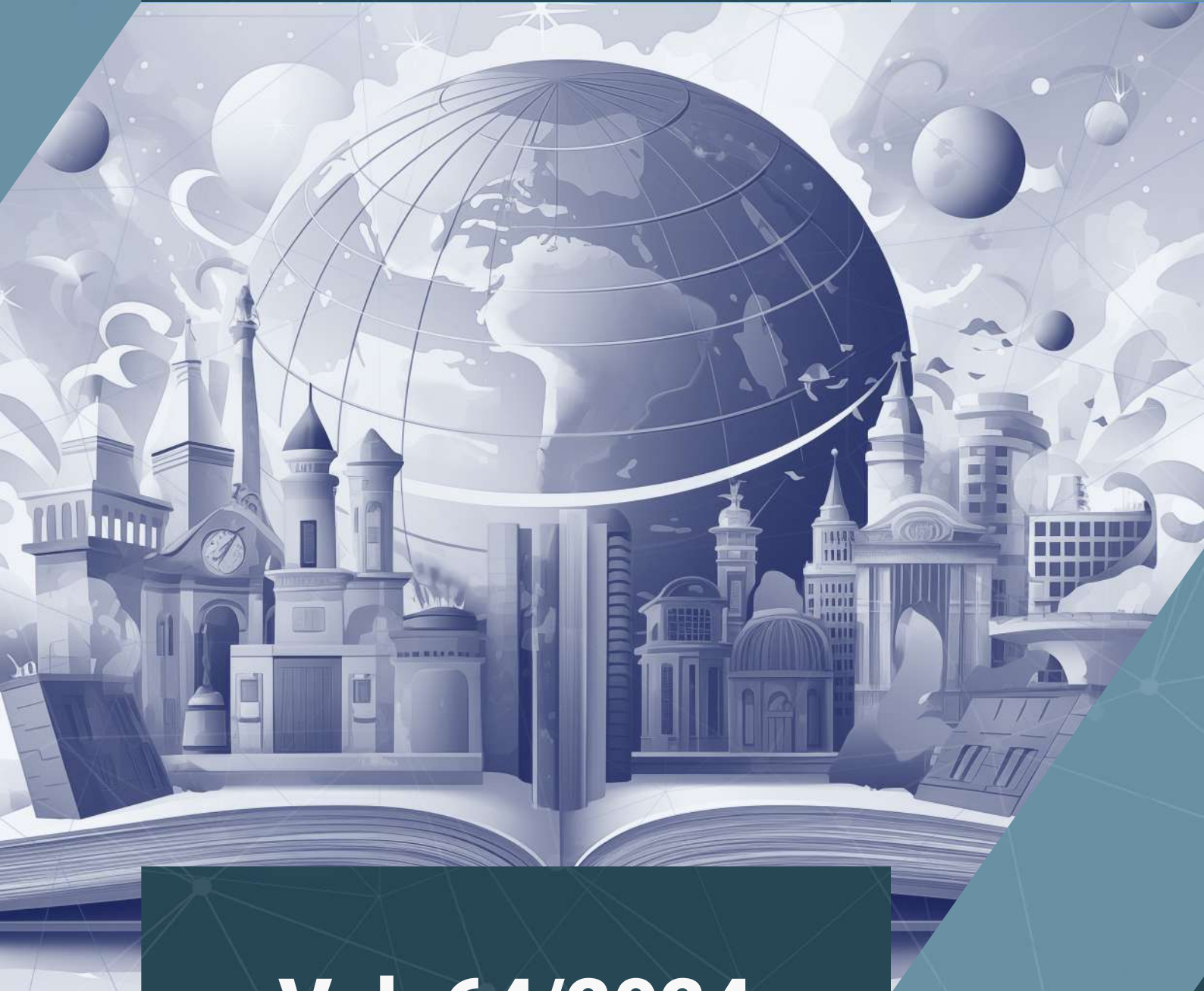




**TECHNIUM**  
SOCIAL SCIENCES JOURNAL



**Vol. 64/2024**  
A New Decade for Social Changes

**PLUS**  
**COMMUNICATION P**



International  
Communication & PR

# Civil Servant Performance Appraisal Through Electronic Performance System (E-Kinerja) at the Regional Revenue and Financial Management Agency of Tomohon City

