

Implementation of E-Kinerja in Increasing Work Productivity

Eritrina^{1*}, Andi Cudai Nur², Andi Aslinda³, Herman H⁴

^{1,2,3,4}Universitas Negeri Makassar

E-mail: eritrina99@gmail.com

ABSTRACT

This research aims to determine the implementation of E-Kinerja in increasing work productivity at the Borong Village office, Manggala District, Makassar City. This type of research is qualitative using a descriptive approach. Data collection techniques were carried out by means of observation, interviews, and documentation. The data analysis technique used consists of data collection, data display, data condensation, and drawing conclusions. The results of the research show that the implementation of E-Kinerja in increasing employee work productivity at the Brong Subdistrict Office, Manggala District, Makassar City is good and has experienced improvement using indicators from the theory put forward by George C Edward III, namely Communication, Resources, Disposition and Bureaucratic Structure, although the disposition indicators are still not going well. This can be seen from the communication process carried out by users at the Borong Subdistrict office, both fellow employees at the Subdistrict office and the BKPSDMD during the socialization held at a hotel by the BKPSDMD to all civil servant in Borong Subdistrict. The existing resources at the Borong Subdistrict office have begun to increase from the previous year seen from the availability of employees at the Borong Subdistrict office, they are ready to run the E-Kinerja program because E-Kinerja is an application for assessing performance which is the basis for calculating the provision of TPP to all ASN in Borong Village. The disposition to carry out bureaucratic arrangements at the Borong Subdistrict office has not been implemented well because there are still several employees who have been absent and disappeared or have not remained in the office during working hours. The bureaucratic structure at the Borong Subdistrict office has been running well, as seen from the responsibilities in carrying out their duties, employees have carried them out in accordance with applicable SOPs, as seen from the division of responsibilities between each superior who validates the work of their subordinates.

Keywords: e-performance, implementation, employee productivity

INTRODUCTION

Developments occurring in the world economy are increasingly rapid and difficult to predict. Increasingly sophisticated science and technology require organizations/agencies to improve themselves to face unexpected challenges and changes. An agency must try to manage something it has, for example, managing human resources which describes that the need for quality human resources is increasing along with the times. In the current era of globalization, most government agencies have carried out work processes online, (Nur & Niswaty, 2022; Raswa et al., 2021; Wang & Teo, 2020). The presence of applications that can be accessed easily by the entire community makes government services faster, (Nishimura & Okamuro, 2018; Saleh, 2019; Yao et al., 2016). The implementation of an electronic system in the bureaucracy based on public policy aims to bring order and quality to bureaucratic reform. For example, the implementation of E-Government systems, E-Budgeting, E-KTP, E-performance, and others. This system aims to make it easier to access information and carry out administrative registration.

In order to improve employee performance, the government has created a performance allowance policy for Civil Servants, namely providing additional income for employees as regulated in the Makassar Mayor Regulation concerning Additional Income for Civil Servants within the Makassar City Government

Article 2 on (1) This Mayor's Regulation is intended to provide direction, legal basis and as a guideline for providing TPP to motivate regional civil servant in carrying out their main tasks and functions within the scope of city government; (2) The provision of TPP aims to improve the welfare of regional civil servant in the Makassar City Government Scope in order to fulfill a decent life in improving the performance of regional civil servant in the City Government Scope.

At the Borong Subdistrict Office, Manggala District, Makassar City, implementing the Additional Income Improvement policy given to employees/PNS is one of the means to achieve the stated goals. It is hoped that the provision of Additional Income Improvement for Civil Servants at the Borong Subdistrict Office will not only have an impact on improving employee welfare but also on increasing employee work productivity. The additional employee income is routinely received by employees every month, thereby providing better work enthusiasm or motivation, and has an impact on the resulting work productivity. On the other hand, the provision of additional employee income is directed at all civil servants in the Borong sub-district being able to improve their performance and be able to provide service quality as expected.

To increase the effectiveness and efficiency of agency performance, especially employee performance, there needs to be encouragement or work motivation so that employees can work more optimally and more productively. One of them is the implementation of an E-Kinerja system to input and control the performance of employees in each agency. E-Kinerja is an application for analyzing job needs, job workload, and workload of organizational units or work units as a basis for providing intensive work in the form of additional income improvements.

