



From Manual to Digital: An Innovation in The Performance Appraisal System of Medan City Government Employees

Kiki Farida Ferine¹, Rikha Murliasari², Arif Saefudin³, Fahrudin³

¹ Faculty of Economics and Business, Universitas Pembangunan Panca Budi, Kota Medan

² IPDN Kemendagri, Sumedang rural district ,Jawa Barat

^{3,4} Faculty of Teacher Training and Education, Universitas PGRI Yogyakarta, Yogyakarta

*Corresponding author: kikifarida@dosen.pancabudi.ac.id

Abstract

This research aims to focus on analysing how website-based SKP in Medan City to form Smart ASN is carried out. The method used is a qualitative method with a case study approach. The data collection techniques include in-depth interviews, direct observation or observation, and documentation. Researchers used interactive model analysis as an analysis technique in this study Data analysis begins with reviewing all available data from various sources. After reviewing, the next step is data reduction, unit arrangement, categorisation, and data interpretation. Data presentation was done with narrative text and pictures. The last stage is conclusion drawing or verification, where researchers express findings from the data obtained during the data collection. The results showed that the Medan City Government had encouraged organisational success through professional ASN HR performance management. One method is a measurable employee performance appraisal system using a website-based online SKP management system. The Medan City Government's working mechanism follows the Agile work scale concept. ASN core values have become a strong foundation for strengthening work culture and have become a guide in implementing ASN performance management to support the implementation of e-government towards Smart ASN. Smart ASN is a digital talent and leader supporting bureaucratic transformation in Indonesia. On the other hand, there are weaknesses when giving assessments to ASNs by other ASN colleagues that are often not realised, namely the existence of a culture of reluctance to give assessments. As a recommendation, coordination with the central government can overcome the overlapping management systems implemented to make it easier for ASNs to achieve their performance targets.

1208

AJMESC, Volume 04 Issue 02, 2024



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).



Keywords: service innovation; employee performance appraisal; website; information system; government employee

1. INTRODUCTION

A government agency is a public body of individuals specifically selected to provide public services (Al-Kharabsheh et al., 2023; Ferine et al., 2023; Homauni et al., 2021). To achieve the goals of government agencies, it is very important to manage, mobilise and utilise existing human resources effectively and efficiently (Setiawan et al., 2024). As state servants serving the community by adhering to the vision and mission, the State Civil Apparatus (ASN) should show good discipline in carrying out the assigned tasks (Nursiah, 2017). This is very important because productive and efficient performance will enable optimal results in accordance with the expectations of both the relevant agencies and the community as a whole.

According to Elprama (2017), one of the important attitudes for ASNs is the ability to use and manage time effectively in carrying out their duties, which shows respect for time. In addition, ASN must also have the ability to compete and be professional at work because job demands are increasing. Organisations and employees need each other (Putrikinanty, 2021). If an employee can progress at the agency where he works, the agency and the employee will benefit. According to Sumarto & Sihotang (2021), success for an ASN is an opportunity to actualise their potential and meet their needs, while for the agency, success will be a means towards better growth and development.

An organisation's success in achieving its goals depends on its organisational resources. Organisational resources can be divided into two types, namely human resources and non-human resources (Murliasari et al., 2023; Purba et al., 2022). However, of the two types of resources, human resources are considered the most dominant factor (Astari et al., 2019). Human resources include all individuals who are members of the organisation, each with their roles and functions. Humans are the most important element in the organisation, and the success of the organisation in achieving its goals through various means and facing various challenges, both external and internal, is largely determined by the organisation's ability to manage human resources appropriately (Ramadhan et al., 2019; Sudarso et al., 2023).

Quality human resources is very important to achieve an organisation's goals and expectations, especially in public organisations (Prasetyo & Saefudin, 2023; Rahman & Bahar, 2016). In addition, organisations need to conduct performance appraisals to keep employee performance optimal and in accordance with predetermined goals (Sulasiah,





2019). This performance appraisal evaluates whether employee performance has reached the expected work standards. Employee performance reflects the success or failure to achieve organisational goals (Widayati, 2013). Performance appraisal is based on job descriptions outlined in the duties and responsibilities of each employee, and the assessment is carried out by considering previously set work standards (Akhmadi, 2017; Anwar et al., 2023).

Several previous studies have been conducted on the employee performance system. For example, research on employee performance using online systems or applications in various public or private companies (Erialdy, 2018; Lembong et al., 2021; Ulumy, 2019). Other research was also conducted to focus more on management (Nurjannah, 2015; Wahyuni & Lukito, 2019; Yuningsih, 2018). In addition, research on the use of websites has also been conducted in various regions, such as in Central Java (Sari, 2016), Serang, Banten (Putrikinanty, 2021), in IT schools (Purba et al., 2022), even in private institutions (Nurmawan & Mulyati, 2019). Rahman & Bahar's (2016) research shows that online service innovation can be used as a reference for innovation programmes because it meets the characteristics of innovation, according to Rogers (Dorji et al., 2022). However, there is no research from several previous studies that discusses the assessment of employee performance in Medan City. Therefore, the researcher wants to take a position to fill the research gap.