Thelma Wawointana<sup>1,\*</sup>, Selpius Kandou<sup>2</sup>, Injilia T. Ngantung<sup>3</sup>, Patriani Supit<sup>4</sup>,  
Hendrasari B. R. Rawung<sup>5</sup>

<sup>12345</sup> Faculty of Social Sciences and Law, Manado State University, Indonesia

\*Corresponding author. Email: [thelmawawointana@unima.ac.id](mailto:thelmawawointana@unima.ac.id)

## ABSTRACT

This research describes employee performance assessment through the e-performance system at the Tomohon City Regional Financial and Revenue Management Agency. This research uses a qualitative approach by collecting data using Observation, Interview and Documentation techniques, the data obtained is analyzed descriptively qualitatively. The results of this research show that: 1. Indicators of the mechanism for implementing the e-kinerja system there are still a number of technical problems such as difficulty logging in and inadequate wifi coverage. Network disruptions or power outages that require employees to return to manual charging methods. And there is a lack of special training for employees. This is of course very influential in the employee performance appraisal process so that it can be effective and efficient in its implementation. 2. The objective indicators for e-kinerja assessment still experience obstacles such as a lack of understanding of the indicators that must be achieved in e-kinerja, a lack of supervision and warnings, a lack of ASN discipline when filling out e-kinerja.

**Keywords:** *System E-Performance, Assessment Performance, Regional Financial and Revenue Management Agency, Tomohon City*

## 1. INTRODUCTION

Government organizations or agencies are groups of individuals specifically selected to carry out state duties as part of efforts to provide services to the community. The main purpose of government agencies is to provide services to the community. The main purpose of government agencies is to provide public services, which are a series of activities carried out by public bureaucratic institutions to meet the needs of citizens [1]

The development of an organization is largely determined by the quality of human resources in the organization. Because to create an effective and efficient organization, it requires optimal performance from human resources. In achieving optimal performance, the organization must provide the widest possible space for employees to improve their skills and abilities to the maximum which in turn can produce work performance according to Panggabean,

Organizations must strive to organize and manage human resources properly because along with the times the quality of human resources needed is increasing [2].

Employee performance is a key factor in achieving success and achievement of organizational goals. Improving employee performance is an ongoing effort that requires a deep understanding of the factors of the factors that influence motivation, competencies, and human resource development [3]

Performance is the result of a process or the level of success of a person or whole during a certain period in carrying out their duties both in quality and quantity. Therefore, performance is always measured from the aspect of results rather than the efforts made by individuals, namely how well individuals can meet the demands of their work. [4]

Performance refers to the achievement or accomplishment produced by an individual or an

organization in carrying out its duties within a certain period. In the face of rapid development, human resources are challenged to be active in improving their performance, ability and quality. Organizational success can only be achieved through the active contribution of the employees in it. Effective management is needed to encourage institutional efforts to improve performance. Performance management is an ongoing process that aims to improve the performance of individuals and the organization as a whole. Performance evaluation is important to measure achievement and provide a basis for continuous development [5]

The realization of the vision that has been made by an institution is not only based on the ability of one person but because of the joint ability of an organization. ASN will be the determining factor for the effectiveness of implementation in services, community policies and government bureaucracy.

