

Analyzing Civil Servant Competencies In The Implementation Of The E-Performance Application: A Case Study Of The Donggala Regency Village Community Empowerment Office

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ABSTRAK

Aplikasi e-Kinerja merupakan aplikasi yang digunakan untuk **mempermudah pengelolaan dan pemantauan kinerja** pegawai dalam suatu organisasi. Aplikasi ini dirancang untuk membantu mengukur dan mengevaluasi kinerja individu atau kelompok secara lebih efektif dan efisien. Penerapan aplikasi e-kinerja dalam proses penyusunan dan penilaian Sasaran Kinerja Pegawai (*SKP*) dapat berjalan baik, salah satunya didukung dengan kompetensi pegawainya. Penelitian ini bertujuan untuk menganalisis dan mendeskripsikan kompetensi Pegawai Negeri Sipil (*PNS*) dalam penerapan aplikasi e-Kinerja melalui proses penyusunan dan penilaian *SKP*, hambatan dan upaya mengatasinya. Metode yang digunakan adalah deskriptif kualitatif. Dalam hal ini dilakukan analisis Kompetensi *PNS* dengan aspek yang diteliti, antara lain: *Motives*, *Traits*, *Self Concept*, *Knowledge* dan *Skills*. Hasil penelitian menunjukkan bahwa kompetensi *PNS* dalam penerapan Aplikasi e-Kinerja melalui penyusunan dan penilaian *SKP* di Dinas Pemberdayaan Masyarakat Desa Kabupaten Donggala sudah cukup baik dalam aspek *Traits*, *Self Concept* dan *Knowledge*, namun dalam aspek *Motives* dan *Skills* masih menemui hambatan. Hambatan kompetensi *PNS* dalam penerapan aplikasi e-Kinerja yaitu: (1) Kurangnya motivasi pegawai, (2) Kurangnya pemahaman *PNS* dalam penggunaan aplikasi e-Kinerja, dan (3) Kurangnya sosialisasi dan pelatihan teknis. Upaya mengatasi hambatan kompetensi *PNS* dalam penerapan aplikasi e-Kinerja, adalah: (1) Meningkatkan motivasi pegawai, (2) Melakukan pendampingan internal (3) Mengusulkan anggaran untuk sosialisasi dan pelatihan teknis.

Kata Kunci: Pegawai Negeri Sipil, Kompetensi, Aplikasi e-Kinerja.

ABSTRACT

This research examines the competency of Civil Servants (*PNS*) in implementing the e-Performance application within the context of preparing and assessing Employee Performance Targets (*SKP*) at the Donggala Regency Village Community Empowerment Office. The e-Performance application is intended to streamline the management and monitoring of employee performance, thereby enhancing the effectiveness and efficiency of performance evaluation processes. Using a descriptive qualitative method, this research analyzes *PNS* competencies across five dimensions: *Motives*, *Traits*, *Self-Concept*, *Knowledge*, and *Skills*. The findings reveal that civil servants demonstrate adequate competency in the areas of *Traits*, *Self-Concept*, and *Knowledge*, while deficiencies remain in *Motives* and *Skills*. The main obstacles identified include low employee motivation, limited understanding of the e-Performance application, and insufficient outreach and technical training. To address these challenges, the research suggests increasing employee motivation, providing internal mentoring, and allocating budgets for outreach and technical training programs.

Keywords: Civil Servants, Competence, e-Performance Application

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Introduction

In the era of the Industrial Revolution 5.0, digital transformation applies in all sectors, including human resource management. Performance appraisal systems that were once manual and conventional have evolved into integrated digital platforms. These performance applications emerged to enhance efficiency and effectiveness in measuring and monitoring employee performance across both public and private institutions. A tangible manifestation of this transformation is the implementation of electronic performance systems (e-Kinerja) for preparing and evaluating Employee Performance Targets (*SKP*).

Government Regulation No. 30 of 2019 on Civil Servant Performance Assessment stipulates that performance monitoring must be carried out regularly and continuously by the designated assessment officer, at least once per semester, during the *SKP* implementation period. Monitoring is conducted by observing performance achievements through documentation available in non-electronic and/or electronic information systems.

