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Implementation of the E-Performance Application in Increasing Employee Motivation at the Provincial Animal Husbandry and Health Office

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Abstract

The article examines the implementation of the E-Performance application at the Livestock and Animal Health Service Office of Lampung Province, focusing on its impact on employee motivation and performance. Through qualitative research methods, the study highlights how the application facilitates structured performance evaluations, clear work targets, and improved discipline and welfare. Findings reveal that the E-Performance system enhances motivation by aligning job roles with employee competencies, although challenges such as mismatched employee placements persist. The research underscores the significance of digital transformation in governance to foster a motivated and effective workforce. Recommendations include continuous motivation, investment in IT skills, and aligning recruitment with job requirements to overcome existing challenges.

Keywords: *Implementation, E-Kinerja, Motivation.*

1. Introduction

In the modern era, information technology serves as a catalyst for change in governance processes (Hijal Moghrabi & Sabharwal, 2017). Traditional, manual, or analogue government operations must now be replaced with digital systems. A key example is the implementation of E-Performance, an application based on information technology that enhances control mechanisms and provides clear criteria for performance assessment (Nugraheny et al., 2020). Through E-Performance, government officials are continuously monitored in their work, allowing their performance and progress towards achieving targets to be tracked and evaluated (Amalia et al., 2021). The introduction of Law No. 5/2014 on the State Civil Apparatus aims to establish a professional, competent, and competitive State Civil Apparatus, supporting broader efforts in bureaucratic reform.

In the context of bureaucracy, designing digital transformation within an organization must be accompanied by cultural changes at all levels, both lower and upper (Bannykh & Kostina, 2021). These changes are essential due to the rapid pace of technological adoption. The goal of digital transformation is to minimize paper usage (paperless) and accelerate service

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delivery times that were previously lengthy (Lukito et al., 2022). To achieve this goal, the E-Performance application was developed, utilizing information technology with the aim of promoting bureaucratic reform among State Civil Apparatus (Batool et al., 2021). The performance measurement is conducted by comparing actual performance outcomes with the predefined targets (Singh et al., 2020). Subsequently, a performance evaluation is carried out, which combines the assessment of performance targets and work behavior, based on the data gathered from the performance measurement process (Ohlig et al., 2020). During the evaluation, obstacles encountered in the work execution are analyzed to provide feedback, formulate improvement recommendations, and finalize the evaluation results (Puspitasari et al., 2023).

Performance appraisal can also function as a tool to enhance motivation, as one of its aims is to encourage employees to perform better (Faisal et al., 2021). By fostering higher motivation, it is expected that civil servants will work more effectively and with greater commitment toward achieving organizational goals (Barusman & Virgawenda, 2019). This can be accomplished through the enforcement of motivation, which may include applying appropriate disciplinary actions, giving praise, and rewarding high-performing employees (Karepesina, 2023). Observations at the Livestock and Animal Health Service Office of Lampung Province in 2023 revealed that employee performance was suboptimal, mainly due to low motivation levels. Over the past three months, recurring issues have caused delays in completing tasks within the scheduled timeframe. Analysis of employee E-Performance scores indicates that assessments have not met the desired standards, with certain factors contributing to the lack of variation in the results, which do not fully reflect the employees' actual performance.

Given the current circumstances concerning the implementation of the e-Kinerja application and the observed low motivation among employees—conditions that are believed to be interrelated—the researchers conducted an analysis of previous studies alongside the phenomena occurring at the Livestock and Animal Health Service Office of Lampung Province. This analysis allowed the researchers to identify distinctions between prior research and their proposed study. Building on the issues outlined in the background, the researchers are motivated to undertake a more in-depth investigation.