In Medan City, innovation in performance appraisal information services is carried out through a website-based personnel information system. This is done by the Civil Service and HR Development Agency of Medan City (*Badan Pengembangan Kepegawaian dan SDM Kota Medan*) to deal with various obstacles, such as manual systems through physical letters, which cause piles of archives that are not environmentally friendly; applicants must be present in person, which requires time, energy, and costs, and physical letters are less effective. In the current era of digitalisation, government administration activities at the central and regional levels are increasingly encouraged to be carried out online (Lembong et al., 2021; Ulumy, 2019). This is related to the development of civil service in the future, which has the vision to prepare ASNs who are professional, able to compete, and can cope with the rapid development of the world in various aspects of life (Yuningsih, 2018).

Without adequate competency requirements for ASNs, the state administration system cannot carry out its mission properly (Wahyuni & Lukito, 2019). Therefore, increasing ASNs' competence and performance assessment is an absolute requirement to build a good state administration system and process. ASN performance appraisal is also closely related to the Civil Servant Performance Management System, which, according to Article 1 paragraph (1) of PP No. 30 of 2019, is a systematic process consisting of





performance planning, implementation, monitoring, and performance coaching, performance appraisal, follow-up, and performance information systems. In other words, ASN performance appraisal is based on performance planning at the individual and unit or organisation levels, considering targets, achievements, results, benefits, and ASN behaviour.

The Employee Performance System (SKP) is a tool used to improve the performance of ASNs in carrying out their duties and responsibilities in managing the government. With the SKP, it is expected to create professional and qualified human resources who can provide effective and efficient public services. SKP also provides clear guidelines for employees to achieve their goals in the next year to help them focus on achieving the goals set. Therefore, researchers want to focus the purpose of this research on analysing how website-based SKP in Medan City form Smart ASN.

2. LITERATURE REVIEW

2.1 E-Government Innovation

Innovation is an idea, practice or project perceived as new by individuals or society (Dorji et al., 2022). Innovation includes perception, which allows individuals, communities and social systems to have different views when looking at innovations. While some innovations may have been discovered a long time ago, some individuals still perceive them as new and are still considered innovations. According to Winterling et al. (2016), successful innovation is continuously developing new processes, service products, and service methods that can improve efficiency, effectiveness, and quality of results. Process innovation relates to the regulatory, organisational, and policy changes required for continuous innovation in quality. Service procedure innovation involves improvements in interactions with service recipients or new service delivery methods. Strategic or policy innovation, meanwhile, involves the organisation's vision, mission, goals and strategies, as well as the realities they address. Encouragement from certain parties or observation of innovations made by others can encourage people to innovate.

Innovation characteristics can be used as a factor in assessing the success of innovation. First, relative advantage shows how superior innovation is compared to previous innovations or usual practices. The value of novelty becomes a characteristic that distinguishes innovation from others. Second, suitability measures the extent to which the innovation can be adapted to users' values, experiences, and needs. Innovations that are incompatible with user norms and values will be difficult to adopt. Harmony is also important in creating innovations that suit the needs of a region. Third, complexity indicates the level of understandability and ease of use of the innovation. Innovations that are easy to use will spread quickly. Fourth, innovations must be tested first before being filed for a





patent. Innovations that prove successful in trials will be adopted more quickly. Fifth, observability measures how easily others can see the results of using the innovation. The easier it is to see, the more likely the innovation will be adopted by others and become an example for other regions to follow (Cho, 2015).

Innovation is uniquely characterised as a new way of replacing an old way of producing or doing something (Dorji et al., 2022). However, it is important to remember that the geographical dimension also plays an important role in the perception of innovation. An innovation may be considered new and innovative in one place but already considered old and common in another place that is more advanced in technology application (Street et al., 2007; Venclová et al., 2013). Therefore, innovation assessment should consider a particular place's geographical context and technological developments. In Indonesian policy, public service innovation is directed towards developing E-Government. According to Akhmadi (2017), implementing E-Government, including the Personnel Information System, can improve efficiency, effectiveness, transparency, and accountability in governance through communication and information technology. This e-government work mechanism refers to the Agile work scale mechanism, a software or website development methodology that involves teams working on projects collaboratively and flexibly, focusing on the desired results (Berntzen et al., 2023).

2.2 Employee Performance Appraisal

A performance evaluation system is needed to measure performance to show how well a person or organisation is achieving its goals (Barbosa & Martins, 2007). There are various methods that can be used in performance evaluation, but in general, they can be grouped into two types: past-oriented appraisal methods and future-oriented appraisal methods (Hunuganahalli Paramesh et al., 2020).

Two methods can be used when conducting performance appraisals. First, past-oriented appraisal methods are commonly referred to as Past-based methods. This method measures a person's performance based on his work. Although the advantage is that the assessment is clear and easy to measure, especially quantitatively, the disadvantage is that the measured performance cannot be changed, so it can sometimes be misleading in showing how much potential a person has. Secondly, there are future-orientated performance appraisal methods (Riyadi et al., 2023; Sulistianingsih et al., 2022). This method assesses how much potential an employee has and his ability to set expected performance in the future. Although this method sometimes still uses past-based methods, performance records are still used as a reference for setting expected performance (Hunuganahalli Paramesh et al., 2020; Lin, 2021).