The South Sulawesi Provincial Government has implemented the E-Kinerja application for employee performance assessment as stipulated in the 2020 Manual Book concerning Web-Based Employee Performance Assessment Remuneration Systems by the Makassar City Regional Personnel and Human Resources Development Agency. E-Kinerja is used as a basis for measuring employee performance behavioral achievements, tendencies in providing performance allowances or Additional Income Improvement, and measuring employee discipline. The implementation of the electronic performance system (e-performance) for civil servants at the Borong Subdistrict office has been implemented since 2020. After the implementation of the E-Kinerja system at the Borong Subdistrict office there was a significant change in employee attendance levels, employees who had rarely or been late coming to work became active. work even though the tendency is sometimes just to fulfill the obligation to be absent for the sake of TPP. So far E-Kinerja has only been used as a basis for assessing the percentage of additional employee income which is calculated from the work productivity percentage of 70% and the percentage of employee performance behavior, namely the attendance rate of 30%.

Based on the results of pre-research observations and initial interviews, the provision of performance allowances in the form of TPP shows the influence of civil servant work results at the Borong Subdistrict Office. Providing performance allowances makes ASN work with more enthusiasm. Before there was an ASN performance allowance, the work they did was ordinary, so the performance of Borong Subdistrict office employees was low. Based on the results of an interview with one of the employees at the Borong Subdistrict office, it was explained that the provision of e-performance-based TPP has not yet seen a significant impact on the performance of employees at the Borong Subdistrict office, there are still many employees who work who have not used their time well so their time cannot be used. effectively and efficiently and other work is sometimes completed late, and there are still employees who are less competent and professional. Apart from that, there are obstacles when filling out daily performance reports and employee behavior reports such as unstable internet networks, servers that sometimes experience problems, and Delays in E-Kinerja submission work sometimes hamper the import process and impact each superior. Another obstacle is the lack of socialization so employees' IT skills, especially older employees, will really need help from other people in inputting because they do not understand the use of the E-Kinerja system and there are limited supporting facilities and infrastructure. And it requires extra time if the import is during working hours, not to mention when the network is not possible. Apart from that, based on preliminary data it is known that the number of employees at the Borong Village Office is

19 employees. Where there are more non-ASN employees than ASN employees at the Borong Village Office. There are 7 ASN employees, while there are 12 non-ASN employees.

METHOD

This type of research is qualitative. Qualitative research is research in the form of words, sentences, schemes, and descriptions, (Creswell & Clark, 2017; Glaser & Strauss, 2017; Lincoln & Guba, 1985; Sugiyono, 2007; Suyitno, 2018). The description of the focus of this research uses indicators proposed by George C Edward III, namely communication, resources, disposition and bureaucratic structure. Sources of data consist of primary data and secondary data obtained from observation, documentation, and interviews. Primary data comes from information, statements, and information from informants. Secondary data comes from documentation review. Data collection techniques used, namely observation, interviews, and documentation with reference to research objectives with research indicators based on opinions (Bastian, 2006) about performance, namely inputs, outputs, outcomes, benefits, and impacts. The collected data is checked by triangulation, namely checking the validity of data that uses something other than the data concerned for checking purposes or as a comparison. The data analysis technique uses an interactive analysis model from (Huberman & Miles, 2002). The stages in data analysis taken in this study include data reduction; presentation of data; validation test; and verification.

RESULT AND DISCUSSION

The results of this research will explain how the implementation of E-Kinerja increases employee work productivity at the Borong Subdistrict office, Manggala District, Makassar City by referring to the implementation indicators proposed by George C Edward III, namely Communication, Resources, Disposition and Bureaucratic Structure. The description of this research is stated as follows:

Communication

Based on the results of interviews conducted with several employees at the Borong Subdistrict office, researchers can assume that communication in the implementation of E-Kinerja in Borong Subdistrict has gone well. This can be seen from the communication process carried out through socialization held at a hotel by the BKPSDMD to all ASNs in Borong Village. For clarity of communication, the target of E-Kinerja is all ASN within the Makassar City government and the aim of implementing the E-Kinerja program is to find out more about the performance measures of employees in the Borong sub-district. Communication that exists at the Borong Subdistrict Office, both among employees and with the BKPSDMD, is carried out in stages through the admin who has been assigned to the Manggala District office who will convey obstacles and input from the Borong Subdistrict to the BKPSDMD. Consistency at the Borong Subdistrict Office has been implemented well. So far, there has been no solution from the BKPSDMD regarding the problems when imputing that occur due to the network, they only suggest that they should check the network before imputing performance or taking attendance.

