



Implementation of SI-PKJ Information Technology in the Preparation of Job Analysis and Workload Analysis as a Planning Tool for Appar

Endah Nurvia Yunanto^{1*}, Fedianty Augustinah², Dian Ferriswara³

Faculty of Administrative Sciences, Dr. Soetomo, University Surabaya

Corresponding Author: Endah Nurvia Yunanto endahnurvia26@gmail.com

ARTICLE INFO

Keywords: SI-PKJ, Information Technology, Job Analysis, Workload, HR Planning, East Java Provincial Government

Received : 21 March

Revised : 23 April

Accepted: 23 May

©2025 Yunanto, Augustinah, Ferriswara: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the implementation of SI-PKJ (Institutional Structuring and Job Analysis Information System) in the preparation of job analysis and workload analysis as the basis for apparatus resource planning within the East Java Provincial Government. This research employs a descriptive qualitative approach with data collection techniques through in-depth interviews and document studies, analyzed using the interactive model of Miles and Huberman. The results indicate that the utilization of the web-based SI-PKJ application has accelerated the preparation of Job Analysis (Anjab), Workload Analysis (ABK), job maps, and job evaluations, which are essential in the institutional structuring process and personnel management. However, challenges remain in terms of feature development, system adjustment to field needs, and data security. The study recommends enhancing the capacity and functions of the application, strengthening the security system to prevent hacking, and integrating cross-service systems to support the one data policy and achieve effective, transparent, participatory, and adaptive governance

INTRODUCTION

The national program for bureaucratic simplification, implemented through several stages—namely, structural streamlining, job equalization, and system adjustment (Menteri PAN & RB, 2021) has been carried out by both regional and central governments. This national initiative aims to improve the quality and accelerate public service delivery while enabling organizational restructuring and workforce planning. The scope and objective of Bureaucratic Reform include improving the quality of human resources so that civil servants become more responsive to public demands. Furthermore, effective governance cannot be achieved if positions are filled by personnel lacking competence. Therefore, it is essential to apply the principle of placing the right person in the right position through job analysis.

This is also reinforced by regulations on the State Civil Apparatus (ASN), which mandate that every government institution must determine the number and types of civil servant positions based on job analysis and workload analysis (ABK).

In terms of accelerating government services, work system adjustments must be supported by the implementation of Electronic-Based Government Systems (SPBE), as mandated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies for Bureaucratic Simplification, which utilizes advancements in information and communication technology.

To expedite adjustments in organizational structuring and workforce planning, the East Java Provincial Government—through the Organizational Bureau of the East Java Regional Secretariat, which is responsible for job and workload analysis—must provide fast and accurate data to support the structuring of human resources, both for Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Previously, this was carried out manually, which not only took a significant amount of time and incurred high costs but also lacked accuracy. These inefficiencies often led to the appointment of underqualified civil servants, typically resulting from improper formation planning that failed to align with the real needs and conditions of the region.

Conversely, proper planning of civil servant formation will ensure the recruitment of competent personnel who are capable of optimally performing their main duties and functions. With the rapid development of information technology, various activities in public service, administration, and information dissemination across sectors such as health, education, security, government, and business can now be efficiently executed through digital systems. The continuous innovation in digital products has transformed society into a digitally connected or millennial society (Witri, 2022). This also reflects support for the national strategy and policies on SPBE implementation, which aims to facilitate data synchronization between regional governments and the central ministries.

Job analysis is not solely the responsibility of the appointed officers but also involves all position holders whose roles are being analyzed. In practice, job analysis in Regional Work Units (SKPD) is not preceded by socialization. Instead, the officer delivers and explains the forms directly to structural officials, such as

division heads, who then relay the instructions to their subordinates (Kristanto et al., 2014).

In line with this, there is a need for a supporting tool or information system within the East Java Provincial Government to enhance the speed and accuracy of data and information services related to the structuring of the State Civil Apparatus (ASN). For this reason, the Organizational Bureau of the East Java Regional Secretariat developed the Institutional Structuring and Job Information System (SI-PKJ), which is officially registered on the East Java Provincial Communication and Information Office's website. In other words, the purpose of workload analysis is to determine the appropriate number of personnel, responsibilities, or tasks for each individual (Samudra, 2024).

