
Evaluation Of The Periodic Salary Increase Information System Program (Sigaber) In The Department Of Education And Culture Of Ntt Province, A Study From The Aspects Of Accountability, Transparency, And Effectiveness

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Abstract

The implementation of the Periodic Salary Increase Information System (SIGABER) at the East Nusa Tenggara Province Education and Culture Office still faces various obstacles in the aspects of accountability, transparency, and effectiveness that affect the quality of digital-based administrative services. This study aims to evaluate the implementation of the SIGABER Program based on the aspects of accountability, transparency, and effectiveness. The study used a descriptive qualitative approach. The study population was the parties involved in the implementation of SIGABER, while the sample was determined purposively by 10 informants consisting of the Head of the Personnel and General Affairs Subdivision, six SIGABER operators, and three ASN and teachers who use SIGABER. Data were collected through interviews, observations, and document studies with the researcher as the main instrument. Data analysis used the Miles and Huberman model through data reduction, data presentation, drawing conclusions, and tested with triangulation of sources, techniques, and time. The results of the study indicate that SIGABER has improved management accountability, transparency of service information, efficiency of administrative processes, and the quality of periodic salary increase services. However, obstacles were still found in the form of incomplete documents, internet network disruptions, data input errors, weak coordination, and changes in school operators without notification. This study concludes that the implementation of SIGABER has been running quite well in supporting digital-based personnel administration services, but still requires strengthening coordination, compliance with procedures, infrastructure improvements, and user assistance so that program implementation is more optimal.

Keywords: Accountability, Digital Public Service, Effectiveness, Good Governance, Transparency

INTRODUCTION

Human resources (HR) are a key factor determining the success of government organizations in achieving their goals. HR management plays a crucial role in managing the workforce effectively and efficiently (Hasibuan, 2016:10). Therefore, improving HR quality is essential to support organizational performance, which is influenced by factors such as motivation, leadership, and work discipline (Muis & Hasibuan, 2021).

Employee performance needs to be systematically evaluated to ensure optimal public service delivery. Performance evaluation serves as the basis for fostering and improving service quality, as stipulated in Minister of Administrative and Bureaucratic Reform Regulation Number 6 of 2022 concerning ASN Employee Performance Management (Ministry of Administrative and Bureaucratic Reform, 2022). The implementation of these services must also be supported by the application of Good Governance principles as the foundation for good governance (Billah, 2002:40).

In the implementation of the Periodic Salary Increase Information System (SIGABER) Program at the East Nusa Tenggara Province Education and Culture Office, accountability issues were still encountered, namely the replacement of school operators without coordination with the SIGABER administrator, resulting in disorganized personnel data management. This condition indicates that the accountability mechanism in system management is not yet running optimally (Mardiasmo, 2009:20).

Furthermore, the transparency and effectiveness of SIGABER have not been maximized. Civil servants (ASN) continue to experience uncertainty regarding the status of files and document completeness, while limited internet connectivity in some areas means the service process has not yet met the program's stated goal of accelerating and simplifying personnel administration.

These issues indicate that the obstacles to SIGABER implementation are more influenced by technical and coordination factors than human resource capacity. This is despite the fact that most civil servants have a bachelor's degree and are theoretically capable of supporting the implementation of a digital-based administration system.

This study aims to analyze the evaluation of the SIGABER Program at the East Nusa Tenggara Province Education and Culture Office based on the aspects of accountability, transparency, and effectiveness. This research is important as a basis for evaluating the implementation of Good Governance in digital-based personnel administration services. The research's novelty lies in the focus of the SIGABER evaluation using three key principles of Good Governance deemed most relevant in assessing the quality of the implementation of periodic salary increase services.

RESEARCH METHODS

This study uses a qualitative method with a descriptive approach to analyze the evaluation of the Periodic Salary Increase Information System (SIGABER) Program at the East Nusa Tenggara Province Education and Culture Office based on aspects of accountability, transparency, and effectiveness. According to Creswell (2008), qualitative research focuses on participants' views and produces data in the form of words analyzed into themes, while Bogdan and Taylor state that qualitative research produces descriptive data from individuals and observed behaviors (M. Sobry & Prosmala Hadisaputra, 2020).

