

Personnel Management, Especially the Submission of Proposed Rank Increases At the Education and Culture Office of West Sumbawa Regency

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Abstract

This study discusses the effect of digitizing platform-based archives of personnel documents on personnel management, especially the submission of proposals for promotion at the Education and Culture Office of West Sumbawa Regency. The submission of proposals for promotion is still carried out conventionally and the number of civil servants in the scope of work of the Education and Culture Office is greater than that of other OPDs, in line with the number of requests for promotion each year. The purpose of this study was to analyze the effect of platform-based digitization of personnel document archives on personnel management, especially the submission of proposals for promotion at the Education and Culture Office of West Sumbawa Regency. This research uses quantitative research. The approach to analyzing second order factors is to use a repeated indicators approach or also known as a hierarchical component model. The population of this study was 237 respondents, and the sample was 218 respondents. Data analysis was carried out using the Partial Least Square (PLS) method using Smart PLS software version 3.2.9. The results showed that the digitization of platform-based personnel document archives was Beta Coefficient = 0.521 or had a strong influence, t-Statistic = 5.889 and p-Value = 0.000 showing a significant influence on personnel management, especially the submission of promotion proposals. It can be concluded that the digitization of platform-based archives of personnel documents has a positive and significant influence on personnel management, especially the submission of promotion proposals at the Education and Culture Office of West Sumbawa Regency.

Keywords: Digitization; Personnel Documents; Platform; Promotion.

Abstrak

Penelitian ini membahas tentang pengaruh digitalisasi arsip dokumen kepegawaian berbasis platform terhadap pengelolaan kepegawaian khususnya penyampaian usul kenaikan pangkat pada Dinas Pendidikan Dan Kebudayaan Kabupaten Sumbawa Barat. Penyampaian usul kenaikan pangkat masih dilakukan secara konvensional dan jumlah PNS pada lingkup kerja Dinas Pendidikan dan Kebudayaan lebih banyak dibanding dengan OPD lain, sejalan dengan jumlah penerimaan usul kenaikan pangkat di tiap tahunnya. Tujuan penelitian ini untuk menganalisis pengaruh digitalisasi arsip dokumen kepegawaian berbasis platform terhadap pengelolaan kepegawaian khususnya penyampaian usul kenaikan pangkat pada Dinas Pendidikan Dan Kebudayaan Kabupaten Sumbawa Barat. Penelitian ini menggunakan penelitian kuantitatif. Pendekatan untuk menganalisis second order factor adalah menggunakan repeated indicators approach atau juga dikenal dengan hierarchical component model. Adapun jumlah populasi dari penelitian ini adalah sebanyak 237 responden, dan yang menjadi sampel adalah sejumlah 218 responden. Analisis data dilakukan dengan metode Partial Least Square (PLS) menggunakan software SmartPLS versi 3.2.9. Hasil penelitian menunjukkan bahwa digitalisasi arsip dokumen kepegawaian berbasis platform sebesar Koefisien Beta = 0,521 (bernilai positif) atau memiliki pengaruh kuat, t-Statistik = 5,889 > 1.96 dan p-Value = 0,000 < 0.05 menunjukkan pengaruh dan signifikan terhadap pengelolaan kepegawaian khususnya penyampaian usul kenaikan pangkat. Dapat disimpulkan bahwa digitalisasi arsip dokumen kepegawaian berbasis platform memiliki pengaruh positif dan signifikan terhadap pengelolaan kepegawaian khususnya penyampaian usul kenaikan pangkat pada Dinas Pendidikan Dan Kebudayaan Kabupaten Sumbawa Barat.