Theoretical Framework

This study examines the implementation of information technology through SI-PKJ in supporting the preparation of Job Analysis (Anjab) and Workload Analysis (ABK), which serve as the basis for apparatus resource planning. Therefore, the theoretical framework of this research is built upon several key concepts, namely:

1. Theory of Information Technology Implementation

Information technology essentially refers to all forms of technology used to assist humans in facilitating various life activities, particularly in processing, creating, storing, delivering, and disseminating information. The role of this technology is crucial in the process of data acquisition and processing, the compilation and management of information, and the storage and transformation of data into useful and high-quality information.

Various definitions of information technology have been proposed by experts. One such definition, proposed by (Feoh et al., 2022), emphasizes the importance of a deep understanding of this technology as a foundation for the implementation of information systems across various fields. A commonly used model in explaining the process of information technology adoption and implementation within organizations is the Technology-Organization-Environment (TOE) framework introduced by (Tornatzky & Klein, 1982). This model highlights that the success of technology adoption is not solely determined by the availability of the system, but also by technological readiness, organizational structure, and external environmental conditions.

In the context of implementing the Institutional Structuring and Job Analysis Information System (SI-PKJ), the use of information technology depends not only on the physical presence of the system but also on the readiness of supporting infrastructure, managerial support, and the competence of human resources in operating the system. This indicates that the implementation of information technology is holistic in nature and requires an integrated approach.

The rapid development of information technology has also significantly impacted the improvement of public service quality, including within the governmental sector. According to (mante Gulo et al., 2023), information technology is one of the strategic factors supporting the performance of government institutions to remain competitive in the era of globalization. One of

its contributions is evident in the effort to enhance the efficiency of coordination, data management, and digital document storage.

Thus, it can be concluded that information technology functions as a tool that facilitates the process of managing and disseminating information within organizations. Its success largely depends on three key aspects as explained in the TOE model: technological readiness, organizational structure, and external environmental support. The rapid advancement of technology continues to strengthen work effectiveness, particularly in the implementation of digital-based governance.

2. Job Analysis

Job analysis is essentially a form of descriptive research conducted by collecting data related to job positions, processing that data into job-related information, and presenting it to support various organizational programs (Suparjiyanta, 2014). The accuracy of job analysis outcomes highly depends on a well-conducted job data collection process. The results of job analysis serve as the foundation for developing job descriptions, job specifications, and accurate job evaluations.

The Institutional Structuring and Job Analysis Information System (SI-PKJ) plays a vital role in supporting this process by providing a job database and system-based input features that are more accurate and integrated. The implementation of job analysis, particularly in local government institutions, is guided by several legal frameworks, including:

1. Law No. 5 of 2014 on State Civil Apparatus

This law regulates the management and administration of State Civil Apparatus (ASN) in Indonesia. Its aim is to create a professional, high-integrity, neutral ASN capable of delivering quality public services (Republik Indonesia, 2014).

2. Regulation of the Minister of Administrative and Bureaucratic Reform No. 1 of 2020 on Guidelines for Job Analysis and Workload Analysis

This regulation mandates that government institutions submit the results of job analysis (Anjab) and workload analysis (ABK) to the Ministry of Administrative and Bureaucratic Reform (PANRB) and the National Civil Service Agency (BKN) through the e-Formasi application. Local governments are also required to submit these results to the Ministry of Home Affairs (Menteri PAN & RB, 2021).

3. Regulation of the Minister of Home Affairs No. 35 of 2012 on Job Analysis within the Ministry of Home Affairs and Local Governments

This regulation serves as an official guideline for conducting job analysis within the Ministry of Home Affairs Kemendagri and local government institutions (Peraturan Menteri Dalam Negeri RI, 2012).

From the explanation above, it can be concluded that job analysis is a process, method, and technique used to obtain job-related data, which is then processed into job information. This information is crucial for formulating policies, institutional structuring programs, human resource management, administrative procedures, and the planning of education and training (Diklat) programs.