The issue circulating nationally about ASN is the low performance and discipline of ASN. For example, posts on social media there are ASNs who are at shopping places during working hours, there are ASNs who just relax outside during working hours and so on. This will certainly tarnish the Indonesian Republican Employee Corps (KORPRI). ASN is a determining factor in the effectiveness of the implementation of community services and policies, government institutions or bureaucracy. The government has issued Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) which aims to realize a government that is professional, has competence, high integrity and provides the best service for the community. This policy is a refinement of previous policies that have been made. The central government has given autonomy to local governments to manage and administer their own regions[6]. For this reason, the Tomohon City Government in addressing discipline and performance issues has developed a system called e-performance based on PermenPAN 7 of 2022 which is used as a basic guide [7]. Because Tomohon City can be said to have quite a lot of regional civil apparatus. So it is difficult to measure the performance and discipline of the apparatus in Tomohon City, especially if you have to use the manual method using paper. Because paper is very vulnerable to damage, it can be burned, exposed to water and so on. In addition, using this method will take a long time. For that e-performance is an effective alternative to be applied in this case

According to Komara, The e-performance system is a web-based platform designed to simplify the analysis of work needs, workload of organizational units or certain work units. This platform is the basis for calculating work performance and providing incentives to employees. The government really hopes that this system can run well so that it can help the Government in assessing the performance of existing employees. The implementation of the e-performance system is a process to improve the performance and discipline of

employees in Tomohon City for the better. This e-performance system is implemented so that employees can indirectly be responsible for their duties and work without having to be ordered first by superiors [8]

After the implementation of this e-performance system, it is hoped that ASNs can fill it in every day in the morning and at the end of working hours. After the ASN fills in the e-performance and is inputted, it can be directly assessed by the superiors, both the head of the field and the head of the sub-field. For this reason, the government can also easily assess how the performance of employees. E-performance will also be a tool in calculating employee performance allowances. The government policy also regarding performance allowances paid in accordance with performance achievements can also be a motivation for ASNs to improve their performance and it is hoped that it can bring changes when performing the tasks that have been given, ASNs who were previously undisciplined will become more disciplined.

There is also Presidential Regulation No. 95/2018 on Electronic-Based Government Systems which aims to realize an efficient, effective, transparent, accountable government and quality public services, of course an electronic-based government system is needed. This e-performance system can be accessed through the official website of the Tomohon City Government [9].

However, employee performance appraisal through the e-performance system is not yet optimal and there are several obstacles that occur in its implementation. Obstacles that occur such as when logging in takes a long time because the network is unstable and sometimes each error occurs. There are also ASNs who when filling out e-performance are not honest, for example during working hours they do not do anything but when filling out e-performance they fill in that they have done so that it affects the performance assessment which is not optimal.

Therefore, an evaluation is needed to find out in more detail how the process of using the e-performance system. This includes an in-depth understanding of the e-performance system used by employees. From this evaluation, it is expected to identify things that need to be improved and find solutions to overcome the problems that arise. The goal is to achieve effective and efficient performance appraisal in Tomohon City.

## **2. RESEARCH METHOD**

According to Moelong, Qualitative research is research that aims to understand the phenomena experienced by research subjects, such as behavior, perceptions, motivations, actions and others, thoroughly and explicitly using various scientific methods in a special natural context. In qualitative research the subject is called an informant. Informants are individuals who will provide information about the data

to be studied. Information can come from the situation and conditions of the background [10]

The use of informants is to be able to get a lot of information needed in depth in a short time. By using informants, researchers can also exchange ideas or compare events found from other subjects. This research focuses on the mechanism of implementing the e-performance system and the purpose of assessing the e-performance system by considering the quality of relevant data, in accordance with the qualitative approach according to Moeleong [11]

Data sources in this research include informants, observations of related events or activities and relevant written documents. The informants act as the main information owners, while direct observation and documents support in obtaining comprehensive data [12].

