

## Implementation of Electronic Performance (e-Performance) in Increasing Work Accountability of BKD Employees in Sidoarjo Regency

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### ABSTRACT

**Objective:** The purpose of this study is to examine how the Regional Civil Service Agency (BKD) of Sidoarjo Regency has increased the accountability of civil servants through the use of the Electronic Performance System (E-Kinerja). The background of this research is the transition from a manual performance appraisal system to a digital system, which is expected to improve employee discipline in achieving performance targets and increase transparency and efficiency. **Method:** qualitative with a descriptive approach through in-depth interviews, observations, and documentation with employees and managers of the e-Performance application at BKD Sidoarjo. **Results:** shows that the implementation of e-Performance. Indicators of effective communication, adequate resources, positive employee disposition, and a clear bureaucratic structure. This system has proven to be effective in motivating employees, especially through its integration with the Employee Income Allowance (TPP), and has succeeded in encouraging the creation of a transparent and accountable work culture. **Novelty:** this research lies in the emphasis that the application of e-Performance does not only function as an administrative instrument, but also as a means to build a work culture that is oriented towards results and accountability in the local government environment.

## INTRODUCTION

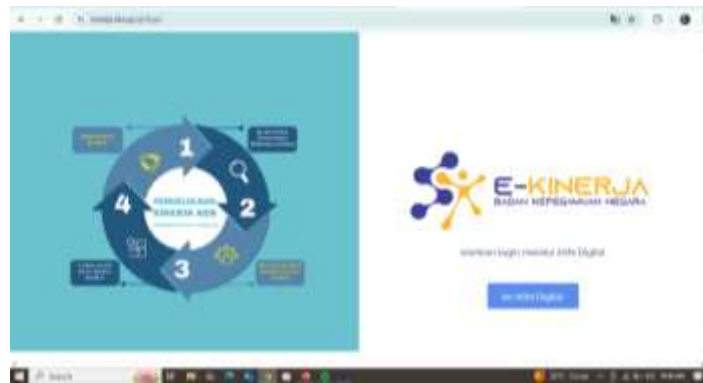
In the increasingly growing digital era, information technology transformation has become one of the important pillars in increasing efficiency and effectiveness in various sectors, including in human resource management. With technological advancements, the government can utilize web-based information systems or applications to integrate daily employee performance. Performance monitoring using an application or web system is a form of e-Government implementation. The existing bureaucratic flow in Indonesia can encourage activities, to meet the community's needs for accountability and transparency in line with the principles of good governance [1]. In the context of an increasingly competitive world of work, it is important for every organization to create an environment that supports and motivates employees to perform at their best. One of them is to increase the job satisfaction of ASN employees which not only has a positive impact on individuals, but also contributes to the achievement of overall organizational goals. In addition to increasing employee job satisfaction, it can monitor employee evaluations through the technology that has been provided.

An organization needs employee performance that refers to the results achieved by individuals or groups, which can be measured through various standards, such as work performance standards set based on goals in a certain period of time, functional standards, and criteria and functions that apply in an organization. The application of Law No. 5 of 2014 concerning the State Civil Apparatus (ASN) that in order to realize the

state civil apparatus as part of bureaucratic reform, it is necessary to determine the state civil apparatus as a profession that has the obligation to manage and develop itself and is obliged to account for its performance and apply the principle of merit in the implementation of the management of the State Civil Apparatus [2]. With the aim of realizing a merit system that is expected to improve the welfare of ASN, as well as improve their performance and professionalism. In Government Regulation Number 30 of 2019 concerning the Performance Assessment of Civil Servants, this Government Regulation specifically regulates the performance assessment of civil servants, including assessment components and sanctions for those who do not meet performance targets [3]. The purpose of the performance assessment of civil servants is to ensure fairness and equality in employee development, which is based on performance-based strategies and clear career paths. Performance plans at the individual and organizational levels form the basis of this assessment process, which takes into account a variety of factors, including goals set, actual achievements, impacts produced, benefits obtained, and attitudes and behaviors of civil servants in their daily activities [4].

With the use of technology, it can be an effective tool in increasing employee performance satisfaction. An electronic-based system, e-performance is an important innovation in the management of ASN performance that not only increases efficiency, but also supports the principles of good governance, so that it is hoped that employee performance can improve and public services become better and easier to access information related to their performance [5]. Employee performance can also be measured based on how effective they are in using the e-Performance application provided. This includes the frequency of use of the application by employees, the extent to which they use the application to unify and report on their performance, and the extent to which the application contributes to improving the quality of work.