In addition, Homauni et al. (2021) divide performance appraisal methods into two types: methods that focus on individual behaviour or Behaviour Oriented Rating Methods and methods that focus on assessing individual work results or Results Oriented Rating Methods. These two performance appraisal methods aim to strengthen Human Resource Management (HRM), and the role of HR today has undergone significant changes from administrative workers to professional workers with agile characteristics and typical digital literacy in new normal situations. This professional worker in this context is called a "Smart ASN". The achievement of the Smart ASN profile must be reflected in the procurement and competency development process of ASN by encouraging the formation of an HR apparatus who have integrity, nationalism, professionalism, global insight, mastery of information technology (IT) and foreign languages, a high spirit of hospitality and entrepreneurship, and an extensive network of friends.

3. RESEARCH METHOD

The researcher in this study used a qualitative research method with a case study approach because it observes the conditions under study with the intention of interpreting the phenomena that occur (Yin, 2016). Qualitative research is conducted by collecting information from various sources, then analysing the data by asking various questions and procedures and collecting specific data from participants (Creswell & Creswell, 2018; Ollerenshaw & Creswell, 2002). The researcher also used an inductive data analysis method that starts from specific themes to general themes and interprets the meaning of the data. Meanwhile, the descriptive analysis examines the status of groups, conditions, attitudes and views on a social phenomenon and sorts out the data according to the existing situation (Denzin & Lincoln, 2018). In this case study approach, the research was conducted by exploring the use of a website-based work performance assessment information system in the Medan City government.

This research was conducted in Medan City by designing the research subject at the Regional Apparatus Organisation (OPD), namely the Regional Staffing Agency of Medan City Government (*Badan Kepegawaian Daerah Pemerintah Kota Medan*) because it has an innovative program in the field of website-based work performance assessment that focuses on improving performance and improving the quality of human resources to support staffing administration efficiently and effectively. Thus, the main focus of this research is on the preparation of employee performance objectives using the website and its implementation to realise Smart ASN.

In this research, the data collection techniques used include primary data collection conducted directly from the field using several methods, namely in-depth interviews, direct





observation or observation, and documentation (Creswell et al., 2007; Creswell & Miller, 2000). In-depth interviews were conducted by asking open-ended questions and extracting information from informants as a whole, with follow-up questions to obtain more detailed information. There is a list of informants whom the researcher has appointed as data sources. The informant's list consists of various parties, including the Head of the Personnel Management Information System Subdivision, Head of Division, Procurement Officer, Personnel Administration, Head of the Appointment Subdivision, and Civil Servants (Users of the Personnel Information System). In the research, there are several specific criteria that the informants must meet. First, the informant must be able to reflect back on the phenomenon he experienced and its nature and meaning. This aims to obtain natural and reflective data so that it can describe the actual situation. Secondly, informants must have direct experience of events related to the research topic. This criterion is very important in case study research, where informants must be able to provide descriptions from a first-person perspective. Even though the informants are demographically suitable, they cannot be used as informants if they do not have direct experience. This criterion supports the authenticity of the research. Furthermore, informants must be willing to engage in research activities that may take a long time. Finally, informants must be willing to be interviewed and have their activities recorded during the research. By fulfilling these criteria, informants can be a source of valid and accurate research data.

The observation was conducted to observe the phenomenon of using a website-based work performance assessment information system in the Medan City government and record it descriptively, both in the form of quantitative and qualitative data, such as tables, figures, maps, and photographs (Denzin & Lincoln, 2018). Documentation is used to record events that have already occurred, whether in the form of writing, pictures, or others. Meanwhile, secondary data is data obtained from literature books, decrees, regulations, journals, articles, print or electronic media, and other written documents that can be accounted for (Yin, 2016). Secondary data collection is done by collecting the necessary information from literature sources.

After raw data is obtained from observations, interviews, and documentation, the data will be processed and compiled based on the previously compiled data extraction guidelines. The results of interviews with various parties are identified according to the questions asked by the researcher to these informants (Creswell et al., 2007; Lapan et al., 2012). In this case, the researcher will collect data from various sources to gain a better understanding of the innovative use of the website-based work performance assessment information system in the Medan City government.





The researcher uses interactive model analysis as an analysis technique in this research (Miles et al., 2014). According to Miles et al. (2014), interactive data analysis begins with reviewing all available data from various sources, such as interviews, field observations, personal documents, official documents, photographic images, and so on. After reviewing, the next step is data reduction, unit arrangement, categorisation, and data interpretation. Data reduction is done by summarising, selecting key points, focusing on important things, looking for themes and patterns, and discarding unnecessary ones. The purpose of data reduction is to simplify the data obtained during data collection in the field. Data presentation is done with narrative text, tables, and pictures, which cannot be separated from the research objectives to discover the problems. The last stage is conclusion drawing or verification, where researchers express conclusions from the data obtained during the data collection.

