

## Implementation of the PNS e-Performance Program at the DPRD Secretariat of North Sulawesi Province

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### ABSTRACT

This research aims to find out how the e-Performance program is implemented in the DPRD Secretariat of North Sulawesi Province and the factors inhibiting the implementation of e-Performance. The research method used in this research is descriptive-analytical research using a qualitative approach. Based on the results of research conducted by the author, the following conclusions can be drawn: (1) e-Performance was developed to make it easier for officials to input activities or work and create Daily Work Reports (LKH). In addition, this application is expected to be able to become a supporting instrument for leaders in making decisions regarding employees, units, and work units (2) The implementation process is going well starting from holding socialization to supporting facilities (3) In filling out e-performance, obstacles are still found such as slow networks and sometimes application errors. (4) Rewards are a form of appreciation for employee performance in the form of performance allowances, while punishment is in the form of a 25% reduction in performance allowances.

**Keywords:** e-Performance, implementation, program, North Sulawesi

### INTRODUCTION

Policy through Presidential Instruction number 3 of 2003 concerning National Policy and Strategy for E-Government Development which is regulated through this instruction stipulates that the provision of performance-based allowances and additional income allows civil servants to work

more actively, Government Agencies compete in the use of information technology for the implementation process government and public services. The technology-based system transformation was carried out to make it easier for employees to submit their work results every day and is expected to make it easier for assessing officials to monitor and assess the daily performance of the State Civil Apparatus. As stated in the ASN Law No. 5 of 2014 concerning State Civil Apparatus, where ASN performance assessments are carried out based on performance planning at the individual level and unit or organization level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of the State Civil Apparatus themselves.

Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for E-Government Development states that the use of communication and information technology in government processes will increase efficiency, effectiveness, transparency, and accountability in government administration. Second, Government Regulation Number 82 of 2012 concerning the Implementation of Electronic Systems and Transactions states that to implement the provisions of Article 10 paragraph (2), Article 11 paragraph (2), Article 13 paragraph (6), Article 17 paragraph (3), Article 22 paragraph (2), and Article 24 paragraph (4) of Law Number 11 of 2008 concerning Information and Electronic Transactions, it is necessary to stipulate Government Regulations regarding the Implementation of Electronic Systems and Transactions. Third, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems states that to realize clean, effective, transparent, and accountable government governance as well as quality and trustworthy public services, an electronic-based government system is needed. Fourth, Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 5 of 2018 concerning Guidelines for Evaluation of Electronic-Based Government Systems which states that to improve the quality of government administration that utilizes information and communication technology effectively, efficiently and continuously, it is necessary to evaluate the implementation of the System. Electronic Based Government.

The e-Performance Program is a web-based application that is used to assess and measure employee performance and is also the basis for calculating work performance this program is already running in the North Sulawesi Provincial Government. The E-Performance program is needed because according to the evaluation results of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia, information was obtained that there were employees who: a). has not worked according to its function and workload, b). position placement that has not been based on individual competency and position, c). performance assessments that are still less than objective, and d). The lack of discipline level of employees has an impact on the results of employees' work being ineffective, efficient, transparent, and accountable, which causes the public service system to be slow and its implementation less than optimal. Apart from that, efforts are being made to reduce the practice of corruption, collusion, and nepotism in all Regional Work Units and Civil Servants.

Based on the 2021 North Sulawesi Province public satisfaction survey report conducted by the North Sulawesi Government, in this case, the North Sulawesi Provincial Secretariat Organization Bureau, the implementation of public services within the North Sulawesi Provincial Government generally reflects a good level of quality with an average SKM value of 85,747. The SKM value within the North Sulawesi Provincial Government shows consistent improvement in the performance of public service delivery from 2020 to 2021, based on the results of the recapitulation of SKM reports

that have been carried out, as many as 40 Regional Apparatuses have submitted their reports. There are 7 Regional Apparatuses that have not been able to submit SKM reports this year. Of all Regional Apparatuses that have reported SKM results, there have been follow-up plans for service elements that are priority improvements. Public service innovation in the form of service breakthroughs is needed to improve public service performance so that public satisfaction increases.

Specifically at the North Sulawesi Provincial DPRD Secretariat, the results of observations show that the implementation of the E-Performance program at the North Sulawesi Provincial DPRD Secretariat has not run smoothly and optimally, because several problems or obstacles occurred during the implementation of the E-Performance program. The problem is that there are Civil Servants who have not been able to report work results using the E-Performance program because previously Civil Servants were accustomed to using a manual system in conveying Employee Performance Targets. Regarding the provision of employee work allowances, for employees who work in the same position, allowances are given to employees who are diligent at work and employees who are lazy at work in the same amount. This causes social jealousy between employees and ultimately employees who were previously diligent at work become lazy at work because of the same amount of work allowances given.

