

Performance Appraisal among Civil Servants through Electronic Performance (E-Performance) at *Badan Kepegawaian Daerah (BKD)* of Karo Regency, North Sumatera Province

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ABSTRAK

Tujuan penelitian ini untuk mengetahui pelaksanaan penilaian kinerja Aparatur Sipil Negara (ASN) menggunakan *electronic performance (e-performance)*, hambatan serta upaya yang dilakukan. Penelitian ini menggunakan metode deskriptif kualitatif dengan pendekatan induktif. Dalam memperoleh data menggunakan cara observasi, dokumentasi, dan wawancara. Sedangkan untuk analisis data yang menggunakan reduksi data, tampilan data, dan inferensi. Adapun hasil penelitian menunjukkan penilaian kinerja ASN melalui *electronic performance (e-performance)* yang sudah cukup baik dan sudah berjalan sesuai Standart Operasional Prosedur berdasarkan Peraturan Bupati Nomor 36 Tahun 2017, namun perlu ditingkatkan dalam aspek kualitas pelayanan dan akuntabilitas. Hambatan dalam penilaian kinerja melalui *e-performance* adalah kurangnya sarana prasarana, pegawai belum mengubah pola pikir dan *e-performance* belum tersambung dengan sasaran kerja pegawai (SKP). Upaya yang dilakukan menambah sarana prasarana yang dibutuhkan, mengadakan sosialisasi cara pengoperasian *e-performance*. Saran yang diberikan sebaiknya mengadakan pelatihan terkait operasional *e-performance* dan menyempurnakan program *e-performance* yang terintegrasi dengan sasaran kerja pegawai (SKP).

Kata Kunci : Penilaian Kinerja, Aparatur Sipil Negara (ASN), *E-Performance*

ABSTRACT

This study examined the implementation of electronic performance (e-performance) appraisal for Civil Servants, and identified the obstacles and efforts made. A qualitative descriptive method with an inductive approach was used, while the data were collected through observation, documentation, and interviews. The data were then analyzed through several steps; data reduction, data display, and inference. Findings indicate that the performance assessments of Civil Servants through e-performance are satisfactory and comply with the Standard Operating Procedures outlined in Regent Regulation Number 36 of 2017. However, improvement in terms of service quality and accountability can be promoted. The obstacles encountered in evaluating performance through e-performance include inadequate infrastructure, employees' resistance to mindset change, and the absence of a connection between e-performance and employee work goals (SKP). Efforts have been made to address these challenges, such as adding necessary infrastructure and organizing socialization sessions on e-performance operation. The author advises conducting training specifically related to e-performance operations and refining the e-performance program to integrate it with employee work goals (SKP).

Keywords: Performance Appraisal, Civil Servants, *E-Performance*

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Introduction

Bureaucratic reform entails government initiatives aimed at enhancing performance through diverse strategies, with a focus on achieving effectiveness, efficiency, and accountability (Sedarmayanti, 2016). The ultimate goal of good governance is to foster bureaucratic reform, which encompasses an ongoing and incremental process of revitalization within the bureaucracy, beginning at the highest echelons and extending down to the lowest levels.

In addressing the challenges of bureaucratic reform, the government introduced a comprehensive strategy in the form of a Grand Design and Bureaucratic Road Map (Presidential Regulation Number 81 of 2010). The Grand Design serves as a master plan for the period 2010-2025, outlining the overarching vision and objectives. Complementing this, the Bureaucratic Road Map provides a detailed operationalization of the Grand Design, presenting a clear plan for bureaucratic reform spanning five years, with specific annual targets (President of Indonesia, 2004). These initiatives aim to tackle the hurdles associated with bureaucratic reform and guide the implementation of necessary changes within the government system.

The pace at which a government transitions from a knowledge society to e-government largely hinges on the government's and its constituents' ability to discern prevailing trends and tendencies (Nugraha, 2018, p. 41). Leveraging information technology-enabled services is a key avenue for achieving good governance. Performance technology is an instrumental approach employed to enhance productivity and efficiency in work outcomes through systematic and detailed development. The advancement of information technology has exerted a tangible influence on the operations of the Indonesian government. The year 2003 marked a significant milestone as the government embarked on an e-government program, aimed at supporting the performance of Civil Servants and addressing prevailing challenges. This program was introduced as a solution to existing issues.

