

Innovator

LEADERSHIP AND COMPETENCE AS STRATEGIC DRIVERS OF FINANCIAL MANAGEMENT PERFORMANCE IN THE PUBLIC SECTOR

..... *Riyandi Sanjaya, Iskandar Ali Alam* 1-18

ONLINE ATTENDANCE SYSTEMS, SUPERVISION, AND EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY IN THE PUBLIC SECTOR

..... *Muhammad Faisal Sidiq, Irma Kharina and M.Jaelani* 19-36

EFFECTIVENESS OF THE IMPLEMENTATION OF THE E-PERFORMANCE-BASED PERFORMANCE SYSTEM AT THE INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE OF NORTH LAMPUNG REGENCY

..... *Dora Fenindy, Winda Raflesia and Ahmad Subur* 37-51

STRATEGIES FOR IMPROVING THE QUALITY OF PUBLIC SERVICE MANAGEMENT FOR THE FERRY CROSSING AT BOM KALIANDA PIER

..... *Bayu Wisnu Setiawan, Bambang Supriyadi and Deni Natalia* 52-67

EDUCATIONAL MANAGEMENT STRATEGIES FOR IMPROVING QUALITY IN THE DIGITAL AGE MADRASAH IBTIDAIYAH AL-HIKMAH, BANDAR LAMPUNG

..... *Karola Sukma Astasia and Aminah* 68-78

Journal of General Business, Innovator and Entrepreneurship	Pages 1-78	Bandar Lampung, Maret 1, 2025
--------------------------------------------------------------------	-------------------	--------------------------------------

2st Edition, 2025

Editorial Board

Editor In Chief

Andala Rama Putra Barusman, Universitas Bandar Lampung, Indonesia

Reviewer

Tina Miniawati Barusman, University of Bandar Lampung, Indonesia

Leire San Jose, Universidad del Pais Vasco, Spain

Tankiso Moloji, University of Johannesburg, South Africa

Zahid Mahmood, KingAziz University, Saudi Arabia

Kiymet Tunca Caliyurt, Trakya University, Turkey

Jan Stejskal, University of Pardubice, Czech Republic

Edyta Gheribi, University of Lodz, Poland

Papakonstatinidis Leonidas, The TEI of Kalamata, Greece

Executive Editor

İlcut Elif Kandil Göker, Kırıkkale Üniversitesi

Teodora Viorica Farcas, Universitatea Babes-Bolyai, Romania

Jana Kliestikova, University of Zilina, Slovak Republic

Mario Ianniello, Udine University, Italy

Jose Luis Retolaza, University of Deusto, Spain

Dalilawati Zainal, University of Malaya, Malaysia

Olena Voronkova, National University of the State Fiscal Service of Ukraine

Published by: Management Study Program Graduate School Universitas Bandar Lampung

Address: JL. Z.A. Pagar Alam No. 89, Bandar Lampung, Indonesia

Tel. +62-721-789-825; Fax. +62-721-770261

Email: innovator@ubl.ac.id

Effectiveness of the Implementation of the E-Performance-Based Performance System at the Investment and e-Stop Integrated Service Office of North Lampung Regency

Dora Fernindy¹,
Winda Raflesia²,
Ahmad Subur³

University of Bandar Lampung, Lampung, Indonesia

ABSTRACT

Digital transformation in the government sector encourages the implementation of an electronic-based performance system as an effort to improve the effectiveness of public services and the quality of civil servant performance. This research aims to analyze the effectiveness of the e-performance system implementation, identify supporting and inhibiting factors for its application, and examine its contribution to the improvement of employee performance. The research uses a qualitative descriptive method with data collection techniques through observation, interviews, and documentation. The research results indicate that the implementation of the e-performance system has not been optimal due to technical constraints and the limited technological capabilities of users. However, support from human resources, online-based systems, organizational policies, and performance incentives also contribute to the sustainability of the system's implementation. The implementation of e-performance also has a positive impact on the improvement of employee discipline, accountability, and productivity. This research shows that the optimization of technological infrastructure and the enhancement of digital competencies are important factors in supporting the effectiveness of e-performance system implementation in the government environment.

Keywords: *Effectiveness, Implementation, e-Performance, Performance Assessment.*

INTRODUCTION

Digital transformation in the public sector encourages government organizations to enhance service effectiveness, transparency, and accountability of apparatus performance (Elsafty & Yehia, 2023). In this context, human resources become a strategic factor that determines the success of the organization in facing technological developments and the demands of bureaucratic reform. Menurut Gao & Zhang (2022), the control function in human resource management plays a crucial role in performance evaluation and improvement to effectively achieve organizational goals. Furthermore, the increasing demand for public accountability toward government institutions also drives the need for improving the performance quality of civil servants (Manaf et al., 2023).

