



ANALYSIS OF THE IMPLEMENTATION OF E-KINERJA OF STATE CIVIL APPARATUS (ASN) TO IMPROVE PUBLIC SERVICES IN THE POPULATION AND CIVIL REGISTRATION DEPARTMENT OF PAK PAK BHARAT REGENCY

Lasri Parhusip¹

¹Department of Regional Development Planning,
University of Sumatera Utara,
North Sumatra,
Indonesia

Sirojuzilam²

²Department of Regional Development Planning,
University of Sumatera Utara,
North Sumatra,
Indonesia

Suardi Lubis³

³Department of Regional Development Planning,
University of Sumatera Utara,
North Sumatra,
Indonesia

ABSTRACT

This study aims to analyze the application of E-Kinerja to the level of expectation and performance of public services at the Department of Population and Civil Registration of Pakpak Bharat Regency. The results showed that the application of E-Kinerja towards the level of expectation and performance of public services at the Department of Population and Civil Registration of Pakpak Bharat Regency shows a better impact; this can be seen from the reduction in the negative gap of public expectations on public service performance after the implementation of E-Kinerja than before the implementation of E-Kinerja.

KEYWORDS: *E-Performance, Public Service, Community Satisfaction Index*

INTRODUCTION

Public services have now become a central issue in the creation of development in Indonesia. Public services are all forms of services, both in the form of public goods and public services which in principle are the responsibility and implemented by government agencies, to meet the needs of society and in the context of implementing the provisions of laws and regulations (Kep. Menpan No. 63/ 2003).

To improve public services, the Government of the Republic of Indonesia began to develop the use of electronic government in the form of Presidential Instruction No. 3 of 2003 concerning e-Government Development. Then it reaffirmed through Presidential Regulation (PerPres) No. 59 of 2018 concerning electronic-based government systems. The form of the seriousness of the Government of the Republic of Indonesia in implementing e-government in its government bureaucracy is shown from a survey of

the implementation of e-government by the United Nations through ranking data of the E-Government Development Index (EGDI) in the United Nations E-Government Survey 2018 (2018: 229). The form of local government support in using information technology is seen through the development of computer-based local governments or websites, one of which is the e-Kinerja application to improve the performance of the State Civil Apparatus (ASN).

E-Kinerja is an application that is used as an indicator that is considered capable of monitoring the performance of the State Civil Apparatus (ASN) in government. The birth of the e-Kinerja application was motivated by the motivation to digitize the personnel work system so that every employee knows clearly what to do, which is their obligation, and strives to achieve the performance targets that have been determined through work contracts in the Employee Work Goals (SKP) which is an element of which is important from Government Regulation



Number 46 of 2011 concerning Civil Servant Job Performance Assessment.

This study discusses community satisfaction with public services implemented by the Pakpak Bharat Regency Government as a new autonomous region. The scope of the research is limited to the forms of public services provided by the Pakpak Bharat Regency government to the community, such as administrative services at the Population and Civil Registration Service. Recognizing the importance of public services in the field of administration (birth certificates, death certificates, divorce certificates, marriage certificates, E-KTPs, Family Cards, and Child Identity Cards (KIA)) and issuing Presidential Instruction No. 3 of 2003 concerning e-Government Development, then reaffirmed by Presidential Regulation (PerPres) No. 59 of 2018 concerning electronic-based government systems. The form of local government support in using information technology is seen through the development of computer-based local governments or websites, one of which is the e-Kinerja application to improve the performance of the State Civil Service (ASN) which is expected to have a significant influence on public services.

RESEARCH METHODOLOGY

This study uses a correlational method with a quantitative approach. This research focuses on the analysis of the application of E-Kinerja at the Department of Population and Civil Registration of Pakpak Bharat Regency for public services to the community in the administrative field. The research was conducted at the Department of Population and Civil Registration, Pakpak Bharat Regency, North Sumatra Province. Primary data were obtained from questionnaires, interviews, and field observations, and secondary data were obtained from the Central Bureau of Statistics (BPS) regarding Pakpak Bharat District in published figures. Meanwhile, supporting data is obtained from each agency or institution related to the research objectives. The population in this study were all households (RT) of the Pakpak Bharat Regency community who came to the Civil Registration Population Service in managing administration. Based on data from the Department of Population and Civil Registration during the beginning of January 2020 to mid-February 2020 or for 6 weeks, the total population was 895 people.

