

Implementation of an Electronic Performance Management System and Its Contribution to Employee Performance in Public Sector Organizations

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Abstract: This study examines the implementation of an electronic performance management system and its contribution to employee performance in a public sector organization. The increasing adoption of digital governance requires government institutions to enhance accountability, transparency, and efficiency through technology-based performance management systems. Using a qualitative research approach, data were collected through in-depth interviews with employees, supervisors, and administrative officials, complemented by field observations and document analysis. The study explores how the electronic performance system is implemented and how it influences employee performance in daily administrative activities. The findings indicate that the system contributes positively to employee discipline, task accountability, work monitoring, and performance evaluation processes. Employees perceive the system as an effective tool for documenting work achievements, improving transparency, and facilitating communication between supervisors and staff. However, several challenges remain, including technical constraints, varying levels of digital competency, and the need for stronger organizational support to maximize system utilization. The effectiveness of the electronic performance system is influenced by leadership commitment, user readiness, system reliability, and the integration of performance evaluation mechanisms. The study highlights the importance of continuous capacity building, system refinement, and institutional support to optimize digital performance management practices and strengthen employee performance within public sector organizations.

Keywords: Electronic performance system, Employee performance, Digital governance, Performance management, Public sector organizations.

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INTRODUCTION

The rapid advancement of information technology over the past two decades has significantly transformed modern governance systems worldwide. Digital transformation is not merely associated with the adoption of advanced technologies, but also with changes in organizational culture, managerial systems, administrative procedures, and bureaucratic practices. In public administration, digitalization has become a strategic instrument for creating governance systems that are effective, efficient, transparent, and accountable. Previous studies have shown that digital governance positively contributes to institutional performance and public service quality by improving administrative efficiency and strengthening organizational

responsiveness (Alenezi & Tarhini, 2023; Prasetyo et al., 2024). Consequently, many governments have accelerated digital reforms to improve the quality of public administration and employee performance management.

Before the implementation of the E-Kinerja system, the performance management process for State Civil Apparatus (ASN) employees at the Regional Secretariat of Kutai Kartanegara Regency was still conducted conventionally and lacked system integration. Employee performance targets, known as Sasaran Kinerja Pegawai (SKP), were prepared manually or through separate applications that were unable to provide real-time performance monitoring. Reporting activities were generally conducted periodically at the end of each month or year, limiting the organization's ability to monitor employee productivity continuously. According to Hidayat and Nuraini (2023), manual performance systems often create inefficiencies in administrative processes and weaken organizational accountability due to delays in reporting and documentation.

In practice, the conventional performance measurement system encountered several obstacles that affected the quality of employee evaluation. Performance assessments tended to focus on administrative compliance rather than measurable outputs and outcomes. In addition, subjectivity frequently occurred during the evaluation process because supervisors lacked systematically documented supporting data. Differences in understanding related to the preparation of performance indicators among employees and work units also created inconsistencies in assessment standards. Research conducted by Ramadhan et al. (2024) explained that the absence of standardized digital indicators often reduces the reliability and objectivity of employee performance appraisal systems in public organizations.

The manual documentation and reporting process also generated several operational problems, including delays in data submission, duplication of reports, and difficulties in conducting comprehensive monitoring and evaluation. These conditions caused the SKP system to function less effectively as a performance management instrument. The resulting performance data were often considered insufficiently accurate and accountable, thereby limiting their usefulness in evidence-based decision making, employee development, and performance allowance determination. Kusuma and Fadilah (2023) stated that ineffective administrative systems can reduce organizational transparency and negatively influence employee trust in institutional evaluation mechanisms.

