

Implementation of the Use of the E-Performance Application in Employee Assessment and Reporting at the High Religious Court of Bali

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Abstract

The implementation of the E-Kinerja application is a bureaucratic reform strategy to transform subjective manual assessment into a measurable digital system. This study aims to address the research problems: (1) How is the implementation of the E-Kinerja application at the High Religious Court of Bali? and (2) What are the obstacles encountered in its application? This is an empirical legal study with a socio-legal approach. The conclusion indicates that administratively, the implementation represents an effective reform with a 92.2% compliance rate for supporting evidence and 98% transparency. However, determinant constraints were found in the form of a digital competency gap (41.2% of employees have operational dependence) and a "procrastination culture" barrier (64.7% of employees delay reporting). Based on these findings, the author suggests that leadership formalize the "Hybrid Evaluation" mechanism (manual meetings) to complement the application, implement a cross-mentoring strategy among employees, and enforce a weekly reporting deadline policy to overcome the procrastination culture.

Keywords : E-Kinerja, Policy Implementation, Hybrid Evaluation, Work Culture.

Introduction

The development of information technology has demanded a paradigm shift in government governance, from conventional work methods to integrated digitalization. Digitizing public administration through the Electronic-Based Government System (SPBE) is a vital strategy for realizing an effective, efficient, and accountable bureaucracy. In the judicial environment, the Supreme Court of the Republic of Indonesia responded to this demand by issuing Decree of the Secretary of the Supreme Court Number 120/SEK/SK/II/2023 concerning Guidelines for the Implementation of E-Kinerja. This regulation aims to transform the performance appraisal system from a manual and subjectivist system to a measurable, real-time technology-based system.

The Bali Religious High Court, as an appellate work unit under the Supreme Court, is required to implement this system to monitor employee productivity. Normatively, the implementation of the E-Kinerja application is expected to increase transparency and objectivity in assessments in accordance with the principles of Good Governance. However, the transition from a manual to a digital system in the field has not been smooth and without obstacles.

Based on initial observations, the implementation of this policy faces several real challenges. Some employees still experience technical difficulties in operating the system (technologically

illiterate), and infrastructure limitations, such as internet connectivity, impact the smoothness of reporting. Furthermore, there are indications that changes in assessment instruments have not been fully accompanied by changes in work culture, with the evaluation function often remaining trapped in mere administrative formalities.

This gap between the ideal policy objectives and the reality of implementation is interesting to examine further. This study aims to analyze the effectiveness of E-Performance implementation and identify inhibiting factors using the perspectives of George C. Edwards III's Policy Implementation Theory (which focuses on resources and dispositions) and William N. Dunn's Policy Evaluation Theory. This research is crucial to provide an empirical overview of the dynamics of technology adaptation within religious court institutions.

Methods

This study uses an empirical legal research approach with a socio-legal approach. This approach was chosen to examine not only law as a set of normative rules (the legal aspect), but also to examine how law operates within the behavior of bureaucratic society (the sociological aspect) related to the implementation of the E-Performance application.

Research Location and Subjects

The research location was the Bali High Religious Court. The location was chosen based on the institution's strategic position as a vantage point for the Supreme Court in a region mandated to serve as a pilot project for bureaucratic reform. The research subjects consisted of all civil servants within the work unit.

The sampling technique used total sampling (census), with the entire population being selected as respondents. A total of 51 employees participated in this study. Respondent characteristics were grouped by age and rank/group to examine the correlation between seniority and technological adaptability. The following is a detailed profile of the respondents in this study:

Table 1. Respondents' Demographic Profile

Category	Indicator	Frequency (People)	Percentage (%)
Age	< 35 Years	20	39,2%
	36 - 45 Years	8	15,7%
	46 - 55 Years	4	7,8%
	> 55 Years	19	37,3%
Total		51	100%
Group	Class II (Regulator)	3	5,9%
	Class III (Organizer)	18	35,3%
	Class IV (Supervisor)	20	39,2%

	Class V/IX (PPPK)	10	19,6%
Total		51	100%

Research Procedures and Flow

The data collection process was conducted through systematic stages to ensure the validity of the findings. The research process began with the Pre-Fieldwork Phase, a preliminary study of the regulation of the Secretary of the Supreme Court Decree Number 120/SEK/SK/II/2023 to understand the normative framework for E-Performance.