As part of bureaucratic reform, the government implements an electronic-based governance system through the use of information technology in the management of administration and employee performance. One of its implementations is the e-performance system, which is designed to support the processes of measuring, reporting, and evaluating performance in a more objective, transparent, and integrated manner (Rahayu et al., 2021). The application of this system also aims to improve discipline,

2st Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

accountability, and work efficiency of the apparatus thru a digital reporting mechanism that is more measurable compared to manual methods.

The implementation of e-performance is not only related to the use of technology but is also influenced by the readiness of human resources, organizational culture, and policy support (Ismawati et al., 2021). Employee competence and the ability to adapt to digital systems are important factors in determining the success of e-performance implementation (Ismawardani et al., 2026). On the other hand, systematic performance evaluations can serve as instruments to enhance motivation, responsibility, and productivity of personnel in carrying out the tasks and functions of the organization.

Although it has been implemented in various government agencies, the implementation of e-performance still faces several obstacles, such as limited technological infrastructure, network disruptions, low digital literacy, and employee resistance to changes in work systems. Additionally, the performance evaluation process in some organizations is also considered not fully objective. These conditions indicate that the effectiveness of e-performance implementation is not only determined by the technology system but also by the organization's readiness and the quality of human resource management.

Previous research generally discusses the implementation of e-performance from a technical aspect or its impact on employee work discipline. However, studies that comprehensively examine the effectiveness of e-performance implementation by considering supporting factors, inhibiting factors, and its contribution to improving the performance of civil servants are still limited. Therefore, this research aims to analyze the effectiveness of e-performance system implementation, identify the factors influencing its application, and review its contribution to enhancing the performance of civil servants. This research is expected to provide theoretical and practical contributions to the development of digital-based governance.

LITERATURE REVIEW

a. Effectiveness of System Implementation

Effectiveness refers to the ability of an organization or program to achieve predetermined goals accurately and efficiently. According to Werdhiastutie et al. (2020), effectiveness can be understood as the level of success of an organization in carrying out tasks and achieving previously planned objectives. Meanwhile, Pratiwi et al. (2025) explain that effectiveness is related to the optimal utilization of resources, facilities, and infrastructure to produce outputs that align with the organization's goals. In the context of public organizations, the effectiveness of digital system implementation can be seen thru the achievement of goals, integration, and the organization's ability to adapt to technological changes (Apridiyanti et al., 2020).

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

Previous research shows that the implementation of an electronic-based performance system can enhance the effectiveness of employee performance reporting and evaluation. Research by Ismawardani et al. (2026) found that the use of e-performance was considered quite effective in improving employee performance through indicators of quantity, quality, time, and cost of work. Similar findings were also presented by Inariude & Mohammed (2024) who stated that the effectiveness of e-performance is influenced by system relevance, assessment sensitivity, acceptability, and system usability. Thus, the effectiveness of system implementation is not only determined by the technology used but also by the organization's ability to manage the adaptation and performance evaluation processes sustainably.

b. Policy and Digital System Implementation

Implementation is the process of executing policies, strategies, or programs into concrete actions to achieve specific goals (Yufendra et al., 2024). According to Asmawa et al. (2024), implementation is the process that connects policies with actions and the desired outcomes. Meanwhile, Shcherbakova et al. (2020) explain that implementation is influenced by the content of the policy and the context of implementation, including communication, resources, organizational capacity, and environmental conditions. Therefore, the success of digital system implementation is greatly influenced by the organization's readiness and the human resources' ability to adapt to changes in work systems (Barusman et al., 2024).

Various studies show that the implementation of digital systems in public organizations still faces several challenges, such as resistance to change, limited resources, and low organizational coordination. Research by Safna (2026) found that the implementation of the e-performance system can enhance the effectiveness of employee performance reporting and support the performance allowance assessment process. However, the research also highlights the importance of policy support and organizational readiness in ensuring the successful implementation of the system. Thus, the implementation of digital systems requires the integration of technology, organizational communication, and bureaucratic readiness to optimally achieve the goals of bureaucratic reform.

c. E-Performance System

Performance is the work result achieved by individuals or employees in carrying out their tasks and responsibilities in accordance with the organization's established goals (Alamsyah et al., 2024). The e-performance system is an information technology-based system used to manage, monitor, and evaluate employee performance electronically (Rifqiansyah & Yuliantini, 2023). According to Ardiansyah & Nurindahwati (2026), e-performance is an application that supports the improvement of organizational and individual performance through a more measurable assessment system. This system allows the process of reporting and evaluating performance to be conducted more objectively, transparently, and integratively compared to manual methods. In addition, e-performance also serves as an instrument for supervision and a basis for awarding or providing allowances based on work achievements.

