPK No. 43 of 1999, Regional Civil Servants are Regional Civil Servants of Provinces/Districts/Cities whose salaries

are charged to the Regional Revenue and Expenditure Budget (APBD) or are employed outside their parent agency.

6. Other Civil Servants, as stipulated by Government Regulation (PP). According to Article 1 of UUPK No. 8 of 1974, authorized officials are officials who have the authority to appoint and/or dismiss civil servants based on applicable laws and regulations.

Civil servants (PNS) are state officials tasked with providing services to the public and implementing government policies. PNS plays a crucial role in improving the performance of government organizations.

Civil servant performance can be improved through the implementation of a personnel information system that helps in managing employee data, performance assessments, and improving employee discipline.

3. RESEARCH METHODS

This study uses a qualitative approach to describe the implementation of Regulation Number 61 of 2019 concerning the Civil Servant Information System within the Regional Secretariat of Gorontalo Regency. The qualitative approach was used because this study focuses on an in-depth understanding of phenomena based on conditions occurring in the field (Sugiyono, 2017).

The research location was the Regional Secretariat of Gorontalo Regency. The data sources in this study consisted of primary and secondary data. Primary data was obtained through direct interviews with informants related to policy implementation, while secondary data was obtained from documents, reports, and regulations related to the research (Moleong, 2018).

Data collection techniques included observation, interviews, and documentation. Observations were conducted to directly observe the implementation of the civil servant information system. Interviews were conducted with competent informants, while documentation was used to supplement the research data (Sugiyono, 2017).

The research procedure is carried out in several stages, namely: (1) the preparation stage by determining the research focus, (2) the data collection stage through observation, interviews, and documentation, (3) the data analysis stage, and (4) the conclusion drawing stage.

Data analysis is performed through data reduction, data presentation, and conclusion. These techniques are used to simplify the data so that it is easier to understand and draw conclusions (Miles & Huberman, 2014).

The validity of the data in this study was ensured using source triangulation and method triangulation techniques to ensure that the data obtained was valid and could be scientifically accounted for.

4. RESEARCH RESULTS AND DISCUSSION

The development of information technology has significantly impacted various sectors, including government. The Indonesian government, both at the central and regional levels, is required to continuously adapt to technology to improve the effectiveness and efficiency of public services. In the context of Civil Service (ASN) performance management, information systems are a crucial tool for supporting transparent, objective, and measurable performance assessment processes. Effective performance management will improve the quality of public services and improve governance.

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4.1. Research result

The research results indicate that the implementation of Regent Regulation Number 61 of 2019 concerning the Civil Servant Information System at the Regional Secretariat of Gorontalo Regency has been carried out, but has not been optimal. This is evident in several aspects that influence policy implementation, namely communication, resources, and bureaucratic structure.

4.1.1 Communication

Communication is an important factor in policy implementation. Research results indicate that communication in the implementation of the Civil Servant Information System has been conducted through outreach to employees within the Gorontalo Regency Regional Secretariat. This outreach took the form of meetings, direct information delivery, and internal organizational media.

However, based on the results of interviews with several informants, there are still employees who don't fully understand how to use the employee information system. This is due to the lack of intensive socialization and technical training provided to employees. Furthermore, the system changes that have occurred have made it difficult for some employees to adapt to the new system.

Furthermore, uneven information delivery also hinders policy implementation. Not all employees receive the same information regarding the use of the employee information system, resulting in differing understandings among employees. This situation indicates that communication in policy implementation still needs to be improved for effective implementation.

4.1.2 Resources

Resources are a critical factor in determining the success of policy implementation. Research shows that the resources used in the implementation of the Civil Servant Information System at the Gorontalo Regency Regional Secretariat still face several limitations.

Human resource limitations are evident in the uneven distribution of employee skills in operating information systems. Some employees are proficient in using the systems, but others still experience difficulties. This is due to a lack of technical training and a low understanding of information technology.