As part of the implementation of bureaucratic reform, one approach is the adoption of electronic performance (e-performance) applications for performance evaluation. This initiative aligns with Karo Regent Regulation Number 28 of 2020, specifically Chapter V, which focuses on assessing work productivity and work discipline. The use of e-performance applications represents a tangible manifestation of this regulation, enabling more efficient and effective performance appraisal processes within the government system.

E-government refers to the utilization of technology and information media by the government to deliver information, services, and handle other governmental affairs to its citizens (Eko Indrajit, 2006). The development of e-government is guided by Presidential Instruction

(INPRES) Number 3 of 2003, which outlines the national policy and strategy for e-government development. This INPRES provides the regulatory framework for the implementation of e-government and is complemented by Law No. 14 of 2008, which pertains to the disclosure of public information.

The government plays a vital role in enhancing and strengthening supervision and control, particularly in the State Civil Apparatus's performance, including both the Central and Regional State Civil Apparatus. According to PP No. 30 of 2019, the performance appraisal of Civil Servants aims to ensure the objectivity of their development based on achievement and career systems. As per Law no. 5 of 2014, Civil Servants comprise government employees who hold permanent positions in the government. In Karo Regency Government, they have introduced an electronic performance (e-performance) application for performance appraisal, which includes filling out work reports and job assignments. This aligns with the Karo Regent Regulation Number 36 of 2017, which outlines the criteria and procedures for providing additional income to Civil Servants based on their performance achievements within Karo Regency Government.

Karo Regency is actively striving to develop and implement E-Gov-Based Information Technology to enhance the image and quality of service delivery provided by the Civil Servants in the region. The introduction of the e-performance application for performance appraisal exemplifies the bureaucratic reform initiatives undertaken by the Karo District government. This application utilizes integrated technology that can be accessed online, enabling more efficient and transparent assessment of the State Civil Apparatus. The primary objective of implementing the e-performance application is to improve the performance quality of the Civil Servants in Karo Regency through efficient and transparent evaluation processes. However, there are several challenges encountered during the implementation phase, as highlighted by the Secretary of the Regional Civil Service Agency. Firstly, there is a lack of understanding among Civil Servants regarding the usage of the e-performance application for performance appraisal. Secondly, inadequate facilities and infrastructure, such as network connectivity issues, pose difficulties for employees in utilizing the application. Thirdly, some employees have not completed the required biodata form. Fourthly, employees are still unfamiliar with the Target Operational Procedure (SOP). Fifthly, some employees are unaware of the Employee Performance Targets (*SKP*). Sixthly, a significant number of Civil Servants are slow in filling out the performance appraisal form. Lastly, there is a lack of sufficient outreach to employees in promoting the use of the Civil Servants Performance Assessment (e-performance) application.

Karo Regency Regional Personnel Agency Office has successfully implemented the electronic performance (e-performance) system to assess the performance of the State Civil Apparatus. Karo Regency Regional Personnel Agency (*BKD*) is responsible for developing personnel policies within its jurisdiction and performing various tasks related to staffing. These tasks include managing employee recruitment, procurement, rank and position assignments, career development, career progression, promotions, transfers, performance appraisal, payroll management, employee benefits, rewards, discipline enforcement, termination procedures, pension guarantees, and ensuring the protection of Civil Servants in the Karo District (Republic of Indonesia, 2017).

This study evaluated the performance assessment of the Civil Servants using the Electronic Performance (e-performance) system, and identified the challenges and obstacles encountered in the process. The measures taken by Karo Regency Regional Personnel Agency Office to address these constraints were also analyzed.

An analysis using the dimensions of performance appraisal proposed by Dwiyanto was performed. These dimensions had precision, suitability, and ability that effectively measure the performance appraisal in the Personnel and Human Resources Development Agency (BKPSDM) of Karo Regency.

Dimensions of Performance Appraisal

Dwiyanto (2012) mentioned four indicators of a performance appraisal as follows.