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

Previous research shows that the implementation of e-performance contributes positively to the improvement of employe discipline, motivation, and productivity. Research by Paramata et al. (2024) found that the implementation of e-performance is capable of increasing employe work motivation thru a more measurable target recording and work realization system. Other studies by Naibaho et al. (2025) and Rekawani et al. (2020) indicate that the implementation of e-performance contributes to the improvement of employe discipline and performance achievements. However, some studies also show that the implementation of e-performance still faces technical constraints, limitations in digital competencies, and employe resistance to changes in the electronic-based work system.

d. Conceptual Framework

This research is based on the assumption that the implementation of the e-performance system is part of the digital bureaucratic reform aimed at improving the effectiveness of apparatus performance management. The implementation of the system is influenced by various factors, such as human resource readiness, technological support, organizational communication, and institutional policies. The effectiveness of the implementation is then reflected thru increased transparency, accountability, work discipline, and employe productivity in carrying out organizational tasks.

In this study, a conceptual framework is used to explain the relationship between the implementation of the e-performance system, supporting and inhibiting factors, and its contribution to the improvement of civil servant performance. Since this research employs a qualitative descriptive approach, it does not use hypotheses but rather focuses on an in-depth understanding of the phenomenon of e-performance system implementation based on empirical conditions in the field.

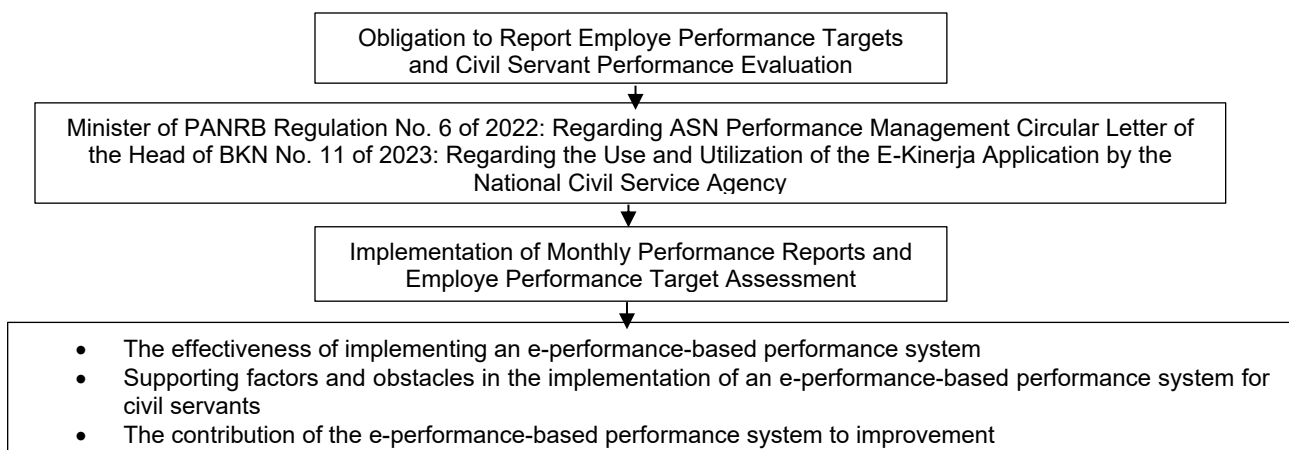


Figure 1. Conceptual Framework

Source: Processed data, 2025

METHODOLOGY

This research uses a qualitative descriptive approach with a case study method to analyze the effectiveness of implementing an e-performance-based performance system in a public organization

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

environment. The qualitative approach was chosen because it can provide a deeper understanding of the phenomenon of digital system implementation, including the experiences, perceptions, and dynamics that occur during the system implementation process. According to Farquhar et al. (2020), qualitative data is data in the form of words, sentences, or images used to comprehensively describe a phenomenon. This approach allows researchers to explore various factors influencing the implementation of e-performance in more detail thru direct observation of empirical conditions in the field.

The object of this research is the Investment and One-Stop Integrated Service Office of North Lampung Regency, located at Jalan Soekarno Hatta No. 75, South Kotabumi District, North Lampung Regency. The agency was chosen because it has implemented the e-performance system as part of the management of civil servant performance and the provision of additional employe income. Nevertheless, the implementation of the system still faces several obstacles, such as employe resistance to changes in work systems, limited understanding of technology, and network and server disruptions that affect the effectiveness of e-performance implementation. The research was conducted from January to February 2025 to observe the system implementation process and its impact on employe performance improvement.

Data collection techniques were carried out thru observation, interviews, and documentation. Observation is used to directly observe the implementation process of e-performance and employe behavior in using the system. Interviews were conducted in a structured manner with seven informants consisting of leaders, structural officials, and staff directly involved in the implementation of e-performance. Informants were purposively selected based on their involvement and understanding of the implemented system. Documentation is used as supporting data in the form of work reports, performance evaluation documents, regulations, and archives related to the implementation of e-performance.

