

## **EVALUATION OF THE E-KINERJA APPLICATION IMPLEMENTATION POLICY AT THE PAMONG PRAJA POLICE UNIT OFFICE OF KUNINGAN DISTRICT**

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### **ABSTRACT**

The delegation of authority from the Central Government to Regional Governments plays a crucial role in expediting Bureaucratic Reform. One facet of this reform is the adoption of the E-Kinerja application across all Regional Work Units, prompted by employees deviating from their assigned duties and functions. Consequently, the work outcomes lack effectiveness, efficiency, transparency, and accountability. This research aims to assess the E-Kinerja application's implementation at the Kuningan Regency Civil Service Police Unit Office, identifying supporting and hindering factors and exploring strategies to overcome obstacles. Utilizing a case study method with a descriptive qualitative approach, key informants, including the Head of the Kuningan Regency Civil Service Police Unit, and supporting informants from various State Civil Apparatus, were interviewed. Findings indicate that some dimensions, such as Capability (Timeliness), Efficiency (Policy Process Efforts), Responsiveness (Apparatus and Leader Response), and Accuracy (Impact for the Agency and Government), are relatively optimal. However, certain dimensions, including Effectiveness (Ability), Efficiency (Policy Implementation Process), Adequacy (Human and Non-Human Resources), and Equity (Goal Achievement and Transparency), fall short of optimal performance. Understanding the extent of the E-Kinerja application's implementation at the Kuningan Regency Civil Service Police Unit Office is crucial for refining the reform process. Addressing deficiencies in the identified dimensions will be instrumental in enhancing the overall effectiveness and efficiency of bureaucratic functions, aligning with the broader objectives of Bureaucratic Reform.

**Keywords:** *policy evaluation, E-Kinerja application, police unit office*

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### **INTRODUCTION**

Success in achieving the goals of an organization is determined by the quality of employee resources within it. Employees are the main element in an organization, they play a role as a driver and determinant of the success of an organization in achieving its goals. The success of increasing the effectiveness of public services is determined, in part, by the government's ability to improve the quality of its human resources. In particular, the Civil Service Police Unit Office is required to realize good employee work. One of the big challenges faced by the government is the ability to carry out activities effectively and efficiently because so far government officials have been synonymous with complicated performance, full of Corruption, Collusion, and Nepotism therefore there are no definite standards (Nugroho, 2020).

In line with the implementation of regional autonomy, Kuningan Regency as one of the autonomous regions is always required to provide welfare to the community, nation, and state which reflects the performance of government officials in providing services to the community through technological developments and growth as well as increasing the basic needs of the community (Farazmand, 2004a; FH, 2008). Apart from that, the changes that occurred were also accelerated by the development of increasingly sophisticated technology and communications in the era of bureaucratic reform (Dwiyanto, 2021; William, 2003).

Several applications of electronic systems in bureaucracy that are based on public policy aim to bring order and continue the quality of bureaucratic reform. The implementation of this system is one form of E-Government. E-Government is an abbreviation of Electronic-Government or adapted into Indonesian to become an Electronic-based Government (Firman, 2019). E-Government means digital government, online government or transformational government is an effort to develop electronic-based government administration. An arrangement of management systems and work processes within the government by optimizing the use of information and communication technology (Dye, 2013; Hermawan, 2010). The existence of Law No. 11 of 2008 concerning electronic information and transactions requires the government to transform into a digital government. Then it was strengthened by PP No. 95 of 2018 concerning electronic-based government systems. E-Government is aimed at ensuring the integration of electronic document and information management and processing systems in developing a transparent public service system. E-Government development in each agency must be oriented towards the architectural framework created based on Presidential Instruction No. 3 Year 2003 concerning Policies and Strategies for E-Government development. E-Kinerja is one of the system applications included in E-Government (Rukmana et al., 2020).

E-Kinerja is a web-based application that is used to assess and measure employee performance based on job analysis and workload analysis and is also the basis for calculating work performance. Apart from that, E-Kinerja is also a tool for calculating employee performance allowances.

The E-Kinerja policy was created because there were employees who worked or carried out tasks that were not by their functions and did not match the workload of each employee. Then the placement of positions is not based on personal competence and job competency, the performance assessment carried out is not yet subjective and there is still a lack of discipline level from the employees themselves, thus the results of the work carried out by the employees are considered to be still not effective, efficient, transparent and accountable. thus making the public service system slow, convoluted, and not running optimally (Sufi et al., 2022).