1. Productivity: This indicator is measured by considering the output and input of employees, assessing their efficiency and effectiveness in achieving desired outcomes.
2. Service quality: The indicator of service quality is determined by evaluating the satisfaction levels of the community or customers who benefit from the services provided.
3. Responsiveness: Responsiveness is measured by assessing the ability of employees to address the needs and expectations of stakeholders promptly and appropriately, following established standard operating procedures.
4. Accountability: Accountability is indicated by the level of responsibility demonstrated by employees in owning their actions, decisions, and outcomes. (Pasolong, 2016: 178)

The Concept of Civil Servants

Employees are essential as they constitute a mental and spiritual workforce that is constantly in demand. They serve as one of the primary assets in any business entity, playing a crucial role in the accomplishment of specific organizational objectives. This perspective also holds true for various organizations, including government agencies and commercial companies,

where individuals working within these entities are commonly referred to as employees (W. Widjaja, 2006, p. 113).

In addition, employees are individuals who perform work within a government agency or non-profit organization and receive compensation in the form of salaries and benefits. Furthermore, according to Musanef, an employee is directly impacted by management functions and acts as an executor responsible for planning and producing desired outcomes to achieve predetermined organizational goals (Musanef, 2007, p. 5).

Performance

According to Moeheriono (2012, p. 95), the term "performance" refers to the degree of success or accomplishment of a program of activities or policies in attaining the goals, objectives, vision, and mission set forth in an organization's strategic planning.

To achieve performance-based employee management and establish a career system for the Civil Servants in Karo District, the implementation of e-performance is essential. E-performance is a performance management information system that offers several advantages, including increased objectivity, measurability, accountability, interactivity, and transparency.

The legal basis for conducting performance appraisals is Karo Regent Regulation Number 36 of 2017. This regulation specifically addresses the criteria and procedures for granting additional income to Civil Servants based on their performance achievements within Karo Regency Government. Article 5, paragraph 3 of the regulation stipulates that the assessment of work performance is conducted by evaluating the discipline and job performance of Civil Servants in fulfilling their primary duties and responsibilities based on their respective positions.

Research Methods

This study employed a descriptive method with an inductive approach. Descriptive research, as stated by Arikunto (2013, p. 3), aims to investigate circumstances, conditions, or other relevant matters and is presented in the form of a research report. Sugiyono (2014, p. 9) further elaborates on qualitative research methods, which are "research methods based on the philosophy of postpositivism used to study the conditions of natural objects (in contrast to experiments)". Additionally, Moleong (2011, p. 9) explains that qualitative research utilizes qualitative methods such as observation, interviews, or document review.

Data were collected from observation, interviews, and documentation.

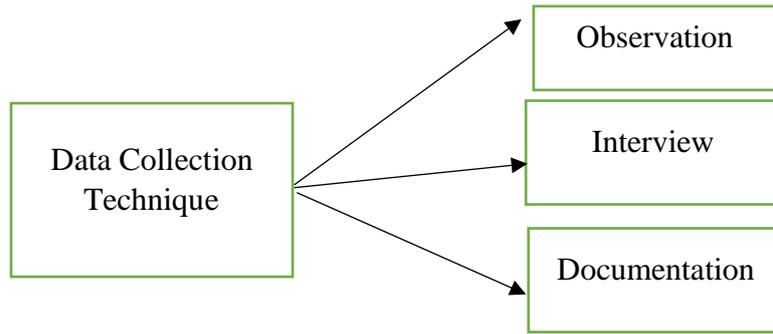


Figure 1. Data Collection Techniques

Source: Sugiyono 2012

In this study, the authors collected data through interviews from individuals occupying high leadership positions, specifically the Head of *BKD* and *BKD* Secretary, totaling 2 participants. Additionally, individuals in administrative roles, including administrators and 5 executive positions, were also included in the sample. Therefore, a total of 7 participants were involved in the data collection process.

The field data analysis model proposed by Miles and Huberman (in Sugiyono 2012: 246) was also employed.