Besides human resources, there are also limitations in supporting facilities and infrastructure. Observations revealed that some computer equipment remains inadequate, and the internet connection is unstable. This situation undoubtedly impacts the smooth implementation of the employee information system.

Thus, limited human resources and infrastructure are one of the obstacles in implementing the Civil Servant Information System at the Regional Secretariat of Gorontalo Regency.

4.1.3 Disposition

Disposition relates to the attitudes and commitments of policy implementers in implementing established policies. Based on research results, the majority of

employees demonstrated a positive attitude toward the implementation of the Civil Servant Information System.

Employees recognize that employee information systems can assist in managing personnel data and improving work efficiency. This is evident in the employee support for using employee information systems in daily activities.

However, some employees are still inconsistent in their use of the system. Some employees still use manual methods to manage personnel data. This indicates that employee commitment to policy implementation still needs to be improved to ensure optimal implementation.

4.1.4 Bureaucratic Structure

Bureaucratic structure is a factor related to the division of tasks and responsibilities in policy implementation. Based on research findings, the bureaucratic structure in the implementation of the Civil Servant Information System has been established with a clear division of tasks.

Each department is responsible for implementing the employee information system, based on its respective duties and functions. However, coordination between departments is still not optimal. This is evident in the ongoing delays in data entry and the resulting data discrepancies.

Furthermore, the lack of clear standard operating procedures (SOPs) also hampers policy implementation. This situation has resulted in the employee information system not running optimally.

4.2. Discussion

4.2.1 Communication

According to Edward III (1980), communication is defined as "the process of conveying information from a communicator to a communicant." Information regarding public policy, according to Widodo (2010:97), needs to be conveyed to policymakers so that they can know what they need to prepare and do to implement the policy so that the policy's goals and objectives can be achieved as expected.

The transmission dimension requires that public policies be delivered not only to policy implementers but also to policy target groups and other interested parties, both directly and indirectly. 2) The clarity dimension requires that policies be transmitted to implementers, target groups, and other interested parties clearly so that they know what the intent, purpose, targets, and substance of the public policy are, so that each will know what must be prepared and implemented to make the policy a success, effectively and efficiently. 3) The consistency dimension is needed so that the policies taken are not confusing, thus confusing policy implementers, target groups, and interested parties.

The communication indicator referred to in this study is the socialization of Regulation Number 61 of 2019 concerning the Civil Servant Information System within the Regional Secretariat of Gorontalo Regency. Observations indicate that Regent Regulation Number 61 of 2019 concerning the Employee Information System has not been implemented optimally. The lack of socialization regarding the importance of discipline and technology-based performance assessments stipulated in Regent Regulation Number 61 of 2019 could also be a cause. Employees who do not understand the importance of implementing a performance information system and do not receive sufficient encouragement from superiors or the work environment tend to ignore the importance of work discipline. In contrast to the observation results, the interview results found something different where all interviewed employees already had a general understanding of the objectives and main points of

Regent Regulation Number 61 of 2019, and had been thoroughly socialized to OPDs, especially those related to the employee performance information system and the consequences if an employee violates the provisions stipulated in Regent Regulation Number 61 of 2019, namely in the form of sanctions.

According to George Edward III (Widodo, 2010), communication is defined as "the process of conveying information from a communicator to a communicant". Information regarding public policy, according to Edward III (Widodo, 2010:97), needs to be conveyed to policymakers so that they can know what they have to prepare and do to implement the policy so that the policy goals and objectives can be achieved as expected.

Furthermore, according to Edward III, summarized (Winarno, 2005), several common obstacles usually occur in communication transmission, namely: "First, there is a conflict between policy implementers and orders issued by policy makers. This kind of conflict will result in distortion and direct obstacles in policy communication. Second, information is conveyed through layers of bureaucratic hierarchy. Communication distortion can occur because of the length of the information chain, which can result in information bias. Third, the problem of information capture is also caused by the perception and inability of implementers to understand the requirements of a policy."