In connection with the above problems, Government Regulation (PP) Number 30 of 2019 concerning Performance Assessment of Civil Servants (PNS) now known as ASN (State Civil Apparatus) has been stipulated. Which is closely related to the E-Kinerja program. This policy has objectives, one of which is improving the performance of civil servants and organizations at the Regency Civil Service Police Unit Office Brass. Before the birth of the E-Kinerja policy, employee performance measurement was carried out using a manual system, namely DP3 (Job Implementation Assessment List). As time goes by, assessing ASN work performance using DP3 is no longer relevant (Pratama et al., 2020).

Regarding the provision of employee work allowances, for employees who work in the same position, allowances are given to employees who are diligent at work and employees who are lazy at work in the same amount. This causes social jealousy between employees and ultimately employees who were previously diligent at work become lazy at work, because of the same amount of work allowances given. With the birth of the E-Kinerja policy, the provision of performance allowances to employees has become fairer, with the same work position, employees who work diligently and those who are lazy at work, the allowances given are no longer the same because the provision of allowances is seen based on the performance of employees through E-Kinerja. This E-Kinerja policy is a motivation for employees to improve

their performance and makes employees who were previously lazy at work, become more diligent at work and have high competitiveness. The E-Kinerja policy also functions to monitor employee activities during working hours, whether the employee is carrying out activities or not. This will be known by the team examining employee work reports which are carried out every year, every month, every week, and even every day. The implementation of E-Kinerja is one of the steps and processes for improving performance for State Civil Apparatus. This E-Kinerja Policy is then made effective so that employees are indirectly more responsible for their respective duties and work without having to have orders from their superiors (Lompoliu et al., 2022).

The implementation of the E-Kinerja application in Kuningan Regency began in 2019 by Kuningan Regent Regulation Number 92 of 2019 concerning Guidelines for Providing Additional Income for State Civil Apparatus Employees within the Kuningan Regency Government and the E-Kinerja program is aimed at all SKPD (Regional Work Units) and PNS (Civil Servants) in the Government environment.

The E-Kinerja application is used by the Government, especially the Kuningan Regency Government, to analyze position needs, workload, and workload of organizational units or work units as a basis for calculating work performance and providing work incentives by guiding Kuningan Regent Regulation Number 92 of 2019, one of which is the Civil Service Police Unit office Praja guarantees the continuity of employee resource needs and administration which involves developing resource management (Lembong et al., 2021).

Based on observations from the author's research, in the implementation of the E-Kinerja policy at the Kuningan Regency Civil Service Police Unit Office, not everything went smoothly and optimally, several problems or obstacles occurred during the effectiveness of E-Kinerja. Obstacles that occur, such as reporting the results of work that has been carried out by employees. Not all employees can report the results of their work using an electronic system, quickly and responsively. Some employees are technologically illiterate, one of which is due to age and difficulty adapting to new electronic-based things.

## **METHOD**

The research method that researchers used in this research was a descriptive qualitative method (Sugiyono, 2015). The reason the author uses qualitative research methods is that the research that the researcher will carry out is not to find out how close the relationship between variables is, nor is it to find out how big the influence of one variable is on other variables, but the research that the researcher is doing is to explore, discover and explain about How is the performance of employees at the Kuningan Regency Civil Service Police Unit office in using the E-Kinerja application, as in this type of research, the researcher will describe or explain a situation objectively. Key instruments and data collection techniques are carried out through triangulation, data analysis is inductive, and qualitative research results emphasize meaning rather than generalization.

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## **RESULTS AND DISCUSSION**

### **Evaluation of the E-Kinerja Application Implementation Policy at the Civil Service Police Unit offices**

Policy evaluation is a process of assessing or measuring whether a policy has run according to what has been determined, both in terms of the resulting impact and the implementation process of the policy itself. This is based on keywords that we often find, including measurement, assessment, implementation, results, and impact. One of the programs issued by the central BKN is the E-Kinerja application with the process of recording the performance of civil servants in all SKPD (Regional Work Units) and PNS (Civil Servants). With this application, it is hoped that the Central Government can monitor the performance of Civil Servants throughout Indonesia. Apart from that, E-Kinerja is also used to measure employee performance and discipline as an indicator of TPP (Employee Income Allowance) (Farazmand, 2004b).

