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**THE EFFECTIVENESS OF IMPLEMENTING THE E- PERFORMANCE  
PROGRAM IN IMPROVING THE PERFORMANCE OF ASN  
EMPLOYEES IN THE CITY OF SURABAYA**

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**Abstract**

The Surabaya City Government created a web-based performance management information system and application to assess the performance of Civil Servants and realize Good Corporate Governance in the City of Surabaya, called e-Performance. E-performance aims to make it easier for superiors to monitor employee performance as well as guidelines in providing civil servant performance money. E-Performance has been implemented in the City of Surabaya since 2011 through Mayor Regulation Number 86 of 2011 concerning Technical Guidelines for Performance Money on Direct Shopping. This study aims to describe the application of the e-Performance program in improving the performance of ASN employees in the city of Surabaya. This is literature research analyzed using the e-Government Theory proposed by the Harvard JFK School of Government by examining three elements: Support (political will, infrastructure, and socialization), Capacity (HR and Financial Resources), and Value. The results of this study are based on these three elements, e-Performance Surabaya succeeded in bringing changes to the performance of Surabaya City Civil Servants. However, obstacles were found in the Support element, such as limited internal socialization infrastructure. Meanwhile, in the capacity element, problems are still found related to the ability, understanding, and awareness of employees in operating the e-Performance system. For the value element, there are no obstacles in it. The suggestions in this study are the need to fulfill supporting infrastructure, the need for continuous internal socialization, early reminders to employees so that there is no hesitation in inputting activities into the system, conducting research and writing subsequent articles regarding performance achievements, and sharing, and using the budget.

**Keywords: E-Performance, Employee Performance**

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## **INTRODUCTION**

Rapid technological advances have encouraged the use of technology in various fields of life. There are various types of technology that have now begun to be developed in Indonesia, one of which is information technology. Information technology, namely data processing technology, to produce quality, relevant, accurate information, which is used for personal, business, and government needs, as well as a reference in making decisions (Sutabri, 2014: 3). Nowadays, information technology is very important for humans, one example is the internet in looking for various information. The internet is also a technology that is now being utilized by governments. The development of government systems through the internet as information technology is expected to be able to support the improvement of government performance .

The Surabaya City Government created a web-based e-government system and application to assess the performance of civil servants in order to improve the quality of public services and realize Good Governance. E-government or electronic government is an innovation in government bureaucracy through the use of information technology that can increase efficiency, effectiveness, transparency, and accountability.

The e-government system created by the Surabaya City Government is called e-Performance. E-Performance is a performance management information system that is useful for monitoring and assessing the work of employees in a measurable, objective, accountable, participatory and transparent manner. In addition, e-Performance is also useful as a guideline in providing the amount of employee performance money, so that the Surabaya City Government can realize employee management based on work achievements and the career system of the State Civil Apparatus (ASN). (<https://eperformance.surabaya.go.id/2020/>). E-Performance is valid in all OPDs in the City of Surabaya.

Based on the Regulation of the Head of the State Civil Service Agency Number 1 of 2013 concerning Provisions for the Implementation of Government Regulation Number 46 of 2011 concerning the Assessment of Work Performance of Civil Servants, it is explained that e-Performance is useful in the process of calculating employee performance assessments to determine the amount of performance money that will be received by employees (Hertati 2019). The calculation of the value of the e-Performance will provide provisions on how much performance support will be obtained by PNS every 3 (three) months. The application of e-Performance authorizes civil servants to participate in the system by meeting or exceeding the appropriate workload, evidenced by activity documentation, warrants, duty letters, or other evidence

E-Performance began to be implemented in the City of Surabaya in 2011 through Mayor Regulation Number 86 of 2011 concerning Technical Guidelines for Performance Money on Direct Spending which has now been amended to Mayor Regulation No. 13 of 2019 concerning Technical Guidelines for Giving Performance Money on Direct Spending to PNSD in the Surabaya City Government Environment. E-Performance is made to motivate civil servants to

work optimally. Not only getting performance money, employees will also get additional Employee Income (TPP). The provision of TPP is based on three assessment points, namely work results, discipline, and attendance (late or returning early) which must be filled out by employees every day. Then the three points will be processed and accumulated every month to find out the amount of TPP that will be obtained by. The Surabaya City Government hopes that e-Performance can improve the performance of employees and organizations so that the work programs that have been planned and compiled can be carried out as they should be.