Based on the background of this problem, a theoretical and methodical study was carried out from the dimensions of public policy regarding the e-Performance program at the DPRD Secretariat of North Sulawesi Province. Based on empirical data in the field, this research focuses on the implementation of the e-Performance program for Civil Servants at the DPRD Secretariat of North Sulawesi Province. Research Questions 1) How is the E-Performance Program implemented at the DPRD Secretariat of North Sulawesi Province? 2) What are the factors that hinder the implementation of the E-Performance program at the DPRD Secretariat of North Sulawesi Province? This research aims to analyze, 1) the Implementation of the E-Performance program at the DPRD Secretariat of North Sulawesi Province. 2) Factors inhibiting the implementation of the E-Performance program at the DPRD Secretariat of North Sulawesi Province.

## METHODS

### *Type and Research Design*

This research adopts a phenomenological qualitative research method with the aim of understanding, exploring, and analyzing the meaning related to the problems of implementing the e-Performance program at the DPRD Secretariat of North Sulawesi Province. This e-performance plays a role in assessing employee performance through web-based applications.

The steps taken in this research include: a) collecting data in the form of documents, b) conducting structured interviews with informants, including the Council Secretary, Head of Division, and technical implementers at the DPRD Secretariat of North Sulawesi Province, and c) carrying out interpretation and analysis of the meaning of the data collected by utilizing public policy concepts, especially related to program implementation and determinants.

### *Research Location*

Location is the place where research will be carried out. This research was conducted in the Manado Municipal area, specifically at the Secretariat of the Regional People's Representative Council of North Sulawesi Province, and was carried out over two months.

### ***Description of Research Focus***

The main focus of this research is the Implementation and Determinants of the E-Performance Program at the Secretariat of the Regional People's Representative Council of North Sulawesi Province. Implementation of the E-Performance Program at the Secretariat of the Regional People's Representative Council of North Sulawesi Province in the focus description:

1. Components of e-performance
2. Mechanism of implementing e-Performance
3. Determining factors for implementing the e-Performance program

### ***Data Collection Techniques***

a) Interview with:

1) Staff at the Secretariat of the Regional People's Representative Council of North Sulawesi Province

2) Structural Officials at the DPRD Secretariat of North Sulawesi Province

b) Observation

observation of the e-Performance program

### ***Technical Data Analyst***

Data analysis techniques are carried out from the beginning until the research process takes place. Technical data analysis can be seen in Figure 3.4, using the model which has been modified with stages (Miles and Huberman, 1992)

The data analysis model diagram according to Miles and Huberman above, can be described as follows:

1. Data Collection Data was collected through observation, interviews, and documents.
2. Data Condensation The data condensation process involves selection, where data from observations, interviews, and documents are focused, simplified, abstracted, and transformed.

## **RESULTS AND DISCUSSION**

### ***Components of e-performance***

E-performance of ASN (State Civil Apparatus) is a system designed to make it easier to manage and monitor the performance of civil servants electronically. The following is a brief explanation of each menu you mentioned in the ASN e-performance system:

1. Biodata:

- Description: Biodata is Employee Data consisting of Name, NIP, Place, Date of Birth, Family Card, Status, etc.

2. My Activity

- Description: it provides information about employee productivity based on certain criteria. This could include the amount of work completed, projects taken on, or other measures of productivity.
- 3. Behavioral Assessment:
  - Description: Behavioral assessment by superiors to their respective subordinates in each month that has passed.
- 4. Organization:
  - Description: This menu presents the Organizational Structure of each employee's regional apparatus in this case the DPRD Secretariat of North Sulawesi Province
- 5. Online E-Attendance:
  - Description: is an employee attendance feature using their face and taking attendance around the DPRD office
- 6. Special Activities:
  - Description: This menu provides reports for employees on major holidays such as Independence Day and Provincial Anniversary or other major holidays.
- 7. Report Permission/Sickness:
  - Description: This menu is for employees who are unable to attend the office, for example, because they are sick or have permission
- 8. Achievement History:
  - Achievement of large allowances in the past month. Or a history of absences, recaps of past months.

Using these menus can help efficiency, transparency, and accountability in employee performance management through the ASN e-performance system.

### ***Mechanism of implementing e-performance***

From the results of the two Heads of General Affairs and Head of Subdivisions of North Sulawesi Province DPRD Secretariat, the author concludes that the Implementation Mechanism of the E-Performance Application system at the DPRD Secretariat of North Sulawesi Province already has a special legal umbrella that regulates how to implement the E-Performance Application system and its implementation procedures. The implementation of E-Performance refers to North Sulawesi Governor Regulation Number 72 of 2017 concerning Accountability for the Performance of Civil Servants Through E-Performance within the North Sulawesi Provincial Government. The regional regulation regulates the provision of allowances to employees based on attendance and daily performance reports reported via the E-Performance Application. So, every employee is required to fill out a daily performance report because it will greatly influence the benefits they will receive. In the current implementation of the E-Performance Application system, there will be an update to the application system where performance allowance payments are paid not only based on attendance and daily performance reports but also attendance (coming in late, leaving early) and employee performance.