Where in implementing this application, it can be seen from the reality that there are still employees of the Kuningan Regency Civil Service Police Unit who cannot use the E-Kinerja application as effectively as possible. There are several obstacles faced, such as there are still those who delegate the duties and responsibilities of filling out E-Kinerja to other employees. Or there are still employees who are already able to fill out the application E-Kinerja, but less agile and punctual. The E-Kinerja application is quite good, but the implementation process is not yet optimal.

In this research, the author conducted interviews with several informants, the following are the results of the researcher's interviews:

#### ***Effectiveness***

Evaluation of an organization's policies can be carried out by measuring the organization's effectiveness in implementing the application of previously established objectives. Organizational effectiveness is seen from the extent to which the organization can utilize and produce the resources owned by the organization itself. The resources owned by the organization must have the abilities and skills to achieve organizational goals.

Effectiveness is one of the indicators for evaluating the policy for implementing the E-Kinerja application at the Kuningan Regency Civil Service Police Unit Office using parameters including:

1. Ability: In general, the author concludes that the ability of the Kuningan Regency Civil Service Police Unit Office employees to implement the E-Kinerja application is well understood but not optimal because there are still some employees who rely on other people for E-Kinerja input.
2. Timeliness: almost all of the employees of the Kuningan Regency Civil Service Police Unit in operating E-Kinerja are on time. This is because filling out E-Kinejra has a

predetermined processing time limit, making it possible for employees who are negligent in completing the work to be able to complete it at the end of the time.

### ***Efficiency***

The process of implementing the E-Kinerja application policy carried out by employees of the Kuningan Regency Civil Service Police Unit Office went smoothly but was not optimal. This is because there are still difficulties experienced by some employees in implementing the E-Kinerja application, especially in operating computers the process of implementing the E-Kinerja application policy carried out by employees of the Kuningan Regency Civil Service Police Unit Office is running smoothly, but is not yet optimal. This is because there are still difficulties experienced by some employees in implementing the E-Kinerja application, especially in operating computers.

### ***Adequacy***

Adequacy in terms of Human Resources at the Kuningan Regency Civil Service Police Unit Office is still not optimal. This is because there are still several employees who experience problems in operating E-Kinerja. Apart from the lack of understanding regarding computer use, age factors, and educational background. while the adequacy of sources of Non-human resources at the Kuningan Regency Civil Service Police Unit office in supporting the implementation of the E-Kinerja application is not yet fully optimal. This is due to the lack of infrastructure to support E-Kinerja work, as the most significant aspect is the network condition which is sometimes unstable.

### ***Alignment***

Equity in public policy can be said to have the same meaning as justice provided and obtained by public policy targets. William N. Dunn states that equity criteria are closely related to legal and social rationality and refer to the distribution of consequences and efforts between different groups in society (Dunn, 2003: 434). Alignment criteria are targets and transparency.

The achievement of targets carried out by the Regional Government of Kuningan Regency in implementing the E-Kinerja application in all Regional Work Units (SKPD) in Kuningan Regency, especially the Kuningan Regency Civil Service Police Unit office, is still not optimal in achieving its targets. This is because there are still several employees who experience obstacles and difficulties in working on E-Kinerja. The existing obstacles could be caused by the sub-optimal implementation of socialization carried out by the Kuningan Regency Human Resources Personnel Agency (BKPSDM) regarding the implementation of the E-Kinerja policy.

The transparency of the Kuningan Regency Civil Service Police Unit employees in working on E-Kinerja has not been carried out transparently. This is because there are still several employees who work on E-Kinerja which is not by the actual conditions in the field.

### ***Responsiveness***

According to Siagian (2000), responsiveness is the ability of the apparatus to face and anticipate new aspirations, new developments, new demands, and new knowledge. Diulio, 1994 in Dwiyanto (2002), emphasized that responsiveness is very necessary in public services because it is proof of the organization's ability to recognize community needs, set service agendas and priorities, and develop public service programs by community needs and aspirations (Sugandi, 2011: 126). The parameters used include the response of the apparatus and the response of the leader.

The response of the Kuningan Regency Civil Service Police Unit apparatus in implementing the E-Kinerja policy was very good. This is because several good responses have emerged regarding the E-Kinerja policy. Employees consider that with E-Kinerja, they can monitor the activities of subordinates in carrying out tasks in a directed and measurable manner, and this is useful in spurring employee motivation and enthusiasm at work. The leadership's response regarding the policy of implementing the E-Kinerja application, especially at the Kuningan Regency Civil Service Police Unit office, was very good. This is due to the efforts made by leaders regarding the obstacles felt by employees in working on E-Kinerja.

