

Implementation of the One Data Policy in the State Civil Apparatus Sector in the Implementation of One Data Indonesia in the Work Area of Regional Office XI of the State Civil Service Agency

Heronov X. Sigarlaki¹, Michael Mamentu¹, Johny Peter Lengkong¹

Corresponding Email: heroaxl@gmail.com

¹Postgraduate Program of Sam Ratulangi University, Manado

Abstract

The one data policy for State Civil Apparatus is a necessity. This is done to create an integration of personnel data that can be accessed nationally and is well organized, and to support better decision-making related to ASN policies. This study was conducted to determine the process of implementing One Data for ASN Fields in the Implementation of One Data Indonesia in the Work Area of Regional Office XI BKN in promotion services. Research data was collected through interviews, observations and secondary data reviews. By using a qualitative design, it was found that its implementation in promotion services for North Sulawesi Provincial Government agencies had obstacles that disrupted efforts to achieve the objectives of the State Civil Service Agency Regulation Number 13 of 2022. Lack of attention from ASN to personal personnel data, frequent employee rotation and the ability of implementers to use technology hindered the achievement of policy implementation objectives.

Keywords: Policy implementation; One Data; Personnel.

Received: November 9, 2024

Revised: December 7, 2024

Accepted: January 7, 2025

Introduction

Digital transformation brings opportunities and obstacles for the Indonesian government, especially in determining government policy steps based on data. The implementation of government data governance aims to increase the value of data as a basis for policy making and this goal has been included in the National Action Plan for Open Government Indonesia since 2018, with one of the most important and strategic initiatives being One Data Indonesia (SDI). Related to the desire to realize this, the One Data Indonesia policy is a policy taken by the government which is regulated by Presidential Regulation No. 39 of 2019 concerning One Data Indonesia. This Presidential Regulation is a Government Data Governance Policy to produce accurate, up-to-date, integrated and accountable data that is easy to access and share between Central and Regional agencies through the fulfillment of data standards, metadata, data interoperability, and using reference codes and master data.

Basically, this One Data Indonesia policy regulates the implementation of data governance produced by government agencies to support development planning, implementation, evaluation and control. The government then implemented this policy as a means to achieve these goals (Roelfsema et al., 2020). Through the use of data standards, metadata, data interoperability, reference codes and master data, this policy is accurate, up-to-date, integrated and accountable as well as easily accessible and shared between central and regional agencies. In essence, the One Data Indonesia policy regulates the implementation of data governance

produced by related agencies as data producers to support planning, implementation, evaluation and control of development.

Given the differences in data and geospatial between government agencies and the difficulty of accessing government data, SDI is a reference in the implementation of data management and data governance, as well as a forum for providing up-to-date, integrated data that can be shared between central and regional agencies and ensured that the data is accurate (Islami, 2021). SDI also encourages open data and transparent data that can support the national statistical system. The implementation of SDI upholds the principles in its implementation in terms of Data Producers producing data that must meet Data Standards; Data Producers create data that has Metadata; Data Producers must produce data that meets data conformity rules; and Data Producers produce data using Reference codes and/or master data. To obtain the required data, it requires improved management of accurate, open and interoperable government data.

SDI is an effort to provide reliable, accountable, and up-to-date data by building a government database that can be used as a basis for all policies and the implementation of the policy itself. The data needed includes data on food, energy, education, health, economy, industry, tourism, infrastructure, maritime, bureaucratic reform, ASN data, and others. The One Data Policy for the State Civil Apparatus Sector is regulated in the State Civil Service Agency Regulation number 13 of 2022 concerning One Data for the ASN Sector. One Data for the ASN Sector is a government policy in the governance of State Civil Apparatus data to create accurate, up-to-date, integrated, and accountable data, as well as easy to access and share between government agencies with the basic principles of meeting data standards, metadata, data interoperability and using reference codes and master data.

State civil apparatus (ASN) data is an important part in supporting the achievement of the One Data Indonesia (SDI) goal, namely in planning, implementing, evaluating, and controlling Development in the ASN sector. In the State Civil Service Agency regulation number 13 of 2022, One Data in the ASN sector is regulated in a certain scope including: One Data organizer; One Data collaboration; One Data implementation; access rights; Data security; Data utilization; monitoring and evaluation; and funding. This one data is organized by several related parties, each of which has responsibilities and functions such as ASN Guardian; BKN Data Producer; and One Data Forum in the ASN sector. In Law number 5 of 2014 concerning the State Civil Apparatus, the State Civil Service Agency has a mandate, among others, to become a government agency responsible for storing updated ASN information and data and is obliged to be in the process of managing and developing the ASN Information System in other words, BKN functions and plays a role as a Guardian as well as an ASN data producer in achieving one ASN data.

