Implementation of Performance Evaluation Through E-Kinerja BKN for Improving Apparatus Performance in Pohuwato Regency

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ABSTRACT

This study aims to analyze the implementation of performance evaluation through the E-Kinerja BKN application to improve the performance of government apparatus in Pohuwato Regency. The performance of government apparatus plays a crucial role in realizing optimal public services, in line with the vision of the Pohuwato Regency Medium-Term Development Plan (RPJMD) 2021-2026. This research employs a qualitative method with a descriptive approach to describe the implementation of performance evaluation and the challenges encountered. Data were collected through interviews and observations of government officials involved in the performance evaluation system. The findings indicate that the implementation of E-Kinerja enhances transparency and objectivity in employee performance assessment. However, several challenges remain, such as a lack of understanding among employees regarding the system, limited technological infrastructure, and resistance to transitioning from a manual to a digital system. Periodic evaluations reveal an improvement in employee effectiveness and productivity after the system's implementation. Therefore, increasing human resource capacity and strengthening technological infrastructure are necessary to ensure the successful implementation of E-Kinerja in enhancing the quality of government apparatus performance in Pohuwato Regency.

INTRODUCTION

Performance is an essential aspect of every organization, whether profit-oriented or non-profit-oriented. Fahmi, (2013) states that performance is the result achieved by an organization over a certain period of time. Meanwhile, Bastian, (2006), states that performance reflects the level of achievement in implementing an activity, program, or policy to realize the organization's goals. Suwatno, et al, (2018) Emphasizing that "human resource management is a strategic approach that integrates workforce development, motivation, and organizational culture to enhance performance and competitiveness."

In the context of governance, the performance of government officials is a key factor in delivering optimal public services. The Pohuwato Regency Government, as one of the governmental institutions aiming to improve community welfare, has established a vision in the 2021-2026 Regional Medium-Term Development Plan (RPJMD), namely "The Realization of a Healthy, Advanced, and Prosperous Pohuwato (Pohuwato SMS)." To achieve this vision, various programs and policies have been implemented, including efforts to enhance the performance of government officials. According to, Pasolong, (2011), Performance can be viewed from two aspects: individual performance and organizational performance. Suaiba, et al, (2021), Emphasizing the importance of creating a conducive work environment and building a strong organizational culture to enhance performance and leadership effectiveness. This highlights that factors such as effective communication, employee competence, and a supportive work environment play a crucial role in achieving organizational goals. Employee performance refers to an individual's work results within an organization, while organizational performance represents the overall outcomes achieved by the organization. Both are closely interconnected, as the achievement of organizational goals heavily depends on individual performance in carrying out their tasks effectively.

In efforts to improve the performance of government officials, the role of bureaucratic leaders is crucial, especially in motivating employees to work efficiently and effectively.

Wirawan, (2009), Explains that performance is the output produced by the function or indicators of a job within a specific period. Therefore, performance measurement and evaluation are crucial in ensuring the effectiveness of government officials' task execution. In line with technological advancements, the government has begun adopting electronic systems to enhance transparency and accountability in officials' performance. According to, Dwiyanto, (2015), Digitalization in bureaucracy can enhance the effectiveness of public services and reduce the potential for administrative irregularities. The Pohuwato Regency Government, through Regent Regulation No. 39 of 2022 on the Organization and Work Procedures of the Pohuwato Regency Government, defines the duties of the Personnel and Human Resource Development Agency (BKPSDM) in managing and evaluating the performance of government officials. Furthermore, Government Regulation No. 30 of 2019 on the Performance Appraisal of Civil Servants and Ministerial Regulation No. 6 of 2022 from the Ministry of Administrative and Bureaucratic Reform of the

Republic of Indonesia emphasize that a technology-based performance evaluation system is a necessity.

The National Civil Service Agency (BKN) subsequently issued Circular Letter No. 11 of 2023 on the Use and Utilization of the E-Kinerja Application. This application is expected to enhance the effectiveness of employee performance evaluations through a more accurate and objective digital system. According to, Handoko, (2012), The use of technology in performance management can reduce complex bureaucracy and accelerate the evaluation process. Therefore, the implementation of the E-Kinerja system has become a primary focus in improving the quality of government officials' performance in Pohuwato Regency. However, its implementation still faces several challenges, such as employees' limited understanding of the E-Kinerja application, technological infrastructure constraints, and resistance to transitioning from manual to digital systems. These challenges must be addressed through various efforts, including enhancing human resource capacity, providing adequate facilities and infrastructure, and conducting intensive outreach to civil servants.