4. Workload Analysis (ABK)

Workload Analysis (ABK) is a process used to determine the number of personnel required to complete a specific workload within a defined period. It is a systematic management technique aimed at obtaining information regarding the level of work effectiveness and efficiency within an organization (Arifin, 2020). ABK serves as a critical basis for determining the staffing needs of government institutions (Setiyowati & Reviandani, 2024).

According to the (Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia, 2020) workload analysis must be carried out using a workload measurement method that is quantitative and objective. The Institutional Structuring and Job Analysis Information System (SI-PKJ) supports this process by providing digitized data, thereby enabling more efficient ABK calculations and minimizing the risk of errors. As such, this technique allows organizations to measure the effectiveness and efficiency of their operations based on existing workloads (Hariyanto, 2021).

5. Civil Service HR Planning

Human resource (HR) planning has the main goal of determining the number and qualifications of employees needed in a government organization. This planning process not only focuses on calculating the number of workers, but also includes identifying the qualifications needed, in order to support the achievement of organizational goals optimally. More broadly, HR planning is the selection of policies and strategies related to manpower, accompanied by an analysis of future manpower needs, both quantitatively and qualitatively. This aims to anticipate both shortages and surpluses of human resources, so that the organization can run effectively and efficiently, optimizing the use of existing manpower (Nurrahman, 2016).

The implementation of effective government activities greatly depends on the professionalism of apparatus resources. The success of a government organization is not only determined by its organizational structure, but also by the ability and competence of employees in carrying out the assigned tasks. Therefore, it is important to ensure that each position in the organization is filled by the right individual, with appropriate qualifications and skills (Nonong, 2022). The theory of HR planning according to (Noe et al., 2011) states that employee planning involves two main aspects: identification of current and future manpower needs. This process is usually carried out based on job analysis and workload analysis, which provide a clear picture of the tasks, responsibilities, and workload level in each position. By understanding these needs, the organization can determine the appropriate number of employees, as well as the competencies required to carry out those tasks.

The Institutional Structuring and Job Analysis Information System (SI-PKJ) plays an important role in supporting this planning process. By integrating job data and workload analysis digitally, SI-PKJ enables more accurate and efficient data collection, processing, and presentation. This system not only facilitates decision-making related to HR planning, but also provides data-based recommendations for institutional structuring and more strategic manpower planning.

Overall, proper HR planning depends not only on the analysis of manpower needs, but also on the use of technology that can accelerate and improve the accuracy of the process. With the support of systems like SI-PKJ, the government can plan and manage apparatus resources more effectively, in accordance with the demands of future developments and changes.

6. Good Governance and Digital Transformation

Digital transformation in government has led to various significant innovations, such as the implementation of e-Government, e-Procurement, and public services based on digital applications. These innovations aim to improve the efficiency, effectiveness, and accessibility of public services comprehensively. Through e-Government, the public can access information and public services online, which ultimately shortens bureaucratic chains, accelerates services, and increases the transparency of government administration.

The key to the success of digital transformation lies in the commitment and support of top-level management. The implementation of information technology will run effectively if the leadership of the institution believes that digital transformation can improve organizational performance. This support must be realized through the provision of competent human resources, adequate budget allocation, and the strengthening of technological infrastructure. In addition, it is necessary to apply firm policies towards employees who are unable to adapt to digital changes, such as administrative sanctions, as a form of encouragement so that all elements of the organization are motivated to participate in the digitalization process (Zen & Frinaldi, 2025). Furthermore, employees who cannot adapt to digital transformation will be given firm sanctions so that all employees are motivated to implement digital transformation (Inspektorat Jenderal Kementerian Perhubungan Republik Indonesia, 2016).

In this context, the implementation of information systems such as the Institutional Structuring and Job Analysis Information System (SI-PKJ) is an integral part of the bureaucratic reform agenda based on digital transformation. SI-PKJ supports institutional and staffing management through the digitalization of planning processes, job analysis, and workload analysis in a more systematic and transparent manner.

LITERATURE REVIEW

Digital transformation has also affected the political and governmental systems more broadly, bringing major changes in how the public communicates, accesses information, and participates in political processes (Hartiwiningsih, 2017). In the framework of modern democracy, digitalization plays an important role in expanding public participation, strengthening transparency, and enhancing government accountability. Digital communication technologies such as social media, online platforms, and digital collaboration tools enable the public to express aspirations, monitor governance, and actively participate in the policy-making process in a more open and inclusive way.