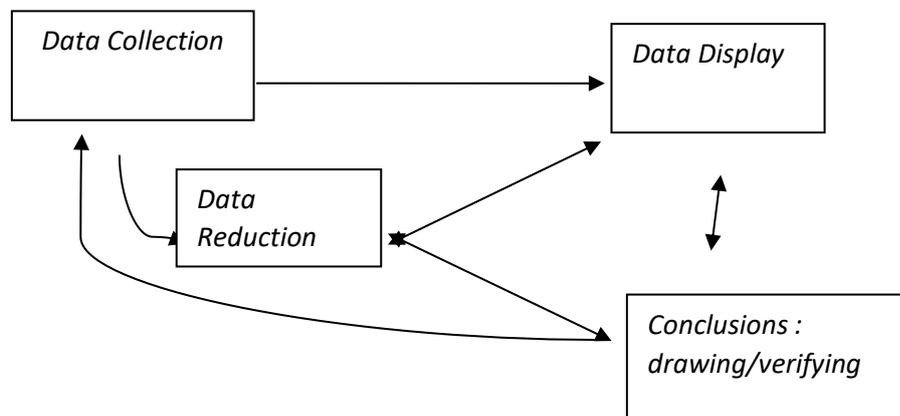


Figure 2. Components of Data Analysis (Interactive Model)

Source: Miles and Huberman in (Sugiyono, 2017)

Results and Discussion

The performance appraisal indicator plays a crucial role in the dimension of performance appraisal, as it was specifically developed to enhance performance assessment within the government sector. These indicators serve as indirect measures of performance, providing indications of employees' performance. Dwiyanto (2012) identifies four key indicators utilized in performance appraisals: 1) Productivity, which involves assessing employee output and input; 2)

Service quality, which is measured through community satisfaction; 3) Responsiveness, which evaluates employees' ability to adhere to standard operating procedures; and 4) Accountability, which focuses on assessing employees' sense of responsibility.

A. Performance Appraisal among Civil Servants through *Electronic Performance (E-Performance)*

a. Productivity

Since the implementation of Electronic Performance (E-performance) in Karo Regency Regional Personnel Agency, the services provided by the Civil Servants have experienced significant advancements. The Regional Employment Agency's introduction of Electronic Performance aims to promote transparency, accountability, and responsibility in employee performance. By conducting performance appraisals through E-performance, it is expected that the quality of Civil Servants will improve, ultimately leading to an enhancement in the quality of services offered at the Regional Personnel Agency Office.

In an interview, the Head of the Regional Personnel Agency Mr. Tommy Heriko Marulitua, AP on January 11 2021 at 10.35, said that.

Tanah Karo is one of the regions that have been fortunate enough to use information technology to support services. The current information technology in Karo Regency has had a significant impact on all civil servants in the district. With the existence of this application, civil servants have a stronger work ethic, enthusiasm, and a greater sense of responsibility in carrying out their duties. This performance assessment also has a very positive effect, as the leader, it will be easier for me to assess the performance of all civil servants in the Regional Personnel Agency (BKD).

Mr. Hendra Sanata Bangun as the Head of the Development Division for the Civil Servants at the Regional Civil Service Agency on January 11, 2021 at 14.30 WIB showed his view on this matter as follows.

If we look at the performance of our colleagues in our office, we can see that the performance assessment through e-performance has had a positive impact. My own performance and the performance of the colleagues I have observed have improved because all civil servants here strive to fulfill their tasks and responsibilities in order to avoid mistakes. This performance assessment system also demands that we work according to the established standards to avoid sanctions.

Furthermore, the author also interviewed one of the civil servants, Ms. Henni Ginting, on January 12th at 14:30. She expressed the following:

One thing we cannot deny is that there is an established system in place. The current system aims to improve the quality of our performance, and personally, I believe that our performance has improved compared to before the implementation of the performance assessment system through e-performance.

Based on the author's analysis, which included data, interviews, and observations, the performance of employees at the Regional Civil Service Agency office has significantly improved after the introduction of information technology as a supportive tool for existing services in Karo Regency government environment. This finding aligns with the research conducted by Purwanti ((2019, p. 10), which indicates that the implementation of the E-Performance performance appraisal system has led to an increase in the performance of Civil Servants in the National Unity and Politics Agency of Lamongan Regency.

