

# **Analysis of the Implementation of Personnel Management Electronic Services (LEMANK) in Improving the Effectiveness of Civil Service to State Civil Apparatus in the Tebing Tinggi City Government**

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## **ABSTRACT**

The implementation of Layanan Elektronik Manajemen Kepegawaian (LEMANK) in the Tebing Tinggi City Government is a strategic step to enhance the efficiency and effectiveness of personnel management services for Civil Servants (ASN). This study aims to analyze the implementation of LEMANK in the Tebing Tinggi City Government, identify its benefits, challenges and provide strategic recommendations for its optimization. The research adopts a qualitative approach, utilizing data from interviews and document analysis. The findings indicate that while LEMANK offers numerous benefits for ASN in the Tebing Tinggi City Government, challenges such as slow internet connectivity and low digital literacy among employees remain significant obstacles. The study recommends that the Tebing Tinggi City Government conduct ongoing evaluations and improvements to the system and provide adequate training for employees to ensure the optimal utilization of LEMANK.

**Keywords:** *LEMANK, SIMPEG, Personnel Digitalization, Civil Servants, Tebing Tinggi*

## **1. INTRODUCTION**

In the era of increasingly rapid digitalization, the application of electronic services in personnel management in government agencies has become one of the prominent phenomena in public administration reform. This phenomenon can be seen from the massive transition from manual systems to digital platforms, such as the Personnel Information System (SIMPEG) which is widely used by various government agencies in Indonesia. According to data from the State Civil Service Agency (BKN) in 2023, more than 80% of central government agencies have adopted electronic services for the employee data management process. However, behind this progress, various challenges have arisen such as inconsistency in implementation between agencies, data security issues and low digital literacy among State Civil Apparatus (ASN).

The Tebing Tinggi City Government, as a regional government entity in Indonesia, has faced significant difficulties in managing the administration of its Civil State Apparatus efficiently. Conventional personnel services were often time-consuming, susceptible to human error, and lacked transparency. In response to these shortcomings, the Tebing Tinggi City Government developed the Electronic Personnel Management Service (LEMANK)—a centralized, single sign-on personnel management information system that provides integrated access to a full suite of electronic personnel service applications, including the Personnel Management Information System (SIMPEG), the Electronic Performance Application (E-Kinerja), the Periodic Salary Increment Application (KGB), and the Electronic Leave Application (CUTIE).

This study aims to comprehensively analyze electronic services in personnel management within the Tebing Tinggi City Government, with a focus on the benefits and challenges of its implementation. Makes a theoretical contribution to the study of public administration, particularly in the framework of *e-governance*, as well as practical for policymakers for future bureaucratic reforms. By achieving this goal, it is hoped that the research can become a reference for the Tebing Tinggi City Government in optimizing personnel management electronic services, thereby supporting the vision of Golden Indonesia 2045 through a modern and inclusive bureaucracy.

## 2. LITERATURE REVIEW

### 2.1. *Management Information System (SIM)*

The Management Information System (SIM) is a set of combined procedures to collect and produce reliable, relevant, and well-organized data so that it can support an organization's decision-making process (Ani Yoraeni, 2022).

### 2.2. *Digitization of ASN Management*

Under Law Number 20 of 2023 concerning the State Civil Apparatus, the digitalization of ASN management is defined as the process of managing the State Civil Apparatus through the utilization of technology to facilitate the delivery of integrated digital services—both in terms of system infrastructure and data—in support of ASN management.

### 2.3. *Personnel Management Electronic Services (LEMANK)*

Pursuant to Tebing Tinggi Mayor Regulation Number 7 of 2023 on the Technical Guidelines for the Use of the Periodic Salary Increment Application within the Tebing Tinggi City Government, LEMANK is defined as a single sign-on personnel management information and service system that provides unified access to all electronic personnel service applications. LEMANK integrates a range of personnel applications, including SIMPEG, E-Kinerja, the Periodic Salary Increment Application (KGB), and the Electronic Leave Application (CUTIE), within the operational environment of the Tebing Tinggi City Government.

### 2.4. *State Civil Apparatus (ASN)*

According to Law Number 20 of 2023 concerning the State Civil Apparatus, ASN is defined as a professional designation encompassing both Permanent Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) who are employed within government institutions.

