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Implementation of the Electronic Performance Programme in the Personnel and Legal Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province

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ABSTRACT

This research aims to find out and describe the Implementation of the Performance Electronic Program (E-Performance) in the Personnel and Legal Sub Division in the Regional Financial and Asset Agency of North Sulawesi Province. The research method used is descriptive Qualitative. Data collection uses Observation, Interview, and Documentation techniques. Data analysis through Data Reduction, Data Presentation and Conclusion withdrawal. The result showed that the Implementation of the Performance Electronic Program (E-Performance) in the Personnel and Legal Sub Division in the Regional Financial and Asset Agency of North Sulawesi Province, it can be concluded that it has not been effective.

Keywords: *Performance, New Normal Era, Civil Servants*

1. INTRODUCTION

The Preamble of the 1945 Constitution of the Republic of Indonesia explains that in order to implement the ideals of the nation and realise the goals of the state, it is necessary to build a state civil apparatus in accordance with Law No.5 of 2014 concerning State Civil Apparatus article 1 paragraph 1 provides the definition "State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with work agreements who work in government agencies" has professional integrity and is able to organise public services and is able to play a role as an adhesive element of national unity and integrity. That, in order to realize the state civil apparatus as part of bureaucratic reform, it is necessary to establish the state civil apparatus as a profession with the obligation to manage and develop itself, as well as to be accountable for its performance, and to apply the meritocracy principle in the implementation of state civil apparatus management [1].

As we move from the period of the Industrial Revolution 4.0 to the era of Society 5.0, we must take use of existing technology and even convert or transform certain tasks that were previously fully manual into completely electronic. This is what led to

the creation of the employee performance appraisal application, namely E-Kinerja. With the existence of this Electronic-based Performance Assessment, it is more time efficient and saves the use of paper and also if it is in electronic form the data will be stored and will not be scattered like manual archives. Electronic Performance is a program that can help staff at the Regional Finance and Assets Agency of North Sulawesi Province assess their performance measurements or workload. The mechanism of this E-Kinerja Application is: State Civil Apparatus records data on Employee Performance Targets made in a Cascading manner (Division of activities and sub-activities from annual to monthly activities and from monthly to daily), Input of daily activities, Evaluation of Achievement of employee performance targets periodically and behaviour by appraisal officials, payment of performance allowances based on achievement of employee performance target values.

E-Kinerja has been adopted in BKAD North Sulawesi province since 2017, with the issuing of North Sulawesi Governor Regulation No. 72 of 2017 about Performance Accountability of Civil Servants via E-Kinerja in the North Sulawesi Government Environment. The Electronic Performance Programme refers to the benefits that will be received by the State Civil

Apparatus so that employees whose performance assessments are poor or not on target will be subject to administrative sanctions to severe sanctions, namely dismissal [2]. The work allowance in question is paid in accordance with the employee's performance achieved.

But in the reality encountered, where the implementation of this Electronic Performance which has been implemented since 2017 is still found to have problems and it must be resolved in terms of the program itself and the employees who use it. For approximately several years, the implementation of the E-Kinerja application certainly has obstacles and problems faced. There is a slight difference, so that employees input data that does not match the tasks they do, other obstacles are also seen from programmes that sometimes error or go down due to the large number of accesses to use this application and if the network is not good then the application cannot be accessed. Another problem is also seen from the understanding of employees who seem to still not really understand the use of this E-Kinerja application. Employees do not have competence in using this application. This is what makes the implementation of this E-Kinerja application not running well.

Based on the background of the problems above, the researcher chose the research title "Implementation of the Electronic Performance Programme (E-Kinerja) in the Personnel and Legal Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province".

2. RESEARCH METHOD

This research uses qualitative methods, where this research seeks to provide an objective picture, describe and describe empirical data data. Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problems to be studied by studying as closely as possible an individual, or group or an event. This qualitative research describes the implementation of the E-Kinerja Programme in the Personnel and Legal Subdivision of the Regional Finance and Assets Agency of North Sulawesi Province. This qualitative approach is employed because it reveals the nature of the interaction between the researchers and the respondents.