4. RESULTS AND DISCUSSION

4.1 SKP Online as e-Government

The Medan City Government continues to encourage the success of the organisation in achieving the goals and objectives that have been set by managing the performance of human resources (HR) as a professional ASN. One of the integrated HR management methods in Medan City is a measurable employee performance appraisal system that can support organisational achievements. Employees in the Medan City Government are considered organisational assets, so it is important to manage and foster them appropriately to achieve performance that supports the vision and mission of the city government. Therefore, ASNs are required to make Employee Work Targets (SKP) based on the agency's annual work plan, which includes job duties and targets to be achieved in one year. Violations of these rules will be subject to disciplinary sanctions in accordance with applicable laws and regulations for ASNs who do not prepare SKP. In addition, the ASN work behaviour assessment will also include several aspects such as service orientation, integrity, commitment, discipline, cooperation, and leadership.

In the Medan Mayor Regulation Number 5 of 2020 concerning Additional Income for ASN Employees of the Medan City Government, there are several provisions that ASN employees must obey. First, every ASN is required to make a work report through the SKP Online Application. Second, the work report must be submitted every first day until the third day of the following month to the immediate superior to be assessed. Third, the immediate superior must verify the work report on the fourth day, and the assessment is final. Fourth, if the immediate superior cannot assess the work report for certain reasons, the assessment can be submitted to the immediate superior of the assessing official or the Head of the



SKPD/work unit. Fifth, for ASN employees who do not submit work reports on the first working day until the third working day of the following month, TPP-ASN will only be given a maximum of 40% of work discipline. Lastly, for appraisal officials who are proven not to conduct work productivity assessments on their subordinates, sanctions will be imposed in the form of additional income deductions of 50% of the total additional income.

Currently, the Medan City Government uses a website-based online SKP management system that has been running until now (2023). Medan City Government already has an application to generate web-based SKP at the URL: <https://bkd.pemkomedan.go.id/skp/>. Each employee has an account to log in and fill in the SKP. From the observation of the application, it can be seen that each employee has two roles, namely, an employee who fills in the SKP and can be an SKP supervisor for his subordinates. The following is the display and usage sequence of the online SKP application used by the Medan City Government.



Figure 1. Website display

After successfully logging in, six main menus are available in the online SKP application in Medan City Government. The first main menu is SKP, which contains information about the tasks and performance targets to be achieved by employees in a year. The second menu is Monthly SKP Assessment, which allows superiors to evaluate employee performance periodically within a month. The third menu is Additional Tasks and Creativity, which contains information about additional tasks or creative projects assigned to employees. The fourth menu is Behaviour, which covers aspects of work behaviour such as service orientation, integrity, commitment, discipline, cooperation, and leadership. The fifth



menu is Print Output, which allows users to print employee performance evaluation results in reports or other documents. The sixth menu is Upload Employee Appraisal Results, which allows supervisors to upload employee performance appraisal results into the system. In these menus, there are sub-menus that allow it to be used as needed.

From the interview results, it was found that this website-based SKP aims to create a productive, effective, and efficient employee profile so that an HR management system is needed in the Medan City government that provides security and security comfort for the ASNs who work in it. The system must be efficient, effective, fair, transparent, and unaffected by political interests, individuals, or certain groups. This website-based SKP system creates a conducive environment for ASNs to work and perform so that ASNs feel valued and get attention from their work organisation.

This working mechanism refers to the Agile work scale mechanism, which is a concept that provides a new paradigm for bureaucratic organisational systems (Pan et al., 2023). Agile work scale is the ability of organisations to deal with unexpected changes to meet society's evolving needs by developing software or websites that involve teams working on projects collaboratively and flexibly with a focus on the desired results (Berntzen et al., 2023; Ferine et al., 2023). The Agile concept comes as a solution in utilising information communication technology in the digitalisation era. For the agile concept to be successfully implemented, visionary and innovative people are needed to operate the Agile work scale. The agile concept is a collaboration between the Industrial Revolution 4.0 and Society 5.0, which can create instant innovation that can be accessed by all ASNs (Berntzen et al., 2023). Agile works by responding quickly to changes and changing the way of thinking, working, and interacting with service users. Agile principles can be applied in ASN service and management by changing the way of thinking and changing old work patterns in a fast and agile way in responding to change (Pan et al., 2023). One way to apply the Agile concept in government bureaucratic services is by simplifying the bureaucracy towards digitalisation or web-based computerisation, which the Medan City Government has implemented.

Digitalisation or computerisation is an effort to build human resources that can master science and technology independently so that they can contribute to the top priorities for the national development agenda. However, to achieve this, it is necessary to develop new ways because the old ways are no longer effective enough. One of the efforts that can be made is to harmonise the basic values of ASN throughout Indonesia to strengthen the work culture (Putrikinanty, 2021; Sumarto & Sihotang, 2021). Thus, this will provide satisfaction to the public with the services provided by ASN.

The system built by the Medan City Government helps ASN employees think, speak, and behave, ASN's core values with the word "ber-Ahlak". In this case, the word "ber-Akhlak"





is used as an acronym consisting of seven ASN basic values, namely "service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative". The motto "proud to serve the nation" is the ASN motto at work (Murliasari et al., 2023; Damadita & Widarsa, 2021; Purba et al., 2022). These core values are important because there are differences in the translation of the basic values and the ASN code of ethics and code of conduct contained in Law number 5/2014 concerning ASN. Therefore, it is necessary to determine one ASN's core values so that all ASNs have the same perception and easily apply these basic values.

