

# Effectiveness of Implementation of Employee Performance Targets (SKP) Based Online in the Governance Section Secretariat of the City of Yogyakarta

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## Abstract

This study focuses on observing the effectiveness of the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat, inhibiting factors and efforts made in order to optimally improve employee performance in the Governance Section of the Yogyakarta City Regional Secretariat. The author uses the theory of Gibson, Donnelly, and Ivancevich related to organizational effectiveness which is limited to the implementation of online-based Employee Performance Targets (SKP) and employee behavior. The author in conducting the study used a qualitative method with a descriptive approach. In collecting data, the author conducted observations, interviews using a list of questions given to informants, and documentation related to the implementation of online-based Employee Performance Targets (SKP). The results of the study indicate that the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat has been running well, seen from the process of implementing the preparation and supervision in the implementation of online-based Employee Performance Targets (SKP). Constraints related to limited human resources can be overcome by optimizing existing employees in completing work tasks. In order to improve employee performance, the efforts made are to involve employees in technical guidance or training, conduct evaluations of activity implementation to monitor and optimize performance achievements, create a comfortable work environment, and build effective communication.

Keywords: Effectiveness, Online-Based SKP, Employee Performance.

## 1. Introduction

In order to improve the quality of service to the community, the Yogyakarta City Government has launched software as an information center in the form of the Jogja Smart Service (JSS) application, an application that houses all digital innovations in the Yogyakarta City Government. JSS is also a means of providing services to employees in the Yogyakarta City Government, one of which is in the preparation of online-based Employee Performance Targets (SKP) (Yogyakarta City Government, 2021).

Employee Performance Targets (SKP) are the workload that must be achieved or fulfilled by ASN, where the SKP is one of the components that can be used as an indicator of the success of an organization after routine evaluations are carried out according to the SKP collection period. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022 concerning Management of State Civil Apparatus

Employee Performance, Employee Performance Targets or SKP are performance expectations that will be achieved by employees each year. Work expectations called expectations are expectations for employee work results and behavior (Isti'anah, 2022: 3-4).

Based on the circular letter of the Regional Secretary of Yogyakarta City Number 100.3.4.3/1745 dated May 13, 2024 concerning the Preparation of Online Employee Performance Targets (SKP) for the 2024 Yogyakarta City Government Based on the BKN E-Kinerja Application (Yogyakarta, 2024), there is a change in the preparation of the 2024 SKP in the Yogyakarta City Government which was previously manual, starting in 2024 it has been online based using the BKN E-Kinerja Application which can be accessed through the Yogyakarta City Government JSS by typing the keyword "E-Kinerja SKP BKN" (Yogyakarta City Government, 2024).

Starting from July 2024, the results of the SKP assessment for semester 1 of 2024 are one of the elements of the Additional Employee Income (TPP) which was previously not included in the TPP receipt calculation element, so that if ASN does not prepare the SKP, it will have consequences for the receipt of Additional Employee Income (TPP) for each ASN. The results of employee performance achievements inputted during the SKP assessment period in each semester must be accompanied by relevant supporting evidence according to each position by uploading the supporting evidence file via the link (Pemkot Yogyakarta, 2024).

With the new provisions in the preparation of the 2024 SKP online, there are still various problems in its implementation, both in the process of preparing Employee Performance Targets (SKP), data input, presentation of supporting evidence, employee understanding of the role of results and responsibilities, and printing of Employee Performance Target (SKP) documents.

The formulation of the problem in this study is: 1. How effective is the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat, 2. What factors hinder the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat.

Meanwhile, the objectives of this study are: 1. To determine the effectiveness of the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat, 2. To determine the inhibiting factors in the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat.

## 2. Literature Review

In general, effectiveness is seen as the level of achievement of operative and operational goals. Effectiveness is a measure that provides an overview of how far the target can be achieved. Effectiveness can also be interpreted as a measurement of the organization's success in achieving its goals. If the organization succeeds in achieving its goals, then the organization is said to have run effectively.

Gibson et al. in Pasalong (2013:4) stated that effectiveness is the achievement of targets through joint efforts. Furthermore, Gibson, J.L, Ivancevich, J.M and Donelly, (1984) provide limitations in providing criteria for organizational effectiveness through a systems approach, as follows:

- 2.1 Production. Production is the ability of an organization to produce the quantity and quality of output according to environmental demand.
- 2.2 Efficiency. Efficiency is defined as the ratio between output and input. The measure of efficiency can be expressed in terms of profit and cost or time or output.
- 2.3 Satisfaction. Satisfaction is defined as the concern for the benefits received by employees and customers. Satisfaction and work spirit are similar terms that indicate the extent to which the organization meets the needs of its employees.
- 2.4 Adaptation. Adaptation is intended as the ability of the organization, namely the extent to which the organization is able to respond to internal and external changes.
- 2.5 Development. Development is intended as a description of an organization in investing itself to expand its capabilities so that it can continue to survive in the long term. Development efforts that can be carried out are through training programs for management staff, but currently there have been many developments in organizational development, including through psychological and sociological approaches.

According to G. Shabbir Cheema and Denis A. Rondinell (1983) in Mutiarin and Zaenuddin (2014:98-99) there are four factors that influence effectiveness, namely: environmental conditions, relationships between organizations, organizational resources for program implementation, and characteristics and capabilities of implementing agents.

The theories or aspects above are the author's references in this study, which will be used as a benchmark to see how effective the implementation of online-based Employee Performance Targets (SKP) is in the Governance Section of the Yogyakarta City Regional Secretariat.