Table 1
The number of people who came from mid-November to December 2019 who registered birth certificates, ID cards and family cards

Month (2020)	Weeks	Total Population
January	1	113
January	2	156
January	3	135
January	4	145
February	1	182
February	2	164
Total		895

Source: Department of Population and Civil Registration (2020)

The total population is 895 people as the basis for determining the number of sample respondents that will be obtained for research conducted from May to June 2020. Furthermore, by using the Slovin formula, the total sample size is 89.95 people and rounded up to 90 respondents.

LITERATURE REVIEW

Development is an activity for adding, enhancing, developing, or expanding. A region is a group of areas in shape and size overlaid as a geographic unit. According to Law No 26 of 2007 on Spatial Planning, a region is a geographical unit area along with all related elements, the boundaries, and structures of which are defined based on administrative and/or functional aspects. A region of Sirojuzilam and Mahalli (2010) is a community of areas over a certain territory that is located close together and occupied by certain communities. In short, the definition of space is defined by a

particular picture's absolute location and area distribution on the surface of the earth.

Regional development means an increase in the value of the benefits of the area for the people of a certain area being able to accommodate more residents, with an average level of community welfare that has many facilities/infrastructure, goods or services available and increased community business activities, both in the meaning of type, intensity, service, and quality (Sirojuzilam, 2005).

Mulyanto (2008) regional development is any government action that will be carried out together with the actors to achieve a goal that is beneficial to the region itself and for the administrative unit of which the territory is a part, in this case, the Unitary State of the Republic of Indonesia. The more complete set of laws and regulations regarding spatial planning in each province and regency/city can become a reference for regional officials in managing various spatial



elements (such as natural, human, and artificial resources) optimally, as well as developing the concept of sustainable development.

E-kinerja is a web-based application for analyzing the job requirements of the job load and the workload of the organizational work unit or unit as a basis for calculating work performance and providing work incentives (Putri, 2014: 72). Previously, employee performance measurement was carried out using Job Implementation Assessment List (DP3), along with the times; the assessment of civil servant work performance with DP3 is no longer relevant.

The government found a solution to this problem by issuing Government Regulation Number 46 of 2011 concerning Civil Servant Job Performance Assessment which became effective on January 1, 2014. Current employee appraisal has changed from previously using DP3 to Employee Performance Targets (SKP). E-kinerja is an example of the application of human resource accounting theories summarized in a web-based application. E-kinerja can measure, identify, convey, provide assessment, and reward additional income. To be able to use the e-kinerja system all employees are given the training to use the system. Users will be satisfied using the system if they believe that the training they are taking can help them use the system.

Hutasuhut (2006) states that the types of services are very diverse with different characteristics, based on the Decree of the Minister of State Apparatus Empowerment Number: KEP / 25 / PAN / 2/2005 concerning General Guidelines for Preparation of Community Satisfaction Index for Service Units of Government Agencies, to facilitate the preparation of the Community Satisfaction Index (IKM) service units required general guidelines that are used as a reference for agencies, central government, provincial and regency/city

governments to determine the level of performance of service units within their respective agencies.

Based on the principle of service as stipulated in the Decree of the Men.PAN. Number 63 / KEP / M.PAN / 7/2003, which was then developed into 14 elements that were "relevant, valid" and "reliable", as the minimum elements that must exist for the basis of measuring the community satisfaction index are as follows: 1). service procedures, 2) service requirements, 3) clarity of service personnel, 4) discipline of service officers, 5) responsibility of service officers, 6) ability of service officers, 7) speed of service, 8) justice for service, 9) courtesy and friendliness of officers, 10) fairness of service fees, 11) certainty of service costs, 12) certainty of service schedules, 13) comfort of the environment, and 14) security of services.