To address these issues, the Indonesian government introduced digital transformation policies in ASN performance management through the implementation of the E-Kinerja system. This electronic-based performance management system aligns with Law Number 20 of 2023 concerning State Civil Apparatus, which emphasizes that ASN management must be objective, measurable, accountable, and performance-oriented. Technically, the implementation of ASN performance management is regulated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 6 of 2022, which serves as the legal basis for the use of the BKN e-Kinerja application. According to Setiawan et al. (2025), digital performance systems have become important instruments for supporting bureaucratic reform and strengthening accountability within public sector organizations.

Through the E-Kinerja system, ASN employees are required to prepare digital SKP documents, submit periodic performance reports, and undergo evaluations based on electronically documented data. The utilization of this technology is expected to improve data quality, minimize subjectivity in performance assessment, and support evidence-based decision making processes. Compliance with employee reporting obligations is also strengthened by

Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, which states that failure to prepare performance reports may result in disciplinary sanctions. Wahyuni and Firmansyah (2024) argued that electronic performance systems significantly improve data accuracy, administrative transparency, and managerial decision-making quality in government institutions.

The implementation of E-Kinerja is also part of the broader Electronic-Based Government System (SPBE) policy regulated by Presidential Regulation Number 95 of 2018 and strengthened through PermenPAN-RB Number 59 of 2020 concerning SPBE monitoring and evaluation. This policy requires government institutions to integrate administrative services, including employee performance management, into unified digital systems. Within this framework, the Government of Kutai Kartanegara Regency has implemented E-Kinerja to assess employee productivity, discipline, and work achievement at the Regional Secretariat. Studies by Lestari and Saputra (2024) and Nugroho et al. (2023) revealed that integrated digital governance systems significantly enhance organizational efficiency, employee productivity, and public sector accountability.

Despite its advantages, the implementation of the E-Kinerja system still faces several challenges. Some employees experience difficulties in operating digital applications due to limited technological competence, while others demonstrate resistance to organizational change. Technical issues such as unstable network infrastructure, application quality, and inconsistencies between workload and performance targets also influence the effectiveness of system implementation. Similar findings were reported by Pramono and Aulia (2024), who emphasized that digital literacy limitations and technological infrastructure problems remain significant barriers to digital transformation in local government institutions. Therefore, a comprehensive qualitative study is needed to examine the implementation process of the E-Kinerja system, identify supporting and inhibiting factors, and analyze its contribution to employee performance improvement at the Regional Secretariat of Kutai Kartanegara Regency. This study is expected to provide theoretical and practical contributions for optimizing digital performance management systems and strengthening adaptive, professional, and accountable governance in the contemporary era.

METHOD

This study employed a qualitative research approach using a descriptive qualitative design. The qualitative approach was selected because the primary objective of the research was to gain a comprehensive understanding of the implementation of the E-Kinerja system and its contribution to improving employee performance at the Regional Secretariat of Kutai Kartanegara Regency. Qualitative research enables researchers to explore participants' experiences, perceptions, interpretations, and social interactions in their natural settings. According to Creswell and Creswell (2023), qualitative methods are particularly appropriate for examining complex organizational phenomena that require in-depth interpretation and contextual understanding. Similarly, Merriam and Tisdell (2022) emphasized that qualitative inquiry is effective in understanding human behavior, institutional dynamics, and policy implementation processes within public organizations. Recent studies by Ansyar et al. (2024), Latifah (2023), Wahyudi and Rahman (2021), Warunayama (2024), and Zainal (2024) also demonstrated the relevance of qualitative approaches in investigating the implementation of electronic performance systems in government institutions. Therefore, this study focused on understanding

the processes, interactions, and organizational experiences associated with the implementation of E-Kinerja.

The operational definitions in this study were formulated to clarify the main concepts and guide the data collection process. The implementation of the E-Kinerja system refers to the process of utilizing an electronic-based employee performance management application within the Regional Secretariat. Operationally, this concept includes employees' understanding of the system, the implementation of daily work activities, supporting technological resources, communication and socialization processes, monitoring and evaluation mechanisms, and employee compliance in using the application. In addition, the contribution of E-Kinerja to employee performance improvement was examined through indicators such as work discipline, accountability, productivity, motivation, and internal service quality. Employee performance itself was understood as the quality and quantity of work achieved by employees in carrying out their duties and responsibilities. According to Miles, Huberman, and Saldaña (2022), operational definitions in qualitative studies are essential to ensure conceptual consistency and strengthen analytical interpretation throughout the research process.