In creating accurate, up-to-date, integrated, and accountable ASN data, as well as easy to access and share, BKN, which in this case functions as part of the ASN One Data organizer, has made several efforts to achieve these goals. The efforts that have been made by BKN and are still ongoing in accelerating data quality such as Data Matching (reconciliation and synchronization), resolution of data disparity problems (DISPARITAS), independent data updates, and data and system integration. In its efforts, BKN often faces several problems in achieving the goal of one data in the ASN field, for example, there is a proposal for data rejuvenation that has been proposed by the agency but the approval process for the rejuvenation proposal is not carried out by BKN and the regional office due to personal negligence. The difficulty of the data matching process between data holders in agencies and BKN is also a

problem in achieving the goal of one data in the ASN field. Regional Office XI BKN is the executor of BKN duties in its work area in accordance with the State Civil Service Agency Regulation (SOTK).

The working area of Regional Office XI BKN includes regional agencies in the Provinces of North Sulawesi, North Maluku Province, and Gorontalo Province, both districts, cities and provincial governments and vertical agencies in the three provinces with a total of 34 district/city/provincial agencies. Regional Office XI BKN, which is part of BKN, has made the same efforts in its working area to accelerate the quality of ASN data as implemented by the central BKN. The implementation of data quality acceleration efforts carried out by the State Civil Service Agency and more specifically the Regional Office XI BKN in its working area has been carried out continuously but there are still ASN data that are not in accordance with the actual or invalid. This invalid data can be seen from the proposed personnel service data which is still rejected on the grounds that there is still data that does not match either the proposed ASN data or the proposed personnel service data.

This invalid data is also found in the disparity data report or anomaly data obtained from the central BKN. The total number of proposals for Rank Increases for agencies in the work area of the Regional Office XI BKN until the April 2024 period is 3827 proposals, 2027 BTS Proposals which in percentage terms are 52.97%. The North Sulawesi Provincial Government Rank Increase Proposals until the April 2024 period are 137 proposals, 46 BTS proposals with a presentation of 33.58%. The data above illustrates the number of proposals along with the status of the proposals stated by BTS (rejected due to inconsistent data) in the promotion service from all regional agencies in the work area of the BKN Regional Office XI and more specifically in the North Sulawesi Provincial Government agency since the promotion period of April 2023 to April 2024.

This is still often found in every promotion period even though BKN continues to run programs in order to achieve accurate ASN field data (Akram, 2023). The North Sulawesi Provincial Government is used as an example because the number of employees from this agency is the largest among the 34 district/city/provincial agencies in the work area of the BKN Regional Office XI with a total of 9,765 PNS employees and 2,741 PPPK employees. With the amount of data from various sources continuing to increase, data inconsistencies need to be recognized and addressed so that decisions are made based on accurate and reliable data.

Methods

In implementing this research, a qualitative descriptive approach was used. (Bugin, 2015:76). Primary data and secondary data are the types of data needed for this research. Primary data is data obtained directly from informants in the field through in-depth interviews and observations conducted directly by researchers. The results of interviews with informants and observations conducted directly by researchers are used as primary data in this study. Secondary data sources are data sources that provide data to data collectors indirectly, such as through documents or other people (Sugiyono, 2018). In this study, the secondary data sources consist of ASN Data, both PNS and PPPK in the North Sulawesi Provincial Government Environment and BTS Reports on ASN data problems in siasn services. Report on the number of ASN data rejuvenation of the North Sulawesi Provincial Government on siasn., List of disparity data for the North Sulawesi Provincial Government and Report on the use of data integration through BKN Web Services by agencies in the work area of the BKN Regional Office XI. In addition to the above data sourced from the BKN ASN Information System, this study also uses other secondary data from books, journals, and articles that are directly related

to the topic of this study. The informants in this study consisted of: Head of Regional Office XI BKN, Head of Mutation Division of North Sulawesi Province BKD, Head of Division handling data at North Sulawesi Province BKD, Civil Servants Managing ASN Data at North Sulawesi Province BKD, Civil Servants Managing Mutation Services at North Sulawesi Province BKD. Civil Servants Processing ASN Services and ASN Data Managers of Regional Office XI BKN. In this type of qualitative research, it is not necessary to process data after all data has been collected or the processing process is complete; on the contrary, temporary data that has been obtained can be processed and analyzed simultaneously with the data collection process. According to Suyanto & Sutinah (2006), in qualitative research, data processing is carried out by categorizing or classifying data based on several themes that are the focus of the research. In this study, data was processed using the following methods: data reduction, drawing conclusions and verification (Miles & Huberman, 1992).