The performance assessment of Karo Regency Regional Civil Service Agency is guided by the main duties and functions outlined in the Karo Regent Regulation Number 40 of 2016, which specifically addresses the main tasks, functions, and job descriptions of the regional bodies within Karo Regency. From 2016 to 2021, the Karo District *BKD* undertook various activities in alignment with the vision and mission of the *BKD*. Table 1 below provides an overview of the *BKD* service performance and its corresponding achievement of target indicators, allowing for an assessment of the realized accomplishments.

Table 1. Performance Achievement of Civil Servants in Karo Regency

No	Indicator	Yearly Target		Performance Achievement in 2020
		2019	2020	
1.	Human resource qualification (civil servants with education background of high school, undergraduate degree and graduate degree)	80.79%	81.00%	82.00%
2.	Number of civil servants attending training and education programs.	7.91%	8.29%	7.50%
3.	Attendance rate in a year	98.60%	99.00%	99.00%

Source: Performance Report of BKD of Karo Regency, 2021

According to the data provided in Table 1, the performance of the Civil Servants in Karo Regency has been relatively positive. The HR qualification indicator demonstrates consistent improvement, with an achievement of 80.79% in 2019, 81.00% in 2020, and a noteworthy

performance achievement of 82.00% in 2020. Moreover, the indicator for employee participation in training increased from 7.91% in 2019 to 8.29% in 2020, resulting in a performance achievement of 7.50% in 2020. Additionally, the average attendance indicator for the apparatus displayed excellent figures, with rates of 98.60% in 2019 and 99.00% in 2020, culminating in a performance achievement of 99.00%. These statistics indicate a commendable level of performance and productivity.

b. Service Quality

In this context, the quality of service pertains to the influence that the Civil Servants experiences in the performance appraisal process facilitated by Electronic Performance (E-Performance) and the supporting infrastructure within the *BKD* office, which aids in enhancing service quality. Employee services play a significant role in determining the overall quality of governance, as the government acts as a vehicle or infrastructure for promoting the welfare of its citizens.

Based on available data, interviews, and field observations, it can be noted that the quality of existing services has shown improvement, leading to a positive impact on enhancing the quality of individual Civil Servants. However, it should be acknowledged that certain employees continue to struggle with embracing the changes brought about by recent advancements in information technology. The table below presents data regarding the facilities and infrastructure that contribute to the overall enhancement of service quality.

c. Responsiveness

Responsiveness refers to the evaluation of whether activities align with the principles of the Civil Servant Performance Assessment, as outlined in the existing policies. It specifically pertains to the employee's proficiency in utilizing electronic performance (e-performance) for the purpose of conducting performance appraisals. Furthermore, responsiveness also encompasses the employee's capability to fulfill the performance assessment requirements in accordance with the established Operational Procedure Targets.

In an interview with the Secretary of the Regional Personnel Agency for Karo district, Mr. Teopilus Suranta Tarigan, S.STP, he said that.

As time goes by, civil servants in the Regional Personnel Agency of Karo Regency have started to become capable of using electronic performance (e-performance) according to the established Standard Operating Procedures (SOP). However, there are still civil servants who have not been able to embrace the existing technological changes. Some civil

servants perceive the implementation of electronic performance as complicated. The performance assessment through e-performance is in line with the regulations set by the regent in Regulation No. 36 of 2017. Employees are making great efforts to adapt to the technological changes.

The Head of Development, Education and Training, Mr. Adil Sitepu held on January 12 at 10.00 stated that:

The technological changes in the government sector of Karo Regency have resulted in civil servants having to make a concerted effort to accept the changes. In practice, at the Regional Personnel Agency (BKD) of Karo Regency, there are still civil servants who have not been able to embrace the technological changes. They perceive the technological changes as a threat and believe that it will only complicate their work. There are civil servants in the BKD office of Karo Regency who are still unfamiliar with how to use the performance assessment through e-performance.

An interview was also conducted with one of the Civil Servants in Karo Regency Regional Civil Service Office, namely Mrs. Henni Ginting on January 12 at 14.30, where she said that,

The implementation of performance assessment through e-performance in Karo Regency is a very positive change. In practice, it may take some time for us to fully embrace the changes. Some of us still hold on to old mindsets, but as time goes on, we are hopeful that these mindsets will gradually change.