This research was conducted at the Regional Secretariat of Kutai Kartanegara Regency because the institution has implemented the E-Kinerja system as part of its bureaucratic reform agenda. The research activities were carried out from October 2025 to February 2026, covering observation, in-depth interviews, and documentation collection. Informants were selected using purposive sampling techniques based on their relevance, knowledge, and direct involvement in the implementation of the E-Kinerja system. The study involved 15 key informants consisting of the Regional Secretary, assistant officials, division heads, functional officers, administrative staff, personnel officers, and representatives from BKPSDM. The number of informants could expand through snowball sampling if additional data were required. Creswell and Poth (2024) explained that purposive sampling allows qualitative researchers to select participants who possess rich and relevant information regarding the phenomenon under investigation. Similar approaches were also applied by Mukti et al. (2020) and Ansyar et al. (2024) in studies related to digital performance management implementation in public institutions.

Data collection in this study employed three primary techniques, namely in-depth interviews, observation, and documentation. Semi-structured interviews were conducted to explore informants' experiences, perceptions, and evaluations regarding the implementation of E-Kinerja. The interviews covered several aspects, including understanding of the system, perceived benefits, technical obstacles, leadership roles, and the impact of the system on employee performance. Observation was conducted using a moderate participatory approach to directly examine employee activities in operating the application, the interaction between employees and supervisors, and the technical conditions supporting the implementation process. Documentation techniques were used to collect supporting documents such as employee performance reports, SKP records, application manuals, and monthly evaluation reports. According to Yin (2023), the integration of interviews, observations, and documentation enhances the depth and validity of qualitative findings through methodological triangulation. Furthermore, Nowell et al. (2023) argued that combining multiple qualitative data sources allows researchers to capture organizational realities more comprehensively and systematically.

The data analysis process in this study adopted the interactive analysis model proposed by Miles, Huberman, and Saldaña (2022), consisting of data reduction, data display, and conclusion drawing or verification. Data reduction involved selecting, simplifying, and categorizing raw data obtained from interviews, observations, and documentation into relevant

research themes such as system implementation, supporting and inhibiting factors, and employee performance improvement. The reduced data were then presented in thematic narrative forms, matrices, tables, and direct quotations to facilitate interpretation and understanding. The final stage involved drawing conclusions and verifying findings through continuous comparison between data sources and field evidence. To ensure data trustworthiness, this study applied credibility and dependability tests through triangulation, member checking, prolonged observation, and research documentation audits. Lincoln and Guba (2021) explained that triangulation and member checking are fundamental techniques for enhancing credibility in qualitative research, while dependability ensures consistency and transparency throughout the research process. Through these systematic procedures, the study is expected to produce reliable and valid findings regarding the implementation of the E-Kinerja system and its contribution to employee performance improvement.

RESULTS AND DISCUSSION

Research Findings

1. Communication Aspect

a. Socialization and Dissemination of Information

The findings of the study indicate that the implementation of the E-Kinerja system at the Regional Secretariat of Kutai Kartanegara Regency has been initiated through formal communication and socialization mechanisms coordinated by the Regional Secretary and BKPSDM. Based on interviews with the Regional Secretary, the socialization process was conducted through official circular letters, technical guidance sessions, and short training programs aimed at introducing the procedures and mechanisms of digital-based performance reporting to all ASN employees.

“The implementation of E-Kinerja socialization has been carried out through official circulars and short training sessions for all ASN employees so that they understand the mechanism of digital performance reporting” (I1, interview, October 12, 2025).