Results and Discussion

The North Sulawesi Provincial Government carries out government and public service functions through various agencies, including the Regional Civil Service Agency (BKD) which is responsible for managing state civil servants (ASN). The Regional Civil Service Agency (BKD) of North Sulawesi Province is one of the government agencies responsible for managing human resources for state civil servants (ASN) at the provincial level. The North Sulawesi Provincial BKD has an important role in planning, developing, and managing policies related to civil servants (PNS) in the region, both in terms of appointment, transfer, training, career, and welfare of ASN.

The North Sulawesi Provincial BKD is also one of the parties involved in efforts to implement the One Data Indonesia policy in the field of state civil servants. The North Sulawesi Provincial BKD plays a role in supporting the implementation of the national policy at the regional level, in collaboration with various parties, including the Regional Office XI of the State Civil Service Agency (BKN). This study will focus on the efforts of the North Sulawesi Provincial BKD in implementing the One Data policy in the State Civil Apparatus Sector and its role in implementing One Data Indonesia together with the Regional Office XI of the BKN. This study will explore the challenges, strategies, and results of implementing the policy, both at the provincial level and in coordination with BKN in this case the Regional Office XI BKN.

Regional Office XI of the State Civil Service Agency (BKN) is one of the BKN work units that functions to carry out state civil service duties in its working areas, namely the North Sulawesi Province, Gorontalo Province and North Maluku Province with a total of 34 districts/cities and provinces, regional agencies and central agencies in the regions. Regional Office XI BKN is tasked with providing services and supervision related to personnel administration, ASN data management, and supporting the implementation of national policies at the regional level. Regional Office XI BKN has an important role in supervising and supporting the implementation of the One Data Indonesia policy at the provincial level, including North Sulawesi Province.

One of them is in the management of civil servant promotions, where the North Sulawesi Provincial BKD collaborates with Regional Office XI BKN to ensure that personnel data submitted by civil servants in the regions is in accordance with promotion regulations and data standards. BKN, through this regional office, also provides supervision of the promotion process, as well as providing approval and verification of promotion applications that have been made by agencies in its work area including the North Sulawesi Provincial BKD. With the One Data system integrated between agencies and BKN, the BKN Regional Office XI plays

a role in ensuring that personnel data in its work area is valid, organized, and adequate to support appropriate decision-making in the promotion process and other ASN-related policies.

To obtain more in-depth data related to the implementation of the One Data policy in the field of state civil servants (ASN), especially regarding the promotion process of PNS in North Sulawesi Province, researchers use data based on primary data in the form of current information obtained from the field based on observations and interviews and using secondary data obtained from data collection in the form of a recapitulation of data related to research obtained directly by researchers in the field. The secondary data used in this study is recapitulation data arranged in a table and grouped by the types of data needed in this study.

With the data used, namely data on the number of ASN in the work area agencies of the Regional Office XI BKN (Attachment 1), Recapitulation of Data Disparities in the work area agencies of the Regional Office XI BKN in 2024 (Attachment 2), data on proposed rejuvenation of ASN data in the work area agencies of the Regional Office XI BKN (Attachment 3), data on the number of proposed promotions in the promotion period from 2023 to April 2024 (Attachment 4). From the data on the number of proposed promotions processed, it was found that the North Sulawesi Provincial Government's proposed promotions had the highest file verification status of non-compliant (BTS) from all agencies in the work area of the BKN Regional Office XI, as can be seen in the table below:

Table 1. Proposed Promotions for the North Sulawesi Provincial Government

Period	KP		
	Number of Proposals	BTS Proposal	Percentage
April 2023	797	197	24,72%
Oktober 2023	590	178	30,17%
February 2024	45	23	51,11%
April 2024	137	46	33,58%

Data source: Processed research data from SIASN data

The researcher also used primary data from the results of interviews conducted with four informants, namely the Head of the Mutation and Employee Status Division at the North Sulawesi Provincial BKN, the Promotion Service Operator at the North Sulawesi Provincial BKN, the ASN Data Service Operator at the North Sulawesi Provincial BKN, and the Computer Administrator at the Regional Office XI BKN. These informants are informants who have a strategic role in this policy. Interviews were conducted with informants based on questions compiled in interview guidelines based on implementation theory.