The data collection techniques used in this research include interviews, observation and documentation. Interviews are conducted by asking informants directly, while observation involves systematic observation of the phenomenon under study. Documentation includes data collection from various written sources such as archives, books and research reports. According to Sugiyono, collecting data and information through various written sources such as books, archives, documents, numerical data, pictures, reports and notes is referred to as the documentation method [13]

According to Miles and Huberman in Sugiyono's book, data analysis in qualitative research is carried out during and after data collection within a certain period. They propose an analysis pattern that involves data reduction, data presentation, and conclusion drawing or verification. Data reduction involves summarizing, selecting the core, focusing on aspects relevant to the research topic and identifying themes or patterns to clarify the picture and facilitate further data collection. Data presentation is done through various formats such as tables, graphs or narratives to organize data to make it easier to understand. Drawing conclusions in qualitative research can include answers to the initial problem formulation, but it can also state that the problem is still dynamic and can develop along with the research. This conclusion produces new findings which can be a description or a clearer understanding of the object under study [14]. Data validity refers to the extent to which the data used in a study or analysis can be considered an accurate and reliable representation of the phenomenon under study According to Sugiyono, Data validity assessment in qualitative research includes several aspects such as credibility, transferability, dependability and confirmability [15].

### **3. RESULTS AND DISCUSSION**

Performance appraisal through the electronic performance system (e-performance) at the Tomohon City Regional Revenue and Financial Management Agency in this study is based on data in the field. According to Evita, Muizu and Atmojo (2017), performance appraisal refers to evaluating employee performance in carrying out their duties, when compared to predetermined standards and then informing employees of the results of the evaluation. The goal is to provide feedback on employee performance, identify strengths and weaknesses and provide direction to improve future performance. Performance appraisal through e-performance is an approach to performance evaluation that utilizes information and communication technology to collect, analyze and report information on the performance of individuals, teams or organizations. With an e-performance system, supervisors and employees have access to an online platform to fill out assessment forms, provide feedback and view evaluation results. The information obtained can be referred to as primary data which is then analyzed and described by researchers to meet and answer the questions formulated in the existing problems [16].

As has been described that the results of this study are focused on employee performance appraisal through the electronic performance system (e-performance) at the Tomohon City Regional Revenue and Financial Management Agency which is assessed through several indicators:

#### ***3.1. Mechanism of E-Kinerja System Implementation***

This indicator can evaluate the extent to which the e-performance system has been effectively implemented, understand the user experience in using this system, identify obstacles and challenges faced in its implementation. According to The World Bank Group, E-government is an initiative to utilize information and communication technology to improve efficiency, effectiveness, transparency and government accountability in providing better public services [17]. So that it can increase the effectiveness and efficiency of performance management at the Tomohon City Regional Financial and Revenue Management Agency.

In this indicator, researchers found that technical problems still often occur in the e-performance system, such as difficulties when logging in and switching menus because error messages often appear. This is also caused by the limitations of inadequate wifi coverage, causing not all parts or areas of the office to have a stable connection. In addition, there are problems related to the time required for the login process which tends to take a rather long time, this is an inhibiting factor for the productivity of employees who should be able to start working. For this reason, it must evaluate office areas that are still not well covered by wifi so that

the employee performance assessment process can run smoothly.

Researchers also found that when facing obstacles such as network disruptions or power outages, employees are forced to reuse the manual method in the performance appraisal process. This shows that the e-performance system has not been fully effective in maintaining the availability of employee performance information during emergency situations or technical disruptions. Development is needed in the system by allowing employees to access the e-performance system when not connected to the internet or offline mode so that data can then be synchronized with the server when the internet connection is available again. In addition, researchers found that the absence of special training provided to employees resulted in a lack of understanding and skills in the e-performance system. Special training can certainly improve efficiency and effectiveness in employee performance appraisal.

### ***3.2. Purpose of E-Performance System Assessment***

With the e-performance system assessment objectives indicator, it can be ascertained whether all employees clearly understand the reasons and objectives behind using the e-performance system. A strong understanding of the purpose of the e-performance system assessment allows employees to be more engaged and motivated to adopt this system properly. However, there are still some problems faced by ASN in the Tomohon City Regional Revenue and Financial Management Agency caused by a lack of understanding of this system.