Kata Kunci: Digitalisasi; Dokumen Kepegawaian; Platform; Kenaikan Pangkat

INTRODUCTION

Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus states that the State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants and Government Employees with Work Agreements who work in government agencies. Furthermore, State Civil Apparatus Employees, hereinafter referred to as ASN

Employees, are civil servants and government employees with work agreements who are appointed by civil service officials and assigned duties in a government position or assigned other state duties and paid based on laws and regulations. This number is spread across Central Agencies and Regional Agencies. According to the BKN ASN Statistics for the first semester of 2023, civil servants amounted to 3,795,302 (bkn.go.id/e-

library/book-statistics-apparatus-civil-state-semester-i-2023 2023). This number can change every year by being influenced by the procurement of ASN and BUP (Retirement Age Limit) employees. ASN procurement is determined by organizational needs, while BUP has provisions in accordance with statutory regulations. One of the regional agencies, namely West Sumbawa Regency, West Nusa Tenggara Province, has a civil servant condition as of January 1, 2021 with a total of 3,283 (bkd.sumbawabaratkab.go.id 2023). This number is spread across all Regional Apparatus Organizations (OPD) and Districts. One of the OPDs, namely the Education and Culture Office, has the largest number (%) of civil servants compared to other OPDs and is spread across the Sub-District Supervisory Office, SKB Boto and in all schools at the kindergarten, elementary and junior high school levels. These civil servants have positions as executors, certain functional (teachers, learning assistants and school supervisors) and structural officials.

The Regional Government of West Sumbawa Regency through the Personnel and Human Resources Development Agency instructs all civil servants to digitize archives of personnel documents. The instruction is contained in a letter from the Regional Secretary of West Sumbawa Regency number: 800/170/BKPSDM/IX/2022 dated 19 September 2022 concerning Digitalization of Personnel Archives. This is a follow-up to the letter from the Head of Regional Office X BKN in 2022.

Civil servants in the Education and Culture Office of West Sumbawa Regency, when entering the promotion proposal period, prepare the required files/documents and then submit the physical files to the staffing manager. The staffing manager verifies, receives, and compiles the file. Collecting files for promotion proposals requires space. With a large number of civil servants, it is not possible for the promotion proposal files to be stored or archived. This has an impact on the submission of physical files or the submission of proposals for promotion manually.

The staffing manager is a position under the organizational structure of the general and staffing subdivision which has a task, namely making proposals for employee promotion with the following stages: (1) Inventorying employees who will carry out employee promotions; (2) Collecting and completing employee files for employee promotions; (3) Scanning / scanning employee files; (4) Making proposals for employee promotions. With these stages, the staffing manager needs an archive of staffing documents from civil servants who will propose a promotion. Based on the description above, with the large number of civil servants in the Education and Culture Office of West Sumbawa Regency and the development of increasingly sophisticated technology which has now entered the era of the industrial revolution 4.0, it is hoped that it will be able to submit proposals for promotion of civil servants at the Education and Culture Office of West Sumbawa Regency digitally. The purpose of this research seeks to analyze the effect of platform-based digitization of personnel document archives on personnel management at the Education and Culture Office of West Sumbawa Regency.

METHODS

This research was conducted within a period of two months, from July 10 to October 9, 2023. The research location is in the scope of work of the West Sumbawa Regency Education and Culture Office. This agency or SKPD (Regional Work Unit) was chosen as the object of research because this SKPD is one of the government agencies that has the largest number of civil servants among other large SKPDs such as the Regional Secretariat and the Health Service. The type of data used in this study is quantitative data in the form of submission of proposals for promotion of Civil Servants who have met the requirements.

1. Data source

Primary data was obtained by distributing questionnaires to respondents totaling 237 civil servants within the scope of work of the West Sumbawa Regency

Education and Culture Office, and secondary data is a data source obtained by reading, studying, and understanding through other media sourced from literature, books, and documents.

2. Population and Sample

In this study, the population was all civil servants who proposed promotion in the April and October 2023 periods in the scope of work of the Education and Culture Office according to the latest data totaling around 237 civil servants. The number of samples was 218 samples. This research was conducted at the Education and Culture Office of West Sumbawa Regency with the research subjects being structural / implementing officials and functional teacher positions totaling 237 people consisting of 199 functional teacher positions, 18 structural / implementing officials and including 1 implementer through promotion of diploma adjustment.