Data was collected through interviews, observations, and document studies, with the researcher as the primary instrument. Data analysis used the Miles and Huberman model in Sugiyono (2015), which includes data reduction, data presentation, conclusion drawing, and verification. Data validity was tested using triangulation of sources, techniques, and time (Sugiyono, 2016).

The research informants were determined using a purposive sampling technique, consisting of the Head of the Personnel and General Affairs Sub-Division, SIGABER operators from six districts, and ten civil servants and teachers as SIGABER users. The informants were selected because they had direct knowledge and experience related to the implementation of the SIGABER program.

The research was conducted at the East Nusa Tenggara Province Education and Culture Office through primary and secondary data collection, descriptive data analysis, and triangulation verification. This procedure was carried out to obtain an overview of the implementation of the SIGABER Program based on aspects of accountability, transparency, and effectiveness (Sugiyono, 2016).

RESULTS AND DISCUSSION

Accountability

Accountability in this study describes the implementation of the duties and responsibilities of the Periodic Salary Increase Information System (SIGABER) program administrators in providing periodic salary increases for civil servants (ASN) in accordance with applicable procedures. Aspects assessed include clarity of duties and responsibilities, implementation of accountability and reporting, and compliance with applicable regulations.

The research results show that the accountability of SIGABER administrators at the NTT Provincial Education and Culture Office has been quite good. Each operator has a clear division of duties based on their work area, ranging from ASN data management, file completeness checks, data input, and application verification. This division of tasks helps to streamline the service process and facilitates oversight (Interview with the Head of the Kepegum Sub-Division, April 1, 2026).

However, service implementation is not yet fully optimal due to delays and incomplete documents uploaded by civil servants. This delays the verification process, impacting the timely completion of services. Therefore, the success of SIGABER implementation depends not only on

operator performance but also on civil servant compliance with administrative requirements (Interview with Manggarai Regency Operator, April 7, 2026).

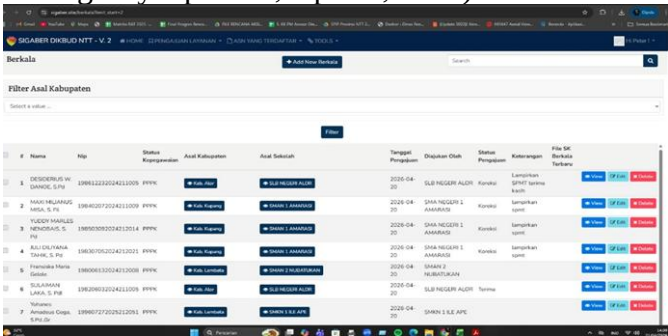


Figure 1. Sigaber View

The research results show that the implementation of accountability and reporting of data management in SIGABER has been running well because the entire service process is digitally documented. From data input and file verification to application approval, everything can be monitored through the system, facilitating supervision, data verification, and the preparation of service reports (Interview with SIGABER Operator, April 1, 2026).

However, technical challenges persist, including unstable internet connections and user data input errors. These conditions have the potential to hinder the reporting and data management process, necessitating increased monitoring and user support to minimize errors.

In terms of program implementation compliance with procedures and regulations, research results indicate that the periodic salary increase service through SIGABER remains compliant with applicable administrative regulations. Digitalization only changes the service mechanism from a manual to an electronic system, while the requirements, verification stages, and approval process remain in accordance with established procedures (Interview with SIGABER Operator, April 1, 2026).

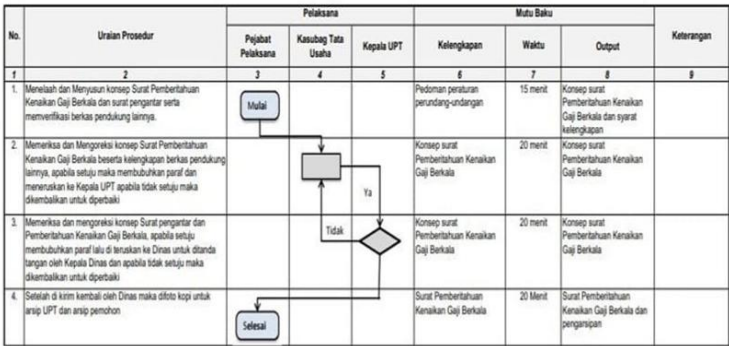


Figure 2. SOP for Making Periodic Salaries

The research results show that the implementation of SIGABER has followed applicable administrative procedures. Each periodic salary increase application goes through a review and verification process in accordance with regulations, ensuring orderly service delivery.