Qualitative research, according to Bogdan and Taylor, is research that provides descriptive data in the form of written words or spoken explanations from informants and observed behavior. [3]. Based on the foregoing, the researcher is an instrument in this study that recommends the implementation of the Electronic Performance Programme (E-Kinerja) in the Personnel and Legal Subdivision of the Regional Finance and Assets Agency of North Sulawesi Province. Qualitative approaches are used to collect more detailed data,

namely data based on facts in the field as experienced, felt, and thought by participants / data sources. The researcher is the tool in qualitative research. As a result, the researcher as an instrument must also be evaluated to determine how far the qualitative researcher is prepared to perform more research [4]. In order to get complete data, this research uses several data collection techniques: 1) Observation; namely where data collection is carried out by observing directly in the field; 2) Interview; and 3) Documentation. The data analysis approach utilized in this study was carried out constantly from the beginning to the end of the study, as follows: 1) Data Reduction, in which data received from the field is poured into a thorough and detailed description or report; 2) Data Presentation, in which researchers may examine the big picture or specific aspects of the research; 3) Data verification in qualitative research is done continuously throughout the research process, beginning with data collection and ending with data analysis, looking for patterns, themes, similarities, things that frequently arise and are related to the problem at hand, and so on.

3. RESULTS AND DISCUSSION

In the era of the industrial revolution 4.0 towards the era of Society 5.0 we are required to take advantage of existing technology and even change or transform some things that used to be completely manual now have to be completely electronic. This is what led to the creation of the employee performance appraisal application, namely E-Kinerja. What used to be a manual performance appraisal is now in electronic form. With the existence of this Electronic-based Performance Assessment, it is more time efficient and saves the use of paper and also if it is in electronic form the data will be stored and will not be scattered like manual archives. This electronic performance application is a basic program that can assist in monitoring the performance and work of employees at the North Sulawesi Provincial Regional Finance and Assets Agency. Since the issuance of North Sulawesi Governor Regulation No. 72 of 2017 concerning Performance Accountability of Civil Servants through E-Kinerja in the Government of North Sulawesi Province, E-Kinerja has been implemented in the BKAD of North Sulawesi Province.

Dye defines public policy as whatever the government does or does not do. First, Dye contends that only governments, not private organizations, can make public policy. Secondly, Dye reiterates that public policy involves choices made or not made by the government. In this case, the choice made by the government is a deliberate decision to do or not do something. One example is when the government does

not raise taxes which is considered a public policy as well [5].

E-Kinerja is a web-based tool that analyzes job requirements, position workloads, and organizational or work unit workloads as a foundation for measuring work performance and offering work incentives. [6]. This application leads to allowances that will later be given to employees so that employees whose performance is considered poor or does not reach the target will be given mild to severe sanctions, namely from administrative sanctions to dismissal in accordance with existing rules and regulations. The work allowance in question is paid in accordance with the employee's performance achieved. The Regional Finance and Assets Agency of North Sulawesi Province is one of the agencies that has implemented this E-Kinerja application in 2017. The number of employees in the Personnel and Legal sub-section of BKAD North Sulawesi is 6 people, including 5 employees and 1 casual daily worker (THL). There are 5 people who can access this e-Kinerja programme.

With this E-Kinerja application, employees who are considered to have good or good performance will also get more performance allowances than those with poor performance. Because through this application all civil servants have inputted daily work activities in accordance with their respective main duties and functions. Those who work diligently will certainly get rewards in the form of higher allowances. With this E-performance, their assessment can be measured.

In Governor Regulation No. 62 of 2020 concerning the Third Amendment to North Sulawesi Governor Regulation No. 72 of 2017 concerning Performance Accountability of Civil Servants Through E-Kinerja within the Government of North Sulawesi Province, article 17 paragraph 1 reads "Civil servants who receive additional income meet the following criteria, among others in point (d): carrying out main tasks and functions with performance achievement according to the set target" this means that civil servants who input daily performance in the E-Kinerja application in accordance with the tupoksi that must be carried out will receive the appropriate salary or allowance.

