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Implementation of the *e-kinerja* application program in assessment of attitude in employee performance system at the regional service agency of Gorontalo regency office

Srihandayani Suprpto

Program Studi Administrasi Publik, Fakultas Ilmu Sosial, Universitas Muhammadiyah Gorontalo, Indonesia

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ABSTRACT

This research aims to determine the extent of the implementation of the E-performance Application Program in Attitude Assessment in the Performance System of Civil Servants at the Regional Personnel Agency Office of Gorontalo Regency. Attitude assessment on the employee performance system is something that must be carried out in an agency or company, this is done to find out whether the results of employee performance are increasing or decreasing. This type of research uses a qualitative research approach with a descriptive research approach. To obtain accurate data, the obtained data was tested for validity using Nvivo 11. The results based on research findings it can be concluded that the implementation of the e-performance application program is not good enough because it still has several problems, such as civil servants who do not understand how to operate e-performance applications, but the BKD has carried out socialization and training so that civil servants can easily fill out performance results.



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Corresponding Author:

Srihandayani Suprpto,
Universitas Muhammadiyah Gorontalo
Email: srihandayani_suprpto@umgo.ac.id

Introduction

According to Presidential Regulation (Perpres), No. 120 of 2015 concerning Performance Allowances within the State Civil Service Agency Article 5 paragraph (2) states "Performance Allowances are given by taking into account employee performance achievements every month." This means that performance allowances are no longer based on attendance/attendance but have gone through individual performance achievements, employee improvement is the main goal that must be achieved so that there are no more State Civil Apparatuses (ASN) who do less efficient and effective work (Sirait, 2019). Every ASN employee is required to make a good and clear contribution to create performance according to the standards applied by the Regional Personnel Agency (BKD) (Saputra & Kurniawansyah, 2020).

The Indonesian government has currently made management changes in employee performance appraisals, where there are policies and staffing developments, especially for Civil Servants (PNS) in Gorontalo Regency, these changes are made to create a high sense of responsibility and discipline (Ismail, 2018). Because in 2019 and below, employee performance appraisals are only seen based on attendance not based on employee performance (Ulumy, 2019), so the assessment of work implementation focuses more on

assessing individual personality and behavior rather than on performance, increasing results, productivity, and developing potential utilization so that the assessment carried out is considered weak and less efficient.

The Gorontalo Regency BKD issued a Regent's regulation and issued an employee performance appraisal application called E-kinerja (Podungge et al., 2020). E-performance is a website application that functions as a measuring tool and monitors the performance of the State Civil Apparatus in carrying out their duties and functions and receiving rights as ASN, that employee performance appraisals are no longer based on attendance but are based on employee performance (Sugiani & Hudayah, 2018), regional civil service bodies apply electronic-based performance appraisals (E-performance) this is in line with the regulation of Law Number 5 of 2014 concerning ASN. Law Number 5 of 2014, ASN is a public servant or State servant who has responsibility for public services in realizing community welfare, public expectations of ASN are the performance given in carrying out public services.

E-Kinerja also functions to monitor the activities of employees during working hours and can see whether employees have done work or not. This is every employee's work report that is carried out every year, every month, every week, and even every day will be known by every head of the field (Kabid) in each agency. This E-performance policy can be a motivation to improve their performance and make employees who previously did not work in a disciplined manner improve their performance more diligently at work and have high competitiveness.

Based on field observations at the Regional Personnel Agency service that: before using E-performance, employee performance appraisals were only seen based on attendance, over time the assessment process using attendance was considered no longer effective, this tends to make BKD not measure performance based on the quality and quantity of work. For civil servants, with the policy weaknesses of the DP3, the performance assessment was changed to SKP-based, then the SKP performance targets became the basis for filling out employee e-performance data. Based on the author's initial observations, the implementation of the e-performance application at the Gorontalo District BKD office did not all run smoothly and optimally, because there were obstacles when sending performance results, such as a poor internet network so that employees had difficulty sending daily performance results. Furthermore, there are no available Human Resources capable of operating a computer so that it affects the effective implementation of e-performance applications.

Previous research Isnaini (2018): The Effect of Application of E-performance, Reward and Punishment on Employee Performance at the Personnel, Education and Training Agency of Banyuwangi Regency, this research is motivated by the influence of the application of E-performance on employee performance. The results of the study show that the variables of the application of e-performance, reward, and punishment have a significant effect on employee performance at the Education and Training Personnel Board of Banyuwangi Regency, so it can be concluded that the application of e-performance, reward, and punishment can affect employee performance.

According to previous research regarding the implementation of performance electronic systems that was carried out by Denti et al. (2021) it was found that positive behavior has a significant impact on both the successful implementation of a policy and the successful implementation of e-performance policies. (Indah, 2019) The Effect of E-performance Training and Education and Training on Employee Work Performance at the Binjai City Regional Personnel Agency. From the results of the research conducted, it can be concluded that e-performance training and education and training do not affect the work performance of employees at the Binjai City Regional Personnel Agency.