However, accountability challenges persist, including the change of school operators without notification to SIGABER administrators. This situation hinders data management and indicates that coordination and accountability mechanisms are not yet functioning optimally.

From a user perspective, civil servants (ASN) believe SIGABER provides clarity in the service process because each application stage can be monitored directly through the system. Information on file status and missing documents can also be quickly obtained, making it easier for users to complete requirements (Interview with a teacher at SMAN 3 Kupang, April 13, 2026).

Based on the perspective of Good Governance and Mardiasmo's (2009) accountability theory, uncoordinated operator changes indicate that the relationship between principal and agent is not functioning optimally. Although the system supports digital data management and a clear division of

tasks, coordination, administrative discipline, and reporting of personnel changes still need to be strengthened.

Overall, the SIGABER Program's accountability has been quite successful through clear division of tasks, digital documentation, and proper service delivery. However, challenges such as document delays, data entry errors, network disruptions, and uncoordinated operator changes indicate that organizational accountability and coordination between work units still need improvement.

Transparency

Transparency in this study describes the openness of information in the implementation of the Periodic Salary Increase Information System Program (SIGABER), which is measured through the availability of information regarding procedures and requirements, ease of service access, and clarity of the status and process of applying for periodic salary increases.

The research results indicate that the availability of information regarding SIGABER procedures and requirements has been quite effective. Program administrators provide information on administrative requirements, application stages, the verification process, and system usage instructions through outreach and the SIGABER website. This information availability helps civil servants understand the service flow and reduces errors and incomplete files during application (Interview with SIGABER Operator, April 9, 2026).

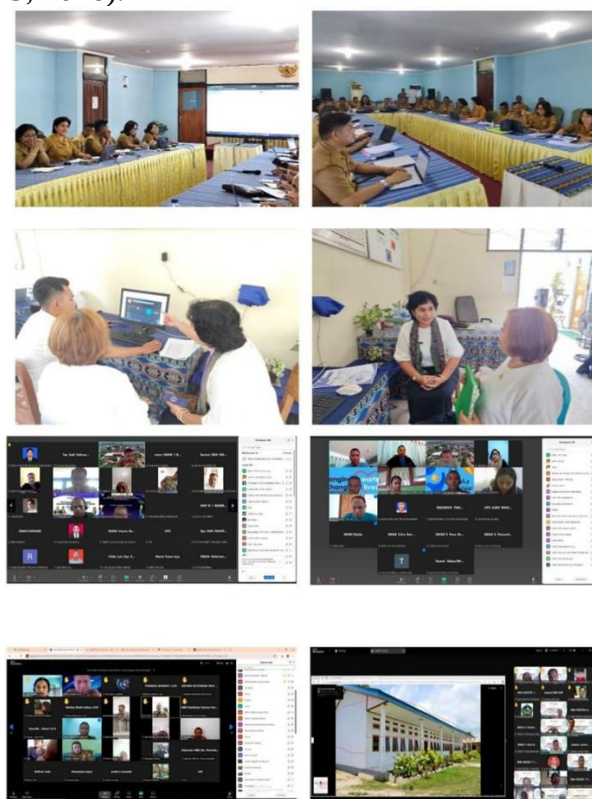


Figure 3. Sigaber Socialization

The research results show that SIGABER management has strived to implement transparency by providing information on service procedures and requirements to civil servants. This information helps civil servants understand the mechanism for applying for periodic salary increases more clearly.

In terms of ease of access, SIGABER allows civil servants to obtain service information online without having to come to the office. Through this system, civil servants can access requirements, procedures, and application progress at any time, making services more practical and efficient (Interview with the Head of the Sub-Division of the Civil Service Administration, April 1, 2026). However, access to information is still hampered by unstable internet connections, so not all civil servants are able to utilize the service optimally.