According to Agustino (2016), the success of a public policy implementation can be measured by whether or not the desired goals are achieved. The success of policy implementation is determined by the content variables of the policy content and the context of the policy. With factors that are considered important in both variables, namely the type of benefits, program implementers, resources used and the level of compliance and response from implementers. According to Kusnadi & Baihaqi (2020), implementation is something that exists after the law is a type of tangible output. Meanwhile Budi Winarno (2014), argues that Implementation generally includes the formation of relationships that facilitate policy objectives that are the impact of government actions.

According to Mazmanian & Sabetier (1983), quoted in Wahab (2008), they argue that Implementation is understanding what actually happens after a program is declared valid or formulated. Something that happens and activities after the State policy guidelines are ratified include efforts to manage and/or create real effects on the community are the center of attention in policy implementation. Setiawan's opinion (2004) is that implementation is defined as an expansion of activities that mutually adjust the way interactions occur between goals and actions. To achieve this, a strong bureaucratic implementing network is also needed. One data in the field of State Civil Apparatus is a step by BKN in order to support the government's policy on One Data Indonesia in the field of State Civil Apparatus data.

One data in the field of State Civil Apparatus is a policy for managing State Civil Apparatus data with the aim of producing accurate, up-to-date, integrated, and accountable ASN data, as well as being easily accessible and shared between central and regional agencies. In its efforts to provide accurate, up-to-date, integrated, and accountable State Civil Apparatus data that is easily accessible and distributed between agencies/institutions, the State Civil Service Agency has implemented several steps and programs, such as reconciliation and synchronization, Independent Data Updates, periodic data rejuvenation, Resolution of data disparity problems, and data integration. The steps and programs carried out by BKN involve all parties related to ASN data, namely BKN itself as the ASN guardian, agencies as managers of each ASN's personnel, and ASN data owners.

Data, according to Susanto (2017), is a fact that can be used as input to produce information. Data can also be used as material in calculations, measurements, or discussions. At this time, data does not only consist of a collection of words and or sentences, but can also be audio, visual both still images and videos, and can be in two or three dimensions. Research facts show that there are still many ASN promotion proposals that are declared Inappropriate Files (BTS) by BKN verifiers because there are still ASN data proposed for promotion that do not match the actual data with the data in BKN. This problem is caused by ASN data that is not updated according to the actual data when the promotion is proposed. For example, ASN data that does not match is ASN position data, rank/group data, education data and other data that often changes or ASN History data.

This data mismatch is caused by not updating the data directly when there is a change in the ASN data. This situation is also caused by the lack of information when there is a change in data that must be updated. Resources and changes in the organizational structure that manages ASN data in agencies are also factors that cause data not to be updated when changes occur, this is due to the lack of knowledge of the staff who occupy the position at the data owner agency and BKN, lack of knowledge of the data standards needed in the rejuvenation of the data and the lack of concern for ASN data from government agencies both central and regional and also the lack of concern for the data from the data owner, namely ASN itself in the midst of efforts that have been implemented and are currently being implemented by BKN.

From the explanation above, the theory of policy implementation from Marilee S. Grindle was chosen by the researcher in her research. This theory states that policy implementation is influenced by two variables, namely Content of Policy: a policy in its implementation must involve many interests, and to what extent these interests influence its implementation. A policy has goals and benefits that have a positive impact in its implementation for the target group, and has goals to be achieved with a certain size will determine how difficult it is to achieve these goals, there are competent policy implementers in supporting the success of

achieving policy goals, and other resources that can support the implementation of the policy (workforce, expertise, funds, facilities and others).

Context of Policy: the strength, power and strategy of the actors involved in implementing the policy must be taken into account, the policy implementation environment such as the characteristics of the agency, and the level of compliance and response from the implementers. Researchers believe that this theory will help researchers understand the implementation of the One Data ASN Field policy in the implementation of One Data Indonesia in the work area of the Regional Office XI BKN Manado in the North Sulawesi Provincial government agency in the proposed promotion service. The implementation of this policy is carried out with these factors.

