

Strengthening Civil Servant Performance through E-Performance Bureaucracy Reform at Surakarta Regional Public Hospital

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ABSTRACT

Strengthening employee performance can be achieved with bureaucratic reform. In globalization era, bureaucratic reform is associated with ICT, as in the application of e-performance which is an information system of performance management aiming to assess achievement and as a reference for additional income for civil servant. Surakarta Regional Public Hospital has implemented e-performance. However, the implementation of e-performance at Surakarta Regional Public Hospital is still experiencing obstacles, as BKPPD Surakarta City only recognizes civil servants working hours for morning shifts (7am to 2pm) and full shift. Meanwhile, civil servants who work in middle shift are not recognized by BKPPD. This causes the e-performance percentage of civil servants then decreases and causes additional income for civil servants to decrease. Moreover, the workload of civil servants in Surakarta Regional Public Hospital increased due to the co-19 pandemic. It is necessary to improve the implementation of e-performance in Surakarta Regional Public Hospital so that the reinforcement of civil servants' performance can be achieved. This research answers two questions: 1) Does bureaucratic reform through e-performance encourage the reinforcement of civil servant performance in Surakarta Regional Public Hospital?; and 2. What are strategies carried out to make civil servant performance in Surakarta Regional Public Hospital recognized, according to the criteria of e-performance in bureaucratic reform? This research uses exploratory research method through a qualitative approach. The results will be used as an input to BKPPD in order to be able to carry out evaluations specifically related to improving the implementation of e-performance system.

Keywords: *bureaucratic reform, e-performance, civil servant, covid-19 pandemic, Surakarta Regional Public Hospital*

1. INTRODUCTION

Bureaucratic reform is no longer just a demand of all society elements for the better bureaucracy, especially the quality of government officials. Bureaucratic reform is very desirable to government officials. The successful reform must be felt by the public, not just on documentation. The successful implementation of reform can be seen from how the public we serve can feel the impact of better change. That is the true meaning of the Mental Revolution in the apparatus, according to the Ministry of Administrative and Bureaucratic Reform (KEMENPAN RB) [1].

Bureaucratic reform in this globalization era is associated with the utilization of the internet, communication and technology (ICT) in government. Public service delivery is promoted more intensely and recognized as an effective strategy to pursue good governance as ICT is considered as reducing time and distance between service providers and public or customers [2]. The utilization of ICT in various fields is driven by the rapid development of information technology. Information technology plays an important role to realize the change of work method that makes it easier for people to get things done. Information technology is applied to process and to transmit information in electronic form [3].

In this era, using the information technology becomes a demand and necessity in every activity. Internet becomes one of the manifestations of information technology often used by people. Internet allows people to connect and to communicate anywhere and to make getting information easier. Internet usage rate as a means of information searching tools and communication media at this time is very high. Similarly with the current development of governmental system, the government is expected to optimize the use of the information technology, particularly the internet, to support employee performance in improving service quality to public.

Human resources are also another factor affecting the public service quality of government organizations. Human resources quality can support the public service quality. Human resources quality in government organizations can be seen through the organizational performance in providing optimum service to public. Human resources are a means of civil servants. The quality of civil servants' performance in government organizations, both centrally and regionally, has been measured and supervised poorly. This can be seen from various services in the public sector (non profit oriented) seeming to be convoluted, slow and unfriendly. This has an impact on the low level of public satisfaction with civil servants performance. The public's sight encourages the government to conduct proper supervision in order to control civil servant performance quality.

Currently, the government has begun to implement reforms in the field of professional bureaucracy and high integrity as a public servant. This can be accomplished

through the concept of e- government. E-government is an application of information and communication technology created by government institutions [4]. One of local governments currently implementing e-government concept is Surakarta City Government. The e-government implemented by Surakarta City Government is, among others, in terms of performance supervision and determination of the amount of civil servant performance money. This is accomplished through the implementation of e-performance. Arsalan et al [5] mentioned that e-performance is a performance control system including web-based computer program to facilitate the preparation of performance indicators consisting of personnel activity and performance as well as data collection processes for performance indicators. Civil servants are authorized to fill in the appropriate workload data and to evidence it by showing disposition sheets and duty letters from superiors. Thus, the government can measure the performance burden of civil servants objectively, measurably, accountably, participatively and transparently, and civil servants can obtain their rights in the form of performance money according to the specified workload.