### **Accuracy**

Chamber and Penman in Hilmi and Ali (2008) define timeliness in two ways, namely: (1) timeliness is defined as the delay in reporting time from the reporting date to the reporting date, (2) timeliness is determined by the timeliness of reporting relative to the reported reporting date. expected. The accuracy parameters used are the impact on the apparatus and the impact on the government.

The policy of implementing E-Kinerja has had a positive impact on the apparatus, the most significant of which is that with E-Kinerja, employees must learn about technology and understand their main duties and functions regardless of the age of the employees. the implementation of E-Kinerja has had a good impact on the Government. This is because, with E-Kinerja, employees are more focused. After all, they are monitored in one application center. The government can correct anything that is done every day by employees. This can trigger employees to better understand their respective duties, commitment to obligations, discipline in work, and the consequences of sanctions if they are not fulfilled.

## **Supporting factors and inhibiting factors in the implementation of the E-Kinerja Application at the Kuningan Regency Civil Service Police Unit Office**

### ***Supporting factors in the implementation of the E-Performance Application at the Kuningan Regency Civil Service Police Unit Office***

Supporting factors are conditions that support the progress of a task or job so that goals can run effectively and by what is expected. Several supporting factors obtained by the Kuningan Regency Civil Service Police Unit Office in implementing the E-Kinerja application policy are:

1. There is an E-Kinerja application
2. There are advances in technology and the internet
3. The existence of competent apparatus resources

### ***Inhibiting factors in the implementation of the E-Performance Application at the Kuningan Regency Civil Service Police Unit Office***

An obstacle is an obstacle or obstruction, a task or work will not be carried out if there is an obstacle that interferes with the work. Obstacles tend to be negative in nature which can become an obstacle to achieving a goal. In carrying out a job, you will be faced with various obstacles or problems, this is also the case with the implementation or work on the E-Kinerja Application at the Kuningan Regency Pamong Praja Police Unit Office.

The obstacles faced by the Kuningan Regency Civil Service Police Unit Office in implementing the E-Kinerja application policy are:

1. Lack of employee insight regarding the use of the E-Kinerja application

2. Agencies are not maximizing technological and network facilities related to the use of the E-Kinerja application
3. Employees do not maximize their ability to use technological facilities in working on the E-Kinerja application.

### **Efforts were made to overcome obstacles in the implementation of the E-Kinerja application at the Civil Service Police Unit Office**

Interviews were conducted with key informants, Head of the Kuningan Regency Police Headquarters, Drs. Agus Basuki, M.Si as leader (24 October 2022 at 10.00 WIB) obtained the following information:

"There will always be an agency, but talking about efforts, we are currently trying to maximize the facilities and infrastructure that support the work on the E-Kinerja application, such as computers. Currently, efforts are being made to create a room for the Head of the Division, so there will be at least one computer or laptop unit. Even though it may be a bit confusing, the ability to use the E-Kinerja application depends on the individual - respectively yes. But we sometimes discuss during briefings what the obstacles are in the process. But not all of the employees here are still young, on average those who don't understand technology are already quite young. So it's a bit difficult."

Based on this explanation, researchers can conclude that the efforts made by the Kuningan Regency Civil Service Police Unit Office in overcoming obstacles are as follows:

1. Direct employees on the mechanism for using the E-Kinerja application.
2. Optimizing technological facilities and Internet networks
3. Encourage employees to use the E-Kinerja application to be more effective.

### **CONCLUSION**

From the evaluation results, conclusions can be drawn regarding the success or failure of a policy, paving the way for normative recommendations as to whether the policy is worth continuing or requires improvement before continuing. The evaluation also observes the relationship between policy theory and its implementation, through the impacts that emerge and the extent to which they match estimates. At a practical level, evaluation provides an assessment of the benefits of a policy. For example, an evaluation of the implementation of the E-Kinerja application at the Kuningan Regency Civil Service Police Unit Office revealed that although the application had been implemented, its effectiveness was not optimal, especially in the parameters of capability and timeliness. Likewise, with efficiency, adequacy, alignment, responsiveness, and accuracy, several aspects are considered still less than optimal. Supporting factors involve the existence of the E-Kinerja application, technological advances, and competent apparatus resources while inhibiting factors involve a lack of employee insight, a lack of maximization of technological facilities, and a lack of utilization of employee abilities in using technology. To overcome these obstacles, the Kuningan Regency Civil Service Police Unit Office has directed employees, optimized technological facilities, and encouraged employees to be more effective in using the E-Kinerja application.

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