In the process of implementing the policy by considering these two factors, it can be seen what obstacles are in the implementation of the One Data policy in the ASN sector. These inhibiting factors include how much influence One Data in the ASN Sector has and how much benefit is there from accurate ASN data for government agencies, both central and regional, BKN and ASN itself in the promotion process, the process of improving the quality and transparency of ASN data that can contribute to government accountability and data-based decision making, and whether or not there are policy implementing resources in the organization responsible for managing ASN data and other resources that can support policy implementation.

Awareness of the importance of accurate data from BKN, Government Agencies and ASN data owners and a quick response when there is a change in data from each actor can affect the success of the implementation of the One Data ASN Sector policy. By finding obstacles in policy implementation, researchers can find out what efforts can be made to overcome the challenges and obstacles encountered. Based on the theoretical framework, the results of interviews with informants can be described as follows:

Content of Policy - Type of Benefits

This factor describes in one policy there must be a type of benefit that shows the positive impact resulting from the implementation of a policy to be implemented. The personnel managers of regional agencies and central agencies and the Regional Office XI BKN as the implementers and target groups of this policy. In this study, the benefits resulting from the implementation of the One Data ASN Field policy on ASN Promotion services will be examined, and how these benefits can affect the efficiency and effectiveness of the promotion process.

From the results of the interview, it was found that the implementation of the one data ASN field policy on promotion services in North Sulawesi Province provided various significant benefits. These benefits include increased data accuracy, data interoperability between agencies, efficiency and effectiveness of the promotion proposal and verification process, can support better decision making, and strengthen data governance. All of these benefits contribute to improving the quality of promotion services for ASN, which will ultimately have a positive impact on the performance of the regional government and the satisfaction of ASN themselves in promotion services and other personnel services.

Content of Policy - Program Implementer

In this factor, policy implementation must be supported by the presence of policy implementers who have been determined, with support from competent and capable policy implementers in the field of the policy to be implemented can determine the success of the implementation of a policy. From the interview, it can be seen that in the North Sulawesi Provincial BKD as the

manager of personnel and also the manager of personnel data, there are already employees assigned to implement the one data policy in the ASN field both in implementing ASN data management and also in utilizing it in ASN promotion services in their agencies. The number of ASN and the number of policy implementing employees and employee rotation policies greatly affect the implementation of the policy, the greater the data managed must be balanced with the number of data managers as well and if there is employee rotation, knowledge transfer from the previous implementer must be carried out so that the policy implementer has the ability and knowledge in implementing the policy (Ana & Warlizasusi, 2021).

Likewise, the Regional Office XI BKN as the executor of BKN duties in its working area already has a policy implementer for one ASN data attached to the Personnel Information sector who is responsible for data and data management systems and in the field of Mutation and Employee Status who serves as a verifier of promotion proposals who coordinate with the agencies in their working area in the implementation of one ASN data and its utilization. Each policy implementer both at the North Sulawesi Provincial BKD and the Regional Office XI BKN has the ability and capability in carrying out their duties as policy implementers and continues to improve their knowledge.

Content of Policy - Resources Committed

In this factor, resources that support the implementation of a policy will be explored so that it can run well. With the support of resources needed to implement a policy, it will be easier to implement it. From the search based on the results of the interview, it was found that the resources used to support the implementation of the one data policy in the ASN field were information technology resources such as information systems, database systems, internet network infrastructure and physical network infrastructure, BKN also uses the support of expert resources in the field of Information Technology. For other resource support, namely budgeting in order to support these resources.

Context of Policy - Compliance and Responsiveness

This factor will assess the extent of the level of compliance of the implementer to the implementation of the policy and the level of response from the implementer in implementing the policy if there are things that require action and response from the policy implementer. It can be seen from the results showing that the level of compliance of the actors involved in the implementation of this policy is very good. This is due to the existence of an information system that supports the work process, making it easier for implementers to follow the rules and procedures that have been set.

This compliance reflects the commitment of the implementers to implement the ASN one data policy in accordance with applicable provisions. Although the level of compliance is high, there are notes regarding the sometimes slow response of the implementer, especially when facing system disruptions or when the required supporting documents are incomplete and the concern for their own data from the ASN is still very lacking, ASN will pay attention to their data when the data will affect their income and career. Informant KH said that even though there was a delay in completion, the response from the BKN Regional Office XI remained fast, even with a fairly large workload. This shows that despite the challenges, the implementers are still trying to provide a quick response to existing requests.