### 2.5. *Personnel Management Information System (SIMPEG) in the Tebing Tinggi City Government*

Based on the Regulation of the Mayor of Tebing Tinggi Number 36 of 2020 concerning the Personnel Management Information System (SIMPEG) in the Tebing Tinggi City Government, the Personnel Management Information System, hereinafter referred to as SIMPEG is a computer-based system that produces, stores, manages, sends and/or receives accurate, quality, and timely online personnel data and information as an effort to implement personnel management.

### 2.6. *E-Performance in the Tebing Tinggi City Government*

Based on the Regulation of the Mayor of Tebing Tinggi Number 35 of 2023 concerning Technical Guidelines for the Implementation of E-Performance for State Civil Apparatus in the Tebing Tinggi City Government, E-Performance is an application for measuring the productivity and performance discipline of civil servants as the basis for providing additional Employee Income (TPP) payments.

### 2.7. *Periodic Salary*

Based on Government Regulation Number 7 of 1977 concerning Civil Servant Salary Regulations, what is meant by Periodic Salary is a salary increase given to Civil Servants who have reached the specified working period for periodic salary increases, which is every 2 (two) years and if they have met the requirements based on the provisions of the law. Meanwhile, based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 7 of 2023 concerning Periodic Salary Increases and Special Salary Increases for Government Employees with Employment Agreements (PPPK), the Periodic Salary is given to PPPK who have a work agreement period of more than 2 (two) years.

### 2.8. *Leave*

According to National Civil Service Agency Regulation Number 24 of 2017 on the Procedures for Granting Leave to Civil Servants, leave is defined as an authorized absence from work for a specified period of time. Similarly,

National Civil Service Agency Regulation Number 7 of 2022 on Leave Procedures for Government Employees with Work Agreements (PPPK) defines leave as a period of authorized absence from work for a designated duration.

### 3. RESEARCH METHOD

This research uses a qualitative approach with primary data types and secondary data. Primary data was obtained directly from research subjects or informants through field research by conducting interviews related to the Implementation of Personnel Management Electronic Services (LEMANK) within the Tebing Tinggi City Government. Interviews are conducted in a semi-structured manner to allow informants to provide in-depth and relevant information. Meanwhile, secondary data in this study was obtained from documentation at the Office of the Personnel and Human Resources Development Agency of Tebing Tinggi City.

### 4. RESULTS AND DISCUSSION

This study analyzes the implementation of Personnel Management Electronic Services (LEMANK) in the Tebing Tinggi City Government to increase the effectiveness of personnel services for the State Civil Apparatus (ASN). Data was collected through in-depth interviews with 6 (six) informants working within the Tebing Tinggi City Government, participatory observation and analysis of secondary documents such as Regulations The Mayor of Tebing Tinggi about Personnel Management Electronic Services or other Personnel Reports.

**Table 1.** List of Research Informants

| Name      | Departments                           | Remarks    |
|-----------|---------------------------------------|------------|
| Abdi      | Admin LEMANK 1                        | Informan 1 |
| Bindu     | Admin LEMANK 2                        | Informan 2 |
| Nasir     | Kabid. PSDM pada BKPSDM Tebing Tinggi | Informan 3 |
| Fitri     | PNS (Penelaah Teknis Kebijakan)       | Informan 4 |
| Imam      | PNS (Guru)                            | Informan 5 |
| Listriani | PNS (Guru)                            | Informan 6 |

#### 4.1. Implementation of Personnel Management Electronic Services (LEMANK)

The results of the study show that the implementation of Personnel Management Electronic Services (LEMANK) at the Personnel and Human Resources Development Agency of Tebing Tinggi City brings a series of significant benefits in personnel services felt by the State Civil Apparatus (ASN) within the Tebing Tinggi City Government.

##### 4.1.1. Personnel Management Information System (SIMPEG)

The use of the Personnel Management Information System (SIMPEG) for State Civil Apparatus (ASN) within the Tebing Tinggi City Government provides many benefits to improve the quality of personnel services. First, SIMPEG allows the management of ASN employee data, which totals 2,952 people, to be more efficient. This helps leaders in planning employee deployment, mutation and training more precisely based on accurate data, so that human resource development can run more optimally. This finding was stated directly by the Admin of SIMPEG 1, Mr. Abdi with the following statement:

*"By using SIMPEG, we feel the convenience of managing ASN data for personnel service purposes. The administrative process that previously took a long time can now be done faster and more precisely. In addition, SIMPEG helps us make better reports and supports strategic decision-making in ASN development."*

Furthermore, SIMPEG accelerates and simplifies the personnel administration process. Processes that were previously time-consuming and error-prone due to manual, can now be done automatically and in real-time. Thus, the administrative workload is reduced and civil servants can focus more on their main tasks.

