

THE ROLE OF DIGITALIZATION OF PERSONNEL SERVICES THROUGH E-PERFORMANCE APPLICATIONS IN IMPROVING EMPLOYEE MOTIVATION AT THE BKPSDM OF GUNUNGSITOLI CITY

By

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Abstract

In an effort to support digital transformation in the personnel sector, this study examines the role of digitizing personnel services through the e-Kinerja application in increasing employee motivation at the Human Resources Development Agency (BKPSDM) of Gunungsitoli City. This agency manages the human resources of the State Civil Apparatus (ASN). Data were collected through observation, in-depth interviews, and documentation, and analyzed through reduction, presentation, and conclusion drawing techniques. The research method used was a qualitative approach with a case study. The results show that digitalization through e-Kinerja plays a significant role in increasing employee motivation, especially in the aspects of clarity of work targets, transparency of assessments, and fairness in the reward system. Supporting factors for implementation include policy support, readiness of young employees to adapt to technology, and the availability of training, although still limited. However, obstacles that arise include the digital literacy gap among employees, limited technological infrastructure, perceptions of additional administrative burdens, and reduced face-to-face interactions that affect social motivation. Optimization efforts that can be made include increasing digital literacy through ongoing training, strengthening technological infrastructure, simplifying data input systems, and establishing an adaptive digital work culture that still pays attention to employee social interactions. The conclusion of this study is that the implementation of the e-Kinerja application has been proven to have a positive contribution to employee motivation at the BKPSDM of Gunungsitoli City, but its effectiveness is greatly influenced by the readiness of human resources, infrastructure support, and appropriate managerial policies.

Keywords: Digitalization, e-Performance, Personnel Services, Employee Motivation.

PERAN DIGITALISASI LAYANAN KEPEGAWAIAN MELALUI APLIKASI E-PERFORMANCE DALAM MENINGKATKAN MOTIVASI PEGAWAI DI BKPSDM KOTA GUNUNGSITOLI

ABSTRAK

Dalam upaya mendukung transformasi digital di sektor kepegawaian, studi ini mengkaji peran digitalisasi layanan kepegawaian melalui aplikasi e-Kinerja dalam meningkatkan motivasi pegawai di Badan Pengembangan Sumber Daya Manusia (BKPSDM) Kota Gunungsitoli. Badan ini mengelola sumber daya manusia Aparatur Sipil Negara (ASN). Data yang dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi, dan dianalisis melalui teknik reduksi, penyajian, dan penarikan kesimpulan. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan studi kasus. Hasil penelitian menunjukkan bahwa digitalisasi melalui e-Kinerja berperan signifikan dalam meningkatkan motivasi pegawai, terutama pada

aspek kejelasan target kerja, transparansi penilaian, dan keadilan dalam sistem penghargaan. Faktor pendukung implementasi meliputi dukungan kebijakan, kesiapan pegawai muda dalam beradaptasi dengan teknologi, serta adanya pelatihan meskipun masih terbatas. Namun demikian, hambatan yang muncul antara lain kesenjangan literasi digital antarpegawai, keterbatasan infrastruktur teknologi, persepsi tambahan beban administratif, serta berkurangnya interaksi tatap muka yang berpengaruh pada motivasi sosial. Upaya optimalisasi yang dapat dilakukan adalah peningkatan literasi digital melalui pelatihan berkelanjutan, penguatan infrastruktur teknologi, penyederhanaan sistem input data, serta pembentukan budaya kerja digital yang adaptif namun tetap memperhatikan interaksi sosial pegawai. Kesimpulan dari penelitian ini adalah bahwa penerapan aplikasi e-Kinerja terbukti memberikan kontribusi positif terhadap motivasi pegawai di BKPSDM Kota Gunungsitoli, namun efektivitasnya sangat dipengaruhi oleh kesiapan sumber daya manusia, dukungan infrastruktur, dan kebijakan manajerial yang tepat.

Kata Kunci: Digitalisasi, e-Kinerja, Layanan Kepegawaian, Motivasi Pegawai.

INTRODUCTION

The development of information technology has driven a major transformation in government governance. One concrete manifestation of this transformation is the digitalization of public services, which aims to increase bureaucratic efficiency, transparency, and accountability. In the context of personnel affairs, digitalization is a crucial part of modern bureaucratic reform, requiring every agency to adapt to technology-based systems. The implementation of digital systems in the personnel sector is not only intended to accelerate administrative services but also to create a more objective, measurable, and fair performance appraisal system.

The Gunungsitoli City Human Resources Development and Personnel Agency (BKPSDM) is one of the local government agencies that has adopted a digital system through the e-Kinerja application. This application is designed to facilitate the electronic management and evaluation of Civil Servant (ASN) performance, requiring each employee to input daily performance plans and achievements. This system is expected to minimize subjectivity in assessments, expedite personnel administration processes, and increase accountability and professionalism in carrying out their duties.