Resource

Based on the results of interviews conducted with several employees at the Borong Village office, researchers can assume that the availability of employees at the Borong Village office is sufficient to run the E-Kinerja program because E-Kinerja is an application for assessing performance which is the basis for measuring the provision of TPP (Additional Income Improvement) to all ASN in Borong Village. Employee discipline at the Borong Subdistrict Office has started to improve from previous years because of the E-Kinerja application which requires all employees to take attendance on the e-Niaja application where the application uses a facial scanning method for attendance and detects the location to confirm the location of the office so that no one is there. others who are in absentia.

The ability of employees at the Borong Subdistrict office to carry out this program is much better compared to previous years. So far employees have tried to understand the E-Kinerja program well, and although sometimes they still experience several problems, employees have taken the initiative to understand these obstacles and their solutions, for example, when inputting performance that experiences delays due to the network, they immediately contact the admin at the sub-district and at convey to the BKPSDMD to help with this problem or help open applications for re-imputing as well as problems regarding the capabilities of employees who are elderly or approaching retirement who do not really understand the use of E-Kinerja so they are assisted by several contract workers or Laskar Pelangi for importing. The facilities and infrastructure used in the use of the E-Kinerja program are by the BKPSDMD using large servers, computers, and adequate networks. Meanwhile, the Borong Subdistrict office uses Wifi, each employee's smartphone or cellphone to access the E-Niaja attendance application and E-Kinerja application, as well as other office facilities.

Disposition

Based on the results of interviews conducted with several employees at the Borong Subdistrict office, researchers can assume that consistency, supervision, control, and honesty in implementing the E-Kinerja program at the Borong Subdistrict office have been carried out in accordance with what was expected because each subordinate's work was validated by each -each superior, even though there are several employees who have been absent and disappeared or did not remain in the office during working hours. But back to each individual employee.

Regarding the Intensives received at the Borong sub-district office so far they are in accordance with each individual's performance although there are some that are lacking due to the employee's own absence and the intensives received depend on the weight included in the performance and added to the assessment of the presence of each employee.

Bureaucratic Structure

Based on the results of interviews conducted with several employees at the Borong Subdistrict office, researchers can assume that the bureaucratic structure and responsibilities in carrying out employee duties are in accordance with the applicable SOP which can be seen in the division of responsibilities of each superior who validates the work of their subordinates.

Coordination is carried out at the Borong Subdistrict Office with the BKPDMD when there are obstacles or delays in imputing performance so that they require them to report to the BKPSDMD via the admin at the Manggala District Office to convey this so that an application for re-imputing is opened.

Discussion

Communication

Based on the research results, it is known that communication in the implementation of E-Kinerja in Borong Village has gone well, this can be seen from the communication process carried out through socialization held at a hotel by the BKPSDMD to all ASN in Borong Village. For clarity of communication, the target of E-Kinerja is all ASN within the Makassar City government and the aim of implementing the E-Kinerja program is to find out more about the performance measures of employees in the Borong sub-district. Communication carried out at the Borong sub-district office, both within the sub-district itself and with the BKPSDMD, has been carried out well in accordance with established procedures, namely by following the E-Kinerja socialization carried out at a hotel carried out by the BKPSDMD.

In line with this, the ability to communicate and interact is very important in organizational life, even a requirement (Abidin, 2021; Arhas et al., 2021; Suprianto et al., 2021; M. Yusuf, 2021). Communication within an organization is the central point in creating a conducive situation and environment, establishing continuous communication, increasing public trust, improving the good image of the company/organization and even helping to promote and improve the marketing of a product/service.

Therefore, communication in an organization must be properly understood, applied, and developed by anyone, both individuals, society, and organizations. The communication process must be managed effectively because not all managers and individuals within an organization have good communication skills and there is a clear need for training to ensure that they can choose the most appropriate communication methods to convey messages that are clearly understood by the recipient and vice versa, the recipient should be able to provide some feedback (Ganjoo et al., 2021; Sufriadi et al., 2019; Tahir & Darwis, 2021).