In contrast to previous research, the author is more inland on the Implementation of the E-performance Application Program in Attitude Assessment in the Performance System of Civil Servants at the Gorontalo Regency Regional Personnel Agency Office, the implementation of the e-performance Application Program in assessing employee performance in the BKD office in a qualitative descriptive manner. The purpose of this study was to determine the extent to which the e-performance application program was implemented in Gorontalo Regency.

Method

In this study, the type of research used by the researcher is descriptive research with a qualitative approach. The qualitative approach was chosen to be used in this study because this approach can be used to describe and can provide an overview related to the function of e-performance in the attitude assessment of the employee performance system at the Office of the Regional Personnel Agency of Gorontalo Regency.

Research data can be grouped into two types, namely primary and secondary. The data collection techniques used in this study were interviews and observation. The informants in this research are; the Head of

Apparatus Performance Assessment and Appreciation and Staff, Head of Sub-Division of General Affairs and Personnel along with Staff and Secretariat Staff so the total number of informants in this study was 7 people.

In this study, the data analysis technique used a qualitative descriptive analysis method. To obtain accurate data, the obtained data was tested for validity using Nvivo 11, a computer-assisted qualitative data analysis (CAQDAS) software used in this investigation. Nvivo Software is a qualitative data analysis program developed by International Qualitative Solutions and Research (QSR), founded by Tom Richards.

Results and Discussions

The Regional Personnel, Education, and Training Agency (BKD-DIKLAT) of Gorontalo Regency was formed based on the Gorontalo Regency Regional Regulation Number 20 of 2007 concerning the Establishment of Organizations and Work Procedures for Regional Personnel, Education and Training of Gorontalo Regency. To provide direction as an integral part of local government. According to Perda No. 20 of 2007 and Regulation of the Regent (Perbup), No. 41 of 2007 concerning the Implementation of Regional Regulation No. 20 of 2007 which is the main task of BKD-Diklat Gorontalo Regency is to carry out performance appraisals of employees in terms of personnel administration management as well as carry out staff transfers and secretariats. So that in the process of evaluating the performance of BKD employees, they create a web-based performance appraisal program, namely E-kinerja, where e-performance is used to assess attitudes in the employee performance system.

Furthermore, there will be a discussion related to the Implementation of the E-performance Application Program on the Employee Performance System at the Gorontalo Regency Regional Personnel Agency Office, there are several discussion indicators that are described based on the Attitude Assessment in the Employee Performance System (Van Mater and Van Horn) namely as standards and policy objectives, Policy sources, Interorganizational communication and implementation activities, Characteristics of implementers, Political, economic, social conditions, Attitudes of implementers.

Standards And Policy Objectives

The performance of policy implementation can be measured by the level of success from realistic policy measures and objectives that exist at the level of policy implementers when the size and policy objectives are too ideal it will be difficult to realize.

The results obtained through interviews with informants can be concluded that the standards and objectives of the policies carried out in implementing application programs in attitude assessment on the employee performance system at the Office of the Regional Personnel Agency of Gorontalo Regency have been going well, this can be seen from the consistency BKD employees in carrying out performance appraisals and being able to serve employees from various agencies in Gorontalo Regency, as well as the purpose of establishing an e-performance application program as a basis for evaluating employee performance where e-performance has been summarized into one to see employee attendance, employee performance, and the results of the assessment.

The same goal was also carried out in previous research conducted by (Pangestika, 2019) which is to see whether the use of e-performance is by the principles contained in bureaucratic reform. This is also the same as the theory (Van & Horn, 1994) on the first indicator that to measure the performance of policy implementation, of course, confirming certain standards and targets that must be achieved by policy implementers, policy performance is an assessment of the level of achievement of these standards and targets.

Policy Resources

The source of the policy is carried out to determine the process of implementing e-performance with implementation instructions so that the expected goals can be achieved. The results obtained through interviews that have been conducted with informants, it can be concluded that the sources of policy in implementing the e-performance Application Program in attitude assessment on the employee performance system at the Gorontalo Regency Regional Personnel Agency office can be said to be running smoothly and is quite good. This is because on the fifth indicator the informants answered that in the input process they had problems when inputting performance results such as slow network conditions, but that did not become a barrier to the performance appraisal process because BKD provides time tolerance for employees, if there is a prolonged problem the employees are required to report it. at the BKD office, this is to the initial observations made by researchers that the input process is hindered by the network. Pay attention to assessing the performance of policy implementation is the extent to which the external environment supports the success of public policies.