Thus, digital transformation is not only a tool for bureaucratic modernization but also a strategic instrument in realizing democratic, participatory governance that is oriented toward responsive public service.

Figure 1. Conceptual Framework of Research



Source: Processed by Researchers

METHODOLOGY

Type and Approach of the Research

This study uses a descriptive qualitative approach, aiming to thoroughly describe the process of implementing information technology through the Institutional Structuring and Job Analysis Information System (SI-PKJ) in the preparation of job analysis and workload analysis within the East Java Provincial Government. This approach was chosen because the researcher seeks to comprehensively understand the phenomena, processes, and user perceptions.

Research Location

The research was conducted within the Organizational Bureau of the Regional Secretariat of East Java Province and several Regional Apparatus Organizations (OPD) that have implemented SI-PKJ, such as the Department of Education, Department of Health, and the Regional Civil Service Agency (BKD).

Data Sources

The Data Sources in this Research are Divided Into Two Types:

1. Primary Data: Obtained Directly Through in-Depth Interviews With:

- Structural officials from the Organizational Bureau responsible for HR planning.
- Technical team managing SI-PKJ.
- System users from the related OPDs (e.g., Sub-section Heads of HR).

2. Secondary Data: Includes Supporting Documents Such as:

- SI-PKJ user manual.
- Reports on job and workload analysis results.
- Policies related to civil servant (ASN) management.
- Statistical data on SI-PKJ utilization.

Data Collection Techniques

1. In-Depth Interviews

Interviews were conducted in a semi-structured manner using open-ended questions so that informants could explain in detail their experiences and perceptions regarding the use of SI-PKJ.

2. Observation

The researcher directly observed the use of the SI-PKJ system, particularly in the data input process, report preparation, and technical obstacles encountered.

3. Documentation Study

Documents related to HR planning processes and reports from the SI-PKJ system were reviewed to strengthen the findings.

Data Analysis Techniques

The Data were Analyzed Using Thematic Analysis Techniques, Consisting of Several Stages:

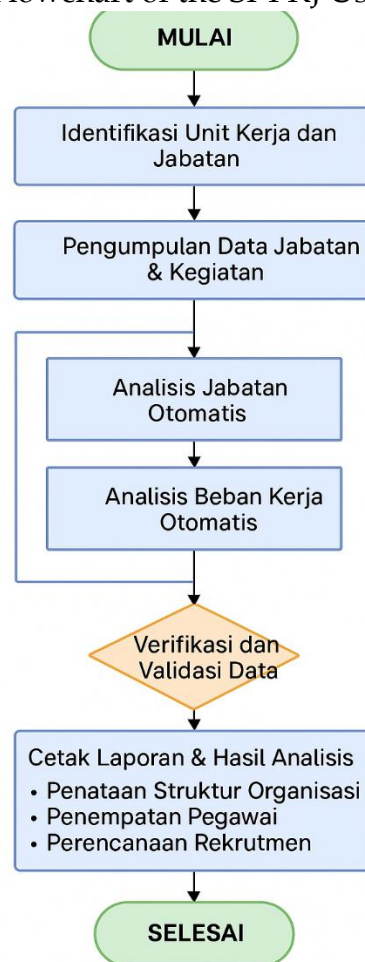
1. Data Reduction – filtering and selecting data relevant to the research focus.
2. Data Display – organizing data into themes or categories, such as system benefits, implementation barriers, and impacts on HR planning.
3. Conclusion Drawing – interpreting the data obtained to formulate findings and answer the research focus.

Data Validity

To ensure the validity of the data, the researcher used the following techniques:

1. Source Triangulation, by comparing information from various informants and documents.
2. Member Check, by confirming interview results with informants to ensure accuracy.
3. Peer Debriefing, by discussing preliminary findings with colleagues to avoid interpretation bias.

Figure 2. Flowchart of the SI-PKJ Usage Process



Research Instrument – SI-PKJ Workflow:

Identification of Work Units and Positions:

The staffing team maps all organizational units and both functional and structural positions to be analyzed.