RESULTS

Pakpak Bharat Regency is one of the districts in North Sumatra Province. The area of Pakpak Bharat Regency has an area of 1,218.30 Km² (121,830 Ha). Pakpak Bharat Regency with its capital is located in Salak Sub-District. Geographically, Pakpak Bharat Regency is located between 2° 15 "00" - 90° 00 "North latitude and 90° 00" - 98° 31 "East Longitude. This regency is located on the west coast of North Sumatra Province. The boundaries of Pakpak Bharat Regency are in the north bordering Silima Pungga-Pungga Sub-District and Lae Parira Sub-District, Dairi Regency, the south is bordered by Parlilitan Sub-District and Tara Bintang Sub-district, Humbang Hasundutan Regency and Manduamas Sub-District, Central Tapanuli Regency, East bordering Sub-District Parbuluan, Dairi Regency and Harian Sub-District, Samosir Regency, Westside, bordering Aceh Singkil Regency and Subulussalam City, Naanggroe Aceh Darussalam Province

Table 2
Respondent characteristics

Variabel	Category	Frequency	Precentage
Age	20-30	24	26,67
	31-40	40	44,44
	41-50	20	22,22
	> 50	6	6,67
Level of education	Primary	10	11,11
	Junior secondary	23	25,56
	Sernior secondary	31	34,44
	Higher education	26	28,89
Sex	Male	57	63,33
	Female	33	36,67

Source: Primary data processed, 2020

The different age groups displayed that the respondents of this study have involved individuals of all ages and demonstrate that different age levels include individuals who want to get public services in

Pakpak Bharat Regency. The different levels of education of the respondents suggest that different levels of education include participants who want to get public services in Pakpak Bharat Regency. The



number of female participants in Pakpak Bharat Regency who want to get public services indicates that in Pakpak Bharat Regency, the respondents of

this study also include the gender of women in getting public services.

Table 3

Recapitulation of Weighted Value for Expectation Levels and Performance Levels of Public Services at the Department of Population and Civil Registration of Pakpak Bharat Regency Before the Implementation of E-Kinerja

No	Criteria	Total Expectation	Expectation (Y)	Performance (X)	Gap	%
1	Service procedure	450	353	294	-59	83.29
2	Terms of service	450	355	296	-59	83.38
3	Clarity of service officers	450	355	292	-63	82.25
4	Discipline of service officers	450	357	294	-63	82.35
5	Responsibilities of service officer	450	348	295	-53	84.77
6	The ability of service officers	450	347	291	-56	83.86
7	Service speed	450	352	299	-53	84.94
8	Treated fairly and justly	450	356	290	-66	81.46
9	Courtesy and friendliness of officers	450	348	285	-63	81.90
10	Fairness of service fees	450	357	292	-65	81.79
11	Certainty of service fees	450	360	293	-67	81.39
12	Certainty of service schedules	450	357	288	-69	80.67
13	Comfortable environment	450	360	290	-70	80.56
14	Safe service	450	354	286	-68	80.79
	Mean	450	354	292	-62	82.49

Source: Primary data processed, 2020

From the recapitulation above, it can be seen that there is not a single hope of public services at the Department of Population and Civil Registration of Pakpak Bharat Regency that can be fulfilled properly before the implementation of E-Kinerja. The following is a recapitulation of the average value for

the level of implementation (performance) and the level of expectation of the respondent community on public service items at the Department of Population and Civil Registration of Pakpak Bharat Regency. These values are the basis for determining each point (items) on the Cartesian diagram.