In addition, SIMPEG supports transparency and accountability in personnel management. Personnel information can be easily accessed by ASN in accordance with their authority so as to minimize the risk of data misuse and increase public trust in human resource governance within the Tebing Tinggi City Government. This system also makes it easier for employees to access their own ASN career data independently without having to go through a long bureaucratic process.

Overall, the implementation of SIMPEG brings operational efficiency, improves the quality of ASN management, and increases the effectiveness of local government organizations with faster, easier and accountable services.

#### 4.1.2. Electronic Performance Applications (E-Performance)

The assessment of the work productivity of ASN within the Tebing Tinggi City Government in the E-Performance application is carried out based on performance planning at the individual level and the unit or organization level by paying attention to the targets, achievements, results and behavior of ASN which includes the assessment of work activities as Individual Work Indicators consisting of the duties of the main position based on the analysis of the position and the analysis of the workload and additional tasks. In addition, work behavior is also part of the assessment of work productivity through a closed survey. With the E-Performance application, ASN within the Tebing Tinggi City Government are required to be able to fulfill the obligation to fill in their day's activities by uploading documentary evidence to be validated by the Performance Assessment Officer. Matter ini juga disampaikan oleh salah satu Informan, Ibu Fitri yang merupakan PNS (Penelaah Teknis Kebijakan) pada BKPSDM Kota Tebing Tinggi:

*"The E-Performance application can encourage ASN, especially civil servants, to perform even better in accordance with the minimum target that must be met every month because it affects the payment of Employee Income Supplement (TPP)"*

By using the E-Performance application, the implementation of ASN work activities and work discipline can be measurable and transparent to be used as the basis for providing ASN Employee Income Supplement (TPP) within the Tebing Tinggi City Government.

#### 4.1.3. Application for Periodic Salary Increase (KGB)

The management of periodic salary increases for ASN within the Tebing Tinggi City Government is a routine but complex process. This process involves calculating the length of service, verifying data and adjusting salaries in accordance with applicable regulations, such as in Government Regulation Number 7 of 1977 concerning Civil Servant Salary Regulations. Traditionally, this process has been done manually, which is often time-consuming, error-prone, and less efficient.

The implementation of the Periodic Salary Increase application contained in the Personnel Management Electronic Service (LEMANK) offers a modern solution to overcome these challenges. One of the benefits of implementing this application is the efficiency of time and effort. With the Periodic Salary Increase app, all these processes can be automated. The application can automatically calculate the employee's working period based on the data stored in the SIPEGEG database, determining salary increases according to class and length of service. In addition, services to employees within the Tebing Tinggi City Government can be processed on time and save operational costs, because the application for Periodic Salary Increase is carried out by uploading the required documents through each employee's account in the application without the need to come to the Tebing Tinggi City BKPSDM Office. This was also conveyed by Mr. Nasir who is the Head of PSDM at the Tebing Tinggi City BKPSDM:

*"The Periodic Salary Increase application facilitates services for ASN who apply for periodic salary increases automatically through the SIMPEG account of each ASN and it can be known how far the process has been run"*

#### 4.1.4. Electronic Leave Application (CUTIE)

Within the Tebing Tinggi City Government, the management of ASN leave is one of the important aspects in personnel administration. Traditionally, the process of applying for and approving leave by the employer was done manually, involving paper forms, tiered signatures and time-consuming record-keeping. The implementation of the Electronic Leave application (CUTIE) for ASN within the Tebing Tinggi City Government provides benefits, especially in the efficiency of the leave application and approval process.

In addition, Electronic Leave brings a transformation in the transparency of personnel management within the Tebing Tinggi City Government, especially because the leave process is often supervised to ensure there is no abuse. The Electronic Leave Application (CUTIE) provides a digital trail for each leave application, recording who submitted, who consented and when the decision was taken. Employees can monitor the status of their applications directly through the application, without the need to contact BKPSDM repeatedly.