Before the advent of E-performance, performance appraisals were used manually, which led to a lack of transparency and accountability. With an assessment that uses employee work goals (SKP) is a work plan and objectives that must be achieved by civil servants and their implementation depends on a certain period of time. Employees who carry out additional tasks assigned by their supervisors or relevant assessors, with the main function of their position, receive certification results to achieve the employee's work goals (SKP) [6]. The innovation made by the Sidoarjo Regency government is through the e-Performance system, which is designed to make it easier to measure and evaluate employee performance. At the Regional Civil Service Agency (BKD) of Sidoarjo Regency, the implementation of E-Performance is expected to increase the work effectiveness of employees and have a positive impact on their job satisfaction [7].



**Figure 1.** E-Performance Website.

Based on the image, the e-Performance Application can be accessed through the website. The e-Performance application, which is equipped with various main features to support employee performance management, has been implemented by the Regional Civil Service Agency (BKD). Equipped with this performance planning feature, it allows the setting of Employee Performance Goals (SKP) at the beginning of the year, with leaders systematically passing on these targets to their subordinates. In addition, the performance reporting feature allows employees to record their daily and periodic activities as evidence of achieving SKP targets.

The e-Performance app has several other features such as the Performance dialogue feature that records conversations and feedback between leaders and subordinates, allowing for precise documentation of communication related to work achievements and obstacles. Another important component is the evaluation and appraisal module, which allows for a more objective periodic or annual assessment of subordinate performance. Dashboards and reporting function to summarize data and analyze performance achievements at the level of individuals, work units, and regional apparatus organizations (OPD). In addition, the application is equipped with integration features that are connected to attendance data and serve as the basis for calculating Employee Additional Income (TPP).

Through the E-Performance system or web that is easily accessible by BKD employees. In the E-performance system, there are many features to report the performance results and achievements of BKD employees. With this system, employees can more easily access information related to their performance, thus encouraging them to be more proactive in achieving the targets that have been set. This e-Performance system can make it easier to monitor employees in real time and can increase motivation to improve their performance [7]. The goal is to support government institutions in improving employee performance, make employees more organized and have obligations and are able to work in accordance with each of their workloads that have been determined in accordance with well-established regulations from the Central Government and certain area governments.

E-Performance serves as an instrument to operationalize the principles of accountability at the individual level. The digital system allows every action and work of ASN to be monitored and documented transparently, thereby reducing the potential for

fraud and abuse of authority. With accurate and measurable performance data, the evaluation process becomes more objective and accountable. A number of studies have proven that the use of information technology has a positive influence on the performance accountability of government agencies, as it allows for better collection and analysis of performance data, as well as facilitates a consistent monitoring and evaluation process.

The problem that is currently happening is whether the e-Performance program can really be used as a useful tool to improve SKP. The manual performance appraisal process often faces challenges such as lack of transparency, incorrect data, and reporting delays. With the e-Performance application, it is hoped that these problems can be overcome. In addition, employees increasing job satisfaction also have a positive impact on the quality of public services provided by BKD. With more satisfied and motivated employees, it is hoped that the overall performance of the organization can increase, so that it can make a better contribution to the people of Sidoarjo Regency. The implementation of E-Performance is not just a system change, but also an effort to create a better and results-oriented work culture.

In the author, the researcher refers to several previous studies such as by Silvi Qothrun Nada & Lailul Mursyidah (2022) emphasizing the efficiency of the e-Performance application in the Sidoarjo Regency BKD by utilizing indicators of goal achievement, integration, and adaptation. The findings of the study show that although e-Performance is able to improve employee performance, there are still challenges in the form of data incompatibility with SIMPEG and socialization that is not thorough.

In research by Karmini, Andi Syaiful Zainal, & Andi Awaluddin Maruf highlighted the use of e-Performance applications as a tool to improve Employee Performance Targets (SKP) in BKPSDM Kendari City. The study highlights aspects of the technical effectiveness of the application, such as increased accuracy, transparency, and efficiency in performance assessment, although there are still challenges in reporting discipline, possible data bias, and the need for ongoing training.

Tegar Prasetya Negara (2024) focuses on the implementation of the e-Performance policy in Pasangkayu Regency, West Sulawesi, with the aim of describing the implementation process, supporting factors, inhibiting factors, and local government efforts in overcoming these obstacles. The results of his research show that the implementation of e-Performance is running quite well with the increase in the timeliness of SKP deposits by ASN, supported by effective communication, adequate infrastructure, and leadership commitment. However, obstacles are still found in the form of limited internet networks, lack of understanding of ASN, and data synchronization problems.