Based on initial observations, researchers found that in the application of the E-Kinerja application, there are still obstacles, including the main tasks and functions in the E-Kinerja application that do not match the duties of these employees. There is a slight difference, so that employees input data that is not in accordance with the tasks they do, other obstacles are also seen from programmes that sometimes error or go down due to the large number of accesses to use this application and if the network is not good then the

application cannot be accessed. Other problems are also seen from the understanding of employees who still do not seem to understand the use of this E-Kinerja application. This is what makes the implementation of this electronic performance application not running well. Effective and efficient work requires a high level of discipline from an employee. For Government Apparatus, discipline includes elements of obedience, loyalty and sincerity in carrying out duties [7]. Disciplined employees are a reflection of good work results, because employees are human resources who have a role in determining the success of an organisation or government agency that has competence based on a high sense of responsibility, discipline and obedience to existing regulations.

Therefore, to see further how the implementation of the E-Kinerja programme in the staffing and legal subdivision at the Regional Financial and Asset Agency of North Sulawesi Province, the following are the findings that researchers found related to 4 indicators: 1) ASN Records SKP Data which is made by Cascading Then Selected Details of Activities Become Monthly Targets: SKP (Employee Performance Targets) are made based on (cascading) the division of activities and sub-activities of regional work time devices. 2) Daily Activity Input Indicators (Position Duties and Additional Duties). 3) Evaluation of SKP Target Achievement Periodically and Behaviourally by the Assessment Officer. 4) Payment of Performance Allowance Based on SKP Value Achievement.

3.1. ASN Records SKP Data which is made in Cascading Then Selected Details of Activities into Monthly Targets : SKP (Employee Performance Targets) Made Based on (Cascading) Devision of Activities and Sub-Activities of Regional Devices Work Time

Based on the results of interviews with several informants directly selected by researchers related to the implementation of the Electronic Performance Programme (E-Kinerja) in the Personnel and Law Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province based on indicators The state civil apparatus records employee performance target data which is made by cascading then selected details of activities become monthly targets: SKP (Employee Performance Targets) are made based on (cascading) the Division of Activities and sub-activities of regional apparatus, it can be concluded that in the process of using the E-work application in the Personnel and Legal Section at the Regional Finance and Assets Agency of North Sulawesi Province, it is not yet effective, because there are still some employees who have not been able to use this application properly, because there are some senior employees who are elderly and have not been able to adapt to changes, let alone the use of electronic devices, let alone reports using applications. and obstacles faced by employees in the process of using the

E-work application in the Personnel and Legal Section at the Regional Finance and Assets Agency of North Sulawesi Province, and the obstacles faced by employees in the process of reporting work every day are often forgetfulness and negligence of employees, which results in deductions from workload allowances, even though the purpose of E-work is good and clear objectives but there are several obstacles faced by employees, and the way employees overcome this problem is by being given training, understanding from superiors and employees who are more familiar with the use of this E-performance.

According to Farida, management is defined as Management is the art and science of organizing, directing, and overseeing human resources in order to achieve defined goals [8]. Handoko defines management as the act of planning, organizing, directing, and overseeing the work of organizational members as well as the utilization of other organizational resources in order to attain established organizational goals [9]. According to Moehersono, performance is a description of the level of success of the implementation of an activity program or policy in realizing the organization's goals, objectives, vision, and purpose as described via strategic planning. [10]

Performance can be made a description of the achievement of the implementation of an activity or policy in realising the vision, mission, goals and objectives of the organisation. The definition of performance relates to the responsibility of an individual or group of organisations in doing what is their obligation or authority given to them. Performance is a physical representation of a person's performance or the success of an employee for his job in order to meet the organization's goals. Performance is also impacted by supervisors' rules about employee placement based on competence. The quality of the job is determined by the competency of the employees. Every government official is expected to be knowledgeable. [11].

3.2. Daily Activity Input Indicators (Position Duties and Additional Duties

Based on the results of interviews with several informants directly selected by researchers related to the implementation of the Electronic Performance (E-Kinerja) program in the Personnel and Law Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province based on the indicator of daily activity input (job duties and additional duties), it can be concluded that in the process of inputting daily work data by each employee, there are several employees who do not input their daily work, this is due to their negligence, and there are also obstacles such as forgetting to input, the system sometimes experiences errors and there are also power outages and even the types of cellphones and Leptop or computers they use.