Communication that exists at the Borong Subdistrict Office, both among employees and with the BKPSDMD, is carried out in stages through the admin who has been assigned to the Manggala District office who will convey obstacles and input from the Borong Subdistrict to the BKPSDMD. So far, there has been no solution from the BKPSDMD regarding the problems when imputing that occur due to the network, they only suggest that they should check the network before imputing performance or taking attendance.

Resource

Based on the research results, it is known that the existing resources at the Borong Subdistrict office have begun to increase from the previous year seen from the availability of employees at the Borong Subdistrict office, they are ready to run the E-Kinerja program because E-Kinerja is an application for assessing performance which is the basis for calculating awards. TPP to all civil servant in Borong Village. Employee discipline at the Borong Subdistrict Office has started to improve from previous years because of the E-Kinerja application which requires all employees to take attendance on the e-Niaja application, the application uses a facial scanning method for attendance and detects location to confirm the location of the office so that no there are those who commit fraud in terms of attendance. However, there are still some employees hanging around outside working hours.

The ability of employees at the Borong Subdistrict office to carry out this program is much better compared to previous years. So far, employees have tried to understand the E-Kinerja program well, and although sometimes they still experience several problems, the employees have taken the initiative to understand these problems and their solutions, for example, when the performance is input which experiences delays due to the network, they immediately contact the admin at the District and convey it. to the BPKSDMD to help with these problems or help open applications for re-imputing as well as problems regarding the abilities of employees who are elderly or approaching retirement who do not really understand the use of E-Kinerja so they are assisted by several contract workers or Laskar Pelangi to importation.

The facilities and infrastructure used in the use of the E-Kinerja program are by the BKPSDMD using large servers, computers, and adequate networks. Meanwhile, the Borong Subdistrict office uses Wifi, each employee's smartphone or cellphone to access the E-Kinerja attendance application and E-Kinerja application, as well as other office facilities.

Disposition

Based on the research results, it is known that the disposition at the Borong Subdistrict office has not been carried out well because there are still several employees who do not comply with the rules consistently. Even though they have been given a warning, they still commit violations, they do this when they don't have work in the office or have free time. But back again to the awareness of each individual employee. Even though this has been regulated in the Makassar Mayor's Regulation regarding work discipline which includes being late for work, leaving prematurely, and not coming to work. This is included in the E-Kinerja assessment category on work discipline indicators and this could affect the employee's TPP acceptance (Goklas et al., 2021; Paryati, 2021; N. R. W. N. Yusuf, 2021) .

Regarding consistency, supervision, control, and honesty in implementing the E-Kinerja program at the Borong Subdistrict office, it has been carried out in accordance with what was expected because each

subordinate's work was validated by each superior. Regarding the Intensives received at the Borong sub-district office so far they are in accordance with each individual's performance although there are some that are lacking due to the employee's own absence and the intensives received depend on the weight included in the performance and added to the assessment of the presence of each employee.

Bureaucratic Structure

Based on the research results, it can be seen that the bureaucratic structure at the Borong Subdistrict office is running well, where the bureaucratic structure and responsibilities in carrying out employee duties are in accordance with the applicable SOP seen in the division of responsibilities of each superior who validates the work of their subordinates.

Coordination is carried out at the Borong Subdistrict Office with the BKPSDMD when there are obstacles or delays in imputing performance so that they require them to report to the BKPSDMD via the admin at the Manggala District Office to convey this so that an application for re-imputing is opened.

Factors Inhibiting the Implementation of E-Kinerja in Increasing Employee Productivity at the Borong Village Office, Manggala District, Makassar City

Communication regarding the implementation of E-Kinerja at the Borong Subdistrict Office, Manggala District, Makassar City has been running quite optimally. This can be seen from the transmission process carried out through socialization held at a hotel by the BKPSDMD to all civil servants in the Borong Subdistrict. Even though it has run quite optimally, there are still obstacles that occur in the process of implementing e-performance, where E-Kinerja socialization and training are only held once while E-Kinerja is being implemented, even though E-Kinerja socialization is only held once, the BKPSDMD always open to providing direction to ASN at the sub-district and sub-district levels, including in Borong sub-district.