Table 4

Recapitulation of Average Expectation Levels and Performance Levels of Public Services in the Department of Population and Civil Registration of Pakpak Bharat Regency Before the Implementation of E-Kinerja

No	Criteria	Expectation (Y)	Performance (X)
1	Service procedure	3.92	3,22
2	Terms of service	3.94	3,23
3	Clarity of service officers	3.94	3,19
4	Discipline of service officers	3.97	3,20
5	Responsibilities of service officer	3.87	3,23
6	The ability of service officers	3.86	3,17
7	Service speed	3.91	3,27
8	Treated fairly and justly	3.96	3,16
9	Courtesy and friendliness of officers	3.87	3,11
10	Fairness of service fees	3.97	3,18
11	Certainty of service fees	4.00	3,20
12	Certainty of service schedules	3.97	3,14
13	Comfortable environment	4.00	3,18
14	Safe service	3.93	3,12
	Mean	3,94	3,24

Source: Primary data processed, 2020

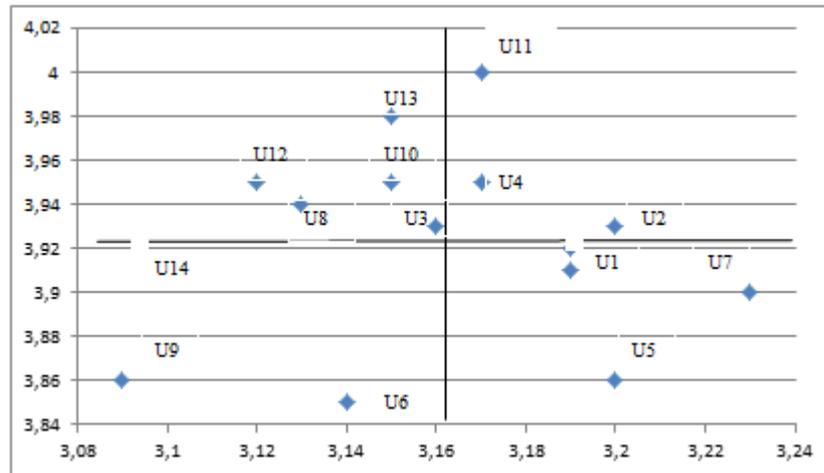


Figure 1 Cartesian Diagram on the Performance and Expectations of the Community for Public Services in the Department of Population and Civil Registration of Pakpak Bharat Regency before the Implementation of E-Kinerja

From Figure 1, it can be seen that the position of public service items at the Department of Population and Civil Registration of Pakpak Bharat Regency is divided into 4 quadrants.

Table 5
Recapitulation of Average Expectation Levels and Performance Levels of Public Services in the Department of Population and Civil Registration of Pakpak Bharat Regency After the Implementation of E-Kinerja

No	Criteria	Expectation (Y)	Performance (X)
1	Service procedure	4.21	4.11
2	Terms of service	4.08	4.04
3	Clarity of service officers	4.13	4.02
4	Discipline of service officers	4.03	4.03
5	Responsibilities of service officer	3.97	4.00
6	The ability of service officers	4.07	3.97
7	Service speed	4.06	3.99
8	Treated fairly and justly	4.02	3.89
9	Courtesy and friendliness of officers	4.09	4.01
10	Fairness of service fees	4.14	4.21
11	Certainty of service fees	4.17	4.00
12	Certainty of service schedules	4.28	3.96
13	Comfortable environment	4.02	4.08
14	Safe service	3.99	3.93
	Mean	4.09	4.02

Source: Primary data processed, 2020

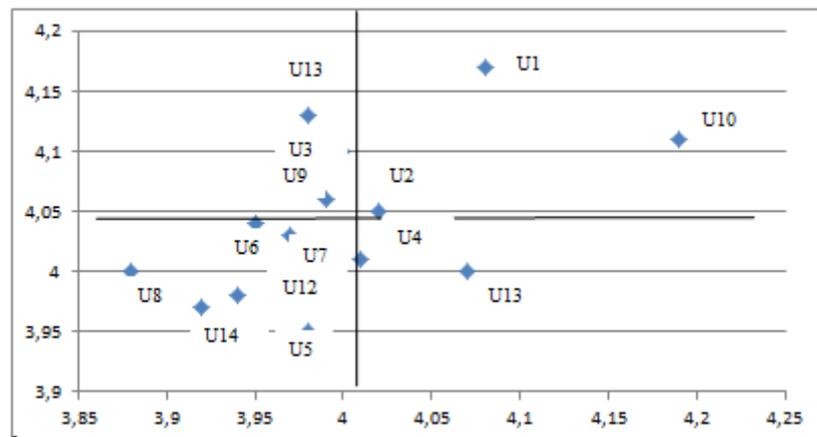


Figure 1 Cartesian Diagram on the Performance and Expectations of the Community for Public Services in the Department of Population and Civil Registration of Pakpak Bharat Regency after the Implementation of E-Kinerja