The validity of the data in this study was tested using source triangulation, technique triangulation, and time triangulation to ensure the validity and credibility of the obtained data (Farquhar et al., 2020). Data analysis was conducted using an interactive model, which includes the stages of data collection, data condensation, data presentation, and conclusion drawing (Farquhar et al., 2020). The analysis process is conducted continuously throughout the research, allowing the researchers to gain a deeper understanding of the effectiveness of the e-performance system implementation, supporting and inhibiting factors, as well as its contribution to the improvement of civil servant performance.

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

RESULT AND DISCUSSION

RESULT

a. Organizational Profile and Research Setting

The Investment and One-Stop Integrated Service Office of North Lampung Regency is a regional apparatus established based on North Lampung Regency Regional Regulation Number 5 of 2016 and reinforced thru North Lampung Regent Regulation Number 31 of 2017. This agency is tasked with providing integrated investment, licensing, and non-licensing services to support public services and the regional investment climate.

Operationally, this agency has two service locations. The secretariat and several technical fields are located at Jalan Soekarno Hatta No. 75, Kotabumi Selatan District, while the licensing and public complaint services are located at the Lampung Utara Regency Public Service Mall Building on Jalan Jenderal Sudirman No. 19, Kotabumi District.



Figure 2. Office Building of the Department of Investment and One-Stop Integrated Services of North Lampung Regency placed here

Source: Processed data, 2025

Lampung Utara Regency officially became part of Lampung Province based on Law Number 14 of 1964. As regional governance developed, various regional apparatuses were established to support public services, including the Investment and One-Stop Integrated Service Office of North Lampung Regency. This agency was initially named the One-Stop Integrated Service Office (KPTSP) in 2007, then changed to the Investment and Licensing Office (KPMP), subsequently becoming the Investment and One-Stop Integrated Service Agency (BPMPTSP), and finally, in 2016, it officially became the Investment and One-Stop Integrated Service Office.

b. Geographical and Topographical Conditions

North Lampung Regency is located at 4°34'–5°06' South Latitude and 104°40'–105°08' East Longitude and borders Way Kanan Regency to the north, Central Lampung Regency to the south, Tulang Bawang Regency to the east, and West Lampung Regency to the west. This area has an area of approximately

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

2,725.63 km² or 7.72% of the total area of Lampung Province, with varied topography ranging from hills to lowlands. Lampung Utara Regency also has a tropical climate with an average temperature ranging from 26.9°C to 27.8°C.

Table 1. Area of North Lampung Regency by District

No	District	Area (Hectares)
1	Bukit Kemuning	11,498
2	Abung Tinggi	13,306
3	Tanjung Raja	33,170
4	Abung Barat	6,008
5	Abung Tengah	9,193
6	Abung Kunang	4,020
7	Abung Pekurun	18,347
8	Kotabumi Kota	5,911
9	Kotabumi Utara	17,519
10	Kotabumi Selatan	17,941
11	Sungkai Selatan	10,422
12	Sungkai Jaya	5,220
13	Sungkai Barat	6,896
14	Sungkai Utara	12,759
15	Sungkai Tengah	11,160
16	Hulu Sungkai	9,263
17	Bunga Mayang	12,576
18	Muara Sungkai	11,869
19	Abung Surakarta	11,051
20	Abung Timur	10,447
21	Abung Semuli	9,688
22	Abung Selatan	14,136
23	Blambangan Pagar	14,135

Source: Processed data, 2025

Based on these geographical and administrative conditions, the Investment and One-Stop Integrated Service Office of North Lampung Regency plays an important role in supporting public services and managing investment in various sub-districts within North Lampung Regency.

The Investment and One-Stop Integrated Service Office of North Lampung Regency has a vision to realize excellent government apparatus services based on the principles of clean and open government. To support this vision, the office has several missions, namely improving the competence and quality of public service human resources, enhancing the transparency and accountability of services to the community, and optimizing the use of technology and integrated information systems in the delivery of public services. The organization's motto is "serve wholeheartedly, carefully, and not arbitrarily."

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

c. Organizational Duties and Function

Based on the Lampung Utara Regent Regulation Number 18 of 2023, the Investment and One-Stop Integrated Service Office of Lampung Utara Regency has the main task of formulating and implementing regional policies in the field of investment and licensing services. In its implementation, this agency carries out various functions, including the formulation of technical policies, coordination and development of investment service management, promotion of regional investment, administration of licensing and non-licensing services, supervision and evaluation of services, and the execution of other tasks assigned by the regional head in accordance with the provisions of the legislation.

d. Human Resources

DPMPTSP Lampung Utara consists of 40 Civil Servants (PNS) and 5 Honorary Staff/Volunteers who support the implementation of tasks and organizational services. The composition of the employees is presented in the table below.