3. Data Collection

The data collection procedure in this study used a questionnaire. Furthermore, the questionnaire was distributed online via google form which was shared with respondents who were sampled in the study.

4. Data Analysis

Data analysis using the Partial Least Square (PLS) method with SmartPLS software version 3.2.9. PLS is one of the approaches in Structural Equation Modeling (SEM) that is superior to other SEM techniques. SEM provides great flexibility in linking theory with data, especially in social science-focused research. PLS is a robust method because it does not rely on many assumptions. It also does not require a multivariate normal distribution on the data (even data, or ratios can be used in the same model). In addition, PLS does not require a large sample, as stated by Gozali (2012). Partial Least Square (PLS) can not only confirm the theory, but also explain whether there is a relationship between latent variables. In addition, PLS is also used to confirm the theory, so in prediction-based research

PLS is more suitable for analyzing data. Partial Least Square (PLS) can also be used to explain whether there is a relationship between latent variables. Partial Least Square (PLS) can simultaneously analyze constructs formed with reflexive and formative indicators. This cannot be done by covariance-based SEM because it will become an unidentified model. The choice of the Partial Least Square (PLS) method is based on the consideration that in this study there are 3 latent variables formed with reflexive indicators and variables measured with a reflexive second order factor approach. The reflective model assumes that the construct or latent variable affects the indicator, Ghazali and Latan (2015) mention that in terms of testing the relationship between constructs, SEM-PLS is predictive and only one-way, not recursive.

The method used to analyze second order factors is through the repeated indicators method or also known as the hierarchical component model. Although this method involves repeating manifest indicators, this approach has the advantage of being able to be estimated using standard PLS algorithms (Ghozali and Latan, 2015).

Measurement Model or Outer Model

1) Validity

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is declared valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing can be applied to all question items in each variable. There are several test criteria that will The validity test is carried out through convergent validity, average variance extracted (AVE), and discriminant validity.

One of the criteria of the 3 (three) validity tests above can be used to measure a questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire.

2) Reliability

To test reliability, it can be done through composite reliability, a variable can be said to

be reliable when it has a composite reliability value ≥ 0.7 (Sekaran, 2014).

Structural Model or Inner Model

The purpose of testing the structural model is to predict the relationship between latent variables. The inner model is a specification of the relationship between latent variables (structural model), also known as the inner relation, describing the relationship between latent variables based on the substantive theory of research (Jaya & Sumertajaya, 2008). The structural model is tested by looking at the R-square value for the dependent construct, the significance test of the structural path parameter coefficient.

1) Effect Size (F-square)

Evaluating Effect Size (f-square), in addition to evaluating the R-square value of all dependent constructs, the change in R-square value when a particular independent construct is omitted from the model, can be used to test whether the omitted construct has a substantive impact on the dependent construct, this magnitude is referred to as the *f*-square effect size. The criteria in assessing *f*-square are values of 0.02 (small effect), 0.15 (medium), and 0.35 (large) of the independent latent variable (Cohen, 1988). An effect size value <0.02 indicates that there is no effect.

2) Hypothesis Testing

Hypothesis testing can be done through the bootstrapping menu and can be seen in the Path Coefficients table for ρ -values and t-statistics. If the ρ -value <0.05 and the significance value is 5% and the t-statistic value > 1.96 the path coefficient is considered significant (Hair et al., 2012). Meanwhile, to find out the magnitude of the influence of the relationship can be seen in the path coefficient. Diamantopoulos (2000) states that if the path coefficient is below 0.30, it gives a moderate / moderate influence, from 0.30 to 0.60 it is strong, and more than 0.60 gives a very strong influence.

RESULTS AND DISCUSSION

Data analysis using SEM-PLS is carried out through 2 analyses, namely measurement model analysis (outer model) and structural model analysis (inner model).