4.2.2 Resources

Resource factors play a crucial role in policy implementation. Various resources, including human resources, budgetary resources, equipment resources, and authority resources, can significantly influence the process of implementing a policy or program.

Adequate human resources are needed to ensure effective collaboration between SIM and public services and achieve the desired goals. Currently, the required human resources are those who can master technology quickly, adapt, and respond to ongoing technological changes. To ensure a company's sustainability and competitiveness, technological dominance alone is insufficient without the support of competent human resources (Robin, 2024).

The resources referred to in this study are Human Resources (HR), which refers to resources related to the workforce or employees working in a government. HR encompasses various aspects related to the workforce, such as experience, knowledge, quality, and quantity possessed by employees. In this study, the researcher only focuses on human resources (HR) employees in terms of quality and quantity.

Based on the researcher's observations, in general, employees in the Gorontalo Regency Regional Secretariat are quite potential Human Resources (HR). This is evident from the average education level of employees who have bachelor's degrees (S1) and have extensive work experience, as seen from the length of service and having been rotated in several job fields. This is in line with the research results, which show that the majority of employees in the implementation of Regulation Number 61 of 2019 have been supported by adequate human resources. This indicates that employees are appropriate and have been trained on how to fill out performance applications so that they have the appropriate competence, capacity, and number to implement the Regent Regulation. In addition, employees have an understanding of the policies contained in Regent Regulation Number 61 of 2019 concerning Information Systems, which varies among employees. Most employees

demonstrate a fairly good understanding of the purpose and importance of this policy.

According to George C. Edward III (Leo Agustino, 2016), the primary resource in implementing policies is human resources. Frequent failures in policy implementation are caused by insufficient, inadequate, or incompetent staff in their respective fields. Simply adding staff or implementers is not enough; sufficient staff with the necessary skills and abilities (competence and capability) are also needed to implement policies or carry out the tasks desired by the policy itself. Therefore, resources, in this case, the employees or ASN within the Regional Secretariat of Gorontalo Regency, must be managed well. Personnel and human resource management are very important for agencies in managing, organizing, and utilizing employees so that they can function productively to achieve agency goals (Umar, 2024).

4.2.3 Disposition

According to Edward III (1980), the definition of disposition is "the willingness, desire, and tendency of policy implementers to implement the policy seriously so that the policy objectives can be realized." If policy implementation is to be successful effectively and efficiently, implementers must not only know what to do and have the ability to carry out the policy, but they must also have the will to implement the policy.

Disposition is one of the factors that has important consequences for effective policy implementation. If implementers have a positive tendency or attitude or support for policy implementation, there is a high possibility that the policy implementation will be carried out according to the initial decision. Conversely, if implementers have a negative attitude or reject policy implementation due to conflicts of interest, policy implementation will face serious obstacles.

The forms of rejection can vary, as Edward III stated about the "zone of indifference" where policy implementers, through their discretion, subtly hinder the implementation of policies by ignoring, delaying, and taking other obstructive actions.

The disposition referred to in this study is the willingness, desire, or tendency of stakeholders to implement the policy seriously. In implementing Regulation Number 61 of 2019, the researcher focuses more on the legal basis for implementing Regent Regulation Number 61 of 2019. This is as conveyed by Edward III, as quoted by Widodo (2010:104), explaining a "tendency, desire, and willingness for the policy actors of this Regent Regulation to implement it seriously. So that they can achieve the desired goals."

From the researcher's observations, the attitude of most employees in implementing Regulation Number 61 of 2019 is quite good. The researcher's observations indicate that there are indeed some employees who lack discipline and lack good work attitudes, but when compared to the total number of employees, there are still more employees who have good attitudes and discipline than those who lack discipline. Based on the overall interview above, as well as the results of the researcher's analysis, it can be concluded that the discipline of the employees is mostly very satisfactory or has reached 80%, employees in the work environment have shown discipline in implementing the provisions contained in Regulation (Perbup) Number 61 of 2019 concerning Information Systems. Employees

understand the importance of this policy and strive to implement it in accordance with established procedures.