Interorganizational Communication And Implementation Activities

The prospect of effective policy implementation is largely determined by accurate and consistent communication with policy implementers (Van & Horn, 1994). The results of the study were obtained through interviews that had been conducted with informants consisting of the Head of Apparatus Performance Assessment and Awards, Head of General Affairs and Personnel, General Staff and Personnel Section, it can be concluded that the application or application in implementing the E-performance Application Program in Attitude Assessment The Employee Performance System at the Regional Civil Service Office of Gorontalo Regency has been going well, this can be seen from the way the BKD solves the problems encountered when implementing E-performance, and the BKD can provide an understanding of employees, this is also in line with the theory according to (Edwards III, 1980) identified factors that led to unclear policy communication, namely public policy, the desire not to interfere with community groups, lack of consensus on policy goals, problems in starting a new policy, avoiding policy accountability, and making policy decisions. policy force.

Implementing Characteristics

Other contexts, democratic and persuasive implementation agents are needed. In addition, the adequacy or area of the area is an important consideration in determining the implementing agent of the policy, the results of the research obtained through interviews that have been conducted with the informants consisting of the Head of the Apparatus Performance Assessment and Reward Division, and the General Staff and Personnel Section, it can be concluded The characteristics of the implementers in implementing the e-performance application program in evaluating employee performance at the Gorontalo Regency Regional Employment Agency office have gone well. Based on the observations of researchers during research that the application of e-performance can help BKD assess employee performance easily. Because previously this performance appraisal was seen based on attendance and according to BKD it was not effective enough, finally e-performance was implemented and was able to make an effective employee performance appraisal. As for the theory of Van Mater and Van Horn in Wibawa that policy implementation will run smoothly if it is influenced by appropriate and appropriate implementing agents and is supported by the theory (Dun, 1999) that policy implementation is a phenomenon of an outcome whose success rate requires cooperative efforts. and mutual coordination with policy implementers so that it can be implemented (Muadi et al., 2016).

Political, Economic, and Social Conditions

The social, economic, and political environment is not conducive and can be a source of problems for the failure of policy implementation performance. Therefore, efforts to implement policies require a conducive external environment.

Can be concluded that the application of the E-performance Application Program in Attitude Assessment on the Employee Performance System at the Gorontalo Regency Regional Personnel Agency has been going well. This can be seen from the progress of the employees when doing the work given, so it can be concluded that the implementation of e-performance is going well in the same way as the theory (Mangkunegara, 2009) performance is "the results of work in quality and quantity achieved by an employee and carrying out their duties. according to the responsibilities assigned.

Knowing how important the role of information systems requires every company to evaluate human resources to improve work performance by conducting training and education, as well as the theory put forward by (Van & Horn, 1994) in the second indicator that the lack or limited funds or other incentives in policy implementation, is a major contribution to the failure of policy implementation.

Attitude of Executors

The employee's attitude is influenced by his views on a policy and the way he sees the effect of that policy on his organizational interests and personal interests, (Van & Horn, 1994) explaining the disposition that policy implementation begins with screening through the perception of the implementer within the limits of the policy. it is implemented. It can be concluded that the attitude of the implementers in the implementation of the e-performance application program in assessing attitudes on the employee performance system at the Gorontalo Regency Regional Employment Agency has been running smoothly and accordingly. employees want to accept the policies that have been set even though there are still many employees who are not able to operate computers such as civil servants who are masters and civil servants who are only high school graduates, but BKD has provided socialization to employees, and provided special training for employees who are not yet able to operate computers. This is also to the theory of Van Mater and Van Horn on the sixth indicator that the attitude of acceptance or rejection of policy-implementing agents greatly affects the success or failure of public policy implementation, as well as the opinion of the theory (Mangkunegara, 2006). the work produced in quality and quantity that has been achieved by an employee in carrying out his duties by the responsibilities given to him.

Conclusions

Based on the results of the research and discussion in the previous chapter, it can be concluded that the application of the E-performance Application Program in Attitude Assessment on the Employee Performance System at the Gorontalo Regional Personnel Agency Office is not good enough. When referring the 6 indicators in policy implementation used in this study, namely indicators of Standards and policy objectives, Interorganizational communication and implementation activities, implementing characteristics, and political, economic, and social conditions are quite good because there are no obstacles due to the consistency of employees in serving civil servants. by existing procedures and rules. However, the indicators of policy sources and the attitude of the implementers cannot be said to be good, this is because during the implementation process, they still have problems that they complain about from the beginning of implementing e-performance until it is implemented the problems faced remain the same and there has been no change. So, it can be concluded that the implementation of the e-performance application program is not good enough because it still has several problems, such as civil servants who do not understand how to operate e-performance applications, but the BKD has carried out socialization and training so that civil servants can easily fill out performance results.

Based on the conclusions above, the researchers can provide suggestions as follows: The Gorontalo Regency Regional Personnel Agency must optimize the network when accessing e-Kinerja so that employees can be even more effective in inputting or reporting their work on time. The Gorontalo Regency Regional Personnel Agency office should pay more attention to employees who are unable or unable to operate e-kinerja so that the employees in inputting fill in the results of the work they are doing.

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