From Figure 2, it can be seen that the position of public service items at the Department of Population and Civil Registration of Pakpak Bharat Regency is divided into 4 quadrants.

DISCUSSION

The results show that in the Department of Population and Civil Registration of the Pakpak Bharat Regency, there are four expectations of public services that can be properly fulfilled after the implementation of E-Kinerja, while 10 additional expectation levels still have a negative gap on each item of the issue, but the negative gap is not too far from the level of performance that has been achieved, which indicates that the level of performance of public services after the implementation of E-Kinerja shows an improvement because it is close to community expectations. In their study in Cimahi City on the effect of implementing e-government policies on e-kinerja, the findings of this study are in line with Kurniasih, et al. (2013), which notes that the implementation of e-government policies has an impact of 54.85 percent on the performance of government officials in Cimahi City. While the remaining 45.15% is the impact of other variables. These results provide empirical evidence that the better the implementation of e-Government policies, the higher the performance of government officials in Cimahi City. Communication, resources, disposition, and bureaucratic structures have contributed significantly to the success of policies, the most dominant thing in the implementation of this policy is the consistency of the attitude of the implementers from planning to supervision starting from the top management level to implementers to implement policies under policy objectives.

The results of the study by Mukti et al. (2019) regarding e-kinerja-based performance appraisal have a significant effect on the work

performance of the employees of the Banyuwangi Regency Population and Civil Registration Service. The results showed that the performance appraisal based on e-kinerja can improve the work performance of the employees of the Department of Population and Civil Registration of Banyuwangi Regency. Appraisers' feedback is given to improve the performance of employees who are deemed insufficient by providing advice, reprimands, and even sanctions, as well as showing the best work results that can be achieved by employees by obtaining the number of extra allowances that are obtained.

Performance appraisal is one aspect that can encourage employees to be more creative and innovative based on the abilities or skills of employees in every job they do on time to encourage increased work performance. Hasibuan (2006) suggests that work performance is a result of work achieved by a person in carrying out tasks that are assigned to those based on skill, experience and seriousness, and time. The performance assessment based on e-kinerja is a breakthrough for the Banyuwangi Regency government to encourage employees to be more innovative in their work. So that with the creation of innovations that can be developed in the field of public services that are useful for serving the wider community and able to improve the work performance of the employees of the Department of Population and Civil Registration of Banyuwangi Regency.

The results of research by Putri, et al., (2014) on financial management officers in the Banda Aceh City Government and Nurhayati (2017) on employees of East Semarang Sub-District also prove that the application of e-kinerja has a significant effect on employee performance. E-Kinerja is a web-based application for analyzing job requirements, job load, and organizational workloads



as a basis for calculating work performance and providing work incentives

The application of eGovernment in Pakpak Bharat Regency can create an efficient, participatory, fair, democratic, transparent, and responsible work result if it is supported by a modern state apparatus system, which is based on a high degree of rationality. The Pakpak Bharat Regency Government realizes that e-Government is important in today's bureaucratic reform. The hope that arises is that the application of e-Government will provide better service to the community. However, its implementation is not easy, because it requires processes and stages such as improving the work of the bureaucracy.

CONCLUSION

The application of E-Kinerja towards the level of expectation and performance of public services at the Department of Population and Civil Registration of Pakpak Bharat Regency shows a better impact, this can be seen from the reduction in the negative gap of public expectations on public service performance after the implementation of E-Kinerja.

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