In addition, agency leaders can access real-time reports about employee leave, such as the number of employees on leave or what type of leave is taken by the employee concerned. An acknowledgment of the efficiency of using the

Electronic Leave application (CUTIE) was also conveyed by Mrs. Bindu, who is the Admin of SIMPEG 2 at the BKPSDM of Tebing Tinggi City:

*"Since using the Electronic Leave (CUTIE) application in the LEMANK system, leaders in our agencies can easily monitor leave reports in real-time. I feel easy because data such as the number of employees who are on leave or the type of leave taken, such as annual leave or big leave, is immediately visible on the application dashboard"*

#### **4.2. Challenges in the Implementation of Personnel Management Electronic Services (LEMANK)**

In general, although the implementation of LEMANK within the Tebing Tinggi City Government has a positive impact in increasing the effectiveness of personnel services to ASN, this study identifies that there are several challenges faced that include technical and human resource aspects. This challenge not only hinders system optimization, but also affects the quality of personnel services within the Tebing Tinggi City Government as a whole.

One of the challenges in the implementation of LEMANK is that slow internet connectivity affects access to the LEMANK application itself both in terms of users and managers. The need for fast information in the implementation of work to make access to LEMANK something must be met. LEMANK itself received internet connectivity support from the Communication and Information Service of Tebing Tinggi City. This condition was also conveyed by Mr. Imam as a civil servant (Teacher Functional Position) at SD Negeri 163085 Tebing Tinggi Kota District with the following statement:

*"Slow internet connectivity is really a big obstacle in using LEMANK, especially for us as users and managers at school. Many times, when trying to upload a performance report or apply for leave through the app, the process stops because the network is unstable."*

In addition, another challenge is the low level of digital literacy, especially for LEMANK users in the Tebing Tinggi City Government. Digital literacy refers to the ability to use digital technology and tools effectively and responsibly. This includes a wide range of skills, including the ability to find, evaluate, create, and communicate information through digital means (Redhana, 2024), including in operating digital platforms such as LEMANK for personnel data management purposes. Among civil servants in the older age group or those who work in work units with limited access to technology, have a minimal basic understanding of the use of digital devices and web-based applications, as explained by Mrs. Listriani as a civil servant (Teacher Functional Position) at SD Negeri 164517 Tebing Tinggi Kota District as follows:

*"Many ASN colleagues, especially those who are senior, still have difficulty understanding how to use digital devices to operate LEMANK. For example, they are confused about how to log in to the system or upload documents in the correct format. A lot of times I have to help them with simple things like opening an app or saving files in PDF format, because their basic understanding of technology is still very limited."*

The low level of digital literacy is also closely related to the limitations of the training programs offered to ASN. Although the Tebing Tinggi Personnel and Human Resources Development Agency (BKPSDM) has conducted training for LEMANK operators, the frequency and scope of training is often insufficient to reach all employees working within the Tebing Tinggi City Government. Existing training tends to focus on basic technical aspects, such as how to log in or upload files, without providing an in-depth understanding of the importance of accurate data in the LEMANK application. As a result, many employees use the system minimally without understanding its full potential, which ultimately hinders digital transformation in the staffing environment.

#### **4.3. Strategic Recommendations in the Implementation of Personnel Management Electronic Services (LEMANK)**

To answer the challenges related to the implementation of LEMANK within the Tebing Tinggi City Government, there are several strategic recommendations to optimize the implementation of LEMANK by considering the benefits and challenges identified.

##### **4.3.1. Improvement of Technology Infrastructure and Internet Connectivity**

The Tebing Tinggi City Government needs to collaborate with more reliable internet service providers to improve network speed and stability. In addition, it is also necessary to increase server capacity to be able to support access and speed up data processing on LEMANK.

#### *4.3.2. Comprehensive Digital Literacy Training Program*

Develop a multi-level training program based on the level of digital expertise of ASN, starting from basic (device and application operation) to advanced (data analysis and system integration). Training can be carried out online and offline to reach more employees within the Tebing Tinggi City Government.

#### *4.3.3. Intensive Socialization to Reduce Resistance to Change*

Launched an internal campaign through seminars, posters and video tutorials that illustrate the benefits of LEMANK, such as time savings, transparency and ease of access to ASN career data. In addition, it is necessary to hold a regular forum between BKPSDM and ASN within the Tebing Tinggi City Government to hear complaints and suggestions related to the use of LEMANK, so that the system can be adjusted to the needs of users.

#### *4.3.4. Data Standardization*

Establish strict guidelines for document upload formats (e.g., PDFs with a certain maximum size) and provide standard templates to minimize input errors in the LEMANK application.

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