From the presentation of the background above, it can be concluded that it is important to apply to government agencies, especially those within the scope of the Surabaya City Government as a tool to control and improve the performance of ASNs both individually and organizationally working in the government so that the services provided to the community are of higher quality, as well as support the implementation of government programs that have planned so that further research is needed on the effectiveness of the implementation of e-Performance with the title "The Effectiveness of the Implementation of the E-Performance Program in Improving the Performance of ASN Employees in the City of Surabaya. The purpose of this study is to find out how effective the application of e-Performance is in Improving the Performance of ASN Employees in the City of Surabaya.

## **METHOD**

This research is *library research*. According to Zed (2008), literature research is research carried out by reading books, literature, and other references that are related to the problem under study and recording important parts that are relevant to the topic being discussed. Wahyudin (2009), added that because this study uses library materials as the main data, it does not want researchers to go to the field. The data sources used in this study came from relevant literature such as books and journals on e-Performance in Surabaya, Civil Service Management, and literature studies.

This study used miles and Huberman model data analysis techniques. According to Miles and Huberman in (Sugiyono 2005), the steps in data analysis include a. Data Reduction, namely summarizing, sorting out the main things, and focusing on important things, b. Data Display (Data presentation) namely After doing data reduction, the next step is to present the data in the form of short descriptions, charts, diagrams, relationships between categories, c. Conclusion Drawing / Verification (Conclusion / Verification) which is the last step is to draw conclusions and verification.

## **RESULTS AND DISCUSSION**

In an effort to alleviate problems related to the low performance and professionalism of Civil Servants as can be seen from the high public complaints against public services, in 2011 the Surabaya City Government through Mayor Regulation Number 86 of 2011 concerning Technical Guidelines for Performance

Money on Direct Spending, launched a web-based e-government system and an application that is useful for monitoring employee performance and determining the amount of civil servant performance money called e-Performance.

The purpose of holding e-Performance is to motivate and encourage Surabaya City Civil Servants to improve their performance, through the provision of additional money based on their performance. So that the more actively and harder the employee works, the greater the reward he will receive (Wimastuti 2016).

Before the existence of e-Performance, there was no performance allowance for employees, additional money would be obtained from the duties assigned by the leadership. If the leadership does not assign tasks to employees, then employees will not get additional money. This is what causes employees to work to be money oriented or work if there is money only. So that if the work provided by the superior has no reward, the employee will do the task sober and less optimal. (Paradise 2018).

E-Performance brings changes to employee performance, this is because e-Performance has clear and detailed work standards. In addition, the rewards given are worth the level of difficulty of the activity. The difference is that the number of employees who arrive late has begun to decrease because the discipline of coming and leaving the office enters the assessment points so that if the staff arrives late, it will reduce the employee's assessment points. In addition, changes also occurred in the morale of employees. This can be seen from many employees who work optimally to fill in the details of their activities into the system in order to achieve the target, even if there is free time they start asking for work that is in accordance with their abilities and capacity to increase their reward (Wimastuti 2016).

According to the results of studies and research conducted by the Harvard JFK School of Government, there are three elements supporting the success of e-government, namely Support, Capacity, and Value. The implementation of elements of successful implementation of E-performance in Surabaya include:

### **1. Support**

The support element consists of political will or government support for the implementation of e-government programs, socialization, and infrastructure development.

**a. Political will** is the willingness of the government or policymakers to actually implement e-government. According to Brinkerhoff in (Azizah, Mahmudah, and Kriswibowo 2020), theoretically, political will is the willingness and commitment of political leaders to take sustainable actions to achieve the goals set. According to Aritonang (2017)

**b. Socialization.** At the beginning of the implementation of e-Performance, every OPD in the City of Surabaya is required to appoint employees from the General and Personnel fields to be used as e-Performance administrators. So that each OPD has its own e-performance admin. The e-Performance Admin is tasked with assisting the Program Development Department and is in control of the e-Performance system in their respective agencies. After the administrator candidates are selected, the employees of the Program Development Section

gather administrator representatives from each Surabaya City OPD to be given socialization.

- c. **Infrastructure** is an important component that includes the facilities and infrastructure needed in the implementation of e-Performance. In addition to physical infrastructure, infrastructure is also in the form of system and network maintenance. The Surabaya City Government's support for the availability of information technology infrastructure, namely the availability of an e-Performance information management system server that is able to integrate one OPD. In addition, the e-Performance system is also available in the form of an application that makes it easier for employees because it can be accessed anytime and anywhere as long as it is connected to the internet.

## **2. Capacity**

The Capacity element consists of Human Resources and Financial Resources.

### **a. Human Resources**

Human resources in the implementation of e-Performance consist of the availability of human resources and the ability of employees to operate the program. Every OPD in the city of Surabaya has an administrator who is in charge of being in charge of managing the e-Performance system in the agency. The administrator is an employee in the General and Personnel sector in each OPD who is appointed to be an admin. So that the number of e-Performance administrators in each OPD varies according to the needs and number of employees.