There are other factors beyond the availability of the system that may affect its effectiveness in driving accountability and performance. The purpose of this research focuses on answering research on the implementation of the Electronic Performance (E-Kinerja) system through the Smart ASN platform to contribute to improving various dimensions of employee work accountability in the Sidoarjo Regency BKD, and what are the challenges that hinder its optimization.

## RESEARCH METHOD

This study uses a qualitative approach with a descriptive method to describe and explain in depth how the E-Performance application is implemented in the Regional Civil Service Agency (BKD) of Sidoarjo Regency and how it affects the increase in employee work responsibility. According to Kirk & Miller, qualitative research can be defined as a special tradition in the social sciences that fundamentally relies on observations of human beings, both in the context of their environment and in the situations they find themselves in [8]. This research is located at the Sidoarjo Regency Regional Civil Service Agency Office as a local government organization responsible for personnel, which has implemented an E-Performance system to monitor and measure employee performance using E-performance. The focus of the research is how the Sidoarjo Regency Regional Civil Service Agency implements the E-Performance program and how the program is used to improve employee accountability. The research data source conducted observations, in-depth interviews with employees of the Sidoarjo Regency Regional Civil Service Agency, and the manager of the E-Performance application was used to collect primary data. Meanwhile, secondary data is collected from official records such as performance reports, activity archives, policies, and literature relevant to the research topic. Data collection techniques use interviews, observations and documentation. By using the technique purposive sampling, the informants were selected based on their extensive knowledge and understanding of the implementation of E-Performance. The main informant in this study is Mr. Septian. Data analysis according to Miles and Huberman, to ensure that the data is saturated, the task of qualitative data analysis is completed interactively and continuously [9]. Data analysis is divided into three streams of activities that run simultaneously: (1) data condensation, (2) data presentation, and (3) conclusion or verification.

## RESULTS AND DISCUSSION

### *Result*

The use of advanced technology has now become an important part of all government functions, as a result of the development of digital technology at all levels of government. Therefore, staying up to date with the latest technological developments is very important. The use of technology can also significantly affect the public sector's ability to make decisions based on accurate information, thereby making it more accountable and transparent, and ultimately improving the overall performance of the public sector.

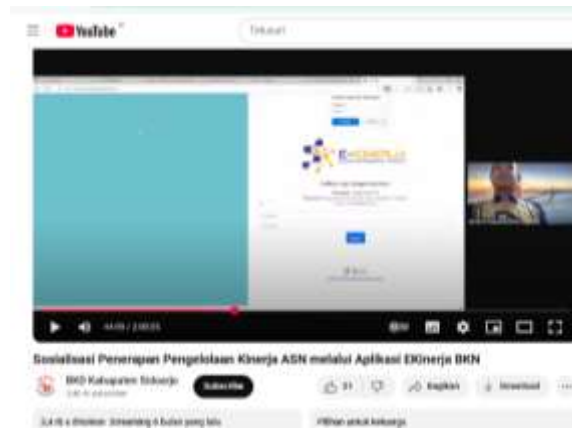
The research at the Sidoarjo Regency Regional Civil Service Agency uses the theory of policy implementation of George Edward III, which can be seen from the following elements: communication, resources, disposition, and bureaucratic structure are used by the researchers. The four elements are explained as follows based on the research that has been conducted. The following are the indicators according to George C Edward III:

## 1. Communication

Communication is a process of understanding to change the view of others, humans use natural or universal signs in the form of symbols based on human agreement, either consciously or unconsciously, both verbally and nonverbally. This process is better known as communication [10]. An implementation will be successful if the party responsible for achieving the policy objectives understands its steps and objectives. The clarity of these policy steps and objectives needs to be conveyed appropriately to the implementers. It is necessary to convey consistency or diversity of basic steps and objectives so that the implementers understand it correctly. The communication process within the organization is very complicated and not easy [11]. Timely success and the right values are necessary to support effective communication between employees and staff, between employees and their leaders, between leaders and their subordinates, and between leaders and other leaders. This is the goal of e-Performance in creating an honest, accountable, and disciplined governance environment.

The implementation of communication through various means has been used to convey information regarding the use of the e-Performance application by the BKD Institution. The Regional Secretary and the Head of the Regional Civil Service Agency (BKD) officially conveyed formal information regarding the use of e-Performance through a Circular Letter (SE). To facilitate communication, a coordination group was formed through a WhatsApp group in each Regional Apparatus Organization (OPD) to speed up communication and ensure that employees can get information quickly. This suggests that although vertical and horizontal communication have been institutionally effectively enabled, the level of engagement of each party still determines how effective it is.