The implementation of e-Performance at the Gunungsitoli City Human Resources Development Agency (BKPSDM) not only impacts administrative aspects but also psychological aspects, particularly employee motivation. A transparent and evidence-based assessment system creates a sense of fairness and appreciation for individual performance. This has the potential to increase employee morale and responsibility in carrying out their duties. However, the implementation of digital systems also presents new challenges, such as the digital literacy gap among employees, limited technological infrastructure, and resistance to the transition from manual to electronic systems.

In addition to technical factors, social aspects also influence the digitalization process. Intensive use of digital systems can reduce face-to-face interaction between employees, which has historically been a crucial component of building solidarity and collective work motivation. Therefore, the success of e-Performance implementation depends not only on technological sophistication but also on the readiness of human resources, managerial policy support, and the organization's ability to build an adaptive digital work culture.

Based on this, this study aims to analyze how the digitalization of personnel services

through the e-Kinerja application can influence employee motivation at the Gunungsitoli City Human Resources Development Agency (BKPSDM). Furthermore, this study also identifies supporting and inhibiting factors in its implementation and formulates strategies for optimizing e-Kinerja implementation to sustainably improve employee motivation and performance.

LITERATURE REVIEW

Digitalization is the process of transforming manual systems into digital technology-based systems to improve the efficiency, accuracy, and transparency of organizational services. According to Tilson, Lyytinen, and Sørensen (2010), digitalization is a socio-technical phenomenon that integrates digital technology into organizational activities, thereby changing the structure, culture, and relationships between individuals within them. In the context of public administration, digitalization is understood as part of e-government, which aims to create an efficient and service-oriented bureaucracy (Bharadwaj et al., 2013).

In the personnel sector, digitalization is realized through the use of the personnel management information system (SIMPEG) and online applications such as e-Kinerja, e-Absensi, and the ASN administration portal. Zein and Septiani (2024) emphasized that personnel digitalization increases transparency and accountability because all activities are electronically recorded and can be audited (audit trail). Thus, digitalization serves not only as a technological innovation but also as an instrument for bureaucratic reform.

Digital personnel services are a form of modernization in civil service resource management that focuses on providing efficient and real-time administrative services. According to Safii et al. (2023), implementing digital systems can save time and costs, increase transparency, and provide fast data access for both employees and management. This aligns with the views of Sulfiana, Yahya, and Elfiansyah (2022), who emphasize that service speed is a key component of public service quality, and this can be achieved through the use of information technology.

In practice, digitizing personnel services encompasses civil servant data management, electronic performance assessments, automated promotions, and online leave and pension administration. This process helps organizations achieve an objective, measurable, and error-free personnel system.

Digitalization brings strategic benefits to government bureaucracy. Safii et al. (2023) stated that digitalization improves time efficiency, assessment transparency, and employee motivation through clearer and more structured work systems. Furthermore, digital systems help increase job satisfaction because employees feel valued for objectively documented performance.

However, implementing digitalization also faces challenges. Zebua et al. (2023) highlighted limitations in technological infrastructure, low digital literacy among senior employees, and resistance to changes in work culture. Furthermore, data security and system development costs are important issues that need to be addressed in the digital transformation process.

The e-Kinerja application is an electronic-based civil servant performance assessment system designed to support increased bureaucratic accountability and transparency. Wibowo (2016) defines performance as the results of a person's work according to their responsibilities, while e-Kinerja facilitates such assessment digitally and based on real data. According to Fathurrahman and Sari (2018), the implementation of e-Kinerja increases accountability because every employee activity is automatically recorded in the system.

Nurhayati's (2020) research shows that e-Performance boosts employee motivation

because assessments are conducted fairly and based on tangible achievements. Nugroho (2021) adds that this system speeds up administrative processes, improves discipline, and strengthens performance monitoring. However, its effectiveness is greatly influenced by employee technological competence, infrastructure support, and the commitment of organizational leadership.

Motivation is an internal or external drive that stimulates individuals to act to achieve specific goals. Robbins (2019) explains that motivation encompasses an individual's intensity, direction, and persistence in achieving work goals. Hasibuan (2016) defines motivation as providing a driving force that creates work enthusiasm so that someone is willing to perform optimally.

Motivation is divided into two types: intrinsic motivation, which originates from within the individual, such as a sense of responsibility and pride; and extrinsic motivation, which stems from external factors such as rewards, benefits, or promotions (Rayyan & Paryanti, 2021). In the context of bureaucratic digitization, these two types of motivation can coexist—employees are motivated by the efficiency and clarity of the system (intrinsic), while also driven by a performance-based reward system (extrinsic).

Previous research has shown that digital systems such as e-Kinerja have a positive impact on employee work motivation. Fatmawati and Nurwani (2023) found that digitalization accelerates service processes, increases transparency, and motivates employees to work more disciplined. Research by Nabilah and Atieq (2022) also shows that digital systems increase intrinsic motivation because employees perceive their work to be easier and more efficient. Furthermore, Waliulu and Lukman (2020) explain that technology acceptance plays a crucial role in increasing work comfort and efficiency, ultimately leading to increased motivation.