Additionally, evaluating the effectiveness of the E-Kinerja implementation is also an important aspect to consider. Objective performance measurement must be conducted periodically to ensure that this system truly provides benefits in improving the productivity of government officials. Amstrong, et al (2005), Explains that accurate performance evaluation must consider both the quantitative and qualitative aspects of employees' work results. Therefore, this study not only focuses on the implementation of the E-Kinerja application but also examines various factors that influence its effectiveness in improving the performance of government officials in Pohuwato Regency.

According to Sedarmayanti, (2017), The implementation of technology in performance management can enhance employee efficiency and effectiveness, especially within complex bureaucratic systems. This is supported by research from Robbins, et al (2019), which shows that the use of digital systems in performance evaluation can enhance employee transparency and accountability. Additionally, Ghozali, (2018), emphasizes that the successful implementation of technology-based systems in an organization is highly influenced by the readiness of human resources to adopt them. Employees with the necessary competencies and adaptability to technological changes will find it easier to adjust and utilize the E-Kinerja system optimally.

Meanwhile, research from Rivai, et al (2014), states that the use of technology in performance appraisal systems can reduce subjective errors in assessments and enhance fairness in employee evaluations. Lee, et al (2020), adds that technology-based systems can improve administrative efficiency and

assist organizations in making more accurate data-driven decisions. Therefore, it is essential for government institutions to ensure that the E-Kinerja application is used consistently and fairly in the performance evaluation process of government officials. By considering various perspectives from previous theories and research, this study is expected to provide further insights into the implementation of E-Kinerja in enhancing the effectiveness and efficiency of government officials' performance in Pohuwato Regency, as well as the factors that support and hinder its success.

RESEARCH METHOD

This study employs a qualitative approach with a descriptive method to analyze the implementation of performance evaluation through E-Kinerja BKN in improving the performance of government officials in Pohuwato Regency. This method was chosen because it allows researchers to gain an in-depth understanding of the phenomenon based on data collected from research subjects. The population in this study consists of the Heads of Personnel Sub-Divisions in Regional Government Agencies and service requesters for performance evaluation in Pohuwato Regency. The research sample comprises 100 individuals selected using the Accidental Sampling technique, a sampling method based on chance, where respondents encountered and deemed relevant to the study are included as samples. The data analysis technique used in this study follows the interactive model proposed by Miles, et al (1992), This analysis model consists of three main components: data reduction, data presentation, and conclusion drawing and verification. The formula for processing data per item is as follows:

$$P = \frac{X}{Xi} \times 100\%$$

Explanation:

P   : Percentage
X   : Respondents' answers for a specific item
Xi   : Ideal value for a specific item
100%   : Constant

RESULT AND DISCUSSION
Legal Basis for Performance Evaluation

Performance evaluation at BKPSDM is based on Minister of Administrative and Bureaucratic Reform Regulation No. 6 of 2022 on Performance Management, specifically Article 28, paragraphs 1 and 2. This

regulation mandates that performance reporting be conducted hierarchically by the Performance Appraisal Officer to the relevant Work Unit Leader. The performance report must include employee performance evaluation documents, supplemented with the Employee Performance Targets (SKP) and performance evaluation results. The preparation of SKP involves several steps, such as understanding the organization's strategic documents, setting work expectations, establishing performance indicators, defining employee roles, and determining the expected work outcomes. Employee performance evaluation consists of work results and work behavior. Work results are assessed based on primary and additional priorities and are linked to performance agreements, organizational strategies, and individual targets. Meanwhile, work behavior is evaluated based on the ASN BerAKHLAK standards, which include service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration.

Aspects Evaluated in Employee Performance

The evaluation conducted by the Division of Competency Development Studies and Performance Assessment covers two main aspects: Employee Performance Targets (SKP) and employee performance evaluation results. In the SKP, the assessed aspects include alignment with the organization's strategic documents, expected work outcomes and behavior, work achievement, and the distribution of employee roles. Additionally, the evaluation considers resource agreements and the consequences of performance achievement. For performance evaluation results, the key aspects assessed include the work outcome planning of senior officials, the priority level of work outcomes, and the level of control and quality of work. Furthermore, employee work behavior is evaluated based on the ASN BerAKHLAK standards, focusing on attitudes and actions in performing duties in accordance with regulations.