In addition, other communication in the form of socialization and technical guidance (Bimtek) both offline and online is also carried out, especially there are changes in systems or regulations. BKD online socialization has been carried out as an effort to increase staff understanding of the implementation of e-Kinerja. Information about system changes, new regulations, and technical aspects of using the application is disseminated in this way. Leaders, administrators, and staff can communicate more quickly, efficiently, and flexibly according to the company's needs through this way. This exercise shows that to facilitate the smooth implementation of e-Performance, communication is not limited to face-to-face meetings or circulars; but also utilizing digital technology.



**Figure 1.** Image of viral content.

The existence of socialization requires results and goals to make employees understand the use of e-performance. Based on the results of the interview with understanding related to e-Performance communication, it can be said that employees have a fairly strong understanding of the goals and benefits of e-Performance. Most employees are aware of the relationship between e-Performance and Income Enhancement Allowance (TPP), stating that a thorough and good performance assessment directly affects the amount of benefits awarded. However, there is still some room for improvement in the general perception that e-Performance can also be used to improve work performance and align personal goals with company goals. These results show that existing communication to date focuses more on administrative aspects and has not sufficiently highlighted substantial elements.

In addition to employees' understanding of the e-Performance application, communication between leaders must work well. The resource person explained that: The overall implementation of e-Performance is running smoothly, but not all OPDs experience the same level of fluency. Through the "Performance dialogue" used by some leaders to create a more transparent work environment and allow for two-way communication.

However, some OPDs still implement one-way e-Performance communication, where leaders focus only on reporting requirements and do not leave room for discussion. As one of the signs in Edward III's theory, this situation shows that communication is still not optimal and changes are still needed, especially in the area of interpersonal communication between managers and staff. Research related to Sherina Injilia Lompoliu, Agustinus B. Pati, Welly Waworundeng communication between employees, superiors, and e-Performance admins has gone well, although there are still technical obstacles such as network disruptions and slow access when there are many users.

## 2. Resources

Good policy implementation depends on its resources. Labor is one of the benchmarks used to determine the extent to which resources influence the way policies are implemented. Employees, information, authority, and facilities are the main resources used in the implementation of policies [12]. Knowing that the number and

quality of employees, knowledge, facilities, and supporting infrastructure required for efficient policy implementation are examples of resources. Even if other factors have been met, policy implementation may not go as planned or be less than optimal if the available resources are inadequate.

Based on interviews related to facilities at the Regional Civil Service Agency (BKD): *"The existing facilities are mostly OPDs in the administrative center of Sidoarjo Regency and the BKD office environment already have very adequate access to supporting facilities such as computers and internet networks. This shows that there are no major challenges related to infrastructure support for e-Kinerja applications."*

However, more distant work units, such as sub-districts or villages, still experience difficulties related to the quality of ICT infrastructure that is not fully consistent in its use. However, the Sidoarjo Regional Government has shown its commitment by continuing to improve infrastructure in stages to ensure adequate access to digital-based services to locations far from the center.

Suitable infrastructure facilities have several challenges related to their applications, such as technical challenges in the implementation of e-Performance are still diverse. At certain times, such as the beginning of the month for a monthly performance report or the end of the year for an annual evaluation, the application can slow down as multiple employees try to access it simultaneously, causing the server load to increase. In addition, delays in data synchronization between e-Performance and the main staffing or attendance system may occur, although the technical team and Diskominfo continue to make efforts to improve the situation. The research that has similarities to the research by Diana & Sandiasa (2023) focuses on the implementation of e-Surat to speed up bureaucracy at the Buleleng Agricultural Office, while your research focuses on the implementation of e-Performance to increase the accountability of BKD Sidoarjo employees. Both emphasized that the availability of human resources and infrastructure is critical to the success of digital applications in bureaucracy.

### **3. Disposition**

Implementation theory according to George C Edward III states that one of the components of successful policy implementation is an indicator of disposition (attitude). The disposition indicator measures how policymakers feel about managing a program, in this example the e-Performance program in BKD [13]. Disposition is also a determining factor for the success of policy implementation. If policy implementation is based on attitude, desire, and commitment to implement policies well, then the success of policy implementation will be higher. Therefore, the disposition of policy implementers will affect policy performance [14]. Employees' dispositions are characterized by their attitude, dedication, motivation, and response to applicable policies. Policy implementation will be more successful if those who implement it are motivated, have a positive outlook, and understand the goals set. On the other hand, even if infrastructure and facilities are available, resistance or unfavorable attitudes can be a serious challenge Edward III, 1980.