One of governmental institutions in Surakarta City that has implemented e-performance is Surakarta Regional Public Hospital. Surakarta Regional Public Hospital has implemented e- performance since early 2019 but there has been no research examining the extent of the e-performance system implementation in Surakarta Regional Public Hospital. In reality, there is problem regarding e-performance implementation in Surakarta Regional Public Hospital. Surakarta Regional Public Hospital faces problem, namely BKPPD Surakarta City only recognized the working hours of civil servants who work morning shift (7 a.m. to 2 p.m.) and full shift. Civil servants who work middle shift are not recognized by BKPPD Surakarta City. This makes the percentage of civil servant e-performance and additional income or e-performance's money for civil servant decrease. They complain about this because they experienced the same workload as civil servants who work morning shift (7 a.m. to 2 p.m.) and full shift. Moreover, the workload of civil servants in Surakarta Regional Public Hospital increases due to the covid-19 pandemic.

As Sachs and Warner [6] mentioned, endemic disease is one of factors influencing the public management process in providing public services. Covid-19 itself is an infectious disease caused by a new type of coronavirus with common symptoms of fever, weakness, cough, seizures and diarrhea [7]. A number of patients with mysterious pneumonia were reported for the first time in Wuhan, China on December 2019 (Phelan et al, 2020). The virus has been named severe acute respiratory syndrome coronavirus 2 (sars-cov-2) and can transmit quickly from human to human through direct contact [8]. The incidence of covid-19 cases continues to increase from day to day, so that health workers as a frontline are increasingly depressed due to the increasing workload, worrying about their health and families [9]. Therefore, an improvement is needed on the e-performance implementation, so it can be achieved to strengthen the

civil servants performance in Surakarta Regional Public Hospital. This article will answer two questions: 1. Does bureaucratic reform through e-performance encourage the strengthening of civil servant performance in Surakarta Regional Public Hospital?; and 2. What are strategies carried out so civil servant performance in Surakarta Regional Public Hospital is recognized according to the criteria of e-performance in bureaucratic reform?

2. LITERATURE REVIEW

Bureaucratic reform in general is essentially an important agenda in fixing and improving government implementation or the main administrative system concerning institutional aspects, implementation and human resources apparatus [10]. Bureaucratic reform is defined as a major change in paradigm and governance. Bureaucratic reform includes changes in the structure and repositioning of the bureaucracy, a complete change in the political and legal systems, changes in the mental and culture attitudes of bureaucrats and public, as well as changes the mindset and commitment of the government and political parties [11]. Bureaucratic reform is an attempt to create a more effective administrative system as an instrument of social change, achieving political equality, social justice and economic growth [12]. Utomo [13] also mentioned that bureaucratic reform can be described as a stairs to the peak of success, that is, to gain public trust.

Bureaucratic reform should be conceived in the context of "purpose". It is the ultimate goal of a job. If it is associated with bureaucratic reform, the purpose of bureaucratic reform is nothing but the desired outcome to rebuild public trust in the bureaucracy in order to be good [14]. Bureaucratic reform in the implementation of government activities and public service are directed at creating professional and accountable bureaucratic performance [15]. Bureaucracy in carrying out various service improvement activities is expected to be more oriented towards the public satisfaction of service users.

Professional and high integrity bureaucratic reform as a public servant has been carried out by the government through the concept of e-government. E-government enables the government to provide services to public, to improve interaction between business world and industry, as well as to provide information access to public. This also enables the public to monitor the government's performance through transparent information. Based on research conducted by Suleimenova [16], Zhu [17], Brewer [18] and Goldsmith [19], it can be concluded that the increasing quality of public service through bureaucratic reform can strengthen the transparency and accountability of government agencies.

Performance is an achievement overview of the implementation of an activity or program or wisdom in realizing the goals, objectives, missions and vision of the organization. The things an organization wants to achieve are included into strategic planning. Sutrisno [20] said performance is the result of work a person has achieved

from his work behavior in carrying out work activities. Bangun [21] also said that performance is the result of work achieved by employees based on the requirements of the job. Meanwhile, according to Silalahi [22], performance is the individual (employee)'s work achievement level after trying or working hard or the end result of an activity. Performance, according to Bastian (2006), is generally defined as an achievement an organization wants to achieve over a period of time.