From this study, it can be concluded that digitalization plays a strategic role in boosting employee motivation, but its success is highly dependent on the readiness of human resources, the availability of infrastructure, and organizational support in building an adaptive digital work culture.

RESEARCH METHODS

This study uses a qualitative descriptive approach to deeply understand how the digitalization of personnel services through the e-Kinerja application plays a role in increasing employee motivation at the Gunungsitoli City Human Resources Development Agency (BKPSDM). This approach was chosen because it allows researchers to explore employee meanings, perceptions, and experiences regarding the implementation of the digital personnel system.

The research was conducted at the BKPSDM (National Human Resources Development Agency) in Gunungsitoli City, North Sumatra Province. Research informants were selected using purposive sampling, including the Head of BKPSDM, structural officials, and several implementing staff who use the e-Kinerja application.

Data were collected through in-depth interviews, direct observation, and documentation of personnel documents and e-Performance implementation reports. Data analysis was conducted using the Miles and Huberman interactive model, which includes data reduction, data presentation, and conclusion drawing.

To ensure data validity, researchers applied source and method triangulation and conducted member checks with informants. Thus, the research results are expected to accurately describe the relationship between e-Performance implementation and increased employee work

motivation within the Gunungsitoli City Human Resources Development Agency (BKPSDM).

RESULTS AND DISCUSSION

The Gunungsitoli City Human Resources Development Agency (BKPSDM) has implemented the e-Kinerja system as an effort to digitize personnel services since 2022. This system is used by all civil servants (ASN) to record daily performance plans and realizations. Research shows that e-Kinerja simplifies administrative processes, accelerates performance assessments, and increases transparency. Employees find it easier to report work because the system can be accessed anytime and anywhere, eliminating the need to submit physical reports to superiors.

However, initial implementation faced obstacles such as limited internet connection, lack of technical training, and resistance from some employees accustomed to manual systems. Nevertheless, with ongoing support and outreach, the majority of employees became accustomed to using the system and recognized its benefits to work effectiveness.

Interview results indicate that the implementation of e-Performance has a positive impact on employee work motivation. The transparency of the assessment system makes employees feel that their performance is objectively recognized and appreciated. Employees are also motivated to improve their performance to receive positive appraisals and greater career opportunities. This aligns with Herzberg's motivation theory, which states that recognition for work performance is a driving factor for intrinsic motivation.

Furthermore, the e-Performance system helps improve discipline because every activity must be inputted and verified in a timely manner. Employees become more accountable for daily targets, which in turn increases productivity. However, some employees feel the administrative burden increases due to the requirement for regular submissions, necessitating a balance between administrative demands and work comfort.

Supporting factors for successful digitalization include leadership commitment, technological infrastructure support, and technical training for employees. The Human Resources Development Agency (BKPSDM) also implements an integrated performance monitoring policy, ensuring faster and more objective evaluation processes.

Inhibiting factors include unequal digital literacy, technical network constraints, and the shift from manual to digital work culture, which requires time to adapt. However, with a participatory approach and ongoing training, these obstacles can be minimized.

The findings of this study support previous research by Fatmawati and Nurwani (2023) and Nabilah and Atieq (2022), which stated that digitalization of public services increases employee efficiency and motivation. In the context of the Gunungsitoli City Human Resources Development Agency (BKPSDM), e-Kinerja serves not only as an administrative tool but also as a psychological instrument that strengthens a performance-based work culture.

Overall, the implementation of e-Performance has contributed to a more transparent, accountable, and results-oriented personnel system. However, to achieve optimal benefits, increased employee digital capacity and ongoing support from management and technology infrastructure are required.

CONCLUSION

The implementation of digitalized personnel services through the e-Kinerja application at the Gunungsitoli City Human Resources Development Agency (BKPSDM) has proven to be significantly instrumental in increasing employee motivation. This system promotes

transparency, efficiency, and accountability in performance assessments, thus motivating employees to feel more valued and motivated to perform optimally. In addition to improving discipline and productivity, e-Kinerja also strengthens a performance-based work culture.

However, implementation effectiveness is still influenced by factors such as digital literacy, infrastructure readiness, and resistance to change. Successful employee digitalization therefore requires managerial support and the instillation of a digital work culture at all levels of the organization.

The Human Resources Development Agency (BKPSDM) needs to expand regular e-Kinerja training to ensure all employees have equal digital skills. Technological infrastructure, particularly internet networks and supporting devices, needs to be improved to ensure the system runs smoothly. Furthermore, agency leaders are advised to continue providing constructive motivation and oversight so that the e-Kinerja application becomes not only an administrative tool but also a means of continuously improving the performance and professionalism of civil servants.

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