

## Analisis implementasi kebijakan Aparatur Sipil Negara di pemerintah Provinsi Banten = Implementation analysis of state civil apparatus policy in Banten Province

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### Abstrak

Penelitian ini bertujuan menganalisis implementasi, faktor yang mempengaruhi, dan strategi penguatan implementasi UU ASN di Provinsi Banten. Paradigma penelitian berupa post-positivisme dengan pendekatan kualitatif. Data dikumpulkan melalui wawancara mendalam dan studi dokumen. Analisis data menggunakan model Miles dan Huberman terdiri dari reduksi data, display data, dan penarikan kesimpulan/verifikasi serta menerapkan teknik triangulasi untuk mengetahui keabsahan data. Hasil penelitian menunjukkan tiga hal utama. Pertama, implementasinya bersifat prosedural dan formalitas, sehingga menimbulkan dampak negatif seperti terjadinya kekosongan formasi tertentu, terhambatnya peningkatan kapasitas pegawai, rendahnya kinerja pegawai, dan belum terjaminnya pegawai purna bhakti. Permasalahan struktural dan kultural menjadi hambatan utama, seperti kurangnya aturan pendukung turunan UU ASN, rule based bureaucracy, kurang pengawasan, dan belum terbangun budaya sistem merit. Hasil tersebut mengarah pada good looking government. Kedua, faktor-faktor yang mempengaruhi menunjukkan bahwa context of implementation dan faktor lingkungan cenderung lebih berpengaruh dibandingkan content of policy dan struktur administrator. Political will kepala daerah cenderung masih rendah sehingga kurang mampu menyelesaikan permasalahan teknis yang terjadi. Ketiga, strategi penguatan implementasi menunjukkan kepala daerah dan perangkatnya membutuhkan internalisasi outcomes, mempertimbangkan strategic context, menentukan strategic content, dan merumuskan operational process. Penelitian ini merekomendasikan perlunya aturan pendukung, mendorong political will gubernur, strategi asistensi, ujicoba program, penganggaran terpusat untuk program skala ekonomi tinggi, menyusun simplifikasi peraturan, membuka ruang dan mendorong inisiatif lokal, dan peningkatan kapasitas pegawai lokal merupakan beberapa rekomendasi tersebut. Selain itu, terdapat rekomendasi yang berkaitan dengan implikasi teoritis berupa pengembangan konsep kerangka implementasi strategi dari Okumus disertai perubahan alur kerangka kerja dan adanya penambahan indikator.

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This study aims to analyze the implementation, influence factors, and strategy strengthening the implementation of state civil apparatus policy in Banten Province. The research paradigm is post-positivism with qualitative approach. Data were collected through in-depth interviews and document studies. Data analysis using Miles and Huberman model consist of data reduction, data display, and conclusion / verification and applying triangulation technique in validation. The results show three main points. First, the implementation is procedural, programmatic, and formal, resulting in negative impacts such as vacancy formation, hampered capacity building of employees, low employee performance, minimum welfare of employees, and not guaranteed after employees pension. Structural and cultural issues are the main obstacles. These results lead to good-looking government. Second, influencing factors show that context of implementation and environmental factors are more influential than content of policy and administrator structure. Political will of sub-national governor is still low so that it is less able to direct the budget,

capacity of employees, politics, economy, and legal framework. Third, the strategy of strengthening the implementation indicates that the sub-national governor and its agencies require outcomes, consider the strategic context, determine the strategic content, and formulate the operational process. This research recommendation targets implementation, influencing factors, and strategies for strengthening implementation. The need for supporting rules at both the central and sub-national levels encourages the political will of sub-national governor, assistance strategies, testing to technical stages, centralized budgeting for programs of a general nature, compiling simplification of regulations, opening up spaces and encouraging local initiatives, and capacity building of local officials are some of these recommendations. In addition, there are recommendations related to the theoretical implications of developing the concept of Okumus strategy with changes of the framework and addition of indicators.