The e-Kinerja application is an electronic performance appraisal system designed to digitally record, manage, and evaluate employee performance. Replacing conventional paper-based methods, this computerized platform enables direct monitoring and assessment using objective and standardized performance indicators, thereby enhancing efficiency, transparency, and accountability in performance management.

In government institutions, the e-Kinerja application is accessible via a designated website, where users log in using their Employee Identification Number (NIP) and MySAPK password. The system facilitates the recording of daily and monthly performance targets, the storage of supporting work evidence (such as reports), and the automatic generation of performance summaries required for the Employee Performance Target (*SKP*) evaluation. The *SKP* represents the annual performance expectations set for each employee, providing a clear overview of their performance and work behavior in fulfilling organizational duties and functions.

The *SKP* outlines the performance plans and targets to be achieved by a civil servant within a given year. It is jointly prepared by the employee and the Civil Servant Performance Assessment Officer and/or Performance Manager, and finalized upon mutual agreement following review by the Performance Manager. The preparation of the *SKP* takes into account:

- a. the agency's strategic plan;
- b. the performance agreement;
- c. the organizational structure and work procedures;
- d. the job description; and/or
- e. the direct supervisor's *SKP*.

In preparing the Performance Work Plan (*SKP*), employees are required to engage in performance dialogues with their superiors to establish and clarify expected results, which are then documented in the *SKP*. Expectation setting and clarification are conducted throughout the performance year. This process is also implemented by the Donggala Regency Community and Village Empowerment Service (*DPMD*) in preparing and assessing *SKPs*. Since 2023, the *DPMD* has adopted the e-Kinerja application for employee performance management, particularly in fulfilling *SKP* requirements. The application enables performance assessment and management processes to be conducted in a more structured, transparent, and objective manner.

The steps taken to establish and clarify performance expectations include:

1. Reviewing the organizational framework as outlined in the Agency/Work Unit Strategic Plan and the Work Unit Performance Agreement;
2. Establishing and clarifying performance expectations and work behaviors of Senior Officials and Independent Work Unit Leaders, and documenting them in the *SKP* format;
3. Developing a performance indicator manual for the Work Unit Work Plan (*SKP*);
4. Formulating strategies to achieve performance results;
5. Assigning employee roles in alignment with these strategies;
6. Determining the types of performance output plans;
7. Establishing and clarifying performance expectations and work behaviors for Administrative and Functional Officials, documented in the Work Unit Work Plan format; and
8. Agreeing upon the required resources, accountability mechanisms, and performance consequences, as recorded in the *SKP* Attachment Format.

The Donggala Regency *DPMD* serves as a regional government agency with a strategic role in implementing community and village empowerment programs, as well as executing central government tasks in accordance with the authority granted under Law No. 3 of 2024 concerning the Second Amendment to Law No. 6 of 2014 on Villages. Village community empowerment constitutes a key strategy for promoting participatory, sustainable, and locally driven development. This policy reflects a commitment to bottom-up development and reinforces village autonomy in the era of decentralization.

The successful implementation of the e-Kinerja application in preparing and evaluating *SKPs* within the Donggala Regency *DPMD* depends on the competence of its personnel. As Amalia (2020) asserts, organizational success is difficult to achieve without qualified human resources. The *DPMD* currently employs 42 personnel, consisting of 20 civil servants and 22 freelance workers. The following table presents the composition of employees at the Donggala Regency *DPMD*.

Table 1.1
The Number of Employees of DPMD in Donggala Regency

No	Employment Status	Number (Person)
1	2	3
1	Civil Servant	20
2	Contract Employee	22
Total		42

Source: *DPMD* of Donggala Regency, 2025

Competence refers to an individual's skills, abilities, or capacities (Sedarmayanti, 2016:150). A person who performs their duties satisfactorily or exceeds established standards is considered competent. In human resource management, competence encompasses the personal characteristics that enable an individual to achieve success in their work. According to Wibowo (2014:271), competence represents the combination of skills, knowledge, and work attitudes required to perform a job or complete specific tasks effectively. Spencer in Wibowo (2014:271), identifies five key dimensions of competence:

1. Motive, the internal drive that encourages individuals to achieve goals through specific actions, consistently reflected in their behavior and decision-making;
2. Trait, the inherent physical or psychological characteristics influencing a person's response to different situations;
3. Self-concept, an individual's self-image and self-awareness, which guide personal growth and development;
4. Knowledge, the outcome of learning and experience that shapes an individual's understanding of a particular field; and
5. Skills, the practical abilities that must be continuously trained and developed to achieve professional expertise.