Thus, ASN Core Values will become a strong foundation for strengthening work culture and become a guide in implementing ASN performance management (Su et al., 2017; Sudarso et al., 2023). This will facilitate the management of ASN and strengthen a professional work culture in serving the community. Every ASN must interpret the orientation of quality and professional service well and apply it for the nation's progress. ASN must be able to eliminate the negative stigma of the community regarding extortion practices that often occur in the public service process. By providing good services and according to procedures, corrupt practices can be avoided, not only at the central ASN level but also at the regional level, such as the system built by the Medan City Government.

4.2 Towards Smart ASN

The post-Covid-19 Pandemic has changed how public services were previously conventional (requiring a face-to-face process) to online and digital-based (not requiring a face-to-face process). Therefore, the digitalisation of the bureaucracy is very important, and the government must shift from a conventional bureaucratic model to an e-government model (Akhmadi, 2017). To realise this, the Medan City Government has changed the mindset, competence, and mentality of the government bureaucracy that supports the implementation of e-government. This should be widely encouraged, especially in the context of bureaucratic reform that continues to be pursued in government agencies today.

From the perspective of Human Resource Management (HRM), life in the era of the Industrial Revolution 4.0 has changed from emphasising the role of HR as administrative workers to emphasising the role of HR as professional workers who have agile characters and distinctive digital literacy in the new normal situation after the Covid-19 Pandemic. According to Antonius et al. (2020), significant changes are needed in the format of competency requirements for future ASN procurement. The focus on achieving the "Smart ASN" profile must be reflected in the ASN procurement and competency development process by encouraging the formation of human resources with integrity, nationalism, professionalism, global insight, and mastery of credible information technology (IT).





Improvement and transformation in the administrative field, known as bureaucratic reform towards e-government, can be interpreted as an attempt to induce administrative transformation against existing resistance (Winterling et al., 2016). One of the main points in this endeavour is performance improvement through technology adoption (Venclová et al., 2013). There are four important driving factors in the process of bureaucratic reform towards e-government. First, the a need to make changes and updates by adopting technological developments. Second, an understanding of changes in the national strategic environment. Third, understanding changes are occurring in the global strategic environment, where technological changes due to the Industrial Revolution 4.0 greatly affect bureaucratic reform. Bureaucratic reform 4.0 includes three main aspects: collaboration, innovation, and the utilisation of information and communication technology. Information technology will also play an important role in human resource management in the future. The fourth factor is understanding paradigm shifts in governance, such as decentralisation, autonomy, democracy, public accountability, transparency, and law enforcement (Yuningsih, 2018). In this context, the Medan City government is not only a friendly bureaucracy but also broad-minded, technology-savvy, and competitive. Also important is Smart ASN as a servant and driver of development in Medan City.

Smart ASN is a digital talent and leader supporting bureaucratic transformation in Indonesia. In the era of Industrial Revolution 4.0, as it is now, the ability to utilise opportunities from advances in science and technology to create innovations is very important. Smart ASNs who are proficient in technology will encourage the progress of the Indonesian government system towards a bureaucracy that is in accordance with the spirit of the Industrial Revolution 4.0 (Erialdy, 2018). All types of public services can be carried out digitally and well integrated to optimise the quality of public services. ASNs who are already familiar with technology in Medan City must improve their insights and skills to adapt to the evolving situation. The local government implements ASN management in Medan City in accordance with the provisions of applicable regulations.

Several other important factors exist to consider when implementing an employee performance management system. One of them is committed. Commitment is very important because it relates to how much employees care about the implementation of the employee performance management system (Sulasiah, 2019). If employees do not have a sufficient commitment to implementing this system, they tend to be ignorant and indifferent to the changes that occur, leading to a lack of understanding of the system. Conversely, if employees have a high commitment, then implementing the employee performance management system will feel more effective and positively impact them.





On the other hand, there are also weaknesses when giving assessments to ASNs by other ASN colleagues that are often not realised, namely the existence of a culture of reluctance to give assessments. The culture of shyness is a mechanism that regulates social relations in order to remain harmonious. This is reflected in the bureaucratic work environment in Indonesia, which still prioritises personal social relationships and respect for one another, especially young people (juniors) and older people (seniors). As a result, performance appraisal results usually fall into the good or moderate category, reflecting a manifestation of collectivism rooted in a culture of respect in maintaining harmonious social relations (Ferine et al., 2023; Ichsan et al., 2023; Erialdy, 2018; Nurjannah, 2015). Performance appraisal is used to measure an employee's contribution to an organisation. Although measures or indicators have been used to conduct the assessment, there are still elements of subjectivity that are difficult to avoid, so the assessment results become biased.

Finally, implementing sustainable bureaucratic reform can lead to changes in government organisations that ultimately impact the performance of public services. Therefore, setting clear performance targets and effective communication with all employees is essential. Effective performance management should also be implemented, including the concept of managing people for results, which includes three topics, namely performance systems, communication styles, and performance system coaching (Nuraedah & Saefudin, 2024; Venclová et al., 2013). As a recommendation, there should not be too many overlapping management systems in government (central and regional), which can confuse adapting ASNs. Coordination with the central government can resolve these overlapping management systems. The management system must be flexible and make it easier for ASNs to achieve performance targets.