In addition, there are still some ASNs at the Tomohon City Regional Revenue and Financial Management Agency who do not fully understand the indicators that must be achieved in implementing the e-performance system. According to Sedarmanti (2014), there are several requirements for performance indicators. First, the indicator must have clear specifications so that it can be understood without the possibility of misinterpretation. Second, the indicator must be objectively measurable, both quantitatively and qualitatively, so that two or more measurements of performance indicators can conclude the same thing. Third, indicators must be relevant to the relevant objective aspects. Fourth, indicators must be achievable and useful to demonstrate the success of inputs, outputs, outcomes, benefits, impacts and processes. Fifth, indicators must be flexible and sensitive to changes or adjustments in the implementation and results of activities. Finally, indicators must be effective, which means that data or information related to these performance indicators can be collected, processed and analyzed at the available cost. For this reason, the understanding of indicators in achieving the e-performance system must be well understood because it

plays an important role in ensuring that the implementation of employee performance can take place optimally or not. Of course this will affect ASN's understanding of the e-performance system and it is evident that there are still ASNs who do not fully understand this system. As a result, they cannot utilize this system properly for an efficient performance appraisal process [18]

In this study, it was also found that there is still a lack of supervision from the leadership and the lack of action taken by the leadership when employees do not fill in e-performance so that employees can be free at any time to fill in the e-performance system, this also has an impact on employees who do not fill in e-performance honestly. Of course this will increase the potential for data inaccuracies in performance appraisal. In addition, this can also reduce accountability and transparency in the performance appraisal process, and can harm employees who fill in correctly because they are not proportionally rewarded. Lack of supervision and reprimand can also reduce employee motivation to fill out e-performance properly. For this reason, there must be increased supervision and action from the leadership towards e-performance filling by employees, providing proportional sanctions to violators, increasing awareness and providing rewards and recognition to those who are consistent in carrying out e-performance filling. By providing encouragement and motivation as well as giving awards consistently is an effective method in bringing out the values of creativity and innovation in the government environment. This has a significant impact on professional and quality performance in services [19]

## **4. CONCLUSION**

Based on the results of research on employee performance appraisal through the electronic performance system (e-performance) at the Tomohon City Regional Revenue and Financial Management Agency, it can be concluded that:

### **1. Mechanism of E-performance System Implementation**

The e-performance system is still faced with a number of technical issues such as login difficulties and limited wifi coverage. Network disruptions or power outages have also resulted in the use of manual methods in employee performance appraisal, indicating the lack of effectiveness of the system in emergency situations. Therefore, it is necessary to evaluate the wifi infrastructure, develop an offline mode for the system and organize special training for employees.

### **2. Purpose of E-performance System Assessment**

Of course, the e-performance system can facilitate leaders in assessing employee performance at the

Tomohon City Regional Revenue and Management Agency, there are still several problems, one of which is the lack of ASN understanding of the indicators that must be achieved in implementing the e-performance system. In addition, the lack of supervision and action from the leadership towards filling out e-performance by employees has made some ASNs dishonest in filling out e-performance. Therefore, it is necessary to increase ASN's understanding of performance indicators, increase supervision and action from leaders and reward employees who are consistent in using the e-performance system.