Next, in the Fieldwork Phase, researchers collected primary data using three techniques :

1. Participatory Observation: Researchers directly observed daily application usage, from the login process and SKP input to uploading supporting evidence.
2. In-depth Interviews: Conducted with key informants with authority and technical knowledge, namely the Court Leader (Deputy Chair) for policy aspects, and the Head of the Personnel & IT Subdivision and Administrative Staff for technical operational aspects.
3. Questionnaires: Distributed to 51 respondents to obtain quantitative data on perceptions of transparency and compliance levels..

Finally, the Data Analysis Stage, where the collected data is analyzed descriptively and qualitatively. Researchers conduct data reduction, data presentation, and draw conclusions using the analytical tools of George C. Edwards III's Policy Implementation Theory (Communication, Resources, Disposition, Bureaucratic Structure) and William N. Dunn's Policy Evaluation Theory.

Results and Discussion

Bureaucratic Transformation: Transparency and Administrative Efficiency

The implementation of e-Performance at the Bali Religious High Court marks a fundamental shift in the performance assessment paradigm from person-based to outcome-based. This process begins with performance planning using the Cascading method, which uses a tiered approach to targets through the Role Results Matrix (MPH). This mechanism ensures that individual targets align with the organization's strategic vision.

Based on field findings, this digital transition has been proven to create significant technical efficiencies, particularly in administrative discipline. One indicator of success is the level of employee compliance in attaching digital-based supporting evidence.

Table 2. Employee Compliance in Attaching Valid Supporting Evidence

No	Answer Categories	Frequency (People)	Percentage (%)
1	Strongly Agree (SS)	20	39,2%

2	Agree (S)	27	53,0%
3	Somewhat Disagree (KS)	4	7,8%
4	Disagree (TS)	0	0,0%
Total		51	100%

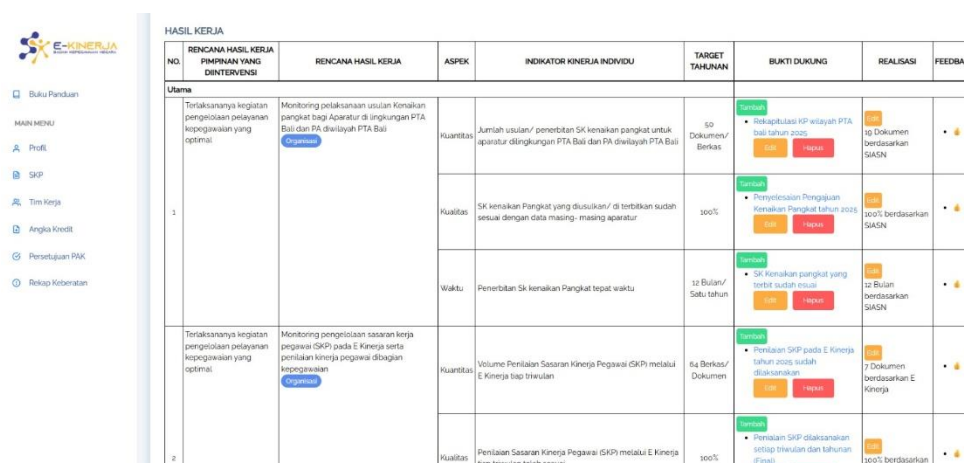
The data above shows that 92.2% of employees stated that they always attach valid supporting evidence. This high compliance rate is driven by the integration of the E-Performance system with the ASN Information System (SIASN), where performance data is an absolute requirement for personnel services such as promotions, eliminating the need for repetitive manual filing (paperless).

Besides efficiency, transparency is a key advantage of this system from a Good Governance perspective. Before the implementation of E-Performance, assessments were often closed, like a "black box." The application implementation transforms this into a "glass box" where employees can monitor their performance achievements in real time.