The existing resources at the Borong Subdistrict Office, Manggala District, Makassar City have started to increase from the previous year, it can be seen from the availability of employees at the Borong Subdistrict office who are ready to run the E-Kinerja program because E-Kinerja is an application for assessing performance which is the basis for calculating TPP awards. (Additional Income Improvement) to all ASN in Borong Village. Even though it has been running quite optimally, there are still obstacles that occur there are only 7 employees at the Borong Subdistrict office, Manggala District, Makassar City, with a total of 8,764 people needing services, and the Borong subdistrict government is overwhelmed in maximizing services with only 7 ASNs so that To further maximize services, additional employees are needed and there are obstacles for older employees who need help from other employees in implementing e-performance, so that it requires contract workers to help them in the process of implementing e-performance.

The disposition effect of carrying out bureaucratic arrangements at the Borong Subdistrict office has not been implemented well because there are still several employees who have been absent and disappeared or did not stay in the office during working hours. Even though they have been given a warning, they still do this, they do this when there is no work in the office or they have free time. But back again to the awareness of each individual employee. Even though this has been regulated in the Makassar Mayor's Regulation regarding work discipline which includes being late for work, leaving prematurely, and not coming to work., (Perwali, 2020). This is included in the E-Kinerja assessment category on work discipline indicators and this could affect the employee's TPP acceptance.

The bureaucratic structure that exists at the Borong Subdistrict Office, Manggala District, Makassar City has been implemented well, although it cannot be denied that there are still obstacles or delays in collecting performance, which requires them to report to the BKPSDMD through the admin at the Manggala District Office to convey this so that the application is opened. for re-imputing.

CONCLUSION

Based on the results of research, the implementation of E-Kinerja in increasing employee work productivity at the Borong Village Office, Manggala District, Makassar City has been carried out well and has increased. This can be seen from the research results, namely: 1) Communication in the implementation of E-Kinerja in Borong Village has gone well. This can be seen from the transmission process carried out through socialization held at a hotel by the BKPSDMD to all ASN in Borong Village. And for clarity of communication on E-Kinerja targets, namely all ASN within the Makassar City government and the aim of implementing the E-Kinerja program is to find out more about the performance measures of employees in the Borong sub-district; 2) The existing resources at the Borong Subdistrict office have started to increase from the previous year, which can be seen from the availability of employees at the Borong Subdistrict office who are ready to run the E-Kinerja program because E-Kinerja is an application for assessing performance which is the basis for calculating TPP awards (Additional Income Improvement) to all ASN in Borong Village; 3) The disposition to carry out bureaucratic arrangements at the Borong Subdistrict office has not been implemented properly because there are still several employees who have been absent and disappeared or have not remained in the office during working hours. Even though they have been given a warning, they still do this; 4) The bureaucratic structure at the Borong Subdistrict office is running well, where the bureaucratic structure and responsibilities in carrying out employee duties are in accordance with the applicable SOP. Meanwhile, the inhibiting factor in implementing E-Kinerja is the lack of socialization in the process of implementing e-performance, where E-Kinerja socialization and training are only held once while E-Kinerja is implemented, even though E-Kinerja socialization is only held once, the BKPSDMD is always open to provide direction to ASN at the sub-district and sub-district levels, including in Borong sub-district. As well as obstacles for elderly employees who need help from other employees in implementing e-performance, so contract workers are required to help them in the process of implementing e-performance.