2. Literature review

Implementation E-Performance

E-performance is a digital application designed to monitor and evaluate employee performance by enabling users to input their daily work data for managerial approval (Kawiana, 2023). As a representation of e-government, E-Kinerja not only aims to enhance organizational performance but also to improve employee well-being, regardless of their status as government employees (Riany, 2021). To effectively assess the impact of E-Kinerja, it is essential to evaluate its utility and cost-effectiveness, as these factors serve as critical indicators of its overall effectiveness as an e-government application (Lasmana et al., 2023). (Dibie & Quadri, 2018) offers another interpretation of performance, defining it as the achievements or successes that employees attain in fulfilling their assigned tasks and responsibilities. The greater the employees' ability to execute their duties effectively, the higher their overall performance. Therefore, it is crucial to ensure that employees are positioned in roles that align with their strengths to maximize their potential (J. Wang et al., 2023). Based on various

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perspectives on performance, it can be concluded that the definition of performance encompasses the achievement of work outcomes by individuals. Therefore, performance serves as a reflection of the results obtained by an individual or a group. Consequently, the success or failure of an organization depends on its overall performance (Paulus, 2022).

Performance monitoring through web-based applications represents a key method for implementing e-government initiatives. The primary goal of assessing work performance is to promote the objective development of Civil Servants, emphasizing a system centered on work performance and career advancement (Mpabanga, 2016). This assessment process is integral to performance management, beginning with the establishment of Employee Work Targets. These targets include benchmarks related to various aspects such as quantity, quality, time, and cost for each assigned task (Puspitasari et al., 2023). By leveraging technology for performance evaluations, organizations can significantly reduce administrative costs while enhancing both effectiveness and efficiency (Kawiana, 2023). This system allows the government to monitor employee performance on a daily basis, which encompasses tracking attendance, documenting daily activities, evaluating Employee Work Targets, assessing work behavior, and reviewing overall performance (Thusi et al., 2023). Furthermore, the performance application can also display additional income allowances, living allowances, and holiday bonuses, all aligned with the previously recorded performance data. To ensure transparency and accountability, performance reports must be accompanied by supporting evidence, including documentation of employee work results for the specified evaluation period (Sylqa & Neziraj, 2022).

Motivation

Motivation is a comprehensive process that involves instilling work incentives in employees, thereby enabling them to actively contribute to the efficient and cost-effective attainment of organizational objectives (Turabik & Baskan, 2015). A critical factor that influences motivation is satisfaction, which refers to the sense of fulfillment derived from engaging in various activities and receiving rewards for one's efforts. This notion of motivation is multifaceted; it encompasses a set of attitudes and values that propel individuals toward achieving specific goals aligned with their personal aspirations (Salleh et al., 2016). Although these attitudes and values are intangible, they play a vital role in empowering individuals to take proactive steps toward goal attainment (Bhatnagar & Aggarwal, 2022). Essentially, motivation consists of two key components: behavior, which pertains to the actions taken to achieve goals, and the intensity of that behavior, which reflects the level of effort an individual invests in their work (Muthuri et al., 2020). Ultimately, effective motivation can inspire employees to exert themselves, facilitating the achievement of their personal objectives while simultaneously enhancing overall productivity (Syahrul et al., 2023). This increase in productivity, in turn, contributes significantly to the success of the organization. According to (Basalamah & As'ad, 2021) specifically, there are three main sources of motivation: (1) opportunities for growth, (2) the nature of the work, and (3) the ability to feel proud to be part of the organization.

The primary objective of motivating employees is to ensure that they fulfill their responsibilities effectively and efficiently (Boryshkevych & Yakubiv, 2023). Additionally, motivation is crucial for maintaining and enhancing morale, enthusiasm, and passion for work (Perkasa et al., 2023). It also helps cultivate a sense of achievement within the organization,

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which can stimulate healthy competition among individuals or teams (Sohrabi et al., 2020). While the work environment significantly influences employee motivation, it is important to note that not all employees derive their motivation solely from their surroundings (Karepesina, 2023). Some individuals are inherently self-motivated and do not depend on external factors for encouragement. Ultimately, motivation serves as the driving force that compels individuals to take action. It is an internal impulse shaped by both internal and external factors, guiding behavior toward the completion of tasks (Alya et al., 2022).