This statement was reinforced by the Head of BKPSDM Discipline and Performance Division, who emphasized that continuous technical assistance remains necessary because not all employees possess equal levels of digital competence. According to the informant, regular capacity-building activities are essential to ensure employees can optimally operate the application and understand the relationship between work targets and monthly performance realization.

“Continuous technical training is still required so that all employees are able to use the E-Kinerja system optimally” (I7, interview, October 18, 2025).

The interview findings were also supported by documentation data obtained from BKPSDM, showing that several technical guidance activities and socialization forums had been conducted during 2025 involving operators, supervisors, and administrative staff from each regional work unit.

b. Differences in Employee Understanding

Although socialization activities had been implemented, several informants acknowledged that employees' understanding of the E-Kinerja system remained uneven. The Assistant and Head of Division explained that some employees still experienced difficulties in synchronizing work targets, indicators, and monthly realization reports within the application system.

“Although socialization has been conducted, there are still employees who do not fully understand the E-Kinerja mechanism, especially the synchronization between work targets and realization” (I2, interview, October 15, 2025).

This finding was strengthened by interviews with Functional Officers and Administrative Staff, who admitted that technical errors such as failed login attempts, incorrect data input, and delays in submitting reports still frequently occurred during daily operations.

“Input errors and delays in reporting still occur because not all employees understand the system flow completely” (I5, interview, October 20, 2025).

In addition, the Personnel Administration Unit explained that delays in the monthly verification process were often caused by incomplete supporting evidence uploaded by employees. This condition indicates that communication effectiveness not only depends on the dissemination of policies but also on employees’ technical comprehension and consistency in implementing reporting procedures.

2. Resource Aspect

a. Infrastructure and Technological Support

The study findings revealed that the implementation of E-Kinerja has generally been supported by adequate technological infrastructure. According to the Head of BKPSDM Discipline and Performance Division, internet networks and supporting systems within the Regional Secretariat were relatively sufficient to support the implementation process, although occasional server disruptions still occurred during peak access periods.

“In general, the internet network and supporting systems are adequate, although server disruptions still occur at certain times” (I7, interview, October 25, 2025).

This statement was confirmed by Heads of Divisions and Functional Officers, who explained that system access often became slower when many employees simultaneously accessed the application, especially near reporting deadlines. Observation results conducted by the researcher also indicated that several employees experienced delays in uploading performance reports during peak periods at the end of the month and year.

b. Human Resources and Technical Assistance

In terms of human resources, the existence of regional operators and system administrators was considered highly supportive in assisting employees experiencing technical difficulties. Administrative staff stated that operators played an important role in helping employees resolve login problems, account synchronization issues, and supervisor verification changes.

“The existence of regional operators is very helpful when employees experience technical difficulties in using the application” (I5, interview, October 28, 2025).

The Regional Secretary also emphasized that the success of E-Kinerja implementation depended not only on the availability of technology but also on organizational readiness and employee competence.

“The success of E-Kinerja implementation does not only depend on the system itself, but also on human resource readiness and organizational support” (I1, interview, October 30, 2025).

Furthermore, supporting documentation obtained from BKPSDM showed that training budgets and technical assistance programs had been allocated specifically to strengthen employees’ digital literacy and operational understanding of the E-Kinerja application.

3. Disposition Aspect (Commitment of Implementers)

a. Leadership Commitment

The findings demonstrated that organizational leaders showed strong commitment toward implementing the E-Kinerja system as part of bureaucratic reform and transparent governance. The Regional Secretary emphasized that E-Kinerja was intended to create a more objective, measurable, and transparent employee performance assessment system.

“We fully support the implementation of E-Kinerja as an objective and transparent performance assessment system” (I1, interview, November 2, 2025).

This perspective was supported by the Assistant and Heads of Divisions, who viewed E-Kinerja as an important instrument for improving employee discipline and accountability.