In terms of information clarity, SIGABER has provided a live application status monitoring feature. Civil servants can track verification, approval, and document deficiencies through the system, making the service process more transparent and easier to monitor (Interview with SIGABER Operator, April 1, 2026).

However, transparency is not yet fully optimal. Some civil servants still have to contact operators or government agencies for information because SOP implementation and inter-operator coordination have not been consistent, particularly regarding changes in school operators that are not promptly reported to SIGABER administrators.

Interviews with users also showed that SIGABER makes it easy to independently monitor application progress without having to visit the office (Interview with a teacher at SMKN 6 Kupang, April 13, 2026). However, the effectiveness of transparency is still influenced by the user's ability to understand the system, as well as adequate infrastructure support and outreach.

Overall, the transparency of the SIGABER Program has been quite good, through the provision of information, ease of access, and transparency of application status. However, increased outreach, adherence to SOPs, inter-unit coordination, and improvements to network infrastructure are still needed to ensure optimal access and utilization of information by all civil servants.

Effectiveness

The effectiveness of this study reflects the extent to which the Periodic Salary Increase Information System (SIGABER) program accelerates, simplifies, and improves the quality of civil servant (ASN) periodic salary increase services. Aspects assessed include timeliness of service completion, ease of use of the system, and achievement of the program's goal of improving service quality.

The research results show that the timeliness of service through SIGABER has improved because the application, inspection, and verification processes are conducted online, making them faster and more efficient than manual systems. Digitizing services can reduce bureaucratic stages and accelerate service delivery (Interview with the Head of the Sub-Division of the Civil Registration Office, April 1, 2026). However, delays still occur due to incomplete documents and internet and system disruptions (Interview with the Kupang City Operator, April 7, 2026).

In terms of ease of use, SIGABER has a simple interface and is equipped with user instructions, making it easy for civil servants to access services independently without having to come to the office (Interview with a SIGABER Operator, April 1, 2026). However, some civil servants still experience difficulties using the system due to limited digital literacy, requiring ongoing outreach and support.

In terms of achieving program objectives, SIGABER has improved the quality of administrative services through more structured data management, easier-to-monitor processes, and more efficient and transparent services compared to manual systems (Interview with SIGABER Operator, April 1, 2026). These benefits are also directly felt by ASN because the application process can be done online, saving time, costs, and effort (Interview with SMAN 2 Kupang Teacher, April 13, 2026).

Overall, the SIGABER program has been quite effective, accelerating service processes, simplifying access to services, and improving the quality of personnel administration. However, its effectiveness is still affected by technical constraints, delays in document completion, and user proficiency in operating the system. Therefore, infrastructure improvements, system enhancements, and enhanced outreach and training are needed to optimally achieve the program's objectives.

CONCLUSION

The research results indicate that the Periodic Salary Increase Information System (SIGABER) program at the East Nusa Tenggara Provincial Education and Culture Office has been running quite well in terms of accountability, transparency, and effectiveness. Accountability is reflected in the clear division of operator duties, digital service documentation, and service implementation that adheres to applicable administrative procedures. Transparency is seen through the availability of information

regarding requirements, procedures, and application status that can be accessed online by ASN. Meanwhile, the program's effectiveness is demonstrated by the acceleration of the service process, ease of service access, and more organized administrative management compared to the manual system. However, this study also found several obstacles, namely delays in uploading and incomplete documents, internet network disruptions, data input errors, and changes in school operators without coordination with SIGABER administrators, which affect the quality of program implementation.

This study has limitations because it was only conducted at the East Nusa Tenggara Province Education and Culture Office with a limited number of informants, so the results cannot be generalized to other agencies or regions. Furthermore, this study focused on three evaluation aspects: accountability, transparency, and effectiveness, so it did not examine other aspects that could also influence the success of program implementation. Future research is recommended to expand the research location, involve more informants, and combine qualitative and quantitative approaches to obtain more comprehensive results. Practically, the results of this study imply the need to strengthen coordination between work units, increase compliance with operational procedures, improve network infrastructure, and implement ongoing socialization and mentoring for the use of SIGABER to improve the quality of digital-based personnel administration services.

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