Implementation of Performance Evaluation by the Verifier

Performance evaluation is implemented by five executing officials who serve as verifiers for the E-Kinerja BKN system. They work based on the Decree of the Head of BKPSDM and have work experience ranging from six months to two years. Interviews with the verifiers revealed that they understand regulations related to ASN performance and have the primary responsibility of monitoring and evaluating the completion of E-Kinerja. Verifiers not only assess but also provide guidance for improving SKP, including work steps, targets, leadership expectations, and proof of work outcomes. Additionally, they ensure alignment between main duties and the work results presented in the documents produced by employees. The evaluation process involves reviewing work outcome plans, performance dialogues, and supporting

documents, including employee work behavior. Furthermore, verifiers must understand the operation of the E-Kinerja application, verify the accuracy of action verbs in the Work Outcome Plan (RHK), and provide guidance if there are errors or deficiencies in performance reporting.

Performance Improvement After Performance Evaluation

After the performance evaluation was conducted, there was a significant improvement in the effectiveness and productivity of employees at BKPSDM. The evaluation process helped employees recognize their strengths and weaknesses, allowing them to refine their work methods and enhance the quality of their outcomes. With transparent and data-driven assessments through the E-Kinerja system, employees became more motivated to achieve the targets set in the Employee Performance Targets (SKP). Additionally, the implementation of ASN BerAKHLAK standards in work behavior assessment encouraged employees to work more professionally and with integrity. Beyond individual improvements, performance evaluations also contributed to the overall enhancement of work systems. Evaluation results served as the basis for designing employee development programs, such as training and technical guidance, to improve their competencies. Furthermore, evaluations enabled management to identify challenges employees faced in carrying out their duties, allowing for improvements in work systems and policies. Thus, performance evaluation not only enhances individual performance but also contributes to the organization's goals being achieved more effectively and efficiently.

Discussion

The following presents the data processing results based on respondents' answers regarding the expectation dimension. With a total of 100 respondents, the results are as follows :

Table 1.
Conclusion on Respondents' Expectations After Performance Evaluation by the Division of Apparatus Development Studies and Performance Assessment

No	Dimension and Item	Recapitulation of Respondents' Answer Scores					Total	Score × Weight	Percentage	Category
		5	4	3	2	1				
A.	Quality	56	44	0	0	0	100	455.75	91.15 (%)	Very High
B.	Quantity	53	45	1.8	0	0	100	451.25	90.25 (%)	Very High
C.	Timeline	46	52	2.3	0	0	100	443.33	88.67 (%)	Very

	ss									High
D.	**Effective ness**	49	49	2.5	0	0	100	446	89.2 (%)	Very High
E.	**Independ ence**	53	47	0.2	0	0	100	452.8	90.56 (%)	Very High
F	**Work Commit ment**	57	43	0	0	0	100	457	91.4 (%)	Very High

Source: Processed Data,2024

The highest expectation is found in the Work Commitment dimension (91.4%), followed by Quality (91.15%), Independence (90.56%), Quantity (90.25%), Effectiveness (89.2%), and Timeliness (88.67%) as the lowest score. Although still categorized as very high, respondents' expectations for timeliness ranked the lowest. Based on interview results, several factors contribute to this, including delays in document provision, obstacles in completing monthly reports, and a lack of skills in using computers and the E-Kinerja BKN application.

Based on the explanations from several respondents, various challenges exist in performance management. Respondent K expressed concerns that evaluators do not always provide detailed explanations during evaluations, which may result in a continued lack of understanding of performance management. Even when explanations are given in detail, some employees still struggle to comprehend the material. Meanwhile, respondent UM highlighted differences in computer proficiency, particularly due to age factors, which pose challenges in completing tasks on time. Variations in technological skills among employees often hinder smooth performance management. Additionally, respondent NA stated that a lack of understanding of required documents and limited proficiency in using the E-Kinerja application further delays task completion, making it difficult for employees to meet document requirements within the set deadlines. Respondent FP emphasized that insufficient understanding of assigned tasks can lead to delays in work completion. FP hopes that evaluators can provide more patient and comprehensive guidance, allowing employees to make the most of their time in managing performance effectively. Overall, interview results indicate that respondents seek improved understanding and skills in document management and technology usage to enhance work effectiveness and ensure the timely achievement of targets.