In practice, the implementation of the e-Kinerja application used for the preparation and assessment of *SKP* at the Donggala Regency Community and Village Empowerment Service (*DPMD*) still faces several challenges. These include limited employee understanding of the system, inadequate supporting infrastructure, and insufficient budget allocations for training and outreach. In light of these issues, this research aims to examine the competency of civil servants

in implementing the e-Kinerja application through the *SKP* preparation and assessment process at the Donggala Regency *DPMD*, as well as to identify the challenges and the measures to address them.

Research Methods

This research employs a qualitative descriptive method to produce a systematic, factual, and accurate depiction of the facts, characteristics, and relationships among the phenomena under investigation. According to Creswell (in Herdiansyah, 2014:8), qualitative research is “*an inquiry process of understanding based on distinct methodological traditions of inquiry that explores a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of informants, and conducts the research in a natural setting.*” Similarly, Nazir (2014:43) defines the descriptive method as “*a method for examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present.*”

Data were collected through interviews, observations, and documentation. Informants were selected using a purposive sampling technique, involving ten participants comprising structural officials, technical staff, and digital system operators at the Donggala Regency Community and Village Empowerment Service (*DPMD*). To enhance the validity of findings, data triangulation was employed. The data analysis followed the steps proposed by Sugiyono (2014:370), namely data reduction, data display, and conclusion drawing/verification.

Results and Discussion

A. CIVIL SERVANT COMPETENCY IN IMPLEMENTING THE E-KINERJA APPLICATION THROUGH THE PREPARATION AND ASSESSMENT OF *SKP* AT THE *DPMD* OF DONGGALA REGENCY

1. *Motives*

Motives are the underlying factors that drive individuals to achieve their goals through specific actions. They arise from a person's intention and consistent desire to perform certain tasks. In essence, motives represent a person's internal motivation to act. Motivation significantly influences employee performance, as higher motivation generally leads to increased productivity.

Based on data, interviews, and observations, civil servants at the Donggala Regency Community and Village Empowerment Service (*DPMD*) demonstrate relatively strong work motivation in carrying out their primary duties and functions. However, improvement is still needed in the application of the e-Kinerja system. Most employees show high enthusiasm and discipline by adhering to working hours, performing their respective duties, and recording each activity in the e-Kinerja application with supporting evidence.

1. The duties carried out by employees in the Village Government Administration Division

include:

- a. Collecting materials for the preparation of technical guidelines for fostering village government administration;
 - b. Collecting materials for the preparation of technical guidelines for managing village income and assets;
 - c. Coordinating, facilitating, supervising, evaluating, and reporting on the implementation of village government administration;
 - d. Establishing guidelines, norms, standards, procedures, and criteria for strengthening village institutions and governance capacity;
 - e. Coordinating and facilitating village formation, mergers, and abolitions;
 - f. Compiling village profile data;
 - g. Developing standard operating procedures;
 - h. Performing other duties assigned by the Head of Service within their scope of responsibility; and
 - i. Providing advice and recommendations to the Head of Service regarding necessary actions within their field.
2. Community Empowerment, Village Customary Institutions, and Appropriate Technology Division:
- a. Organizing policies for empowering and structuring youth organizations (karang taruna), village community empowerment institutions (LPMD), farmers' group associations (Gapoktan), integrated service posts (Posyandu), village health forums (Forkesdes)/resilient villages (desa siaga), political institutions, educational institutions, customary institutions, and family institutions;
 - b. Implementing empowerment programs for community institutions, village customary institutions, and appropriate technology;
 - c. Implementing empowerment and business development programs for community institutions;
 - d. Preparing a database of community institutions, customary institutions, and the use of appropriate technology (TTG);
 - e. Preparing Standard Operating Procedures;
 - f. Carrying out other duties assigned by the Head of the Office in accordance with its scope of work; and
 - g. Providing advice and recommendations to the Head of the Office on steps and actions needed within its area of responsibility.
3. Community Economic Empowerment and Village Infrastructure Division has the following

functions:

- a. Organizing policies for empowering community economic activities as well as developing village and rural area infrastructure;
 - b. Implementing programs for empowering the economy of low-income residents;
 - c. Implementing programs for developing family and community group economic enterprises;
 - d. Implementing programs for developing rural microfinance institutions;
 - e. Implementing programs for developing Village-Owned Enterprises (BUMDesa) and Joint Village-Owned Enterprises (BUMDesa Bersama);
 - f. Providing guidance and directions for managing community economic enterprises, as well as for constructing village and rural area infrastructure;
 - g. Implementing programs for developing the production and marketing of community business products;
 - h. Preparing Standard Operating Procedures;
 - i. Supervising, monitoring, and controlling the empowerment of community economic enterprises and the development of village and rural area infrastructure;
 - j. Carrying out other duties assigned by the Head of the Office in accordance with its scope of work; and
 - k. Providing advice and recommendations to the Head of the Office on necessary steps and actions within its area of responsibility.
4. Village Government Administration and Finance Development Division has the following functions:
- a. Collecting materials for preparing technical guidelines on the development of village income and assets;
 - b. Coordinating, facilitating, guiding, supervising, monitoring, evaluating, and reporting on the management of village finances and assets;
 - c. Collecting, compiling, and managing materials for preparing guidelines and technical instructions on the supervision and development of administrative management of village finances and assets;
 - d. Preparing materials for coordination, facilitation, guidance, supervision, monitoring, evaluation, and reporting on the administration of village finance and asset management;
 - e. Preparing Standard Operating Procedures;
 - f. Preparing evaluation reports on the management of village administration and finances;
 - g. Carrying out other duties assigned by the Head of the Office in accordance with its scope of work; and
 - h. Providing advice and recommendations to the Head of the Office on necessary steps and

actions within its area of responsibility.

Technically, the implementation of duties and functions has been running well. However, when inputting the main duties and functions of each staff member into the e-Kinerja application, users often face network connectivity issues while accessing the system. In addition, the e-Kinerja application frequently experiences errors, causing it to run slowly and sometimes take around 30 to 40 minutes to access.

2. Traits

Traits are inherent characteristics that influence how individuals respond to various situations and conditions. These innate qualities may be reflected in both physical and behavioral aspects, demonstrating consistency in how a person reacts to stimuli and circumstances. Examples include maintaining self-control and composure under pressure, sustaining confidence, and effectively managing stress in various situations.

Based on interviews, observations, and available data, employees exhibit traits that support effective job performance. They perform their duties optimally and proportionally, in accordance with the responsibilities and functions of their respective positions. According to the Regional Apparatus Performance Indicators, which are derived from the Goals and Targets of the 2019–2023 Regional Medium-Term Development Plan (*RPJMD*) of the Donggala Regency Community and Village Empowerment Office (*DPMD*), the *DPMD* has successfully implemented its programs in line with its main duties and functions. This success is closely linked to the strong performance and personal attributes of its personnel. The following section presents a detailed breakdown of these Performance Indicators.

Table 1.2
Performance Indicators Based on the Goals and Targets of *RPJMD* for the Donggala Regency *PMD* Service for the 2019-2023 Period

No.	Indicator	Initial Performance	Yearly Target					Performance Conditions at the End of the <i>RPJMD</i> Period
		2018	2019	2020	2021	2022	2023	2023
1	2	3	4	5	6	7	8	9
1	Average number of groups supported by community empowerment institutions (LPM)	0	0	59	91	123	158	158
2	Average number of groups supported by the Family Welfare Movement (PKK)	12	60	90	120	150	183	183
3	Number of NGOs	0	0	16	32	48	64	64
4	High-Performing LPMs	0	0	16	32	48	64	64

5	Active PKK	173	183	183	183	183	183	183
6	Active Integrated Health Posts (Posyandu)	452	668	698	728	758	790	790
7	Community Self-Support for Community Empowerment Programs	6	13	13	13	13	13	13
8	Post-Program Maintenance of Community Empowerment	3	13	13	13	13	13	13
9	Good Village Government Office Facilities and Infrastructure	141	141	150	155	158	158	158
10	Active Village Traditional Institutions	36	60	84	108	132	158	158

Source: Strategic Plans of *DPMD*, 2025

Table 1.2 shows that the *DPMD* has effectively carried out its main duties and functions in alignment with its objectives, as reflected in ten performance indicators that have shown consistent annual improvement. The increase in these indicators demonstrates the strong performance of employees as the primary implementers of *DPMD* activities.