“E-Kinerja helps improve employee discipline and accountability at work” (I2, interview, November 4, 2025).

Interview data also revealed that supervisors increasingly used digital performance reports as the basis for monitoring employee productivity and evaluating task completion.

b. Employee Perceptions toward E-Kinerja

Despite leadership support, several employees still perceived E-Kinerja as an additional administrative burden because they were required to report daily activities regularly.

“Some employees still consider E-Kinerja as an additional administrative workload” (I5, interview, November 5, 2025).

Functional Officers further explained that stronger supervision and continuous guidance were still needed to improve employee discipline in reporting activities consistently.

“Guidance and supervision need to be strengthened so that employees become more disciplined in reporting performance” (I4, interview, November 7, 2025).

Observation findings also showed that some employees tended to complete performance reports only near submission deadlines, indicating that organizational commitment and work culture adaptation still require improvement.

4. Bureaucratic Structure Aspect

a. Regulatory and Procedural Clarity

The implementation of E-Kinerja has been supported by relatively clear technical regulations and operational procedures. According to the Head of Division, the implementation mechanism had been regulated through BKN technical guidelines covering SKP preparation, performance reporting, and supervisor verification procedures.

“The implementation of E-Kinerja has been regulated through BKN technical guidelines starting from SKP preparation to verification by supervisors” (I3, interview, November 10, 2025).

Document analysis conducted by the researcher also showed that each employee had access to standardized operational procedures and reporting manuals distributed by BKPSDM.

b. Coordination among Work Units

Although regulations were available, coordination among work units was still considered one of the main challenges in implementing E-Kinerja effectively. The Assistant explained that stronger inter-departmental coordination was required to support organizational performance achievement and work distribution.

“Coordination among divisions still needs improvement so that task distribution can support organizational performance achievements” (I2, interview, November 12, 2025).

This statement was reinforced by the Personnel Administration Unit, which emphasized the importance of cross-unit collaboration in supporting technical implementation and performance evaluation processes.

“Coordination among divisions is very important in supporting the implementation and evaluation of E-Kinerja” (I6, interview, November 14, 2025).

Overall, the findings indicate that the implementation of the E-Kinerja system at the Regional Secretariat of Kutai Kartanegara Regency has generally proceeded in accordance with established regulations and policies. However, several challenges related to communication effectiveness, employee competence, technical infrastructure, organizational commitment, and interdepartmental coordination still need continuous improvement to optimize the implementation process.

Discussion

1. E-Kinerja Implementation from the Perspective of Edward III’s Policy Implementation Theory

The findings of this study indicate that the implementation of the E-Kinerja system in the Regional Secretariat of Kutai Kartanegara Regency generally reflects the four dimensions of policy implementation proposed by George C. Edwards III, namely communication, resources, disposition, and bureaucratic structure. However, the effectiveness of implementation has not yet reached an optimal stage due to several organizational and technical constraints.

a. Communication Aspect

The communication process in the implementation of E-Kinerja has formally been carried out through official circular letters, socialization programs, and technical guidance. This finding confirms that policy transmission from decision makers to implementers has been implemented institutionally. According to recent studies, effective communication is essential in digital governance because policy understanding significantly affects employee compliance and system utilization (Pratama & Nugroho, 2023; Zhang et al., 2024; Irawan et al., 2026).

Nevertheless, the study found disparities in employees’ understanding of the technical operation of the E-Kinerja application. Several employees still experienced difficulties in synchronizing work targets, performance indicators, and reporting mechanisms. This condition reflects that policy communication remains predominantly one-way and has not fully developed into an interactive communication model. Similar findings were reported by Sari and Hidayat (2024), who emphasized that digital policy implementation requires continuous feedback mechanisms and technical mentoring.