The data show that Civil Servants are proficient in utilizing the e-performance application, starting from the initial setup of their usernames to successfully completing performance assessment features. This is done in accordance with the established Standard Operating Procedures. However, it should be noted that there are still Civil Servants who struggle to embrace the technological changes associated with the implementation of e-performance. They perceive these changes as a threat and anticipate that they will only complicate their work processes.

d. Accountability

Accountability entails assuming responsibility for the outcomes achieved following the implementation of a particular program. Civil Servants are expected to demonstrate the ability to take ownership and accept the consequences of their performance. The introduction of performance appraisal through electronic performance (e-performance) represents a significant advancement in measuring and evaluating CIVIL SERVANTS performance outcomes in a transparent manner.

The Head of Karo Regency Regional Personnel Agency, Mr. Tommy Heriko Marulitua, AP on January 11, 2021 at 10.35 explained that

The performance assessment system through e-performance in our office is governed by a local regulation, namely Regent Regulation No. 17 of 2017, which serves as a guideline for us to implement this system. Any civil servant who violates the regulations will face sanctions. Therefore, it is important for colleagues to be cautious and responsible for their actions, as every task performed will be recorded through the e-performance system.

An interview was also held with Mr. Hendra Sanata Bangun as the Head of the Development Division for the Civil Servants of Karo Regency Regional Civil Service Agency on January 12, 2021 at 10.30 where he pointed out:

The implementation of performance assessment through e-performance in Karo Regency is indeed a positive change. While it may take time for everyone to fully embrace the changes, it is encouraging to see that some individuals are already starting to adopt new mindsets. As time progresses, we remain hopeful that more people will open up to the benefits and possibilities brought about by this technological advancement. It is through this collective shift in mindset that we can truly maximize the potential of e-performance in improving our work and achieving better outcomes.

There has been a notable enhancement in the sense of responsibility among Civil Servants at the BKD Karo Regency. Civil Servants diligently fulfill their assigned duties and responsibilities, ensuring the completion of every task and service expected from them. The following section presents a recapitulation of the performance outcomes achieved by civil servants.

Bulan: Desember		Tahun: 2020				Instansi: Pemerintah Kabupaten Karo		
No	PEJABAT PENILAI	PNS YANG DINILAI						
1	Nama	TOMMY HERIKO MARULITUA		Nama		TEOPILUS SURANTA TARIGAN		
2	NIP	101901191995111001		NIP		198302152001121004		
3	Pangkat/Gol Ruang	Pembina Tingkat I / IV/b		Pangkat/Gol Ruang		Pembina / VII/a		
4	Unit Kerja	Kepala Badan		Jabatan		Sekretaris		
5	Unit Kerja	Badan Kepegawaian Daerah		Unit Kerja		Badan Kepegawaian Daerah		
PRODUKTIVITAS KERJA								
No/Aspek Yang Dinilai	Skala Persentase	10%	10%	9%	6%	3%	Nilai	
1	Kehadiran	Tidak masuk kerja selama 0 (nol) hari kerja dalam satu bulan	Tidak masuk kerja selama 1 (satu) hari kerja dalam satu bulan	Tidak masuk kerja selama 2 (dua) hari kerja dalam satu bulan	Tidak masuk kerja selama 3 (tiga) hari kerja dalam satu bulan	Tidak masuk kerja selama 4 (empat) hari kerja dalam satu bulan	Tidak masuk kerja selama 5 (lima) hari kerja atau lebih dalam satu bulan	++ menghitung
2	Tertambat	10%	3,5%	9%	0,75%	8,5%		menit
3	Pulang sebelum waktunya	Akumulasi keterlambatan 0 (nol) menit dalam 1 (satu) bulan	Akumulasi keterlambatan 1 sampai dengan 30 menit dalam 1 (satu) bulan	Akumulasi keterlambatan 31 sampai dengan 60 menit dalam 1 (satu) bulan	Akumulasi keterlambatan 61 sampai dengan 90 menit dalam 1 (satu) bulan	Akumulasi keterlambatan lebih dari 90 menit dalam 1 (satu) bulan		menit
4	Pelaksanaan Tugas Pokok	100%	80%	55%	50%	40%		%
5	Kepepatan Waktu Penyampaian Laporan Kegiatan Harian	5%	4%	3%	2%	1%		5%
Batasan Persentase %								
DRAF								
NB: Kelebihan pembayaran periode Desember 2020 akan dikurangkan dengan nominal TPP PNS periode Januari 2021								
JUNILAH TPP PNS YANG DIBERARKAN								
Jumlah TPP PNS yang dibayarkan langsung per bulan Desember 2020								