5. CONCLUSION

The website-based Employee Performance System (SKP), which was developed by the Medan City government, is an effort towards e-Government. The Medan City Government continues to encourage organisational success in achieving the goals and objectives set by managing human resources (HR) performance as a professional Smart ASN. Currently, the main findings of this research are the results obtained that the existence of a website-based SKP in the Medan Koa government environment is a good step to creating a productive, effective, and efficient ASN employee profile so that an HR management system is needed in the Medan City government that provides security and comfort for the ASNs who work in it. The recommendation from this research is to continue improving the existing system, which can slowly be improved to a higher level, such as using applications or the like that make it easier.





REFERENCES

- Akhmadi, M. H. (2017). Evaluasi Dukungan Organisasi Terhadap Implementasi E-Government : Studi Kasus Sistem Aplikasi Keuangan Negara. *JURNAL MANAJEMEN KEUANGAN PUBLIK*, 1(2). <https://doi.org/10.31092/jmkp.v1i2.144>
- Al-Kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadne, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. *International Journal of Data and Network Science*, 7(1), 275–282. <https://doi.org/10.5267/j.ijdns.2022.10.006>
- Antonius, A., Rudianto, C., & Tanaem, P. F. (2020). Evaluasi Kinerja Tata Kelola Teknologi Informasi Menggunakan Framework Cobit 5 (Studi Kasus: PT. Adicipta Inovasi Teknologi). *Jurnal Bina Komputer*, 2(2). <https://doi.org/10.33557/binakomputer.v2i2.869>
- Anwar, Y., Jatsiyah, V., M. Zahari, Saefudin, A., & Nofirman, N. (2023). Transforming Traditional Farmers into Professionals: An Introduction to Human Resource Management in Rural. *Jurnal Penelitian Pendidikan IPA*, 9(12), 12266–12275. <https://doi.org/10.29303/jppipa.v9i12.6543>
- Astari, Z., Pibriana, D., & Rusbandi, R. (2019). Perancangan Sistem Informasi Kepegawaian Pada PT. Bakri Karya Sarana Batam. *JATISI (Jurnal Teknik Informatika Dan Sistem Informasi)*, 5(2). <https://doi.org/10.35957/jatisi.v5i2.148>
- Barbosa, A. L., & Martins, E. N. (2007). Evaluation of Internet websites about floaters and light flashes in patient education. *Arquivos Brasileiros de Oftalmologia*, 70(5), 839–843. <https://doi.org/10.1590/S0004-27492007000500020>
- Berntzen, M., Hoda, R., Moe, N. B., & Stray, V. (2023). A Taxonomy of Inter-Team Coordination Mechanisms in Large-Scale Agile. *IEEE Transactions on Software Engineering*, 49(2), 699–718. <https://doi.org/10.1109/TSE.2022.3160873>
- Cho, Y.-C. (2015). Implementation and analysis of website security mining system, applied to universities' academic networks | Uvođenje i analiza sustava za probijanje sigurnosti web mjesta s primjenom na sveučilišne akademske mreže. *Tehnicki Vjesnik*, 22(2), 279–287. <https://doi.org/10.17559/TV-20150310110158>
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*.
- Creswell, J. W., Hanson, W. E., Clark Plano, V. L., & Morales, A. (2007). Qualitative Research Designs: Selection and Implementation. *The Counseling Psychologist*, 35(2), 236–264. <https://doi.org/10.1177/0011000006287390>
- Creswell, J. W., & Miller, D. L. (2000). Determining validity in qualitative inquiry. *Theory into Practice*, 39(3), 124–130. https://doi.org/10.1207/s15430421tip3903_2