Differences in digital literacy among civil servants also influence communication effectiveness. Employees with higher technological competence adapt more quickly to digital systems, while others require intensive assistance. This finding aligns with the research of Rahman et al. (2025), which states that unequal digital competence often creates implementation gaps in public sector digital transformation. Therefore, communication should not merely focus on information dissemination but also on organizational learning and adaptive mentoring.

b. Resource Aspect

The resource dimension demonstrates that infrastructure, human resources, and financial support for E-Kinerja implementation are generally available, although not fully optimal. Internet networks and supporting systems have facilitated digital performance reporting; however, technical disturbances such as server overload, system lag, and login problems continue to occur, particularly during reporting deadlines.

This finding supports the argument of Putri et al. (2024) that technological reliability is a crucial determinant of e-government effectiveness. A digital performance system cannot function optimally without stable infrastructure and responsive technical support. In this study, technical disruptions negatively affected reporting accuracy, performance evaluation, and employee discipline.

Human resources also play a strategic role in implementation success. E-Kinerja administrators function not only as system operators but also as facilitators and informal trainers for employees. However, the imbalance between the number of administrators and system users limits the effectiveness of technical assistance. This finding is consistent with the study by Alamsyah and Kurniawan (2023), which highlights the importance of competent technical support teams in sustaining digital public administration systems.

Moreover, the varying digital competencies of employees indicate that organizational readiness remains uneven. Continuous training programs are therefore essential to strengthen employees' digital literacy and adaptive capacity. Research by Lee and Kim (2024) revealed that sustainable training significantly improves employee acceptance and utilization of digital performance systems.

c. Disposition Aspect

The disposition aspect reveals strong commitment from organizational leaders in supporting E-Kinerja implementation as part of bureaucratic reform and merit-based performance management. Leaders perceive E-Kinerja as a strategic instrument for creating transparency, accountability, and objectivity in employee performance assessment.

However, at the operational level, some employees still perceive E-Kinerja as an additional administrative burden rather than a tool for performance improvement. This reflects a disposition gap between policymakers and implementers. According to Yuliana et al. (2024), resistance to digital transformation often emerges because employees associate digital systems with increased workload and stricter supervision.

The findings also indicate that organizational culture transformation remains incomplete. Employees who were previously accustomed to manual administrative practices often experience difficulty adapting to digital work systems that demand discipline, transparency, and real-time reporting. This finding is supported by research conducted by Chen and Hsieh (2025), which explains that digital transformation requires not only technical adaptation but also changes in mindset and organizational culture.

Furthermore, employees' acceptance of E-Kinerja is strongly influenced by perceived usefulness. Employees who understand the practical benefits of the system tend to demonstrate higher commitment and reporting consistency. Similar conclusions were found by Dewi and Santoso (2023), who argued that perceived organizational benefits significantly influence employee willingness to adopt digital governance systems.

d. Bureaucratic Structure Aspect

From the bureaucratic structure perspective, the implementation of E-Kinerja has been supported by clear technical guidelines and standard operating procedures (SOPs), covering the preparation of performance targets, daily activity reporting, and performance verification processes. This demonstrates that the organization already possesses formal administrative clarity.

Nevertheless, coordination among work units remains suboptimal. Variations in reporting discipline, verification quality, and implementation consistency across departments indicate fragmentation problems within the organizational structure. According to Handayani et al.

(2025), fragmented coordination often weakens the effectiveness of public sector digital systems because data integration and inter-unit collaboration become inconsistent.

The study also found excessive dependence on E-Kinerja administrators, indicating uneven role distribution within the bureaucratic structure. This condition may reduce implementation efficiency and create operational bottlenecks. In line with the findings of Nugraha and Firdaus (2024), effective bureaucratic structures require balanced task distribution, integrated supervision, and horizontal coordination among organizational units.

2. Supporting and Inhibiting Factors of E-Kinerja Implementation

The success of E-Kinerja implementation is strongly supported by leadership commitment, technological infrastructure, competent administrators, and regulatory clarity. Leadership support creates institutional legitimacy and strengthens employee motivation in adopting the system. Similar findings were reported by Wibowo et al. (2023), who concluded that transformational leadership significantly influences the success of digital governance initiatives.