Collection of Job and Activity Data:

Data is collected from employees' job descriptions, appointment decrees (SK), performance reports, and other supporting documents.

Input of Data into the SI-PKJ System:

HR operators enter data into the SI-PKJ system, including task details, workload volume, execution time, and activity outputs.

Automatic Job and Workload Analysis:

The system automatically processes the data and generates Job Analysis (Anjab) and Workload Analysis (ABK) reports.

Data Verification and Validation:

The preliminary results are verified by technical administrators and validated by relevant officials before being used as a reference.

Report Printing & Analysis Results:

The job and workload analysis reports can be printed or downloaded in PDF or Excel format as documentation for the Organization Bureau or the Regional Personnel Agency (BKD).

Decision Making:

The reports are used as a basis for preparing formations, redistributing personnel, restructuring the organization, and planning human resource development. Figure 2 Flowchart

Source: Processed by Researchers

RESULTS AND DISCUSSION

This study aims to determine how the implementation of SI-PKJ supports the preparation of Job Analysis (Anjab) and Workload Analysis (ABK) as apparatus resource planning within the East Java Provincial Government environment. The results are analyzed based on several main aspects, namely technical system implementation, functional effectiveness, strategic benefits, as well as challenges and obstacles.

1. Level of SI-PKJ Implementation

SI-PKJ has been implemented since 2020 under the coordination of the Organization Bureau of the East Java Provincial Secretariat. By the end of 2024, the data shows:

- a. Number of OPDs (Regional Work Units) in East Java Province: 56 OPDs
- b. Number of OPDs that have implemented SI-PKJ: 45 OPDs (80.3%)
- c. Total number of positions analyzed through the system: approximately 28,500 positions
- d. Number of Anjab & ABK reports produced: 1,240 reports during 2022–2024
- e. Data Source: Internal documentation of the Organization Bureau and system observation results

“With this system, we can input positions and immediately get employee needs recommendations, which previously had to be calculated manually and took a long time.” – Informant 1 (Job Analyst, Organization Bureau)

2. Effectiveness of SI-PKJ in Preparing Anjab and ABK

a. Time Efficiency

Tabel 1. Effectiveness of SI-PKJ

Process	Manual	With SI-PKJ
Preparation of Anjab	± 2 months	± 2 weeks
Preparation of ABK	± 2,5 months	± 2 weeks

Source: Processed by Researchers

Observations show that the system has an auto-fill feature for job tasks based on certain job classifications, which speeds up the data entry process.

“One job position used to take 3–4 days to analyze. Now with SI-PKJ, we can complete 10 positions in one day.” – Informant 4 (Subsection Head of Personnel, OPD)

b. Quality of Report Outputs

The Anjab and ABK reports produced by the system already conform to the standard format of the Ministry of PANRB. The internal validation feature allows automatic checking of inputs that are inconsistent or illogical.

1. Utilization of SI-PKJ Results for HR Planning

HR Decision Making:

- a. Reassignment of employees based on workload analysis from the system.
- b. Reduction of inefficient structural positions.
- c. More measurable and data-driven proposals for CPNS/PPPK formations.

“Previously, requests for personnel needs were only based on assumptions. Now, we attach SI-PKJ results as evidence of real needs.” – Informant 7 (Official of BKD East Java Province)

Case Example:

At the East Java Provincial Education Office:

- a. 115 functional positions were declared overloaded (>120% workload).
- b. 34 structural positions were declared underloaded (<80%).
- c. Based on these results, 42 employees were redistributed to other units.

2. User Response to SI-PKJ

Interview Results (12 Informants From 5 Opds)

Tabel 2. Response to SI-PKJ

Aspek yang Dinilai	Jumlah Setuju	Jumlah Tidak Setuju
Sistem mempercepat penyusunan Anjab/ ABK	11 (91,7%)	1 (8,3%)
Tampilan sistem mudah digunakan	9 (75%)	3 (25%)
Data hasil akurat dan bermanfaat	10 (83,3%)	2 (16,7%)
Perlu pelatihan lebih lanjut	12 (100%)	0 (0%)

Source: Processed by Researchers

“The interface is actually quite simple, but many operators still have difficulties because they are not used to online applications.” – Informant 9 (SI-PKJ Operator, OPD).