Research Framework

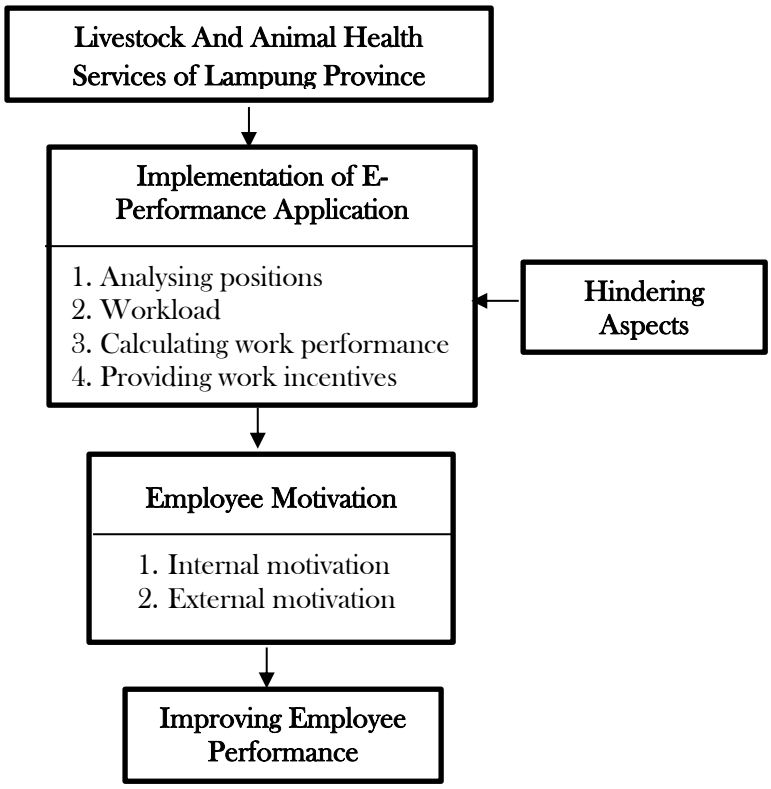

Figure 1. Framework

3. Methodology

Based on the background, problems, and objectives of this study, the researcher posits that a descriptive qualitative research design is most suitable. This approach aims to explore the implementation of E-Kinerja in enhancing employee motivation at the Livestock and Animal Health Service Office of Lampung Province. To achieve this, data will be collected directly from informants in the field through interviews and document analysis. Qualitative research is characterized by its ability to yield insights that are not attainable through statistical methods or other forms of quantification (Ipa et al., 2020). It is particularly effective for investigating aspects of community life, historical contexts, behaviors, functional organizations, social movements, and kinship dynamics (Sibbald et al., 2021). This methodology enables a comprehensive understanding of the complexities involved in the research topic (Tzagkarakis & Kritas, 2023).

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In this study, the participants were employees from the Livestock and Animal Health Service Office of Lampung Province, selected through purposive sampling for interviews. The data collection methods utilized in this research included two primary types: observation and interviews. Observation is characterized by its distinct features compared to other methods, such as interviews and questionnaires. In this research, interviews were the main tool for data collection and were conducted according to established interview and observation frameworks. Documentation studies were also employed as supplementary sources of data. As a result, the author interviewed a variety of informants, specifically (1) the Head of Service, (2) the Head of the Business and Post-Harvest Division, (3) the Head of the General and Personnel Subdivision, (4) Attendance Operator Staff, and (5) E-Kinerja application Operator Staff.

This research involves three main components in the data analysis process: (1) data reduction, (2) data presentation, and (3) conclusion drawing or verification. Each of these components plays a crucial role in the overall analysis and is interrelated, ultimately influencing the final results. The study is conducted at the Livestock and Animal Health Service Office of Lampung Province.