Figure 3. The Summary of Performance Report
 Source: simadakabkaro.com, 2020

Based on the provided information in Table 2, which illustrates the performance recapitulation of an individual Civil Servants, it is evident that the evaluation process through e-performance serves as an assessment mechanism characterized by its measurability and transparency. This ensures that every Civil Servant is accountable for their performance, while also emphasizing the responsibility of each appraiser to conduct assessments to the best of their abilities. Therefore, it can be inferred that the accountability aspect has been effectively implemented and maintained.

B. Obstacles in the Performance Appraisal of Civil Servants through *Electronic Performance (E-Performance)*

1. Lack of Facilities

Facilities and infrastructure encompass various resources that serve as tools to accomplish established objectives. The presence of adequate infrastructure plays a crucial role in the success of the electronic performance (e-performance) appraisal program. For instance, computers/laptops, as indicated in Table 2, are essential components of this system. The table reveals that there are 10 units available, with 8 being in good condition and 2 being damaged. However, considering the number of employees, there is a need for 25 units. This observation aligns with the information gathered during an interview conducted by the author with Mr. Adil Sitepu, the Head of Development, Education, and Training, on January 12, 2021, at 10:00 AM WIB.

Indeed, one of the inhibiting factors for the implementation of the performance assessment program through e-performance is the lack of facilities and infrastructure in the Regional Personnel Agency (BKD) office of Karo Regency. Currently, the BKD office lacks adequate facilities and infrastructure, such as an insufficient number of computers, which requires some civil servants to bring their own laptops to work. Additionally, the presence of only one wifi network also poses a significant obstacle.

Based on the interviews and observations conducted at the *BKD* Office in Karo Regency, it has been observed that the insufficient availability of facilities and infrastructure has hindered the optimal implementation of the electronic performance (e-performance) appraisal system. This aligns with the broader challenges and obstacles encountered in performance appraisal across various regions. These findings are consistent with the research conducted by Nangameka & Anshori, (2018, p. 191), which highlighted the lack of supporting facilities and infrastructure, such

as computers and adequate rooms, in Gununganyar District, Surabaya City, impacting e-performance implementation.

2. Failure of Several Civil Servants in Developing New Mindset

Mindset refers to the perspective from which assessments and conclusions are drawn regarding a particular subject. In an interview conducted with Mr. Teopilus Suranta Tarigan, S.STP, the secretary of the regional staffing agency for Karo Regency, on January 11, 2021, at 08:00 AM WIB, it was noted that mindset plays a significant role in shaping one's viewpoint.

In its implementation, the unchanged mindset of some civil servants has resulted in suboptimal performance assessment through e-performance. These civil servants still hold on to old mindsets and struggle to adapt to the changes. They perceive these changes as burdensome, even though change is inevitable and necessary.

Based on the interviews conducted, it is evident that the existing traditional culture within Karo Regency government environment proves challenging to transform. Changing the mindset of Civil Servants requires significant time and effort. The comfort and familiarity that Civil Servants feel with the old culture must be addressed promptly to ensure the proper implementation of the program. Immediate action is necessary to facilitate a smooth transition and promote a more conducive environment for the program's success.

3. Disconnection wot the SKP Performance Appraisal

Performance appraisal through Electronic Performance (E-Performance) is designed to assess the daily activities performed by Civil Servants. It should be noted that this program operates independently and is not directly linked to the performance appraisal conducted through the Surat Keputusan Penilaian (SKP) or Decision on Performance Assessment. In Karo District, the performance appraisal through SKP is still carried out manually. This information is based on an interview conducted with Mr. Tommy Heriko Marulitua, Ap, the head of Karo Regency Regional Personnel Agency, on January 11, 2021, at 10:30 AM WIB.