### **b. Financial Resources**

The availability of a budget is very vital for the implementation of a program, therefore there is a need for the government's commitment to providing an adequate budget so that the program can run optimally. Based on the Surabaya City Budget in 2018 and 2019, the Surabaya City Government poured a budget of Rp. 2.7 trillion for employee spending, both direct and indirect expenditures. This shows the sincerity of the Surabaya City government in improving the level and quality of performance of Surabaya City Civil Servants. The amount of budget related to e-Performance performance allowances given to each OPD is different. The distribution of the budget amount is determined based on the number of employees and positions owned by each agency, as well as the programs to be achieved in one year.

## **3. Value**

Value is a benefit offered by e-government (Indrajit 2016). This element must be present in the application of e-government because e-government will be useless if interested parties do not feel benefited by the existence of e-government. In the application of e-Performance, the interested parties are the government and the community. The enactment of Mayor Regulation Number 86 of 2011 concerning Technical Guidelines for Performance Money on Direct Spending, indicates that the Surabaya City Government has officially launched e-Performance, which is an information management system that is useful for assessing the performance of Surabaya City Civil Servants. As previously

explained, the background of the birth of e-Performance is the low performance and professionalism of Surabaya city civil servants which can be seen from the many public complaints related to public services.

This proves that e-Performance has succeeded in motivating employees to improve the quality of their performance because the calculation of points is carried out entirely by the system so that there are no compromises in it. According to Pradikta (2014), e-Performance is a center for employee performance control, because with e-Performance, it can be seen which employees work seriously and employees who work as normal. In addition, the capacity of employees can also be seen from the weight of the work done, the greater the weight of the workers, the higher the capacity of the employee, and vice versa. Thus the performance of each employee is recorded in the system, so that the rewards that will be obtained by employees who work as usual as diligent employees will be different. Things like this can accustom employees to work in a disciplined and optimal manner.

## **CONCLUSION**

Based on the results and discussions that have been described above, it can be concluded that the E-Performance program is right with the predetermined program targets. Because it already has Standard Operating Procedures and has been socialized throughout the State Civil Apparatus (ASN) of the Surabaya City Government. With the - program, namely from other Regional Devices, it also evaluates each employee who is really working according to their goals. All State Civil Apparatus also understand the E-Performance program because at the end of each quarter an evaluation of the implementation of the E-Performance program activities. The purpose of this E-Performance is to measure the performance of employees of the State Civil Apparatus which is more objective, measurable, accountable, participatory, and transparent. The performance assessment of employees of the State Civil Apparatus of the Surabaya City Government is the same as the vision and mission of the goals and objectives, so that employee income can support the achievement of the performance of Surabaya City employees. If the State Civil Apparatus itself has good work performance, then it should be given a reward and vice versa.

Based on the results of the discussion with the approach of support, capacity and value elements, there are several aspects that stand out, namely: The element side of the support, government support, or political will is the implementation of e-performance, in Presidential Instruction number 3 of 2003 concerning National Policies and Strategies for e-government Development, Government Regulation Number 46 of 2011 concerning the Assessment of Work Performance of Civil Servants, and Mayor Regulation No. 13 of 2019 concerning Technical Guidelines for Providing Performance Money on Direct Spending to PNSD in the Surabaya City Government Environment. The Surabaya City

Government has implemented these three regulations, this proves that the attitude and commitment of the Surabaya City Government are very good in realizing the implementation of e-Performance. For the socialization aspect, problems are still found related to the lack of understanding of employees regarding system performance. And for the infrastructure aspect, the Surabaya City Government's support for the availability of information technology infrastructure can be seen in the availability of an e-Performance information management system server that is able to integrate one OPD. For physical infrastructure, it can be seen from the availability of computers for each employee. Even so, there are still obstacles related to limited infrastructure, errors in the e-Performance system, and loopholes in supervision.

On the capacity side, the availability of human resources in the implementation of e-Performance can be seen from the existence of an e-Performance administrator in each OPD. The ability of employees to operate e-Performance is also quite good, this is evidenced by the achievement of predetermined achievement targets. Even so, there are still employees who still have difficulty in operating the e-Performance system, in addition, the low adaptability of employees and employee awareness is also still a problem. From the financial aspect, the Surabaya City Government poured a budget of 2.7 trillion for employee spending, both direct and indirect expenditures.

On the value side, e-Performance is e-government that is Government to Government (G2G) so that the benefits of this system are felt the most by the government and employees themselves while the community does not feel the benefits. But even so, the public can feel the benefits of e-Performance on the increasing quality of public services provided by the government.

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