4. Research Results and Discussion

Implementation of E-Kinerja Application in the Livestock and Animal Health Service Office of Lampung Province

The E-Kinerja application has been utilized at the Livestock and Animal Health Service Office of Lampung Province since late 2022, with the primary objective of providing employees with clearer daily work targets. This application was designed to streamline the recording of work results, enabling supervisors to monitor and evaluate their subordinates' performance efficiently, thus minimizing unnecessary time and effort. To further explore the impact of the E-Kinerja Application on employee motivation, interviews were conducted with several employees at the Livestock and Animal Health Service Office. The following findings highlight how the implementation of the E-Kinerja Application enhances employee motivation in this office:

a. Analysing job titles

The performance appraisal system must be developed and implemented according to standardized formal procedures based on comprehensive job analysis. This process should be conducted by assessors who possess the necessary qualifications and competencies. Additionally, the results of the appraisal must be meticulously documented. The tools and instruments employed to facilitate job analysis should include job duties, job specifications, and the key tasks and functions associated with positions, all of which should align with the workload analysis of agencies and civil servants.

Based on the analysis conducted through interviews, the findings reveal that the Livestock and Animal Health Service Office of Lampung Province has implemented the E-Kinerja application system, which was developed by the Central Civil Service Agency. This system streamlines employee performance reporting and enables the Central Civil Service Agency to monitor the performance of state civil servants more effectively. Implementing e-performance represents a significant advancement toward enhancing the efficiency of government employees, particularly within the Livestock and Animal Health Service Office of Lampung Province. The

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primary goal of implementing e-performance is to address various challenges related to discipline, work hours, employee performance, and workplace welfare, including performance-related issues within the Livestock and Animal Health Service Office. Overall, the outcomes and effects of E-Kinerja implementation during both the trial and ongoing phases have been largely positive. Notably, there has been a marked improvement in employee discipline compared to the period preceding the introduction of E-Kinerja. Furthermore, employee welfare has also seen enhancements, as indicated by interview responses, largely due to the provision of Additional Employee Income.

The statement from the Head of the Livestock and Animal Health Service Office of Lampung Province underscores that the implementation of e-performance significantly enhances employee motivation. Specifically, as the electronic Employee Work Targets, electronic tracking of targets and work achievements, and the integrity of attendance improve, there is a corresponding increase in employee motivation. This boost in motivation encourages employees to enhance their performance and optimize the prestige associated with their roles.

b. Employee Workload

According to (Dlamini et al., 2022), job placement plays a crucial role in enhancing employee performance, as appropriate placement fosters more effective execution of duties. Supporting this perspective, (T. K. Wang & Brower, 2019) asserts that when individuals are positioned according to their skills and expertise, they are more likely to engage enthusiastically in their responsibilities, which ultimately leads to improved performance. This alignment between employees' capabilities and their roles not only boosts morale but also contributes significantly to overall organizational efficiency.

The interviews conducted indicate that an employee's capacity to deliver services relies not only on the quantity of human resources available but also on the competence of these personnel in effectively supporting policy implementation. This finding highlight that possessing a sufficient number of qualified staff is crucial for ensuring that policies are executed both appropriately and efficiently.

Based on the observations, the researcher found that employee placement within the Livestock and Animal Health Service Office of Lampung Province is consistently determined by relevant work experience. This approach ensures that evaluations of employees' backgrounds guide their assignments, rather than relying on arbitrary selection. However, this practice does not extend to newly appointed employees, as some have been assigned to roles that do not align with their official appointment decrees. This inconsistency could lead to potential disruptions in workflow. Furthermore, activities within the E-Kinerja system can be customized to align with employees' designated fields, while still adhering to the stipulations of their official appointment decrees.

c. Calculating Work Achievement

The performance appraisal of civil servants is a systematic evaluation carried out by designated appraisal officials, focusing on employees' work targets and

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behaviors. Work achievement refers to the outcomes attained by each civil servant within an organizational unit, which are assessed against their established work targets and expected behaviors. In this context, an employee's work target serves as a work plan that outlines the goals a civil servant is expected to accomplish. By evaluating these elements, the performance appraisal process aims to provide a comprehensive assessment of individual contributions to the organization.