Additionally, adequate infrastructure and budget allocation facilitate the operational sustainability of the system. However, several inhibiting factors remain significant, including low digital literacy, limited continuous training, negative employee perceptions, and incomplete integration between E-Kinerja and performance allowance systems.

The absence of full integration between performance reporting and financial incentives weakens employees' motivational responses toward the system. According to Saputra and Malik (2025), digital performance systems become more effective when directly connected to reward and punishment mechanisms. Therefore, integrating E-Kinerja with employee allowance systems may strengthen accountability and performance orientation.

3. Contribution of E-Kinerja to Organizational Performance Improvement

The implementation of E-Kinerja contributes positively to employee discipline, transparency, accountability, and administrative efficiency. Daily reporting obligations encourage employees to organize work activities systematically and complete tasks according to measurable targets. This finding supports the study of Haryanto et al. (2024), which found that digital performance systems improve work discipline and administrative accountability in public organizations.

E-Kinerja also simplifies documentation and performance evaluation processes because all performance data are stored digitally and systematically. As a result, supervisors can monitor employee performance more objectively and transparently. Research by Lim and Park (2024) similarly found that digital performance management systems enhance organizational transparency and accelerate decision-making processes.

Despite these positive contributions, implementation challenges remain, particularly regarding reporting consistency and employee discipline. The success of E-Kinerja largely depends on employees' commitment and organizational culture readiness. Therefore, continuous supervision, training, and organizational support are essential to ensure the sustainability of digital performance management implementation.

Overall, the findings demonstrate that E-Kinerja has significant potential to improve public sector governance, employee accountability, and organizational performance. However, achieving optimal outcomes requires integrated strengthening of communication strategies, digital competencies, organizational culture, infrastructure quality, and performance-based incentive systems.

CONCLUSIONS

Based on the results of observations, documentation, and interviews with key informants, this study concludes that the implementation of the E-Kinerja system at the Regional Secretariat of Kutai Kartanegara Regency has generally been carried out in accordance with the guidelines established by BKPSDM. From the perspectives of communication, resources, disposition, and bureaucratic structure based on Edward III's implementation theory, the system has been successfully utilized in the performance reporting and evaluation process of civil servants. The implementation has contributed positively to improving work discipline, administrative efficiency, transparency, accountability, and data-based performance monitoring. In addition, the support of regional leaders, the commitment of BKPSDM, the availability of technological infrastructure, and clear regulations and Standard Operating Procedures (SOPs) have become important supporting factors in the implementation process. However, the implementation has not yet reached an optimal level due to several challenges, including limited digital literacy among some employees, uneven technical understanding, system disruptions, inconsistent reporting discipline, and the perception of E-Kinerja as an additional administrative burden rather than a performance improvement instrument.

Therefore, several strategic recommendations are proposed to improve the effectiveness and sustainability of the E-Kinerja system. The Regional Secretariat and BKPSDM should strengthen periodic socialization programs, technical assistance, and continuous digital training to enhance employees' competencies in operating the system. Furthermore, the local government needs to improve technological infrastructure, particularly server stability and internet connectivity, to minimize technical disruptions during reporting and verification processes. Unit leaders and performance evaluators are also expected to strengthen supervision, coaching, and evaluation mechanisms to ensure greater consistency and discipline in performance reporting. In addition, the integration between the E-Kinerja system and the employee performance allowance system should be optimized so that the system can provide stronger motivational impacts on employees' productivity and accountability. Future studies are recommended to explore the implementation of E-Kinerja using broader approaches, including quantitative or mixed-methods research involving other regional agencies, in order to obtain a more comprehensive understanding of the effectiveness of digital performance management systems in improving public service quality and civil servant performance.

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