3. Implementation Challenges of SI-PKJ

Tabel 3. Obstacles

Kendala	Keterangan
SDM	Sebagian staf belum melek digital, terutama di daerah
Infrastruktur	Koneksi internet lambat di beberapa kabupaten/kota
Ketersediaan Data Awal	Beberapa OPD belum memiliki uraian tugas jabatan yang lengkap
Adaptasi Perubahan Sistem	Setiap update fitur baru perlu sosialisasi ulang kepada seluruh OPD

Source: Processed by Researchers

4. Policy Support

SI-PKJ Gains Legitimacy Thr

- a. Circular Letter from the Regional Secretary of Ea
- b. Integration of SI-PKJ with

“Without supporting regulations, this system would not be adopted by OPDs. We continuously encourage that all reports to the central government be based on SI-PKJ.” – Informant 2 (Head of Organizational Section)

The results of this study indicate that the implementation of SI-PKJ has positively contributed to the preparation of Anjab and

1. Efficiency and Output Quality

SI-PKJ successfully reduced the processing time for Anjab and ABK preparation from approximately 2 months to just 2 week

2. Data-Driven Decision Making

This system not only performs administrative functions but also supports strate

3. User Acceptance and Technical Challenges

Most users find the system beneficial; however, some challenges remain, such as limited digital skills among staff and inadequate IT infrastructure. This highlights the need for intensive training and change manage

4. Policy Support and Sustainability

Strong policy backing from regional leadership has accelerated system implementation. However, long-term sustainability requi.

CONCLUSION AND RECOMMENDATION

Based on the Research Findings, the Following Conclusions can be Drawn:

1. SI-PKJ has been effectively implemented in most OPDs of East Java Provincial Government, significantly improving the efficiency and quality of Anjab and ABK documentation.
2. The system plays a strategic role in human resource planning by providing accurate, reliable, and standardized data that supports evidence-based decision making.
3. User feedback is generally positive, although improving digital literacy and IT infrastructure – especially at the regional level – remains a priority.
4. Strong policy support has facilitated implementation, but ongoing organizational commitment is necessary to keep the system relevant and integrated within broader bureaucratic reforms.

Therefore, SI-PKJ presents a promising model for integrating information technology into civil servant human resource management. Future efforts should focus on enhancing user capacity, data quality, and cross-system integration across government units.

FUTHER STUDY

This research still has delays, so further research is needed related to the topic of Implementation of SI-PKJ Information Technology in the Preparation of Job Analysis and Workload Analysis as a Planning Tool for Appar in order to enhance this research and enrich the readers' knowledge.

REFERENCES

- Arifin, H. (2020). Penerapan Metode Analisis Beban Kerja untuk Meningkatkan Produktivitas di Bagian Case Assy Up di PT. Yamaha Indonesia. *Teknoin*, 26(2), 83–95. <https://doi.org/10.20885/teknoin.vol26.iss2.art1>
- Feoh, G., Anisah, H. U., Karsana, I. W. W., Padakari, S. L., Susanto, P. C., Hastutik, S., Colia, R. S., Lie, D., Putra, L. A., Krismawintari, P. D., Arshandy, E., Gunawan, P. W., & Putri, S. A. (2022). INFORMATION TECHNOLOGY: KONSEP DAN IMPLEMENTASINYA. In A. Sudirman (Ed.), *Sustainability (Switzerland)* (Vol. 11, Issue 1). CV. Media Sains Indonesia. http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-gene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI

- Hariyanto, D. (2021). Buku Ajar Pengantar Ilmu Komunikasi Penulis : Didik Hariyanto Diterbitkan oleh Jl . Mojopahit 666 B Sidoarjo ISBN : 978-623-6081-32-7 Copyright © 2021 . Authors All rights reserved. In Pengantar Ilmu Komunikasi.
- Hartiwiningsih. (2017). Peran Transformasi Digital dalam Meningkatkan Demokrasi yang berkepastian Hukum. Mahkamah Konstitusi Republik Indonesia, 1-13.
- Heeks, R. (2006). Implementing and Managing eGovernment (1st ed.). SAGE Publications.
- Inspektorat Jenderal Kementerian Perhubungan Republik Indonesia. (2016). Menyongsong Transformasi Digital Demi Terwujudnya Good Governance. KEMENHUB, 25-28.
- Kristanto, I. H., Muluk, M. R. K., & Setyowati, E. (2014). Perencanaan Sumberdaya Aparatur melalui Analisa Jabatan dan Analisa Beban Kerja Berbasis Teknologi Informasi dalam rangka Pemetaan Jabatan. Wacana, 17(4), 214-223.
- mante Gulo, B., Waruwu, M. H., Mendrofa, S. A., Ndraha, A. B., & Lahagu, P. (2023). Analisis Implementasi Teknologi Informasi Dalam Meningkatkan Efektivitas Pelayanan Masyarakat Pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Nias Barat. Innovative: Journal Of Social Science Research, 3(6), 1236-1247.
- Menteri PAN & RB. (2021). Peraturan Menteri Pendayagunaan Aparatur Negara dan RB Nomor 25 tahun 2021 tentang Penyederhanaan Struktur Organisasi Pada Instansi Pemerintah Untuk Penyederhanaan Birokrasi. 1-16.

<https://peraturan.bpk.go.id/Details/170592/permen-pan-rb-no-25-tahun-2021>

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. \. (2011). MANAJEMEN SUMBER DAYA MANUSIA : Mencapai Keunggulan Bersaing. 9-10.

Nonong, N. (2022). Perencanaan Sumber Daya Manusia Untuk Meningkatkan Kinerja Aparatur Sipil Negara Di Kantor Kementerian Agama Kota Jambi. Jentre, 3(1), 26-32. <https://doi.org/10.38075/jen.v3i1.13>

Nurrahman, M. E. (2016). Perencanaan SDM Aparatur dalamMenunjangArah Pembangunan Daerah. Bkpsdmd.Babelprov.Go.Id, 1-4. <https://bkpsdmd.babelprov.go.id/content/perencanaan-sdm-aparatur-dalammenunjangarah-pembangunan-daerah>

Peraturan Menteri Dalam Negeri RI. (2012). Analisis Jabatan Di Lingkungan Kementerian Dalam Negeri Dan Pemerintah Daerah. Republik Indonesia.

Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia. (2020). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 1 Tahun 2020 tentang Pedoman Analisis Jabatan dan Analisis Beban Kerja. In Direktorat Utama Pembinaan dan Pengembangan Hukum Pemeriksaan Keuangan Negara Badan Pemeriksa Keuangan. <https://doi.org/10.30743/jdkan.v2i2.9600>

Republik Indonesia. (2014). Undang-undang Republik Indonesia No.5 tahun 2014 tentang Aparatur Sipil Negara (pp. 1-104). Sekretariat Website JDIH BPK Ditama Binbangkum.

Samudra, M. (2024). Implementasi Dalam Sistem Informasi Pada Analisis Beban Kerja Pegawai Yang Berbasis Website Di Surabaya. 2.

- Setiyowati, M. D., & Reviandani, O. (2024). Implementasi Nilai Analisis Beban Kerja dalam Penentuan Jumlah Pegawai di Bapenda Kota Surabaya. 18, 157-170.
- Suparjiyanta, D. (2014). Dasar-dasar Analisis Jabatan. Universitas Terbuka Repository, 1-35. repository.ut.ac.id › ADPG4445-M1
- Tornatzky, L. G., & Klein, K. J. (1982). Innovation characteristics and innovation adoption-implementation: A meta-analysis of findings. https://doi.org/10.1163/_q3_SIM_00374
- Witri, M. G. (2022). Digitalisasi Pelayanan: Adopsi Inovasi Pelayanan Administrasi Kependudukan Dan Catatan Sipil Berbasis Website. ULIL ALBAB: Jurnal Ilmiah Multidisiplin.
- Zen, N. H., & Frinaldi, A. (2025). Peran Hukum Administrasi Negara dalam Mewujudkan Good Governance di Era Digital. 5, 29-40.