Table 2. Employee List of DPMPTSP North Lampung Regency

No	Name and Employee ID Number (NIP)	Rank (Grade)	Position
1	Iwan Sagitariza, S.IP., M.H 19741113 201001 1 004	Senior Administrator (IV/b)	Acting Head of Department
2	Winda Miranti, S.H 19730517 199902 2 001	Administrator (IV/a)	Head of Investment Implementation Control and Investment Information Division
3	A. Riskal Fistiawan, S.I.P 19770929 200801 1 001	Administrator (IV/a)	Head of Investment Climate Development Planning and Investment Promotion Division
4	Irawan Jekso Triyanto, S.H., M.H 19740626 200501 1 003	Administrator (IV/a)	Intermediate Expert Licensing Administrator Functional Officer
5	Berta, S.Ag 19720316 200701 2 011	Administrator (IV/a)	Intermediate Expert Licensing Administrator Functional Officer
6	Septinawati, S.H., M.H 19780720 199703 2 002	Administrator (IV/a)	Head of General Affairs and Personnel Subdivision
7	Deska Merly, S.Ag., M.M 19691206 199902 2 001	Administrator (IV/a)	Sub Coordinator of Investment Climate Planning and Development
8	Sirojuddin, S.E., M.M 19760711 200701 1 009	Administrator (IV/a)	Sub Coordinator of Investment Promotion
9	Mira Susilawati, S.E 19800219 201001 2 014	Senior Associate Administrator (III/d)	Sub Coordinator of Finance and Equipment
10	Rinaldi Bachrizal, S.E., M.M 19780610 201101 1 003	Senior Associate Administrator (III/d)	Sub Coordinator of Data Processing and Investment Information Systems
11	Eva Meilina, S.A.N 19820517 201101 2 010	Senior Associate Administrator (III/d)	Sub Coordinator of Monitoring, Supervision, and Guidance of Investment Implementation

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

No	Name and Employee ID Number (NIP)	Rank (Grade)	Position
12	Andi Kesuma, S.Kom., M.M 19731013 200701 1 017	Senior Associate Administrator (III/d)	Sub Coordinator of Planning and Evaluation
13	Sapriyah, S.H 19690927 199203 1 006	Senior Associate Administrator (III/d)	Junior Expert Licensing Administrator Functional Officer
14	Heppy Novita, S.Psi 19711115 200604 2 009	Senior Associate Administrator (III/d)	Junior Expert Licensing Administrator Functional Officer
15	Desi Mayati, S.E., M.M 19821215 200801 2 010	Senior Associate Administrator (III/d)	Junior Expert Licensing Administrator Functional Officer
16	Idon Tabroni, S.E., M.M 19850906 200904 1 002	Senior Associate Administrator (III/d)	Junior Expert Licensing Administrator Functional Officer
17	Ervina Murniati, S.H 19841107 201403 2 004	Administrator (III/c)	Junior Expert Licensing Administrator Functional Officer
18	Nadirsyah, S.E 19710913 200701 1 019	Administrator (III/c)	Junior Expert Licensing Administrator Functional Officer
19	Novian Sunandar, S.E 19801125 201001 1 017	Junior Administrator Level I (III/b)	First Expert Licensing Administrator Functional Officer
20	Novitasari, S.AB 19951102 202012 2 008	Junior Administrator Level I (III/b)	First Expert Licensing Administrator Functional Officer
21	Ahmad Zohri Romadhon, S.M 19950227 202012 1 010	Junior Administrator Level I (III/b)	First Expert Licensing Administrator Functional Officer
22	Sherly, S.E., M.M 19820702 201001 2 012	Administrator (IV/a)	Executive Staff
23	Denti Noni B, S.E., M.M 19701110 199303 2 010	Administrator (IV/a)	Executive Staff
24	Warlini, S.Kom., M.M 19820807 200801 2 015	Senior Associate Administrator (III/d)	Executive Staff
25	Wiwini Pitriana, S.E., M.M 19830614 200904 2 001	Senior Associate Administrator (III/d)	Executive Staff
26	Reni Apriani, S.Pd 19700427 199003 2 002	Senior Associate Administrator (III/d)	Executive Staff
27	Evayani Jayanti, S.T 19800606 200902 2 005	Senior Associate Administrator (III/d)	Executive Staff
28	Surani, S.E 19781205 200801 2 014	Senior Associate Administrator (III/d)	Executive Staff
29	Aryati, S.E 19770206 200801 2 008	Administrator (III/c)	Executive Staff
30	Saprudin Juliansah, S.E 19700707 200904 1 001	Administrator (III/c)	Executive Staff
31	Sri Wahyuni Zen, S.E., M.M 19861208 201001 2 006	Junior Administrator Level I (III/b)	Executive Staff
32	Desi Susanti, S.E 19850509 200904 2 002	Administrator (III/c)	Executive Staff
33	Sri Agustina, A.Md 19740806 201001 2 005	Junior Administrator Level I (III/b)	Executive Staff
34	Zuhelda, A.Md 19860502 201101 2 012	Junior Administrator Level I (III/b)	Executive Staff