Then the author concludes that the pilot project for implementing the E-Performance Application system is the Regional Civil Service Agency of North Sulawesi Province. The management

of this application is carried out by the North Sulawesi Province Regional Civil Service Agency as a policy maker. The DPRD Secretariat implements the E-Performance application system created by the North Sulawesi Provincial Civil Service Agency to make it easier for employees to report their daily performance through the application and the North Sulawesi Provincial Regional Civil Service Agency makes it easier to monitor the performance of civil servants through the application. All civil servants are required to report their daily performance in the E-Performance application because this affects the performance allowance that civil servants will receive.

The granting and withholding of allowances is carried out by the North Sulawesi Provincial DPRD Secretariat at the beginning of the month after superiors approve the performance reports of each of their subordinates. The superior will give approval or vice versa reject the employee's work. However, even if the job is rejected, the supervisor provides or explains the reasons why the employee's job was rejected. Superiors remain responsible to their subordinates for the work assigned to them.

Furthermore, in terms of assessing performance, it was concluded that superiors approved of their subordinates' performance through the E-Performance Application system not at the end of the month or the latest at the beginning of the month as determined by the Regional Civil Service Agency of North Sulawesi Province. On a day-to-day basis, superiors only supervise the work of their subordinates, which is following their main duties and functions. Superiors make it a habit for their subordinates to carry out their duties and functions according to each employee's SKP independently. If the superior does not approve of the subordinate's work, the employee will receive a performance allowance cut of 25% based on each employee's position class following applicable regulations. In his assessment, superiors give confidence to their subordinates to be able to take responsibility for their work.

### ***Determining Factors for the Implementation of the e-Performance Program***

From interview excerpts regarding the determining factors for implementing this program, it is known that the level of security for maintaining data in the E-Performance application uses a different username and password for each employee so that employees can access the E-Performance application using a password and username. according to what they make themselves. This application can be accessed via a gadget as long as it is connected to an internet network. The data in the application can also be printed or saved in computer storage so that it is easier for employees to print the results of their performance reports.

The implementation of the E-Performance application does not yet have a legal umbrella that regulates the E-Performance system itself as well as a flow that explains the use of the application by employees. So far, the reference used by the North Sulawesi Provincial Civil Service Agency in implementing the E-Performance application is North Sulawesi Governor Regulation Number 72 of 2017 concerning Accountability for the Performance of Civil Servants Through E-Performance within the North Sulawesi Provincial Government. The regional regulation regulates the provision of performance allowances to employees as well as cutting performance allowances, where the E-Performance application is an application for reporting employee performance every day which affects the performance allowances that civil servants will receive. Performance allowances are cut if an employee's performance report is rejected by their respective superiors at the end of the month or the latest at the beginning of the month.

The obstacles felt by employees in filling out performance reports are technical and personnel obstacles. The internet network sometimes has errors caused by too many computers using the same internet, so it often becomes slow or has errors. Another obstacle is that many employees themselves fill out daily performance reports at the end of the month. The limited number of computers connected to the internet means employees have to take turns using them, so employees are lazy to fill them up every day. The computers in each field are provided with 2 computer units connected by the internet.

The supporting factors needed are support in the form of motivation for employees needed to improve civil servant performance. Bosses are obliged to provide motivational encouragement to their employees so that they are always productive and improve their performance. Respect and responsiveness to subordinates is one of the assets of a superior to show that employees feel appreciated and important. Just like what Mrs. MGM did, she encouraged her subordinates in their field who still have a long career path. He encouraged his employees to continue developing their skills at a young age and still be very productive.

Then support is needed in the form of an award, which is a form of appreciation for a particular achievement given, either by and from an individual or an institution which is usually given in the form of material or speech. In organizations, there is the term incentive, which is an award in material form given by the leadership of the company organization to employees so that they work with high motivation and achievement in achieving company or organizational goals. The function of rewards is important for shaping behavior, such as strengthening motivation to encourage oneself to achieve achievements and providing a sign for someone who has more abilities.

Through e-Performance, superiors can clearly understand the performance of civil servants. If the performance is poor, the superior can punish the employee. This is because the leadership has evidence of reports made by employees. Conversely, leaders can give rewards or awards to employees who have good performance. Rewards are also based on clear evidence, not based on employees' likes or dislikes.

Giving rewards and punishments is based on indicators that can be measured. Indicators function to determine the quality of employee work results. The performance of a Civil Servant is said to be good if it meets the requirements, namely that the strategic goals and objectives in the performance agreement have been achieved and are following the work that must be carried out by an employee within a certain period.

## CONCLUSION

Based on the results of research conducted by the author, the following conclusions can be drawn, E-Performance was developed to make it easier for officials to input activities or work and create Daily Work Reports (LKH). In addition, this application is expected to be able to become a supporting instrument for leaders in making decisions regarding employees, units, and work units. The implementation process went well, starting from holding socialization to supporting facilities. When filling out e-performance, there are still obstacles such as slow networks and sometimes application errors. Rewards are a form of appreciation for employee performance in the form of performance allowances, while punishment is in the form of cutting performance allowances by 25%.

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