Table 3. Employee Perceptions of the Transparency of the E-Performance Assessment System

No	Answer Categories	Frequency (People)	Percentage (%)
1	Strongly Agree (SS)	25	49,0%
2	Agree (S)	25	49,0%
3	Somewhat Disagree (KS)	1	2,0%
4	Disagree (TS)	0	,0%
Total		51	100%

As seen in the table, 98% of respondents felt the E-Performance system was more transparent than the previous manual system. This transparency effectively minimizes subjective bias from superiors (likes and dislikes) because each assessment is based on data recorded in the application dashboard.



NO	RENCANA HASIL KERJA PIMPINAN/ MANAJEMEN DINTERVENSI	RENCANA HASIL KERJA	ASPEK	INDIKATOR KINERJA INDIVIDU	TARGET TAHUNAN	BUKTI DUKUNG	REALISASI	FEEDBACK
Uraian								
1	Terlaksananya kegiatan pengelolaan pelayanan kepegawaian yang optimal	Monitoring pelaksanaan usulan kenaikan pangkat bagi Aparatur di lingkungan PTA Bali dan PA di wilayah PTA Bali	Kuantitas	Jumlah usulan/ pemberian SK kenaikan pangkat untuk aparat di lingkungan PTA Bali dan PA di wilayah PTA Bali	50 Dokumen/ Berkas	• Adaptasi KP wilayah PTA Bali tahun 2025 [Lampiran]	10 Dokumen berdasarkan SASN	•
			Kualitas	SK kenaikan Pangkat yang disusun/ di berikan sudah sesuai dengan data masing- masing aparat	100%	• Penyelesaian Pengajuan Kenaikan Pangkat tahun 2025 [Lampiran]	100% berdasarkan SASN	•
			Waktu	Pemberitan SK kenaikan Pangkat tepat waktu	12 Bulan/ Satu tahun	• SK Kenaikan pangkat yang terbit sudah sesuai [Lampiran]	12 Bulan berdasarkan SASN	•
2	Terlaksananya kegiatan pengelolaan pelayanan kepegawaian yang optimal	Monitoring pengelolaan sasaran kerja pegawai (SKP) pada E Kinerja serta penilaian kinerja pegawai bagian kepegawaian	Kuantitas	Volume Penilaian Sasaran Kinerja Pegawai (SKP) melalui E Kinerja tiap triwulan	84 Berkas/ Dokumen	• Penilaian SKP pada E Kinerja tahun 2025 sudah dilaksanakan [Lampiran]	1 Dokumen berdasarkan E Kinerja	•
			Kualitas	Penilaian Sasaran Kinerja Pegawai (SKP) melalui E Kinerja tiap triwulan telah sesuai	100%	• Penilaian SKP dilaksanakan setiap triwulan dan tahunan (Final) [Lampiran]	100% berdasarkan E Kinerja	•

Figure 1. Visualization of Employee Performance Achievements on the Application Dashboard

Determinant Barriers: Digital Divide and Work Culture

Despite positive administrative achievements, an in-depth analysis using George C. Edwards III's Policy Implementation Theory revealed determinant constraints that hampered substantive effectiveness. This analysis focused on two key Edwards III variables: Resources and Disposition.

a. Digital Competency Gap (Resources)

The human resources (HR) challenge at the Bali High Religious Court lies not in the quantity of staff, but rather in the quality of digital literacy. Research has found a significant intergenerational competency gap.

Table 4. Level of Employee Independence in Operating Applications

No	Answer Categories	Frequency (People)	Percentage (%)
1	Strongly Agree (SS)	12	23,5%
2	Agree (S)	18	35,5%
3	Somewhat Disagree (KS)	18	35,3%
4	Disagree (TS)	3	5,9%
Total		51	100%

The data revealed that 41.2% of employees had a high level of "Operational Dependence," where they admitted they were unable to operate the application independently without the assistance of colleagues. This was confirmed by the E-Kinerja Admin Staff, who stated:

"Senior employees tend to be more relaxed... Sometimes even employees who are not tech-savvy experience confusion, so they still receive assistance from staff."

This dependency creates a hidden workload for administrative staff and indicates that technology

adoption is not yet fully equitable.

b. The phenomenon of the "Overnight Cramming System" (Disposition)

The disposition or attitude of the implementer presents the greatest challenge. A phenomenon of "calculative compliance" has been identified, where employees fill out applications not out of a conscious effort to record performance, but solely to fulfill administrative obligations.