Next, the researcher proceeded with distributing questionnaires to the same respondents using expectation indicators. This was done to determine whether the respondents' expectations were met or if further issues emerged. The goal was to assess the actual conditions following the evaluation conducted

by the apparatus in the field of competency development and performance assessment, as outlined below:

Table 2.
Summary of Respondents' Statements on the Actual Condition
Dimension After Performance Evaluation by the Bureau of
Apparatus Competency Development and Performance Assessment

No.	Dimension and Item	Recapitulation of Respondents' Answer Scores					Total	Score × Weight	Percentage	Category
		5	4	3	2	1				
A.	Quality	46	53	1.8	0	0.5	100.5	444.25	88.85	Very High
B.	Quantity	51	46	3	0	0	100	447.75	89.55	Very High
C.	Timeliness	48	50	1	0	1	100	444	88.8	Very High
D.	Effectiveness	48	50	1.5	0	0.8	100	443.75	88.75	Very High
E.	Independence	51	48	1.2	0	0	100	449.4	89.88	Very High
F	Work Commitment	51	48	1.4	0	0	100	449.2	89.84	Very High

Source: Processed Data, 2024

From the actual condition aspect, as shown in the table above, it falls into the "Very High" category. However, a comparison with expectations needs to be conducted to accurately determine whether an improvement has occurred.

From the measurement results of expectations and actual conditions, the performance of the Division of Apparatus Competency Development and Performance Assessment, particularly in evaluating performance, can be observed based on the following processed data:

Table 3.
Comparison of Expected and Actual Values

No.	Dimension and Item	Assessment Result Percentage		Comparison Value	Service Quality
		Expectation	Reality		
A.	Quality	91.15	88.85	2.3	Very Good
1	Understanding of Work Quantity	92.2	89.6	2.6	Very Good
2	Ability in Managing Performance Assessment	90.4	88.2	2.2	Very Good
3	Understanding of Procedures and Requirements for Performance Evaluation	90.6	88.2	2.4	Very Good
4	Effective and Measurable	91.4	89.4	2	Very

	Utilization of e-Kinerja				Good
B.	**Quantity**	90.25	89.55	0.7	Very Good
5	Understanding of Work Quality	90.4	89.8	0.6	Very Good
6	Activity Items Can Be Displayed More According to Leadership Expectations	91	88.8	2.2	Very Good
7	Completion of Work Performance According to the Planned Target	90	90	0	Good
8	Presentation of Work Output Evidence Aligned with the Target/Plan	89.6	89.6	0	Good
C.	**Timeliness**	88.67	88.8	-0.13	Less Good
9	Completion of Work Plans and Results Within the Targeted Time.	88.6	89	-0.4	Less Good
10	Presentation of Work Output Evidence Aligned with the Targeted Time	88.8	88.2	0.6	Very Good
11	Completion of e-Kinerja management in accordance with the expected timeframe	88.6	89.2	-0.6	Less Good
D.	**Effectiveness**	89.2	88.75	0.45	Very Good
12	Effective in performance management	89.4	88.8	0.6	Very Good
13	Better utilization of e-Kinerja	89	89	0	Good
14	Time is used more effectively in managing e-Kinerja	89.4	88.8	0.6	Very Good
15	Effective communication between the evaluator and the evaluated employee	89	88.4	0.6	Very Good
E.	**Independence**	90.56	89.88	0.68	Very Good
16	Independence in managing e-Kinerja	90.6	89.8	0.8	Very Good
17	Ability to socialize performance management	90.2	90.2	0	Good

18	Ability to independently evaluate the performance of Regional Apparatus	90	89.6	0.4	Very Good
19	Certainty in independently managing performance	90.6	89.2	1.4	Very Good
20	Ability to present documents independently	91.4	90.6	0.8	Very Good
F	**Work Commitment**	91.4	89.84	1.56	Very Good
21	Commitment to managing e-Kinerja independently without assistance from others is established	91.4	89.8	1.6	Very Good
22	Presentation of documents aligns with the targeted goals.	91.4	90	1.4	Very Good
23	Able to meet leadership expectations	91.4	89.6	1.8	Very Good
24	Perform tasks even better	91.4	89.2	2.2	Very Good
25	Capable of delivering socialization/explanations to employees in the OPD	91.4	90.6	0.8	Very Good