Informant RRB added that the speed of response from the BKN Regional Office XI is very dependent on the complexity of the problem faced. The more complex the problem, the longer it takes to resolve it. This shows that even though there is a supporting system, external factors

such as the quality of supporting documents and the suitability of the proposal also play an important role in determining the speed of response. The level of compliance and good response of implementers greatly influences the implementation of the one data policy in the ASN field. With high compliance, the process of proposing and verifying promotions can run more smoothly. However, challenges in terms of slow responses when facing certain problems can hinder the effectiveness of policy implementation. Therefore, it is important to continue to monitor and improve existing systems and processes so that responses can be faster and more efficient.

The problem in this study can be concluded that the Implementation of the One Data Policy in the ASN Sector in the Implementation of One Data Indonesia in the Work Area of the Regional Office XI BKN which is dissected with the policy implementation theory put forward by Merilee S. Grindle shows that although there are various efforts to achieve the objectives of implementing the One Data Policy in the ASN Sector in the work area of the Regional Office XI BKN, there are still obstacles that hinder the achievement. The formulation of the research problem highlights the inconsistency and invalidity of State Civil Apparatus (ASN) data in each promotion period, this is caused by several things, namely data inaccuracy can be caused by a lack of ASN attention to their own data, frequent employee rotation can disrupt continuity and knowledge transfer, which has the potential to cause data inaccuracy, the understanding and ability of implementers in using the supporting technology must continue to be improved, the response to changes in ASN data from implementers can hinder the achievement of policy implementation objectives. Although there are good efforts in implementing the One Data Policy in the ASN Sector, these obstacles indicate that in order to achieve accurate ASN data, more attention is needed to data management, increasing the capacity of implementers, and responding more quickly to problems that arise. This is important to ensure that ASN data used in the promotion process is valid and appropriate, thus supporting the overall policy objectives.

Conclusion

Based on the results of the study, the researcher concluded that the Implementation of the One Data Policy in the ASN Sector in the Implementation of One Data Indonesia in the Work Area of the Regional Office XI BKN, its application in promotion services for North Sulawesi Provincial Government agencies, there are obstacles that cause the success of achieving the objectives of the policy implementation according to the theory put forward by Merilee S. Grindle. In accordance with the framework of thought outlined through the discussion of the research results, the policy content variable, the Type of Benefits factor (benefit type) provides various significant benefits from policy implementation with the main benefits produced including increased data accuracy that can affect the promotion service process to be effective and efficient, from the policy content variable, the Program Implemente factor (program implementer) Overall, policy implementers at the North Sulawesi Provincial BKD agency and the Regional Office XI BKN already have policy implementers who are assigned and have adequate abilities and continue to strive to improve their knowledge, which contributes to the success of the implementation of this policy.

The rotation of policy implementers that often occurs in agencies greatly affects the success of policy implementation. Policy content variables Resources Committed (resources used), the resources needed in implementing this policy have been met as a whole with the support of very large information technology in implementing this policy, then the information technology must be supported by a good security system as well as an understanding of the information technology must be met. The understanding of information technology that is

developing very rapidly must be balanced with the capabilities of the policy implementers. Policy context variables Compliance and Responsiveness factors (level of compliance and response from implementers) the level of compliance of implementers to this policy is very good.

This is supported by the existence of an information system that makes it easy for implementers to follow the rules and procedures that have been set. However, even though the level of compliance is high, there are challenges related to the sometimes-slow response of implementers, especially when facing system disruptions or incomplete supporting documents. This delay is often influenced by the lack of ASN concern for their data, which usually increases when the data has an impact on their income and career. The response from the BKN Regional Office XI is generally fast, despite the high workload, and the speed of this response is highly dependent on the complexity of the problem at hand. Although there is a supporting system, external factors such as the quality of supporting documents and the suitability of proposals also affect the speed of response.

