
THE EFFECTIVENESS OF THE USE OF THE STATE CIVIL APPARATUS E-PERFORMANCE SYSTEM IN THE STAFFING AND HUMAN RESOURCE DEVELOPMENT AGENCY OF SERDANG BEDAGAI DISTRICT



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Abstract

This study aims to analyze the effectiveness of using the e-performance system in improving the performance of the State Civil Apparatus (ASN) at the Serdang Bedagai Regency Personnel and Human Resources Development Agency (BKPSDM). The e-performance system is implemented as an instrument of bureaucratic reform to improve transparency, accountability, and efficiency of ASN performance assessment. The research method used is qualitative with a case study approach, involving in-depth interviews, observation, and documentation. The results showed that the implementation of e-performance has a positive impact on productivity and the quality of public services. Obstacles faced include limited technological infrastructure, resistance to change, and a lack of technical training. Recommendations include increasing technological capacity, providing ongoing training, and intensive socialization so that the system can be optimized sustainably.

Keywords: Effectiveness, E-Kinerja, State Civil Apparatus, Bureaucracy Reform

INTRODUCTION

The development of information technology has brought significant changes in governance, especially in the field of employee performance management. One of the innovations adopted by the local government is the e-performance system, which is a digital platform to monitor, measure, and evaluate ASN performance in an integrated manner.

Serdang Bedagai Regency, through BKPSDM, has implemented the e-performance system as part of bureaucratic reform efforts and the realization of good governance. Prior to the implementation of this system, ASN's performance appraisal was carried out manually, so it was prone to reporting delays, a lack of transparency, and potential subjectivity. With the e-performance system, each ASN is required to record their work activities periodically, which becomes the basis for real-time performance appraisal by superiors.

However, the successful implementation of e-performance is inseparable from various challenges. The readiness of technological infrastructure, employee understanding, and managerial support are factors that determine its effectiveness. Therefore, this research is important to determine the extent to which e-performance contributes to improving ASN performance in BKPSDM Serdang Bedagai Regency.

REVIEW OF LITERATURE

Effectiveness

According to Duncan, organizational effectiveness can be measured through goal achievement, efficient use of resources, adaptability to change, and stakeholder satisfaction. Effectiveness focuses not only on the end result, but also on the process of achieving it.

Performance System

The e-performance system is an information technology-based application used to record, monitor, and evaluate employee performance objectively. Its main components include performance planning, indicator-based measurement, real-time monitoring, and feedback. The objectives include increasing transparency, administrative efficiency, and providing an objective basis for decision-making regarding promotions or incentives.

Previous Research

Various studies have shown that e-performance can improve transparency and accountability of employee performance appraisals. However, constraints such as infrastructure limitations and resistance to technology often hinder its effective implementation.

RESEARCH METHOD

This research uses a qualitative approach with a case study method in BKPSDM Serdang Bedagai Regency. The location selection was based on the relatively new and significant implementation of the e-performance system in the bureaucratic process. The research informants consisted of key informants, the head of BKPSDM Serdang Bedagai Regency. Main informant, operational employees who are directly involved in e-performance inputting. additional informants, administrative and technical staff

Data collection techniques included in-depth interviews, direct observation, and documentation studies. Data analysis was conducted using the Miles & Huberman model, which includes data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSION

Analysis of the Effectiveness of the Use of the State Civil Apparatus E-Performance System at the Serdang Bedagai Regency Personnel and Human Resources Development Agency

The E-Kinerja system at the Serdang Bedagai Regency Personnel and Human Resources Development Agency (BKPSDM) is implemented as an effort to improve the transparency, accuracy, and efficiency of performance appraisal of the State Civil Apparatus (ASN). With this system, it is hoped that the performance appraisal administration process can be carried out digitally, thus supporting the achievement of organizational goals in improving the quality of public services. This analysis was conducted using the perspective of organizational effectiveness according to Duncan, as discussed in Steers & Williams, where effectiveness is not only seen from the achievement of goals, but also from the efficiency of resource use and adaptability to environmental changes.

In general, this effectiveness analysis assesses a system or organization not only from the end result or target achievement, but also from the way the system uses resources efficiently and how it is able to adapt to environmental changes. In the context of the E-Kinerja system in BKPSDM Serdang Bedagai Regency, three main aspects need to be considered:

Goal Achievement

The implementation of E-Kinerja contributes to increasing the effectiveness and efficiency of work within the Serdang Bedagai Regency Personnel and Human Resources Development Agency, both in strategic, operational, and administrative aspects.

Resource Utilization

The E-Kinerja system plays an important role in optimizing the use of human resources and technology within the Personnel and Human Resources Development Agency of Serdang Bedagai Regency. From an interview with the Head of the Personnel and Human Resources Development Agency of Serdang Bedagai Regency, the system helps in allocating resources more efficiently, especially in training scheduling, employee competency development, and performance data-based budget management.

Operational staff also find it useful, especially in planning more structured daily tasks and reducing bureaucracy, so that time can be utilized more effectively. In addition, administrative staff revealed that the system has improved efficiency in managing documents and employee information. The process of archiving and searching for data becomes faster, which leads to the optimization of manpower and IT infrastructure. Overall, the implementation of the E-Kinerja system has had a positive impact on work efficiency, transparency, and the utilization of technology in supporting staffing tasks.