The results of the interviews indicate that the performance assessment of civil servants is grounded in several key principles: objectivity, measurability, accountability, participation, and transparency. This assessment encompasses elements related to Employee Performance Targets as well as work behavior. In the implementation of the E-Performance Application system, supervisors are expected to actively monitor and oversee their employees' work. It is crucial for them to be both proactive and responsive in offering guidance, ensuring that employees accurately complete their performance reports. Furthermore, supervisors should not hesitate to reprimand subordinates who neglect to submit these reports. This situation is exemplified by instances where some employees only complete their reports after receiving a reprimand, highlighting the importance of fostering discipline among staff.

At the end of each month or at the beginning of the following month, supervisors approve their subordinates' performance through the E-Kinerja Application system, as mandated by the Central State Personnel Agency. On a daily basis, supervisors are responsible for overseeing their subordinates' work in alignment with their respective duties and functions, encouraging them to independently meet the Employee Performance Targets assigned to each individual. If a supervisor does not approve an employee's work, the employee may incur a 25% reduction in their performance allowance, which is determined by their position classification according to existing regulations. Throughout this assessment process, supervisors are entrusted with the responsibility of holding their subordinates accountable for their work.

d. Provision of Work Incentives

The implementation of the E-Performance application significantly enhances performance, improves discipline, and optimizes the use of electronic attendance systems, thereby reducing the potential for fraud or data manipulation regarding employee attendance. In evaluating employee discipline at the Lampung Province Animal Husbandry and Animal Health Service, the primary focus is on employee attendance. Attendance can be examined from two perspectives: being present at the office and being absent from it. Both attendance and absenteeism are critical components of office management, as they are directly related to employee performance. Furthermore, the patterns of employee presence and absence in the workplace serve as indicators of the overall orderliness and effectiveness of the organization.

Based on the interview results, the implementation of e-performance has significantly improved employee attendance levels. Employees who previously had poor attendance are now more engaged, although many primarily attend work to meet the requirement of clocking in for Additional Employee Income. Currently, e-performance is primarily utilized to evaluate the percentage of additional employee

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income, which is determined by a performance achievement rate of 60%. This rate is assessed based on the completion of daily reports, with a cumulative target of at least 120 hours per month, alongside a 40% attendance rate. The amount of allowance received is directly linked to the daily performance reports submitted through the application. Consequently, State Civil Apparatus are motivated to complete their performance reports via the E-Performance application. This allowance provision serves as an incentive, encouraging State Civil Apparatus to improve their performance and adhere to discipline in fulfilling their tasks and submitting their performance reports.

Analysis of Employee Motivation at the Animal Husbandry and Animal Health Service of Lampung Province

a. Internal Motivation

Motivation is a critical component in the organizational control process. Effectively measuring motivation involves a continuous, ongoing set of activities aimed at monitoring and guiding the organization to ensure it remains aligned with its planned objectives. This process helps maintain focus on the organization's goals, ensuring that operations proceed as intended and adjustments are made when necessary.

The interview results revealed that employee motivation plays a crucial role in improving the performance of the State Civil Apparatus. Leaders have the responsibility to provide consistent motivational support to ensure that employees remain productive and continuously enhance their performance. Showing respect and attentiveness toward subordinates is a valuable leadership asset, as it helps employees feel recognized and appreciated. At the Livestock and Animal Health Service of Lampung Province, internal motivation is reinforced through the provision of various incentives, which encourage employees to effectively fulfill their responsibilities. This, in turn, shapes their behavior towards achieving organizational objectives and fosters responsiveness in completing assigned tasks. Motivational strategies also include offering opportunities for creativity in improving work discipline and providing avenues for professional growth through education and training programs.

b. External Motivation

To improve employee work discipline, leadership must play a key role in motivating employees to effectively carry out and complete their tasks. This, in turn, promotes a higher level of discipline in the workplace, ensuring that employees remain focused and committed to achieving organizational goals efficiently.

Based on the interview findings, the achievement of work performance targets at the Lampung Province Livestock and Animal Health Service has generally been positive. This is further corroborated by field data from the past two years, which show that employees have performed reasonably well in delivering services to the community. However, the data also highlight certain deficiencies, mainly related to employees' limited ability to provide comprehensive information. Consequently, introducing external motivational factors, such as reward systems, could strengthen employee discipline, foster personal growth, and ultimately enhance overall work performance.