SKP (Sasaran Kinerja dan Perilaku) is an employee performance and behavior target that is evaluated based on set targets and assessed at the end of the year. Electronic performance is a performance assessment program that is more productive and easier to interpret by the evaluators. The reason why the performance assessment through e-performance is not yet connected to the assessment based on SKP is because this program is a breakthrough initiative carried out independently by Karo Regency.

Based on the provided interviews, it can be concluded that the performance appraisal program through electronic performance (e-performance) is not seamlessly integrated with the *SKP* performance appraisal in Karo Regency. As a result, Civil Servants in Karo Regency are still required to manually undergo *SKP* performance evaluations on an annual basis.

C. Performance Appraisal Based Method to Address the Obstacles through *Electronic Performance (e-performance)*

1. Proposing for additional facilities

Efforts to address the deficiency in facilities and infrastructure have been initiated by proposing an additional budget for the subsequent year. Recognizing that facilities and infrastructure play a crucial role as key supporting factors, steps are being taken to improve their availability. This highlights the acknowledgment of their significant influence on the success of a program and the commitment to enhance the necessary resources.

2. Providing trainings and dissemination on how to use financial appraisal through *electronic performance (e-performance)*

It is evident that socialization and training efforts are considered crucial and highly anticipated for the successful implementation of performance appraisal through electronic performance. These efforts are expected to further improve the execution of the program and ensure its effectiveness.

3. Establishing audit team to monitor and address problems during the performance appraisal.

The establishment of an audit team at the *BKD* Karo Regency is a highly suitable and beneficial measure. With the presence of a supervisory team, continuous monitoring of the performance appraisal process becomes possible. Any system errors or shortcomings can be promptly identified and addressed, ensuring the smooth functioning and effectiveness of the appraisal system. The audit team plays a crucial role in maintaining the integrity and accuracy of the performance appraisal process.

Conclusion

Regarding to the data analysis and discussions in this study, conclusions were drawn as follows.

1. The implementation of performance evaluation through e-performance at Karo Regency Regional Personnel Agency has been carried out based on four dimensions: productivity, service quality, responsiveness, and accountability, as outlined in Regent Regulation Number 36 of 2017. However, there is room for improvement, particularly in terms of service quality and responsiveness.
2. Several factors hinder the effective implementation of e-performance. These include a lack of adequate supporting facilities and infrastructure at the Regional Civil Service Agency offices, the persistent unchanged mindset of the CIVIL SERVANTS personnel, and the absence of a direct connection between the e-performance system and *SKP*-based assessments.
3. To address these challenges, various efforts have been undertaken to enhance performance appraisal through electronic performance (e-performance). These efforts include proposing the allocation of additional resources for supporting facilities and infrastructure in future regional budgets. Moreover, training and outreach programs have been conducted to familiarize personnel with the operation of performance appraisal using the existing e-performance system at Karo Regency Regional Personnel Agency office. An audit team has also been established to monitor and identify operational errors.

The following suggestions were directed to relevant parties as follows.

1. The author suggests that Karo Regency Regional Personnel Agency should offer specialized training for CIVIL SERVANTS who lack proficiency in utilizing electronic performance (e-performance) for performance appraisal.
2. There should be an increase in the budget allocated for supporting facilities and infrastructure to enhance the quality of services provided by CIVIL SERVANTS.
3. The author hopes for further improvement in the performance appraisal program through e-performance by integrating it with *SKP*-based employee performance appraisal.

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B. Law and Regulations

1. Government Regulation Number 11 of 2017 on Civil Servant Management.
2. Presidential Regulation of the Republic of Indonesia Number 81 of 2010 on the Grand Design of Bureaucracy Reform.
3. Presidential Instruction (INPRES) Number 3 of 2003 on National Policies and Strategies for E-Government Development.
4. Regent Regulation of Karo Regency Number 36 of 2017 on Criteria and Procedures for Providing Additional Income for Civil Servants Based on Performance in the Karo Regency Government Environment.
5. Regent Regulation of Karo Regency Number 40 of 2016 on the Duties, Functions, and Job Descriptions of Regional Agencies in Karo Regency.

6. Regent Regulation of Karo Regency Number 28 of 2020 on Work Productivity and Work Discipline Assessment.