## REFERENCES

- [1] T. Wawointana, I. Pangkey, and J. Langkay, "The Performance of Bureaucrats in Public Services," *Atl. Press*, vol. 383, pp. 735–743, 2019, doi: 10.2991/icss-19.2019.107.
- [2] A. Andriana and R. R. Panggabean, "The Effect of Good Corporate Governance and Environmental Performance on Financial Performance of the Proper Listed Company on Indonesia Stock Exchange," *Binus Bus. Rev.*, vol. 8, no. 1, pp. 1–8, 2017, doi: <https://doi.org/10.21512/bbr.v8i1.1757>.
- [3] D. Lestari, *Kinerja Pegawai*. Bandung, Jawa Barat: Widina Media Utama, 2023. [Online]. Available: <https://repository.penerbitwidina.com/publications/563934/kinerja-pegawai#id-section-content>
- [4] R. N. I. Sari and H. S. Hadijah, "Peningkatan Kinerja Pegawai Melalui Kepuasan Kerja dan Disiplin Kerja," *J. Pendidik. Manaj. Perkantoran*, vol. 1, no. 1, pp. 204–214, 2016, [Online]. Available: <https://ejournal.upi.edu/index.php/jpmanper/article/download/3389/2381>
- [5] B. Mangundap, J. Langkai dan F. Mamonto, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Pada Dinas Pendidikan Daerah Provinsi Sulawesi Utara," *Administro*, vol. 4, no. 1, pp. 1–11, 2022, [Online]. Available: <http://ejournal-mapalus-unima.ac.id/index.php/administro/article/view/4675/2119>
- [6] Pemerintah Pusat, Undang-undang (UU) Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara. Jakarta, Indonesia, 2014. [Online]. Available: <https://peraturan.bpk.go.id/Details/38580/uu-no-5-tahun-2014>
- [7] Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 7 Tahun 2022 tentang Sistem Kerja pada Instansi Pemerintah untuk Penyederhanaan Birokrasi. Jakarta, Indonesia, 2022. [Online]. Available: <https://peraturan.bpk.go.id/Details/202233/perm-en-pan-rb-no-7-tahun-2022>
- [8] K. E. Putri, M. Arfan, and H. Basri, "Pengaruh Penerapan E-Kinerja Dan Penghargaan (Reward) Terhadap Kinerja Aparatur Pengelolaan Keuangan Di Lingkungan Pemerintahan Kota Banda Aceh," *J. Adm. Akunt. Progr. Pascasarj. Unsyiah*, vol. 3, no. 4, pp. 1–10, 2014, [Online]. Available: <https://jurnal.usk.ac.id/JAA/article/view/4440/3821>
- [9] Pemerintah Pusat, Peraturan Presiden (Perpres) Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik. Jakarta, Indonesia, 2018. [Online]. Available: <https://peraturan.bpk.go.id/Details/96913/perpres-no-95-tahun-2018>
- [10] L. J. Moleong, "Metodologi Penelitian Kualitatif (Edisi Revisi)," in *PT. Remaja Rosda Karya*, 2017.
- [11] S. B. Kairupan, M. Mandagi, J. Mantiri, and M. I. R. Rantung, "Performance of Village Government Apparatus in Public Service in Administration (Case Study in Taas Village, Tikala Subdistrict, Manado City)," *Atl. Press*, 2023.
- [12] M. Rantung, "Efektivitas Pelayanan Administrasi Online di Masa Pandemi di Dinas Kependudukan dan Catatan Sipil Kabupaten Minahasa," *Mandala Educ.*, vol. 8, no. 2, 2022.
- [13] Sugiyono, *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta, 2015.
- [14] Sugiyono, *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta, 2018.
- [15] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta, 2007.
- [16] S. N. Evita, W. O. Z. Muizu, and R. T. W. Atmojo, "Penilaian Kinerja Karyawan Dengan Menggunakan Metode Behaviorally Anchor Rating Scale Dan Management By Objectives (Studi Kasus Pada PT Qwords Company International)," *Pekbis J.*, vol. 9, no. 1, pp. 18–32, 2017, doi: [.doi.org/10.31258/pekbis.9.1.18-32](https://doi.org/10.31258/pekbis.9.1.18-32).
- [17] F. Suaedi and B. Wardiyanto, *Revitalisasi Administrasi Negara : Reformasi Birokrasi dan E-Governance*. Yogyakarta: Graha Ilmu, 2010. [Online]. Available: <https://opac.perpusnas.go.id/DetailOpac.aspx?id=480012>

- [18] Sedarmayanti, Sumber Daya Manusia dan Produktivitas Kerja. Jakarta: Mandar Maju, 2014.
- [19] I. Pangkey and M. I. R. Rantung, Manajemen Pelayanan Publik. Surakarta, Jawa Tengah: Tahta Media Group, 2023. [Online]. Available: <https://tahtamedia.co.id/index.php/issj/article/view/517/513>