- Damadita, P. D., & Widarsa, I. K. T. (2021). Pengembangan Formulir Digital Rapid Convenience Assessment Imunisasi Dasar Dan Lanjutan Berbasis Epicollect 5 Data Collection Di Provinsi Bali. *ARCHIVE OF COMMUNITY HEALTH*, 8(1). <https://doi.org/10.24843/ach.2021.v08.i01.p09>
- Denzin, N. K., & Lincoln, Y. S. (Eds). (2018). *The SAGE Handbook of Qualitative Research*. In Sage Publications (Vol. 195, Issue 5). <https://doi.org/10.1007/s11229-017-1319-x>
- Dian Kartika Sari. (2016). Sitem Informasi Administrasi Penilaian Prestasi Kerja PNS Berdasarkan Sasaran Kerja Pegawai (SKP) Berbasis Web Pada Kantor BKD Provinsi Jawa Tengah. Universitas Dian Nuswantoro.
- Dorji, K., Miller, J., & Wu, S. (2022). An Inquiry into Bhutanese Agriculture Research–Practice Gaps Using Rogers Innovation Adoption Attributes and Mode 2 Knowledge Production Features. *Social Sciences*, 11(12). <https://doi.org/10.3390/socsci11120536>
- Elprama, H. W. (2017). Perancangan aplikasi penggajian dan penilaian kinerja berbasis web dan mobile (Studi kasus: PT Colliba Chemical). *Jurnal Ilmu Komputer Dan Sistem Informasi*, 5(1). <https://doi.org/10.24912/jiksi.v5i1.770>
- Erialdy. (2018). Penilaian Prestasi Kerja Menggunakan Aplikasi Online Pada Pegawai Negeri Sipil. *Ikraith ...*, 4(1).
- Ferine, K. F., Saefudin, A., Ariwibowo, P., & Azim, I. (2023). Financial Management in Reaching Product Empowerment Index Standards Related to Science on MSME Performance. *Jurnal Penelitian Pendidikan IPA*, 9(7), 5716–5724. <https://doi.org/10.29303/jppipa.v9i7.4754>
- Homauni, A., Mosadeghrad, A. M., & Jaafari-pooyan, E. (2021). The effectiveness of employee performance appraisal system in health sector: Evidence from iranian organizations. *Asia Pacific Journal of Health Management*, 16(4). <https://doi.org/10.24083/apjhm.v16i4.813>
- Hunuganahalli Paramesh, A., Samartha, V., Thekkekkutt Mathukutti, R., & Hawaldar, I. T. (2020). Manifestation of idiosyncratic rater effect in employee performance appraisal. *Problems and Perspectives in Management*, 18(3), 224–232. [https://doi.org/10.21511/ppm.18\(3\).2020.19](https://doi.org/10.21511/ppm.18(3).2020.19)
- Lapan, S. D., Quartaroli, M. T., & Riemer, F. J. (2012). *Qualitative research: an introduction to methods and designs*. Jossey-Bass.
- Lembong, R. C., Lukman, S., & Madjid, U. (2021). Efektivitas Penerapan E-Kinerja Dalam Meningkatkan Kinerja Aparatur Sipil Negara Pada Badan Kepegawaian Daerah Provinsi Sulawesi Utara. *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, 6(2). <https://doi.org/10.33701/jipsk.v6i2.1742>





- Lin, P. (2021). Research on Enterprise Employee Performance Appraisal Management System Based on CS Architecture. *Security and Communication Networks*, 2021. <https://doi.org/10.1155/2021/9087094>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: a methods sourcebook (Third Edit)*. SAGE Publications.
- Murliasari, R., Rony, Z. T., Djafar, T., Peristiwo, H., Saefudin, A., & Islah, K. (2023). Dilemma of Human Resources in Public Services : An Analysis of Performance among Honorary Employees. *Jurnal Manajemen Pelayanan Publik*, 07(02), 445–455. <https://doi.org/http://dx.doi.org/10.24198/jmpp.v7i2.49801>
- Nuraedah, & Saefudin, A. (2024). The Dilemma of cultural commodification policy of barkcloth: A study of the Kaili Community in Pandere Village, Indonesia. *Kasetsart Journal of Social Sciences*, 45(2), 625–632. <https://doi.org/https://doi.org/10.34044/j.kjss.2024.45.2.29>
- Nurjannah. (2015). *Penilaian Kinerja Menggunakan Metode Balanced Scorecard Di Unit Rawat Inap Puskesmas Batua Kota Makassar*. Repository UIN Alauddin Makassar.
- Nurmawan, E. D., & Mulyati, M. (2019). Sistem Informasi Kepegawaian Berbasis Website Pada PT Sumatera Panca Rajo Palembang. *JATISI (Jurnal Teknik Informatika Dan Sistem Informasi)*, 5(2). <https://doi.org/10.35957/jatisi.v5i2.143>
- Nursiah. (2017). Rancang Bangun Simulasi Sistem Penilaian Akreditasi Jurusan Berdasarkan Instrumen Penilaian Akreditasi Ban-PT Berbasis Website. *Journal of Chemical Information and Modeling*, 8(9).
- Ollerenshaw, J. A., & Creswell, J. W. (2002). Narrative research: A comparison of two restorying data analysis approaches. *Qualitative Inquiry*, 8(3), 329–347. <https://doi.org/10.1177/10778004008003008>
- Pan, N., Jiang, J., Zhang, R., Xu, C., & Gao, F. (2023). Skywalker: A Compact and Agile Air-Ground Omnidirectional Vehicle. *IEEE Robotics and Automation Letters*, 8(5), 2534–2541. <https://doi.org/10.1109/LRA.2023.3256920>
- Prasetyo, D. B., & Saefudin, A. (2023). Digitalisasi Inovasi Layanan Pertanahan: Pengecekan Sertipikat Online di Kantor Pertanahan Kabupaten Purbalingga. *Jurnal Pertanahan*, 13(1), 17–27.
- Purba, F. A., Sukosugi, M. A. A., & Kusnadi, K. (2022). Sistem Penilaian Kinerja Pegawai Berbasis Website Pada Sdit Bina Insani Semarang. *JIEMS (Journal of Industrial Engineering and Management Systems)*, 15(1). <https://doi.org/10.30813/jiems.v15i1.3604>
- Putrikinanty. (2021). Perancangan Sistem Informasi Kantor Desa Berbasis Website Sebagai Media Pelayanan dan Pengolahan Sistem Kepegawaian (Studi Kasus : Desa 1223