Adaptability

The E-Kinerja system at the Personnel and Human Resources Development Agency of Serdang Bedagai Regency is designed with a high degree of flexibility to adapt to policy changes and operational dynamics. The system has modules that can be updated according to new policies, thus enabling a quick response to changes and supporting smooth operations. and the system can be updated immediately, allowing new instructions to be communicated effectively so that employees can adjust immediately. So that overall, the flexibility of the E-

Kinerja system is one of the main advantages that allows the agency to remain adaptive, efficient, and responsive to the evolving work dynamics.

Inhibiting Factors in the Effectiveness of Using the E-Kinerja System for State Civil Apparatus at the Serdang Bedagai Regency Personnel and Human Resources Development Agency

Objective Achievement

According to Duncan, the effectiveness of an organization is measured by how well strategic and operational objectives are achieved. This goal achievement is not only related to the realization of predetermined targets, but also to how the system supports strategic decision-making and performance evaluation. Although the system provides support for goal achievement, there are several obstacles that can hinder its effectiveness, including:

- **Limited Performance Indicators:**
Implemented systems sometimes do not fully capture the complexity of tasks and operational challenges. The performance indicators used may not be fully representative of measuring the overall achievement of strategic objectives, which can lead to a mismatch between expected targets and realization in the field.
- **Delays in Data and System Updates:**
Although claimed to be real-time, in practice, there are technical constraints such as delays in data updates or input errors that result in inaccurate data. This can affect performance evaluation and strategic decision-making.
- **Lack of Synchronization Between Units:**
While each unit (head of department, operational staff, and administrative staff) benefits, there may be a lack of synchronization between units in the delivery of data and interpretation of targets, which can lead to miscommunication or a different understanding of the objectives achieved.

Resource Utilization

Organizational effectiveness is also measured by how efficiently resources are used, including capital, manpower, technology, and time. Optimal use of resources should be able to minimize waste and increase productivity. Some of the obstacles in resource utilization through the E-Kinerja system that have been identified include:

- **Unoptimal Technology Infrastructure:**
IT infrastructure limitations, such as unstable networks or outdated hardware, can hinder system access and performance. This impacts employees' ability to manage time and information optimally.
- **Lack of Training and Socialization:**
Although the system provides integrated data, its successful utilization is highly dependent on the user's ability to operate the system. Lack of training and socialization can lead to an inability to maximize the system's potential, as well as resistance or errors in data entry.
- **Internal Bureaucracy and Complex Procedures:**
The existence of rigid bureaucratic processes and complex procedures can hinder the quick and proper allocation of resources. For example, time-consuming data approval or validation processes can reduce operational efficiency.

Adaptability

Adaptability refers to an organization's ability to adjust to changes in the external environment, in terms of policy, technology, and dynamic operational conditions. An adaptive system must be able to be updated and adapted to new needs without disrupting daily operations. Although the system is designed to be adaptive, several obstacles hinder adaptability, including:

- **Slow Update Process and Bureaucracy:**
System updates or adjustments often have to go through a complex series of bureaucratic approvals, causing delays in implementing changes that would otherwise support adaptability.
- **Limited Resources for Innovation:**
System innovation and customization require resources, both financial and human resources, with technical expertise. These resource limitations can hinder the ability to keep systems up to date and adapt quickly to external changes.
- **Dependence on Existing Systems:**
Existing E-Kinerja systems sometimes have relatively rigid architecture and features. Changes to new policies or procedures may require fundamental adjustments to the system, which in practice is not easy to do without disrupting ongoing operations.

CONCLUSION

Based on the analysis that has been carried out, the implementation of the E-Kinerja System at the Serdang Bedagai Regency Personnel and Human Resources Development Agency shows a number of positive achievements while facing several obstacles that need to be resolved immediately. Broadly speaking, the conclusions of this research can be summarized as follows:

1. **Improved Achievement of Strategic and Operational Goals**
Implementation of the E-Kinerja System in BKPSDM Serdang Bedagai Regency has made a positive contribution to increasing transparency, accountability, and accuracy of ASN performance assessment. Evaluation data shows a decrease in the evaluation process time and an increase in data quality, thus supporting strategic decision-making in the development of public services and improving HR competencies.
2. **Optimizing Resource Utilization**
The shift from manual to digital systems has enabled more efficient use of time, costs, and manpower. Employees report a reduction in administrative burden, allowing time previously spent on administrative tasks to be redirected to strategic activities. The use of integrated information technology has also improved productivity and operational efficiency within BKPSDM.
3. **System Adaptability in the Face of Change**
The E-Kinerja system is designed with the flexibility to adapt to changes in policy and operational dynamics. However, in practice there are several obstacles, such as limitations in data integration between units and the system update process which is still hampered by bureaucracy. Training efforts and system module adjustments are important steps to maintain the relevance and responsiveness of the system to changing organizational needs.

4. Emerging Barriers

Despite the benefits, there are a number of barriers that reduce the overall effectiveness of the system, including:

- Limited Performance Indicators: The indicators used do not fully reflect the complexity of tasks and operational realities in the field.
- Suboptimal Technology Infrastructure: Constraints such as unstable networks and outdated hardware interfere with smooth access and use of the system.
- Lack of Training and Socialization: The lack of understanding and technical skills of employees in operating the system leads to input errors and underutilization.
- Procedural and Bureaucratic Barriers: Lengthy approval and data validation processes resulted in delays in updating information and difficulties in integration between units.

Overall, the implementation of the E-Kinerja System has had a positive impact on improving the effectiveness of ASN performance assessment and resource management in BKPSDM Serdang Bedagai Regency. However, this success still needs to be supported by improvements in aspects of infrastructure, performance indicators, training, and bureaucratic processes so that the system can operate optimally and be responsive to the dynamics of environmental change.

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