3. *Self Concept*

Self-concept refers to an individual's internal understanding of themselves, encompassing their perspectives and the process of recognizing and developing their potential. It shapes how individuals perceive their own attitudes, behaviors, and values, including how employees interact with coworkers, superiors, subordinates, and the community. Key self-concept values that foster employee motivation include self-confidence and discipline, both of which enhance productivity and work performance.

Based on interviews and observations, the development of discipline, one of the key indicators of self-concept, has been effectively implemented. Employees consistently demonstrate discipline in managing their work hours, arriving punctually, and ensuring that tasks are completed on time. This finding is supported by the attendance records of the Community and Village Empowerment Service, which show that employees generally maintain a high level of attendance, with active participation throughout 16 effective working days in April 2025. Only a few civil servants were absent, and their absences were justified by valid reasons such as official assignments, illness, or approved leave. Overall, self-concept plays an essential role in guiding employees' behavior toward colleagues, superiors, subordinates, and the broader community.

4. *Knowledge*

Knowledge is the result of human curiosity and the pursuit of information, acquired through research and experience. It serves as a fundamental component in developing competencies, particularly through education and training. In the workplace, employee knowledge plays a vital role in ensuring the effective completion of tasks.

Based on interviews, observations, and available data, the level of knowledge among civil servants is relatively good, especially in terms of educational attainment. The following data presents the employees' highest level of education in 2025.

Table 1.3
The Education Level of Civil Servants in Donggala Regency

LATEST EDUCATION	NUMBER
Master's Degree (S-2)	5
Bachelor's Degree (S1)	13
High School	2
Total	20

Source : *DPMD* of Donggala Regency, 2025

The data indicate that the competency aspect, particularly employee knowledge, is dominated by civil servants holding a Bachelor's degree (S-1) with 13 individuals, followed by those with a Master's degree (S-2) totaling 5 individuals. Meanwhile, only two civil servants hold a high school diploma. This shows that, on average, the educational level of civil servants is relatively high.

5. Skills

Skills are individual strengths that must be continuously developed through training to enhance potential and improve work performance. Education and training (Diklat) play a crucial role in strengthening employees' skills and competencies, enabling them to perform their duties more effectively. Training not only builds technical and professional capabilities but also provides valuable opportunities for personal growth and self-development.

The interviews, observations, and available data show that employee skill levels remain limited because current training opportunities are confined to pre-service training and Level IV PIM training. Of the 20 civil servants, 17 have completed both types of training, while three have

not yet participated in either. Furthermore, the data indicate that no technical training related to Information Technology (IT), particularly IT-based personnel training, has been conducted.

B. CHALLENGES TO CIVIL SERVANT COMPETENCY IN IMPLEMENTING THE E-PERFORMANCE APPLICATION AT THE DONGGALA REGENCY *DPMD*

1. Lack of Employee Motivation

Employee motivation is vital for improving organizational performance. It can decline when the organization lacks a clear work system, effective communication, and a supportive environment. Septiannoor (2024) notes that motivation is the main driving force behind employees' enthusiasm in carrying out their duties. In implementing the e-Performance application, digital literacy and adaptability are essential, as employees who lack these skills or feel anxious about change tend to lag behind.

Observations and interviews show that most facilities and infrastructure at the Donggala Regency *DPMD* are adequate. Equipment such as computers, scanners, and printers sufficiently support operational tasks. However, frequent network disruptions in the e-Kinerja application reduce employee motivation. As highlighted by Arifah and Amalia (2021), unstable internet connectivity, especially near the end of the month, slows down data input and hinders performance. Consequently, employees often experience frustration and delays, negatively affecting their productivity.

2. Lack of Understanding Among Civil Servants in Using the e-Kinerja Application.

Understanding is an essential skill that enables civil servants to interpret and apply information effectively. At the Donggala Regency *DPMD*, many employees still lack adequate understanding of the e-Kinerja application, particularly regarding its features. This limited comprehension hinders the flow of information, especially among employees without strong technical backgrounds. Technical details are often difficult to grasp, making it challenging to ensure that all employees fully understand the system.