### 3. Research Methods

In conducting this research, the author used a qualitative method with a descriptive approach. According to Sugiyono (2020:9) the qualitative research method is a research method used to research natural object conditions, where the author is the key instrument, data collection techniques are carried out by triangulation (combination), data analysis is inductive, and qualitative research results emphasize meaning rather than generalization.

This study uses a purposive sampling technique by determining informants in a structured manner and data collection techniques using observation, interview and documentation techniques related to the implementation of Online-Based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat.

#### 3.1 Informants

In determining the informants to be interviewed by the author in this study using purposive sampling technique. According to Sugiyono (2018:138) stated that purposive sampling is sampling using several specific considerations adjusted to the desired criteria to be able to determine the number of samples to be studied. This consideration is in the form of selecting informants/sources who are considered to know the most about what data will be expected. So that later the research conducted can run more easily.

In selecting informants related to the effectiveness of the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta

City Regional Secretariat, the author determined 11 informants, namely: Head of the Governance Section of the Yogyakarta City Regional Secretariat, Junior Expert Policy Analyst for Government Administration, Junior Expert Policy Analyst for Regional Administration, Junior Expert Policy Analyst for Regional Autonomy, Technical Policy Reviewer (5 people), and General Administrator (2 people).

#### **4. Results and Discussion**

Based on the results of the research and discussion that have been described regarding the effectiveness of the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat, the author can convey the following:

4.1 The effectiveness of the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat has been running well from the process of implementing the preparation and monitoring of its implementation. This can be seen from the indicators:

4.1.1 Product. The implementation of online Employee Performance Targets (SKP) has an impact and influence on employee performance achievements, which means that the implementation of online-based SKP has an impact on increasing work capabilities and work effectiveness.

4.1.2 Efficiency. The implementation of online-based Employee Performance Targets (SKP) provides many conveniences in compiling, assessing, and monitoring assessment results when compared to manual preparation so that the preparation of SKP can be carried out on time in accordance with the provisions and circulars of the Yogyakarta City BKPSDM. The implementation of online-based Employee Performance Targets (SKP) is also useful in increasing efficiency, transparency, objectivity, and accuracy in managing employee performance on an ongoing basis and has an impact on objectivity and transparency in employee performance assessments.

4.1.3 Satisfaction. The implementation of online-based Employee Performance Targets (SKP) affects the acceptance of TPP if the assessment results do not meet expectations, but if the assessment results meet expectations, it does not affect the acceptance of TPP.

4.1.4 Adaptation. Regarding the implementation of online-based Employee Performance Targets (SKP), socialization has been carried out both internally and within the Yogyakarta City Government and its implementation in the Governance Section has gone well.

4.1.5 Development. With the existence of an online-based Employee Performance Target (SKP) implementation policy, most employees have quite a good understanding of the role and result matrix as well as the flow/stages in its preparation.

4.2 Inhibiting factors in the implementation of online Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat are the following factors:

4.2.1 Environmental Conditions. Related to infrastructure in the form of an internet network, which sometimes still has technical constraints related to internet

connections and the BKN SKP E Performance server, especially when there is a lot of traffic using the website.

- 4.2.2 Human Resources (HR). The factor of limited Human Resources (HR), where this problem is a problem faced by most Regional Apparatus Organizations (OPD) in the Yogyakarta City Government. With these problems, OPDs are required to be able to optimize existing employees in completing their main tasks and functions. Another inhibiting problem related to HR is the lack of understanding of some employees regarding the technical aspects of data input, understanding of data presentation/supporting evidence, printing and determining the date of determination on the SKP document.

## 5. Conclusion

The implementation of online-based Employee Performance Targets (SKP) in the Governance Section has been running well from the process of compiling and supervising its implementation. Based on the theory (Gibson, J.L, Ivancevich, J.M and Donelly, 1984), that of the five dimensions, namely product, efficiency, satisfaction, adaptation, and development when compared to the reality in the field has been balanced and in accordance with its definition. Of the five dimensions, only the satisfaction dimension does not really support the effectiveness of the implementation of online-based SKP because the results of the SKP assessment with the Predicate "Good" do not have an impact on the amount of Additional Employee Income (TPP) for employees.

## 6. Suggestions

Based on the conclusions outlined above, the author provides suggestions related to the implementation of online-based Employee Performance Targets (SKP) in the Governance Section of the Yogyakarta City Regional Secretariat, as follows:

- 6.1 It is necessary to carry out re-socialization or refreshment, especially when the preparation of the SKP will be carried out and during the SKP assessment period for all employees, so that problems related to technical data input, presentation of supporting evidence, to printing of SKP documents can be resolved.
- 6.2 Related to the problem of network constraints that are sometimes not smooth and the website is slow to access due to the large amount of website usage traffic, intensive coordination should be carried out with the supporting agency in this case the Yogyakarta City Communication, Information and Cryptography Service.
- 6.3 In order to motivate employee performance improvement and as a material for evaluating the achievement of activity performance, it is necessary to apply a reward and punishment mechanism within the scope of the Yogyakarta City Regional Secretariat's Governance Section. Rewards are given to the Work Team that has carried out activities in accordance with the specified procedures, in the form of special expectations from the leader at the time of the SKP assessment. While punishment is given to the Work Team that cannot carry out activities in accordance with the specified procedures, namely in the form of direct reprimands by the leader and the provision of less than optimal values during the SKP assessment.



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