Employee performance may be defined as the efficacy of individual work for the applicable needs of each programmed endeavor and the ongoing improvement of one's capacity to achieve needs successfully. Individual labor in an organization or agency results in employee performance. Employee performance may also be defined as the quality and quantity of work accomplished by an employee in carrying out his obligations as assigned by the

leadership. Performance is the outcome attained by employees based on the quality or quality of work: in addition to what should be done, this criteria assesses whether activity execution is excellent or bad, particularly in relation to output.

3.3 Evaluation of SKP Target Achievement Periodically and Behaviourally by the Assessment Officer

Based on the findings of interviews with several informants directly chosen by researchers, the implementation of the Electronic Performance Program (E-Kinerja) in the Personnel and Law Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province based on the indicator Evaluation of the achievement of employee performance targets periodically and behaviour by appraisal officials can be concluded that the existence of E-work is very easy for superiors and even subordinates, so that they can find out, assess their work based on what they input every day, and of course this is very easy for the boss because he can see the development of other employees through this E-work application, based on what they input.

E-Kinerja is a web-based tool that analyzes job requirements, position workloads, and organizational or work unit workloads as a foundation for measuring work performance and offering work incentives. Providing delivery, assessments, and awards in the form of additional revenue.

Electronic performance application is an application that is created or made to assess the performance of employees directly by inputting their daily work data into the application software, then waiting to be approved by the assessing official or superior, after being approved, the output of the results of this work will automatically the resulting data will be immediately visible. The data in question is the nominal amount of allowances that employees will later receive.

Based on the views of experts related to performance above, it can be concluded that performance is the expertise or ability of an employee in achieving previously set goals and is basically influenced by the skills of the employee.

3.4 Payment of Performance Allowance Based on Achievement of SKP Score

Based on the findings of interviews with several informants directly chosen by researchers, the implementation of the Electronic Performance (E-Kinerja) programme in the Personnel and Law Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province based on the indicator Payment of performance allowances based on SKP value achievements can be concluded that the salary that employees get is based on the daily work they input every day.

Before this application was made, employee performance appraisal was still manual, namely using the employee implementation assessment list form. However, in its implementation, this form still has weaknesses, so it is refined by the creation of this Performance Appraisal application in the SKP format and is considered more objective, efficient and measurable and more transparent because it is assessed openly.

The creation of this application is expected to be able to encourage apparatus to improve their performance and become one of the supports for leaders in making decisions related to employee performance, work units and work units [12].

Performance may be defined as an accomplishment that an organization can achieve in a specific time frame. Employee performance in this context refers to employees' capacity to do certain duties [13]. Organizations can learn about their successes and failures in carrying out the major duties and activities of the organization via performance. The achievement of the application of an activity or policy in achieving the vision, mission, goals, and objectives of the organization can be described as performance. The definition of performance relates to the responsibility of an individual or group of organisations in doing what is their obligation or authority given to them.

The community needs quality public services, but these needs are often not in line with expectations because the services that have occurred so far are characterised by convoluted, slow, and tiring services [14]. However good individual performance will ultimately affect the effectiveness and performance of the organisation. Leaders, leadership and decision-making are interconnected dimensions and contribute to the success of an organisation [15].

4. CONCLUSION

Based on the results of research and discussion that has been carried out regarding the Implementation of the Electronic Performance Programme (E-Kinerja) at the Personnel and Legal Subdivision at the Regional Finance and Assets Agency of North Sulawesi Province, the following conclusions can be drawn:

1. There are still some employees who have not used this application properly, because these employees are elderly and cannot adapt to changes, let alone the use of electronic devices, let alone reports using applications. Another obstacle is the negligence of employees, which results in deductions from workload allowances.

2. In the process of inputting Daily Work data by each employee, there are some employees who do not input their daily work, this is due to their negligence and the system sometimes experiences errors.

3. With the E-performance Programme, it is very easy for superiors and even subordinates, so that they can find out, assess their work based on what they input every day, and of course this is very easy for superiors because they can see the development of other employees through this E-performance application, based on what they input.

4. That the performance allowance that employees get is based on the daily work they input every day.

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