1. Measurement model analysis (outer model)

Validity test For the validity test, measurement is based on the AVE (Average Variance Extracted) value, which is the value above 0.5 said to meet the Convergent Validity test criteria. It can be concluded that all dimensional variables and construct variables (multidimensional) in the model have met the Convergent Validity test criteria, namely the digitization of personnel document archives with a value of $0.690 > 0.5$ and personnel management, especially the submission of promotion proposals with a value of $0.667 > 0.5$.

Reliability test

The last thing done in the Outer Model evaluation is to conduct the Composite Reliability test. The Composite Reliability test is a better method than the Cronbach alpha value in testing reliability in the SEM model. The research model is considered reliable because the Composite Reliability value of all construct variables (multidimensional) has been at a value above 0.7 said to meet the criteria for the Composite Reliability test, namely the digitization of archives of personnel documents with a value of $0.917 > 0.7$ and personnel management, especially the submission of promotion proposals with a value of $0.909 > 0.7$.

2. Structural Model or Inner Model

After ensuring that the measurement model is valid and reliable (outer model), structural testing (inner model) is then carried out. The inner model is tested by looking at the r-square value (indicator reliability) for the dependent latent variable Effect Size (f-square), and testing the significance of the structural path parameter coefficients.

Effect Size (f-Square)

Effect size indicates that the independent variable has a large influence on the dependent variable, with criteria of 0.02

(weak), 0.15 (moderate), and 0.35 (strong) (Cohen, 1988).

Table 1. Effect Size (f-Square)

F-Square	Personnel management (submission of promotion proposals)
Personnel management (submission of promotion proposal)	
Digitization of document based staffing <i>platform</i>	0.332

Source of SmartPLS Data Processing Results, 2023

Based on the table above, it presents the effect of the independent variable digitization of platform-based personnel document archives giving an influence of 0.332 or 33% (moderate) on personnel management (submission of promotion proposals).

Hypothesis Testing (Bootstrapping)

Hypothesis significance testing can be done through the bootstrapping menu on SmartPLS by looking at the Path Coefficients table in the t-statistics and p-values columns. This hypothesis testing uses the significance criteria of the p-value <0.05 and a significance value of 5%. Path Coefficient is considered significant if t-statistic > 1.96. To determine the effect of the relationship, it can be seen through the path coefficient, with the criteria that if the path coefficient is below 0.30, it gives a moderate / moderate effect, 0.30 - 0.60 is strong, more than 0.60 is very strong. There is one hypothesis in the inner model in this study, among others:

H0: Digitalization of platform-based personnel document archives has no significant effect on (Personnel management) submission of promotion proposals
 H1: Digitalization of platform-based personnel document archives has a significant effect on (Personnel management) submission of promotion proposals.

Table 2. Summary of Hypothesis Test Results

Hypothesis	Results	Ket.
H1 If archive digitization document staffing <i>platform-based</i> owned by the proposer of the rank is good, then staffing (submission of promotion) goes well anyway.	Coefficient Beta = 0,521 t-Statistic = 5,889 p-Value = 0,000	Accepted

Management Source SmartPLS Data Processing Results, 2023

The test results above show that there is a strong influence (O = 0.521) and t-statistics 5.889 > 1.96 with p-values 0.000 < 0.000 < 0.001.

0.05 then H0 is rejected and H1 is accepted. It can be concluded that platform-based digitization of personnel document archives has a strong, positive and significant relationship influence on personnel management, especially the submission of promotion proposals, thus this hypothesis is accepted.

CONCLUSIONS

By digitizing archives of civil servant personnel documents, personnel management, especially the submission of proposals for promotion, can be fulfilled digitally without carrying files / documents in physical form, submitted in accordance with predetermined procedures and on time. In addition, digitization is an effort to reduce the use of paper or Go Paperless. In addition to Go Paperless, digitizing archives of civil servant personnel documents can realize Go Digital in the current era.

ADVICE

This research is expected to be a reference for future researchers and can add independent variables and other research intervening variables, such as commitment

and organizational behavior. Future researchers can use more diverse research methods, such as mixed methods.

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