Based on the results of the interviews, according to the disposition indicators, employees' attitudes towards the use of e-Performance show interesting dynamics. It is said that:

*"Employees at the beginning of the manual transition to digital were resistant. Many feel that this adds to the administrative workload. However, over time and after experiencing the benefits – especially transparency in assessment and certainty in obtaining the TPP – employees' attitudes have become much more positive and accepting."*

It can be known that initially the rejection from employees regarding this implementation made them a little worried that they would have a burden, but seeing the results of e-Performance in transparency in performance assessment, employees began to accept it. This suggests that employees' first-hand experience with the benefits offered has a significant impact on their acceptance of the policy. With e-Performance, this transparency makes employees have high accountability for their work obligations.

In addition to employees receiving changes from manual to digital e-Kinerja, employees need motivation when using the e-Performance application properly. Employees also openly admit that the implementation of e-Performance that is directly connected to the TPP is the main factor in its implementation. Employees are strongly encouraged to complete the application because there is a clear relationship between performance input and benefits. Supportive and grateful leaders also increase intrinsic motivation, preventing workers from relying solely on monetary rewards. This motivational factor is very important and influencing because the moral support of the leader during policy implementation can improve the work environment.

If employees have problems with the difficulty in using e-Kinerja, employees openly admit that the direct connection of e-Performance with TPP is the main factor in its implementation. Employees are strongly encouraged to complete the application because there is a clear relationship between performance input and benefits. Supportive and grateful leaders also increase intrinsic motivation, preventing workers from relying solely on monetary rewards. This element of motivation is very important because the moral support of the leader during the implementation of policies can improve the work environment. The research that refers to the research of Latifah et al. (2023) which has differences in their research emphasizes the TPP mechanism in the Bekasi City Government, while this research focuses on performance accountability and the integration of e-Performance with the provision of allowances within the Sidoarjo BKD.

#### **4. Bureaucratic Structure**

The bureaucratic structure, which is the last factor that affects the way policies are implemented, is measured through the availability of Standard Operating Procedures (SOPs) and the division of responsibilities, the division of responsibility for a policy area among organizational units. According to Edwards III, the bureaucratic structure of a policy may not be implemented or realized because of weaknesses in the bureaucratic system, even if the policy is available and the implementers know what to do and are willing to do it. So the organizational structure used to achieve a goal that has been mutually agreed upon [15]. The bureaucratic structure includes elements such as the division of authority, the relationship between organizational units, and the bureaucratic structure, according to Edward III in Widodo [16].

In the results of the interview, Mr. Septian explained regarding the bureaucratic structure:

*"The bureaucratic structure of the Sidoarjo Regency BKD is considered to be very supportive of the implementation of e-Kinerja. The operation of this program is highly dependent*

*on the dedication of high-ranking officials, ranging from the Regent to the Head of the Regional Apparatus Organization (OPD). To ensure a more organized distribution of tasks among the agencies and prevent overlapping authority, the Regional Civil Service Agency (BKD) has been given full coordination responsibilities." That is why*

This condition is in line with the indicators of bureaucratic structure in Edward III's theory, which highlights how important clarity of role and coordination is in the implementation of policies. This shows the importance of the Standard Operating Procedure (SOP) aspect and application user manual as well as facilitating the implementation of e-Performance in terms of procedures. The documents contained in this e-Performance can be easily accessed at any time and shared during the socialization session. The existence of SOPs and guidelines serves as formal guidelines that minimize confusion in the use of the app while assisting individuals in carrying out their duties. This move shows that local governments have established a clear regulatory framework, allowing for more systematic implementation, although there are still some areas that need simplification.

Accountability in this bureaucratic structure can be seen from the division of employee duties, based on the results of interviews showing that the responsibilities of each party have been clearly determined. Performance data is entered by employees, verified and evaluated by direct superiors, managed, monitored, and guided by the Regional Civil Service Agency (BKD), and maintained by the Communication and Information Agency. In accordance with Edward III's theory that a clear bureaucratic structure would increase the effectiveness of policy implementation, the clarity of this task strengthened the working mechanism and reduced bureaucratic barriers. This is also not spared by the way of supervision and evaluation of employees on e-Performance accountability. The supervision carried out on the e-performance application dashboard is used to implement the mechanism digitally. Such as performance input adherence at the individual and OPD levels can be tracked through this feature.