This attitude has led to widespread procrastination.

Table 5. Performance Report Filling Pattern (Rapel System)

No	Answer Categories	Frequency (People)	Percentage (%)
1	Strongly Agree (SS)	12	23,5%
2	Agree (S)	21	41,2%
3	Somewhat Disagree (KS)	15	29,4%
4	Disagree (TS)	3	5,9%
Total		51	100%

Based on the data above, 64.7% of employees tend to complete performance reports using the "overnight cram system" close to the assessment deadline. This work culture distorts data validity; although the report is 100% complete, the activity descriptions entered in the overnight cram system tend to be generic, lacking detail, and not reflecting the actual dynamics of daily work.

The Head of the Personnel and IT Subdivision confirmed this phenomenon in an interview:

"Generally, employees are more likely to complete reports closer to the assessment date... So, the overnight cram system often occurs around the SKP submission deadline."

Hybrid Evaluation: Strategies for Bridging Application Formalities

Referring to William N. Dunn's evaluation criteria, the implementation of E-Kinerja demonstrates a dualistic outcome. In terms of Efficiency, the policy has proven highly successful in achieving a paperless bureaucracy and streamlining the bureaucratic chain of civil service processes. However, in terms of Substantive Effectiveness, the application is considered limited in capturing qualitative work quality. The leadership of the Bali High Religious Court assessed that the E-Kinerja application tends to be rigid and formalistic, as it relies solely on numbers and documents, without being able to assess the severity of the problems being resolved. The Deputy Chief Justice of the Bali High Religious Court offered constructive criticism regarding this:

"I think the app's assessment still feels rigid and formal... Because performance assessments can be done directly, such as meetings that are always held once a week on Mondays."

Facing the limitations of the application's algorithm, the Bali High Religious Court's management does not rely solely on digital systems. The author identifies an adaptive strategy

implemented in the field as "Hybrid Evaluation." This strategy simultaneously synergizes two control instruments:

1. Digital Instrument (E-Performance): Functions as an administrative track record and the basis for accountable performance allowance (remuneration) payments in accordance with national standards.
2. Manual Instrument (Coaching Meeting): Maintained through regular weekly meetings every Monday as a dialogue space to monitor substantive progress, provide qualitative feedback, and develop employee character that cannot be reached by digital systems.

This synergy is key to the organization's success in maintaining optimal productivity amidst the immature digital culture transition.

Conclusion

Based on the research results and discussion, the following conclusions can be drawn:

1. E-Kinerja Implementation: The administrative implementation of the E-Kinerja application at the Bali Religious High Court has been effective in accordance with Supreme Court Secretary Decree Number 120/SEK/SK/II/2023. This is evidenced by the high level of compliance with supporting evidence (92.2%) and the creation of technical efficiencies through paperless filing. Furthermore, this system has successfully increased the transparency of performance assessments, with 98% of employees feeling that the assessments were more objective than the previous manual system.
2. Implementation Barriers: The main obstacles to implementing this application lie in the Resources and Disposition aspects. There is a digital competency gap, with 41.2% of employees still experiencing operational dependencies. Furthermore, the work culture barrier of "Calculative Compliance" has given rise to the phenomenon of "Cramming" (reports in arrears) by 64.7% of employees. This condition has led to the emergence of a "Hybrid Evaluation" mechanism, where leaders continue to use manual meetings to cover up the application's shortcomings in assessing substantive quality.

Recommendations:

1. The leadership of the Bali High Religious Court is recommended to formalize the "Hybrid Evaluation" model by making weekly manual monitoring meetings a mandatory companion to the E-Kinerja application. This aims to ensure that problem-solving and substantive work quality are monitored, given that the current application is still limited to quantitative administrative assessments.

To address resource and work culture constraints, leadership needs to implement a two-pronged strategy. First, cross-mentoring between digitally savvy junior staff and senior staff. Second,

strictly enforce a weekly reporting deadline (every Friday afternoon) to ensure the validity of daily productivity data and prevent server overload at the end of the month.

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