- Sukamanah Kecamatan Baros Kabupaten Serang). Seminar Nasional Mahasiswa Ilmu Komputer Dan Aplikasinya.
- Rahman, B., & Bahar. (2016). Sistem Monitoring Kinerja PNS Dengan Aplikasi SKP Berbasis WEB. *Progresif*, 12(1).
- Ramadhan, S., Sarkum, S., & Purnama, I. (2019). Sistem Informasi Penilaian Kinerja Pegawai Berbasis Web Pada Operasi Perangkat Daerah Kantor Camat Rantau Utara Labuhanbatu. *Jurnal Teknik Komputer*, 5(1). <https://doi.org/10.31294/jtk.v5i1.3876>
- Riyadi, S., Darwis, M., Judijanto, L., Nicolas, D. G., & Saefudin, A. (2023). Effective Promotion Strategy of Integrated Islamic Education Institutions in Modern Society. *Qalamuna - Jurnal Pendidikan, Sosial, Dan Agama*, 15(1), 667-676. <https://doi.org/10.37680/qalamuna.v15i1.4192>
- Setiawan, A. A., Sudi, M., Matradewi, N. K. W., Muslim, A., Saefudin, A., & Saddhono, K. (2024). Ideological Contestation in Social Media: a Content Analysis of the Promotion of Islamic Education Institutions. *Al-Hayat: Journal of Islamic Education*, 8(1), 72. <https://doi.org/10.35723/ajie.v8i1.445>
- Street, A. F., Swift, K., Annells, M., Woodruff, R., Gliddon, T., Oakley, A., & Ottman, G. (2007). Developing a web-based information resource for palliative care: An action-research inspired approach. *BMC Medical Informatics and Decision Making*, 7. <https://doi.org/10.1186/1472-6947-7-26>
- Su, X., Liu, Y., & Hanson-Rasmussen, N. (2017). Voice behavior, supervisor attribution and employee performance appraisal. *Sustainability (Switzerland)*, 9(10). <https://doi.org/10.3390/su9101829>
- Sudarso, A., Rony, Z. T., & Syarief, F. (2023). The Influence of Leadership, Work Culture, Motivation and Technology Acceptance on Employee Performance Moderated by the Work Environment at the Secretariat General of the Ministry of Finance. *Dinasti International Journal of Management Science*, 4(4), 666-681. <https://doi.org/https://doi.org/10.31933/dijms.v4i4.1754>
- Sulasiah, F. (2019). Strategi Penguatan Kapasitas Kepemimpinan Aparatur Melalui Diklat Capacity Building di DKI Jakarta. *Monas (Jurnal Inovasi Aparatur)*.
- Sulistianingsih, Putra, J. M., Yusron, A., Saefudin, A., Harini, H., & Saddhono, K. (2022). The Role of School Autonomy in Promoting Collaboration and Competition Among Schools. *Qalamuna - Jurnal Pendidikan, Sosial, Dan Agama*, 14(2), 433-446. <https://doi.org/10.37680/qalamuna.v14i2.3325>
- Sumarto, T. A., & Sihotang, F. P. (2021). Sistem Pendukung Keputusan Penilaian Kinerja Pegawai Magang Bakti. *Jurnal Teknologi Sistem Informasi*, 2(2). <https://doi.org/10.35957/jtsi.v2i2.1377>





- Ulumy, D. (2019). Difusi Inovasi Organisasi Birokrasi Studi Kasus: Sistem Penilaian Kinerja Pegawai Berbasis Aplikasi Sivika (Sistem Informasi Visum Kinerja) Di Bkkbn. *Civil Service*, 13(1).
- Venclová, K., Königová, M., & Fejfar, J. (2013). Current state of the employee performance appraisal system in agricultural organizations in the Czech Republic. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 61(4), 1183–1189. <https://doi.org/10.11118/actaun201361041183>
- Wahyuni, F., & Lukito, H. (2019). Evaluasi Kinerja dengan Pendekatan Balanced Scorecard - Perspektif Proses Bisnis Internal dan Pembelajaran/Pertumbuhan. *Jurnal Mirai Management*, 4(2).
- Widayati, Q. (2013). Rancangan Sistem Pengukuran Kinerja Karyawan Menggunakan Metode Analytical Hierarchy Process. *Jurnal Ilmiah Matrik*, 15(2).
- Winterling, J., Wiklander, M., Obol, C. M., Lampic, C., Eriksson, L. E., Pelters, B., & Wettergren, L. (2016). Development of a Self-Help Web-Based Intervention Targeting Young Cancer Patients with Sexual Problems and Fertility Distress in Collaboration with Patient Research Partners. *JMIR Research Protocols*, 5(2). <https://doi.org/10.2196/resprot.5499>
- Yin, R. K. (2016). *Qualitative research from start to finish* (2nd Editio). The Guilford Press.
- Yuningsih, N. (2018). Penerapan Manajemen Kinerja Pegawai Di Instansi Pemerintah. *Jurnal Pengembangan Wiraswasta*, 19(2). <https://doi.org/10.33370/jpw.v19i2.133>