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

No	Name and Employee ID Number (NIP)	Rank (Grade)	Position
35	Nico Raka Ferdiyasa, S.M 19930107 202012 1 009	Junior Administrator Level I (III/b)	Executive Staff
36	Rani Andriyani, S.E 19971120 202012 2 009	Junior Administrator Level I (III/b)	Executive Staff
37	Yana Maulana 19790219 200701 1 011	Junior Administrator (III/a)	Executive Staff
38	Adi Suardi 19781122 200701 1 009	Junior Administrator (III/a)	Executive Staff
39	Sukardi 19771223 200801 1 011	Junior Administrator (III/a)	Executive Staff
40	Irhamuddin Hazma 19780912 201001 1 021	Supervisory Officer Level I (II/d)	Executive Staff
41	Siti Mutmainah, S.E	Non-Permanent Staff (TKS)	Staff
42	Ismawati	Non-Permanent Staff (TKS)	Staff
43	Nurul Aini, S.Kom	Non-Permanent Staff (TKS)	Staff
44	Vira Anisa Adami	Non-Permanent Staff (TKS)	Staff
45	Anwar Sadat, S.Kom	Non-Permanent Staff (TKS)	Staff

Source: Processed data, 2025

Based on Table 2, the employees at DPMPSTSP Lampung Utara are predominantly female, while most of the employees are in the age range above 45 years. From an educational perspective, the majority of employees have completed their undergraduate education, and some of them have pursued postgraduate education. This condition indicates that DPMPSTSP Lampung Utara has sufficiently adequate human resources to support the implementation of an electronic-based performance system.

e. Organizational Structure

The organizational structure of DPMPSTSP Lampung Utara is arranged based on the Lampung Utara Regent Regulation Number 18 of 2023 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Devices. The organizational structure is led by the Head of the Department who is responsible for the implementation of policies in the field of investment and licensing services. In carrying out his duties, the Head of the Department is assisted by the Secretariat, which oversees the General and Personnel Subdivision as well as the Functional and Executive Position Groups.

In addition to the secretariat, the organizational structure also consists of several technical fields, namely the Planning, Climate Development, and Investment Promotion Field; the Investment Implementation Control and Investment Information Field; the Licensing and Non-Licensing Service Management Field;

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

and the Complaints, Policy, and Service Reporting Field. Each field is supported by a group of Functional Positions and Executors who have operational tasks according to their respective fields of work. In addition, there is a Regional Technical Implementation Unit (UPTD) that supports the implementation of technical services within the DPMPTSP Lampung Utara. The organizational structure shows the division of tasks, coordination, and integrated work supervision to support the effectiveness of public services and the implementation of the e-performance system within the organization.

DISCUSSION

a. Implementation of the E-Kinerja-Based Performance System

The implementation of the e-performance-based performance system at DPMPTSP Lampung Utara is analyzed thru the aspects of resources, adaptation, and goal achievement. From the resource aspect, the implementation of e-performance has improved employe discipline, especially in the submission of monthly reports that must be input before the 10th of each month as a requirement for the disbursement of Employee Additional Income (TPP). However, supporting facilities such as computers and internet networks are still limited, so their use is done alternately. This is in line with the opinion of Pratiwi et al. (2025) who state that resources and facility support are important factors in the effectiveness of a program.

From the aspect of adaptation, the implementation of e-performance initially caused difficulties for some employes, especially those who were not yet accustomed to using digital technology. Before this system was implemented, performance reporting was still done manually using Microsoft Excel. Adaptation barriers were influenced by limited technological skills, age factors, and suboptimal socialization and training. Nevertheless, the regular use of the system every month and the support from other employes help the adjustment process of employes to e-performance.

Meanwhile, from the aspect of achieving goals, e-performance is considered capable of improving discipline and administrative order because all work reports are documented electronically and evaluated directly by superiors. However, its implementation has not yet been fully effective in improving employe performance quality because most employes are still oriented toward meeting work quantity targets. Additionally, the evaluation process is also considered not fully objective, so performance evaluations have not had an optimal impact on improving employe work quality. This is related to the opinion of Ismawardani et al. (2026) who state that monitoring and evaluating employe performance is necessary to effectively achieve organizational goals, as well as Inariude & Mohammed (2024) who explain that performance evaluations should be conducted objectively and measurably to enhance the quality of employe work.

b. Supporting and Inhibiting Factors in the Implementation of E-Kinerja

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

The implementation of e-performance at DPMPSTSP Lampung Utara is influenced by supporting and inhibiting factors. Based on Edward III's theory, the success of policy implementation is influenced by communication, resources, disposition, and bureaucratic structure. Additionally, Safna (2026) explains that human resource readiness, participation, security, and infrastructure are important components in the implementation of electronic systems.