Each month, the leadership receives a summary of this data, which is then used as evaluation material in the leadership meeting. In addition to improving efficiency, this digital-based monitoring pattern provides an impartial framework to assess the performance of employees and OPDs. The implementation of the bureaucratic structure at the Regional Civil Service Agency (BKD) of Sidoarjo Regency has successfully implemented e-Performance thanks to clear authority, written instructions and structured SOPs, organized task distribution, and a systematic monitoring system. This shows how a strong bureaucratic framework can increase the effectiveness of policies, reduce resistance, and enforce order and increase accountability during their implementation. The research refers to the research of Aldi Irawan which focuses on SOP constraints and fragmentation of tasks in the implementation of e-Performance at the Rejang Lebong Council Secretariat, while this research is on the implementation of e-Performance at BKD Sidoarjo in relation to increasing performance accountability. Both emphasized that a clear, effective, and unconvoluted bureaucratic structure is essential for the successful implementation of digital applications in the bureaucracy.

### **Discussion**

The findings of this study affirm that the implementation of the Electronic Performance (e-Performance) system within the Regional Civil Service Agency (BKD) of

Sidoarjo Regency has strengthened employee accountability through the improvement of communication, resources, disposition, and bureaucratic structure. Effective communication channels, including circulars, online coordination groups, and training sessions, ensured that information about the use of e-Performance reached all employees clearly and consistently, in line with Edward III's framework emphasizing communication as a key determinant of policy success [10]. This aligns with Dianti [11], who noted that clarity and consistency in communication enhance the efficiency of public administration systems. Furthermore, the active use of digital tools in disseminating information and feedback strengthened coordination between leaders and subordinates, promoting a culture of openness and responsiveness within the institution [5].

In terms of resources and disposition, the study indicates that adequate infrastructure and human resource capacity are central to the success of e-Performance implementation. The availability of reliable internet access, computers, and supportive management from the BKD significantly facilitated data entry and system monitoring [12]. However, disparities still exist between urban and rural work units, particularly regarding ICT readiness, as found in other local government studies [6]. Employee disposition also played a vital role in determining the program's success. Initially, resistance to digitalization was observed, but over time, increased understanding of transparency and fairness in performance-based rewards, particularly through the integration of e-Performance with the Employee Income Allowance (TPP), led to a more positive attitude toward the system [13], [14]. These results emphasize that positive motivation and leadership support can transform employee behavior and align personal goals with institutional objectives.

Finally, the bureaucratic structure within BKD Sidoarjo demonstrates that clear authority distribution, structured Standard Operating Procedures (SOPs), and systematic monitoring mechanisms contribute significantly to enhancing accountability. As emphasized by Saputra et al. [15], well-defined bureaucratic roles minimize overlap and ambiguity in administrative tasks, thus improving performance assessment efficiency. The integration of e-Performance with other systems, such as attendance and personnel databases, provides a transparent and measurable basis for employee evaluation, reinforcing Edward III's proposition that structural clarity leads to effective policy implementation [16]. Therefore, this research underscores that e-Performance is not merely a digital reporting tool but a transformative governance mechanism fostering accountability, transparency, and a results-oriented public service culture.

## CONCLUSION

**Fundamental Finding :** The use of E-Performance by the Regional Civil Service Agency (BKD) of Sidoarjo Regency has been proven to significantly increase employee accountability, supported by a fairly successful implementation in terms of communication, resources, disposition, and bureaucratic structure according to Edward III's theoretical indications, serving not only as an administrative tool but also as a means to build an open, accountable, and results-oriented work culture, while the Employee

Income Allowance (TPP) and integration with the personnel system provide additional incentives for civil servants to work more responsibly and systematically. **Implication :** The use of E-Performance demonstrates a model for more modern and effective civil servant performance management, promoting good governance standards and encouraging work units to formulate indicators measuring not only output but also quality, effectiveness, and impact, thereby shifting employees' focus from simply "reporting activities" to "creating results." **Limitation :** Limitations include infrastructure constraints in work areas far from government centers, technical challenges related to server load and data synchronization, and initial employee resistance, highlighting that attitude and readiness of human resources remain significant obstacles in technology-based policy implementation. **Future Research :** Future studies should focus on evaluating and improving performance indicators, developing strategies to overcome technical and human resource challenges, and examining the broader impact of E-Performance implementation on bureaucratic digitalization policies in Indonesia.

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