Edward III, in Leo Agustino (2016), said that the level of success of public policy implementation is greatly influenced by the disposition or 'attitude of the policy implementer'. If the implementation of a policy is to be effective, then the policy implementers must not only know what will be done but also must have the ability to carry it out, so that in practice it does not happen.

4.2.4 Bureaucratic Structure

Bureaucracy is the dominant institution in the implementation of public policy, with varying interests within each hierarchy. Although the resources for implementing a policy are sufficient and the implementers know what and how to do it, and have the desire to do so, Edward III (1980) stated that "policy implementation may still be ineffective due to the inefficiency of the bureaucratic structure." This bureaucratic structure encompasses aspects such as division of authority, relationships between organizational units, and so on.

The organizational structure responsible for implementing policies has a significant influence on policies or programs. In legislation, the bureaucratic structure is defined as a work unit that supports the implementation of legislation.

From the observation that the attendance of the employees has reached 90%, it means that the implementation of the Regent Regulation (Perbup) Number 61 of 2019 concerning Information Systems has had a positive impact on employee attendance at the designated time. The following are the main points found: (a) Increased Attendance: Most employees reported an increase in attendance discipline. This Perbup has provided clear guidelines regarding working hours and more structured attendance reporting; (b) Better Monitoring: With an integrated information system, monitoring of employee attendance has become more accurate. This encourages employees to be present on time because any absences or lateness can be clearly monitored; (c) Awareness and Responsibility: Employees showed increased awareness of the importance of compliance with the rules set out in the Perbup. They felt more responsible for being present on time because of the more transparent performance assessment.

The results of several interviews observed by researchers can be concluded that all or most of the existing employees have been disciplined in filling out the attitude application as determined in the regent's regulation. So, for now, employees can be disciplined properly. Leaders or superiors who apply a firm and consistent attitude in giving directions by conducting supervision have proven to be effective in improving employee discipline. This can be seen from the improvement in employee performance and compliance with the rules that have been set, which has reached 90% active in employee discipline.

According to George C. Edward III (Leo Agustino, 2016), one of the elements that influences the success rate of public policy implementation is bureaucratic structure. Even if the resources to implement a policy are available, or the policy implementers know what should be done, and have the desire to implement a policy, the policy may not be implemented or realized due to weaknesses in the bureaucratic structure.

Two characteristics, according to Edward III (Leo Agustino, 2016) that can boost the performance of bureaucratic or organizational structures in a better direction are; (1) Creating more flexible standard operating procedures (SOP), SOP is a routine planned procedure or activity that allows employees (or policy

implementers such as apparatus, administrators, or bureaucrats) to carry out their activities every day in accordance with established standards (or minimum standards required by citizens); (b) Implementing fragmentation, the aim is to spread the responsibility for various activities, activities, or programs to several work units in accordance with their respective fields, with a fragmented bureaucratic structure, implementation will be more effective because it is carried out by competent and capable organizations.

5. CONCLUSION

Based on the results of previous research and discussion, it can be concluded that the implementation of Regent Regulation Number 61 of 2019 concerning the Civil Servant Information System within the Regional Secretariat of Gorontalo Regency has been implemented well. This is evident from the communication process through intensive socialization activities of Regent Regulation Number 61 of 2019 concerning the Civil Servant Information System. The implementation of Regulation Number 61 of 2019 is also supported by a large pool of potential human resources, namely the average education level of undergraduate employees (S1) and have a lot of work experience, as seen from the length of service of employees and having been rotated in several fields of work. In addition, the employees in the Regional Secretariat of Gorontalo Regency have a good attitude and awareness of the importance of Regent Regulation Number 61 of 2019 concerning the Civil Servant Information System as a forum and means of validating employee performance and the existence of a hierarchical bureaucratic structure from leaders or superiors who apply a firm and consistent attitude in providing direction by conducting supervision that has been proven effective in improving employee discipline, this can be seen from the increase in employee performance and compliance with the established rules that have reached 90% active in employee discipline.

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