Supporting factors for the implementation of e-performance at DPMPSTSP Lampung Utara include the readiness of human resources who are already accustomed to using electronic-based service systems such as OSS, Sicantik Cloud, and SIMBG. Employees with technological skills are also actively helping other employees who are still experiencing difficulties in using the e-performance application. In addition, the username and password-based security system is considered capable of maintaining data security and allowing employees to access the system anytime and anywhere. Another supporting factor is the provision of Employee Additional Income (TPP) which encourages employees to be more disciplined in inputting performance reports, as the e-performance assessment becomes one of the main components in the TPP calculation. The implementation of e-performance is also reinforced by government regulations thru the Head of BKN Circular Letter Number 11 of 2023 regarding the use of the BKN e-Performance application.

On the other hand, the implementation of e-performance still faces several obstacles. The main obstacle comes from the limited work facilities, such as the number of computers and laptops, which are still insufficient, requiring their use to be done alternately. In addition, the internet connection and central server often experience disruptions, especially as the report submission deadline approaches. Another obstacle is the low technological proficiency of some employees, particularly those over 45 years old who are not yet accustomed to using digital-based applications. Performance evaluations are also considered not yet fully objective due to personal relationship considerations and the leadership's concerns about the impact of the evaluations on employee TPP. These conditions have caused the implementation of e-performance to not yet run optimally in improving the overall quality of employee performance.

CONCLUSION AND SUGGESTION

a. Conclusions

Based on the research results, the implementation of the e-performance-based performance system at DPMPSTSP Lampung Utara has not been optimal because the main objectives in the management, monitoring, and evaluation of performance have not been fully achieved. However, e-performance still contributes positively to the improvement of discipline, administrative order, responsibility, and punctuality in employee reporting. Supporting factors for implementation include mutually supportive human resources, an online-based system, the provision of TPP, and government regulations, while

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

inhibiting factors include network and server disruptions, limited technological capabilities of employees, and still subjective performance evaluations. This research contributes to the development of studies on digital-based government management information systems while also highlighting the importance of improving digital literacy, technological infrastructure, and the objectivity of performance assessments in supporting the effectiveness of e-performance in government agencies.

b. Suggestion

DPMPSTSP Lampung Utara is advised to improve the quality of technological infrastructure, strengthen training and support for the use of e-performance among employees, and implement a more objective and measurable assessment system to ensure the effective implementation of e-performance. Additionally, the development of a simpler and more user-friendly system is also necessary to support the optimization of e-performance usage. Further research is expected to be conducted in a wider range of institutions with different research approaches to produce a more comprehensive study on the effectiveness of e-performance implementation.

REFERENCES

- Alamsyah, M., Putra Pangestu, R., Asmara, R. S., Rama, A., Barusman, P., & Purnomo, A. (2024). Enhancing Employee Performance through Effective Supervision and Work Discipline at Bandar Lampung Madya Tax Services Office. *ICEBFG Proceedings*. <https://proceedingconference.ubl.ac.id/index.php/icebfg/article/view/102>
- Apridiyanti, A., Suharman, H., & Adrianto, Z. (2020). Successful Implementation of Information Systems in Public Sector Organizations. *Journal of Accounting Auditing and Business*, 3(1), 40–51. <https://doi.org/10.24198/jaab.v3i1.25351>
- Ardiansyah, M. H., & Nurindahwati, Z. (2026). Implementation of the Use of the E-Performance Application in Employee Assessment and Reporting at the High Religious Court of Bali. *Journal of Law, Social Science and Humanities*, 3(2), 52–59. <https://myjournal.or.id/index.php/JLSSH/article/view/519>
- Asmawa, Hakim, A., Hermawan, & Hayat, A. (2024). Transforming Public Policy in Developing Countries: A Comprehensive Review of Digital Implementation. *Journal of ICT Standardization*, 12(3), 337–364. <https://doi.org/10.13052/jicts2245-800X.1235>
- Barusman, M. Y. S., Barusman, T. M., Saptarini, V., & Puspa, A. K. (2024). Gap Analysis In It Human Resources Strategic Planning: Adaptation of Skills With University Technology Needs. *Innovator, Journal of Business Innovation and Entrepreneurship Ethics*, 1(1), 128–132.
- Elsafty, A., & Yehia, A. (2023). Digital Transformation Challenges for Government Sector. *Business and Management Studies*, 9(1), 11. <https://doi.org/10.11114/bms.v9i1.6160>
- Farquhar, J., Michels, N., & Robson, J. (2020). Triangulation in Industrial Qualitative Case Study Research: Widening the Scope. *Industrial Marketing Management*, 87, 160–170. <https://doi.org/https://doi.org/10.1016/j.indmarman.2020.02.001>