Suggestions

From the findings of this study, the researcher would like to provide suggestions to the Regional Office XI of BKN and government agencies in its work area, especially to the North Sulawesi Provincial BKD as the ASN data manager in the North Sulawesi Provincial Government agency, which is expected to be a consideration in taking steps to resolve problems faced in order to achieve the objectives of the Implementation of the One Data Policy in the ASN Sector. Building a more responsive system to handle emerging problems, building a system that stores each ASN's personnel documents digitally. Strengthening the technical support team and providing clear communication channels for ASN to resolve problems. Increasing collaboration with the North Sulawesi Provincial BKD to ensure that all parties are involved in ASN data management.

Regular meetings, discussions and mentoring can help in aligning perceptions and strategies in data management. Conducting regular monitoring and evaluation of the implementation of the One Data Policy in the ASN Sector. This can help identify obstacles that arise from the Efforts that have been made and can also provide a basis for necessary improvements. Conducting regular socialization and training for ASN regarding the importance of the accuracy of their personal data. This can increase ASN's concern for the data they have, especially when the data affects their careers and income. Developing a continuous training program for policy implementers to ensure that they always have the latest knowledge and skills in data management and information technology.

In addition, there needs to be a clear mechanism for knowledge transfer when employee rotation occurs. Ensuring that the existing information technology infrastructure is always updated and equipped with a good security system. This is important to maintain the integrity and security of ASN data. And collaborate with BKN in developing an Information System that can guarantee the security of ASN data and support the implementation of the One Data ASN Field policy. Implementing ASN Management from planning to dismissal using an integrated information system. By implementing an information system in ASN Management, every promotion and rotation that occurs will automatically be recorded in the system and ASN data will always be updated.

References

Agustino, Leo. 2016. *Dasar-Dasar Kebijakan Publik (Edisi Revisi)*. Bandung: Alfabeta.

- Akram, H. (2023). *Evaluasi Kebijakan Pemberian Izin Belajar Bagi Pegawai Negeri Sipil di Lingkungan Pemerintah Provinsi Riau Tahun 2018-2020* (Doctoral dissertation, Universitas Islam Riau).
- Ana, F. Y., & Warlizasusi, J. (2021). Analisis Kebijakan Kepala Sekolah dalam Pelaksanaan Kurikulum 2013 untuk meningkatkan Mutu Pendidikan di SMAN 8 Rejang Lebong. *Al-Idarah: Jurnal Kependidikan Islam*, 11(1), 13-24. <https://dx.doi.org/10.24042/alidarah.v11i1.8219>
- Islami, M. J. (2021). Implementasi Satu Data Indonesia: Tantangan dan Critical Success Factors (CSFs). *Jurnal Komunika: Jurnal Komunikasi, Media Dan Informatika*, 10(1), 13-23. <https://doi.org/10.31504/komunika.v10i1.3750>
- Kusnadi, I. H., & Baihaqi, M. R. (2020). Implementasi Kebijakan Sistem Online Single Submission (OSS) Pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) di Kabupaten Subang. *The World of Public Administration Journal*.
- Mazmanian, D. A dan Sabatier., P. A., 1983., *Effective Policy Implementation.*, Lexington., Ky: Lexington Books.
- Miles, B. Mathew dan Michael Huberman. 1992. *Analisis Data Kualitatif Buku Sumber Tentang Metode-metode Baru*. Jakarta: UIP.
- Roelfsema, M., van Soest, H. L., Harmsen, M., van Vuuren, D. P., Bertram, C., den Elzen, M., ... & Vishwanathan, S. S. (2020). Taking stock of national climate policies to evaluate implementation of the Paris Agreement. *Nature communications*, 11(1), 2096. <https://doi.org/10.1038/s41467-020-15414-6>
- Setiawan Guntur. 2004. Implementasi dalam Birokrasi Pembangunan. Jakarta: Balai Pustaka.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Susanto, Azhar. 2017. *Sistem Informasi Akuntansi: Pemahaman Konsep Secara Terpadu*. Bandung, Lingga Jaya.
- Suyanto, Bagong, dan Sutinah. (2006). *Metode Penelitian Sosial Berbagai Alternatif Pendekatan*. Jakarta: Prenada Media Group
- Wahab, Solihin Abdul., 2008., *Pengantar Analisa Kebijakan Publik.*, Malang: UMM Press.
- Winarno, Budi. (2008). *Kebijakan Publik: Teori dan Proses*. Edisi Revisi. Yogyakarta: Media Pressindo.
- Winarno, Budi., 2014., *Kebijakan Publik, "Teori, Proses, dan Studi Kasus"*. Yogyakarta: CAPS