Information about updates to the e-Kinerja application is also disseminated irregularly, making it difficult for employees to stay informed. When technical issues arise, employees are often unsure whom to contact for assistance and instead rely on self-learning or trial and error. The absence of clear and structured guidance further exacerbates these challenges. These conditions indicate the need for improved communication, more consistent training, and accessible technical support to enhance employees' understanding and application of the system.

3. Lack of Technical Outreach and Training.

Outreach is a crucial first step in introducing new systems to users, providing them with essential knowledge on system operation, maintenance, and troubleshooting. Without proper outreach, implementation lacks direction and fails to achieve its intended objectives.

Based on interviews, observations, and available data, the government initially conducted outreach and technical guidance during the introduction of the e-Performance application. However, these efforts were not optimal, as many employees continued to struggle with the system's operation, particularly after updates were introduced. This underscores the need for continuous and comprehensive technical training to ensure effective use of the application.

C. ADDRESSING THE OBSTACLES TO CIVIL SERVANT COMPETENCY IN IMPLEMENTING THE E-PERFORMANCE APPLICATION AT THE DONGGALA REGENCY *DPMD*

1. Increasing Employee Motivation

Motivation arises from an individual's interaction with specific situations (Siagian, 1995:137). According to Kurniawan and Purwanto (2022), work motivation is a driving factor that fosters enthusiasm in performing job responsibilities. In implementing the e-Performance application, the most important factor in maintaining employee motivation is ensuring a stable internet connection. A stable connection enables smooth access to the system, while an unstable one hampers performance data input and disrupts workflow.

Based on interviews with operators and field observations, when the network slows down, especially when delays exceed 40 minutes, employees often restart the Wi-Fi to restore stability. Although this method is effective, it can be time-consuming and reduce productivity.

To address this issue, the organization has taken several measures to sustain employee motivation during network disruptions. These include providing backup access through manual offline forms and local performance records stored on internal computers, which can later be uploaded or synchronized once the network connection stabilizes..

2. Conducting Internal Mentoring

IT mentoring and training are essential to address the confusion and lack of understanding among civil servants in operating the e-Kinerja system at the Donggala Regency Community and Village Empowerment Office (*DPMD*). The success of these efforts largely depends on the IT proficiency of the civil servants themselves. When employees face difficulties in using the application, the *DPMD* provides internal mentoring conducted by a designated operator team. Mentoring and training are only effective when employees possess adequate IT skills, as the e-

Kinerja application relies heavily on digital literacy. Therefore, improving IT competence is a prerequisite for the successful use of the e-Kinerja system.

3. Proposing a Budget for Outreach and Technical Training

Proposing specific budget is necessary when existing financial allocations are insufficient. Based on observations and interviews, the *DPMD* has taken steps to provide training and technical guidance for staff by coordinating with the Donggala Regency Government to secure funding for these activities. The proposed budget is intended to support education, training, and technical guidance programs that enhance employee competencies, particularly in Information Technology (IT) and personnel management systems, including the effective use of the e-Performance application.

Conclusion

Based on the results of this research, several conclusions were drawn as follows.

1. The competency of civil servants in implementing the e-Performance application through the preparation and assessment of *SKP* at the Donggala Regency Community and Village Empowerment Office is generally good in terms of traits, self-concept, and knowledge. However, challenges remain in the areas of motives and skills.
2. The main obstacles to civil servant competency in implementing the e-Performance application include:
 - a. Lack of employee motivation
 - b. Limited understanding among civil servants in using the e-Performance application
 - c. Insufficient outreach and technical training
3. Several measures to overcome these obstacles include::
 - a. Enhancing employee motivation
 - b. Providing internal mentoring
 - c. Proposing a dedicated budget for outreach and technical training

Based on the findings, the following recommendations are proposed:

1. Improve network infrastructure to enhance employee motivation and support system performance.
2. Conduct continuous outreach, technical training, and mentoring to ensure all civil servants understand the importance of the e-Performance application in promoting accountability.
3. Allocate a specific budget to support outreach and training programs related to digital-based performance management.

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