REFERENCES

- Abidin, Z. (2021). Institutional Performance Of Village Owned Business Entities In South Buton Regency. *Jurnal Ad'ministrare*, 8(2), 517–530.
- Arhas, S. H., Saleh, S., & Niswaty, R. (2021). The Influence of Workload and Work Stress on the Performance of Legislators at the Sorong Regency Regional House of Representatives Office. *Advances in Social Science, Education and Humanities Research, Volume 654 Proceedings of the 1st World Conference on Social and Humanities Research (W-SHARE 2021)*.
- Bastian, I. (2006). Akuntansi Sektor Publik. *Jakarta: Erlangga*.
- Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*. Sage publications.
- Ganjoo, R., Rimal, R. N., Talegawkar, S. A., Sedlander, E., Pant, I., Bingenheimer, J. B., Chandarana, S., Aluc, A., Jin, Y., Yilma, H., & Panda, B. (2021). Improving iron folic acid consumption through interpersonal communication: Findings from the Reduction in Anemia through Normative Innovations (RANI) project. *Patient Education and Counseling*. <https://doi.org/https://doi.org/10.1016/j.pec.2021.04.032>
- Glaser, B. G., & Strauss, A. L. (2017). *Discovery of grounded theory: Strategies for qualitative research*. Routledge.
- Goklas, A., Riyanto, S., Sihombing, J., AM, E. N., & Sunarsi, D. (2021). Management Of Organizational Performance: The Role Of Human Resource Management Strategy. *Jurnal Ad'ministrare*, 8(1), 245–254.

- Huberman, M., & Miles, M. B. (2002). *The qualitative researcher's companion*. Sage.
- Lincoln, Y., & Guba, E. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage Publications, Inc.
- Nishimura, J., & Okamuro, H. (2018). Internal and external discipline: The effect of project leadership and government monitoring on the performance of publicly funded R&D consortia. *Research Policy*, 47(5), 840–853. <https://doi.org/https://doi.org/10.1016/j.respol.2018.02.007>
- Nur, A. C., & Niswaty, R. (2022). *Local Government Strategies in Developing Entrepreneurship by Empowering Small and Medium Enterprises Based Online in Makassar City, South Sulawesi, Indonesia*.
- Paryati, R. (2021). Role of Organizational Commitment in Mediating between Budget Participation and Managerial Performance. *Jurnal Ad'ministrare*, 8(1), 105–118.
- Perwali. (2020). *Perubahan Kedua atas Perwali Kota Makassar Nomor 90 Tahun 2019 Tentang Tambahan Penghasilan PNS di Lingkup Pemerintah Kota Makassar*.
- Raswa, R., Shumarudin, S., Ismantohadi, E., & Jamaluddin, J. (2021). Online Virtual Classroom Management using WebRTC Based Flipped Model. *Jurnal Ad'ministrare*, 8(2), 449–454.
- Saleh, S. (2019). Influence of compensation on work performance in the district office of Bissappu, Bantaeng Regency. *Journal Administrare*, 6(2), 105–114.
- Sufriadi, S., Yuni, N. P., & Jamaluddin, J. (2019). The Effectiveness of Communication Ethics in Achieving Learning Objectives at State Vocational High School 4 Makassar. *Jurnal Office*, 4(2), 63–78.
- Sugiyono, M. (2007). *Kualitataif dan r&d*, Bandung: Alfabeta, 2010. *Sugiyono, Metode Penelitian Kuantitatif Kualitatif Dan R&D Bandung: Alfabeta*.
- Suprianto, D. W. T., Abdullah, A., & Usniar, H. (2021). The Influence of Democratic Leadership Style on Employee Performance at the Watang Sawito District Office Pinrang. *Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*.
- Suyitno. (2018). *Metode Penelitian Kualitatif*. Akademia Pustaka.
- Tahir, M., & Darwis, M. (2021). Belajar Mandiri dan Pembelajaran Berbasis Daring di Perguruan Tinggi. *Journal Of Educational Technology, Curriculum, Learning and Communication*, 1(1), 28–34.
- Wang, C., & Teo, T. S. H. (2020). Online service quality and perceived value in mobile government success: An empirical study of mobile police in China. *International Journal of Information Management*, 52, 102076. <https://doi.org/https://doi.org/10.1016/j.ijinfomgt.2020.102076>
- Yao, X., Qi, W., Tian, H., & Wang, L. (2016). Analysis of Collaboration Networks in Business Disciplines. *Serials Review*, 42(2). <https://doi.org/10.1080/00987913.2016.1166878>
- Yusuf, M. (2021). Analysis of Employee Recruitment in Improving Performance in the Accommodation Service Business. *Jurnal Ad'ministrare*, 8(1), 59–68.
- Yusuf, N. R. W. N. (2021). Impact of Human Resource Development on Public Service Through Employee Performance Of Center Mamuju. *Urnal Ad'ministrare*, 8(1), 129–142.