Source: Processed Data,2024

From the respondents' answers, the conclusions can be drawn based on the following dimensions and items:

1). Quality, with a percentage of 2.3%

2). Quantity, with a percentage of 0.7%

3). Timeliness, with a percentage of -0.13%

4). Effectiveness, with a percentage of 0.45%

5). Independence, with a percentage of 0.68%

Table 4.

Conclusion of the Comparison Results Between Expectations and Reality

No.	Dimension and Item	Performance Assessment Percentage		Comparison Value	Performance Improvement
		Expectation	Reality		
A.	**Quality**	91.15	88.85	2.3 (%)	Sangat Baik
B.	**Quantity**	90.25	89.55	0.7 (%)	Sangat Baik
C.	**Timeliness**	88.67	88.8	-0.13 (%)	Kurang Baik
D.	**Effectiveness**	89.2	88.75	0.45 (%)	Sangat Baik

E.	Independence	90.56	89.88	0.68 (%)	Sangat Baik
F	Work Commitment	91.4	89.84	1.56 (%)	Sangat Baik

Source: Processed Data,2024

This study found that some respondents gave a score of 1 on certain aspects, prompting interviews to understand their reasons. Respondent IK explained that while performance evaluation does boost employee morale, there are issues in the report verification process by BKPSDM. For instance, in May 2024, the April performance report had been completed, but only the March report was verified, which was considered a negative precedent. Respondent A also appreciated the role of verifiers in improving performance but regretted the delays in evaluation, which affected work motivation. Respondent FH added that verification delays also impacted the payment of TPP (Employee Income Allowance), as unverified performance reports led to delayed payments

Interviews with several verifiers, such as YM and RI, revealed that they were aware of errors in the process. They acknowledged that they should have verified the April performance report but continued verifying March's report due to instructions from their superiors. This was reinforced by verifier FH, who admitted wanting to verify April's report but had to comply with leadership directives. Furthermore, the Head of the Apparatus Competency Development and Performance Evaluation Division, SL, explained that the verification delay was related to regional budget management. Although the performance of civil servants had improved, the availability of budget funds for TPP payments was a primary consideration in determining the timing of performance verification.

In conclusion, the delay in evaluation was not due to poor verifier performance but rather a policy influenced by regional financial factors. The implementation of performance evaluations based on Indonesian Ministerial Regulation (Permenpan RI) Number 6 of 2022 faced challenges due to budget constraints, which relied on Regional Original Revenue (PAD). The post-COVID-19 financial recovery and the execution of local elections (Pilkada) were the primary factors causing obstacles in the timely verification of performance evaluations.

CONCLUSION

Based on the previous discussion, it can be concluded that the officials of the Apparatus Competency Development and Performance Assessment Division, particularly the verifiers, have implemented the Minister of State

Apparatus Utilization Regulation Number 6 of 2022 on Performance Management. This is evident from their understanding of the regulations, the existence of verification guidelines, and the evaluation of two main aspects: SKP (Employee Performance Targets) and employee work results. Direct supervisors also acknowledge that the verifiers have properly implemented the regulations, although timeliness has not been fully achieved due to the linkage between performance management and TPP (Employee Income Allowance) payments. The post-COVID-19 regional financial recovery and the local election process have been the main obstacles to the timely execution of verification

Furthermore, there has been an improvement in the performance of Pohuwato Regency officials following the e-Kinerja evaluation, particularly in the dimensions of quantity, quality, timeliness, effectiveness, independence, and work commitment. However, although the timeliness aspect was initially rated very low at -0.13%, further analysis revealed a significant improvement in employee performance. Employees have completed their tasks according to the targets, but verifiers were unable to conduct timely verification due to external factors. The main obstacle in the verification process is the linkage between e-Kinerja and the provision of additional employee income, while the region's financial condition is still in recovery and focused on the 2024 local elections. As a result, performance management and reporting have faced challenges in implementation.

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