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

- Gao, B., & Zhang, X. (2022). Analysis of an Enterprise Human Resource Management Performance Evaluation Model Based on the DEA Method. *Journal of Sensors*, 2022. <https://doi.org/10.1155/2022/4203768>
- Inariude, C., & Mohammed, U. (2024). Impact of E-Performance Management System on Productivity of Selected Manufacturing Companies, Abuja. *Abuja Journal of Business and Management (AJBAM)*, 2(4), 2024. <https://doi.org/10.7118/ajbam-04-2024-56>
- Ismawardani, A., H, H., & Darwis, M. (2026). Implementation Of E-Performance In Improving Employee Work Productivity at The Regional Inspectorate Office Of Palopo City. *International Journal of Public Policy and Bureaucracy E-Mail Address: Ijobub@unm.Ac.Id*, 3(1), 1–13. <https://journal.unm.ac.id/index.php/IJOPAB/article/view/11016>
- Ismawati, T., Siahaan, E., & Sembiring, B. K. F. (2021). Effect of E-Performance, Work Engagement and Organizational Culture on Employee Performance tith Job Satisfaction as Intervening. *Journal Research of Social, Science, Economics, and Management*, 1(6), 680–688. <https://doi.org/10.36418/jrssem.v1i6.84>
- Manaf, H. A., Mohamed, A. M., & Harvey, W. S. (2023). Citizen Perceptions and Public Servant Accountability of Local Government Service Delivery in Malaysia. *International Journal of Public Administration*, 46(12), 823–832. <https://doi.org/10.1080/01900692.2022.2025829>
- Naibaho, R., Asyhadi, A., Gunardi, & Mardiana. (2025). Assessing the Impact of Web-Based e-Performance Applications on Employee Motivation and Discipline: A Quantitative Study in Batanghari Regency. *Quantitative Economics and Management Studies*, 6(3), 391–404. <https://doi.org/10.35877/454ri.qems3964>
- Paramata, M. R., Yakup, Karundeng, D. R., & Hunowu, Z. (2024). Implementation of Performance Evaluation Through E-Kinerja BKN for Improving Apparatus Performance in Pohuwato Regency. *International Journal of Education*, 4(3). <http://pppipublishing.com/index.php/ijessm>
- Pratiwi, R. D., Alisjahbana, B., Subronto, Y. W., Priyanta, S., & Suharna, S. (2025). Implementation of an information system for tuberculosis in healthcare facilities in Indonesia: evaluation of its effectiveness and challenges. *Archives of Public Health*, 83(1). <https://doi.org/10.1186/s13690-025-01507-5>
- Rahayu, N. P. W., Bangaswan, S., MS, M., & Ahadiat, A. (2021). ServiceQuality, EmployeeEthics, BankCustomerTrust: The Role of Size Moderation and Bank Reputation in Indonesia. *International Journal of Pharmaceutical Research*, 13(02). <https://doi.org/10.31838/ijpr/2021.13.02.522>
- Rekawani, Lubis, P. H., & Utami, S. (2020). The Effect of e-Performance on Organizational Performance Mediated by Employee Performance, Disipline and Motivation : Study in Government of Banda Aceh City. *International Journal of Business Management and Economic Review*, 03(02), 17–28. <https://doi.org/10.35409/ijbmer.2020.3165>
- Rifqiansyah, A. I., & Yuliantini, T. (2023). Application of e-Performance and Compensation System to Employee Performance Through Motivation as an Intervening Variable. *Journal Research of Social Science, Economics, and Management*, 02(8), 1675–1687. <https://doi.org/10.36418/jrssem.v2i08.396>

2nd Edition, January, 25

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: dorafernindy@gmail.com

- Safna, E. (2026). Analysis of The Effectiveness of e-Performance as an Instrument for Providinf Performance Allowances to Civil Servants at The Regional Financial and Asset Agency of Kediri Regency. *Interdisciplinary Joournal of Global and Multidisciplinary*, 2(2), 400–410. <https://jurnal-ijgam.or.id/index.php/IJGAM/article/view/249>
- Shcherbakova, L., Zobova, L., Evdokimova, E., & Kusurgasheva, L. (2020). Object and Principles of Digital Policy Implementation. *Proceedings of the Russian Conference on Digital Economy and Knowledge Management*. <http://ec.europa.eu/eurostat/cache/infographs/ict/2018/index.html>
- Werdhiastutie, A., Suhariadi, F., & Partiw, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 747–752. <https://doi.org/10.33258/birci.v3i2.886>
- Yufendra, Handayani, A., Perwira, R. D., Barusman, A. R. P., & Suharyo, A. (2024). Factors Influencing the Success of Electronic-Based Government Policy Implentation. *International Conference on Management, Leadership, and Organizational Science*, 1, 39. <https://doi.org/10.3390/xxxxx>