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Inhibiting Factors in the Implementation of Electronic Performance (E-Performance) at the Livestock and Animal Health Service of Lampung Province

The research findings indicate that employee performance at the Lampung Province Livestock and Animal Health Service requires further development. Informants generally reported that employee motivation fell short of optimal levels across the dimensions examined. This suboptimal motivation can be attributed to several limitations, including:

1. Internal work motivation among employees alone is insufficient for the timely completion of tasks, particularly in the context of a staffing shortage that does not align with their areas of expertise. Moreover, a lack of knowledge in the IT sector further impedes employees' ability to perform optimally in technology-based tasks. These factors collectively contribute to decreased efficiency and effectiveness in the workplace.
2. The current work facilities are inadequate, particularly regarding the provision of laptops or PCs for each employee. This deficiency hinders employees from fully utilizing the available infrastructure, ultimately affecting their ability to perform their duties effectively.
3. The bureaucratic culture often neglects the prioritization of work quality, underscoring the necessity for providing ample opportunities to enhance human resource (HR) quality. Achieving this goal can be facilitated through formal education, training programs, and professional development initiatives designed for qualified employees. Such measures are essential for meeting the performance improvement objectives outlined in the established plan. Although it is recognized that these initiatives have not been fully realized, there is also an imperative to improve the quality of work facilities. This includes creating comfortable work environments and ensuring the availability of adequate resources to support employee productivity.
4. The assignment of employees at the Animal Husbandry and Animal Health Service of Lampung Province does not meet the expected qualifications, resulting in a misalignment between job roles and the employees' skills and competencies. This mismatch subsequently leads to suboptimal employee performance. Specifically, not all employees are adequately placed in their respective roles, which negatively affects overall performance cumulatively. Therefore, addressing this misalignment is crucial for enhancing employee effectiveness and improving organizational outcomes.

5. Conclusions and Implication

Conclusion

The findings and discussions of this research lead to several key conclusions regarding the effectiveness of policy implementation. First, the success of such implementation significantly depends on the efficient utilization of available resources, including human resources, budget allocations, and equipment. The study indicates that the human resources at the Lampung Province Animal Husbandry and Animal Health Service Office are adequately equipped to function as effective implementation agents. Moreover, the

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introduction of Electronic Performance (E-Performance) has notably enhanced employee motivation, largely due to the training and socialization efforts that were conducted prior to its implementation. E-Performance has the potential to further boost motivation through both internal and external motivational factors; however, its effectiveness is not yet fully realized, partly because allowances are currently awarded based on performance and attendance reports. Additionally, the implementation of the E-Performance application has positively influenced employee motivation, as reflected in the Government Agency Performance Accountability Report for 2022, which shows a significant increase in performance target achievements in 2023 following the application's rollout. Despite these positive developments, several challenges may impede effective implementation. These include a lack of IT knowledge among employees, insufficient access to personal computers or laptops—which forces reliance on smartphones with data plans for consistent connectivity—and a misalignment in employee placements relative to their job analyses. Such obstacles create difficulties in accurately inputting performance targets into the E-Performance application.

Implication

The recommendations from this study highlight several critical areas for enhancing employee performance and effectively implementing the e-performance application. Firstly, it is vital to provide continuous motivation to employees to strengthen their drive. This can be accomplished through external motivators, such as skill development initiatives, rewards, and increased performance allowances, which will empower employees to excel. Additionally, fostering internal motivation is essential; conducting regular meetings—whether weekly or monthly—to assess the progress of implemented work programs can significantly contribute to this effort.

To overcome challenges that may hinder the effectiveness of the e-performance application, organizations should invest in adequate facilities and infrastructure while also improving employees' information technology (IT) skills. Encouraging discipline in completing performance reports and enhancing the existing features of the e-performance application will further support its successful implementation. Finally, it is crucial to give greater attention to analyzing employee needs during the recruitment process. Ensuring that new hires align with job requirements will help avoid placements that do not match their job analyses, ultimately contributing to improved organizational performance.

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