On the other hand, what is meant by e-performance is a performance control system including web-based computer programs to facilitate the preparation of individual activity and performance indicators as well as data collection processes for performance indicators (Arsalan, 2019). Implementation of civil servant e-performance in Surakarta City Government is based on *Peraturan Walikota Surakarta Nomor 25A Tahun 2018* (Surakarta Mayor's Regulation Number 25A of 2018) about additional income based on performance for civil servants in Surakarta City Government and *Keputusan Walikota Surakarta Nomor 786/85.4 Tahun 2018* (Surakarta Mayor's Decree Number 786/85.4 of 2018) about detailed list of daily activities of civil servant in Surakarta City Government. E-performance, according to BKPPD Surakarta City (bkd.surakarta.go.id), is a performance assessment system in the form of a web-based application program by Surakarta City Government to manage personnel office workload, the process of collecting data on performance indicators and workloads of units or organizational task forces as the basis for calculating work performance and providing work incentives.

The purposes of e-performance (bkd.surakarta.go.id) [23] are: a) to improve civil servant discipline, civil servant performance, and organization; b) to increase civil servant work motivation; and c) to improve civil servant welfare. The benefits gained from the implementation of e-performance (bkd.surakarta.go.id) are: a) Recording all daily activities performed by civil servant; b) Knowing the optimization of civil servant performance; c) Knowing the contribution of civil servants to the organization; d) Encouraging civil servant to take initiative in the implementation of tasks to achieve the organization's objectives; e) serving as an instrument of providing additional income for civil servant in accordance with the activities or activities carried out; f) analyzing the employee needs, evaluating employee performance and material for the construction and development of employees or organization; g) Time, material and human resources efficiency.

E-performance indicator assessment consist of several components expectedly driving the improvement of the performance of individual civil servant that have implications to regional device organizations (OPD) performance, among others: a) Weight of employee's position or office; and b) Work achievement. Work achievement consists of two variables (bkd.surakarta.go.id): a) Individual work performance; and b) Performance of regional device. The weight of the employee's position is the proportion of employees based

on the impact elements of result, employment, authority, responsibility, correlation, scope, difficulty and complexity of the job, considering the criteria of workplace, working conditions, scarcity of professions and other objective considerations. The weight of the employee's position is static and has a 40% proportion in performance assessment. Individual work performance is an activity of work achieved by each civil servant in the organizational unit in accordance with the employee's work goals and employee work behavior. Work performance is dynamic and has 60% proportion in performance assessment. The performance of regional device is the performance achievement of the regional revenue and expenditure budget (APBD) implementation in regional device task force (SKPD) as measured based on quality and effectiveness. The indicators are: a) Quality aspect (budget), the achievement of realization or absorption rate of the budget according to the plan; and b) Effectiveness aspect (time), the achievement of realization or absorption rate of the budget in accordance with the target time [23].

Several studies have shown that e-performance simultaneously affects the performance of civil servants:

- a. Njeje et al [24] mentioned that e-performance management system is positively related to the organization's performance. E-performance is used for effective compensation and employee performance assessment. Punctuality in the processing of salaries and bonuses also results in an effective level of employee compliance.
- b. Suhardoyo [25] mentioned that implementing e-performance as a 360° performance assessment implementation encourages employees to improve their performance in achieving organizational performance. E-performance can provide feedback to employees in order to see the work behavior that has been done from other employees' perspective and e-performance in the 360° performance assessment is an approach to objectivity in employee assessment.
- c. Stanton and Barnes-Farrell [26] mentioned that e-performance has an impact on employees having good self-control and showing superior personnel performance.
- d. Negara and Fachruddin [27] mentioned that e-performance training has a significant effect on user satisfaction of e-performance systems. Meanwhile, personal capabilities and e-performance training have a significant effect on the satisfaction of e-performance system users at the regional device task force (SKPD) government service in Banda Aceh.
- e. Mukti et al [28] explained several things in his research, as follow: 1) Performance assessment based e-performance has a positive and significant effect on employee's performance. This means that e-performance assessment can improve employee performance; 2) Performance assessment based e-performance has a positive and significant effect on employee job satisfaction. This means that performance assessment based e-performance can improve employee job satisfaction; 3) Job satisfaction has a positive and significant influence on employee's work performance. This means the success of employees in carrying out the duties given by the organization is able to increase the job satisfaction obtained.
- f. Putri et al (2014) [29] mentioned that e-performance and rewards are together and individually affect the apparatus of regional financial managers.
- g. Nurhayati (2019) [30] explained the most dominant variable affecting employee performance is the e-performance implementation variable that directly affects employee performance without going through motivation as an intervening variable. Competency also directly affects employee performance without being motivated as an intervening variable. This can be interpreted that the high competence of employee, can directly improve the performance of employee without motivation from head of sub-district. This is because work experience and higher education enable employees to understand their basic tasks and functions clearly and to take full responsibility for completing their work.
- h. Pratiwi and Alfirdaus (2018) [31] explained that implementation and application of online e-performance system successfully becomes a tool that plays a role in the supervision of bureaucratic performance in Semarang City. The success of e-performance development and implementation throughout regional device task force (SKPD) is considered to have a very influential effect on people in Semarang City. The success of BKD Semarang City in implementing online e-performance system also affects the services provided to the public, such as health services, education services, staffing services, etc.
- i. Windasari (2019) [32] explained several things in his research: 1) E-performance assessment system has a positive effect on performance; 2) Additional income for civil servant has a significant positive impact on performance; 3) E-performance assessment system has a significant positive effect on job satisfaction; 4). Additional income for civil servant has a significant positive impact on job satisfaction.; 5) Job satisfaction has a significant positive effect on performance; and 6) E-performance assessment system and additional income for civil servant have a significant positive impact on performance through job satisfaction.

Bernia et al [33] mentioned that there is a direct and positive link between bureaucratic reform and civil servant performance. This means that implementation of bureaucratic reforms encourages the improvement of civil servant performance. Ria et al [34] also mentioned that bureaucratic reform significantly affects public service performance and public welfare. Bureaucratic reforms have a significant contribution to shaping and improving civil servant overall performance. Some of these studies prove that bureaucratic reform spurred the reinforcement of civil servant performance.

3. METHODOLOGY

Research method is a scientific way to get the data with the certain objective and utility [35]. This research used exploratory research method through a qualitative approach. This research took place in Surakarta Regional Public Hospital. The data used in this study includes primary and secondary data. Data collection techniques in the form of in- depth interviews with several civil servants in Surakarta Regional Public Hospital and document also observation as secondary data.

4. RESULTS AND DISCUSSIONS

Bureaucratic reforms have been implemented by all ministries and institutions including local governments at the provincial, city and district levels. Reform is the government's way of improving civil servant performance. The reforms aim to change processes, procedures, attitudes and behaviors. Change is the result of reform. Melchor (2008) mentioned that the changes are expected to result in a new organizational environment and institutional arrangements. Adapting people's mindsets, cultures and attitudes to the new environment required organizations to manage the changes (2008). Repucci [36] also mentioned that bureaucratic reform is a challenge that must be solved by the government because it is able to strengthen or to undermine the entire governance system.

Implementing bureaucratic reform through e-performance can improve individual performance. This is because e-performance affects additional income for civil servant as motivation to continuously improve the performance of individuals and as a whole organization. E-performance is also a form of bureaucratic reform evaluation on government agencies. On the other hand, there are problems in the implementation of e-performance in Surakarta Regional Public Hospital. The problem is that BKPPD Surakarta City only recognized the working hours of civil servants who work morning shift (7 a.m. to 2 p.m.) and full shift. Civil servants who work middle shift are not recognized by BKPPD Surakarta City. This makes the percentage of civil servant e-performance and additional income or e-performance's money for civil servant decrease. They complain about this because they experienced the same workload as civil servants who work morning shift (7 a.m. to 2 p.m.) and full shift. Moreover, the workload of civil servants in Surakarta Regional Public Hospital increased due to the covid-19 pandemic.

Some informants state the fundamental assumption about e-performance effects in Surakarta Regional Public Hospital as follows. Informant A1 said, "*Kalau dibilang manfaatnya itu jelas dirasakan berbeda dibandingkan jaman dulu waktu belum ada e-kin. Karena jaman dulu itu orang kerja nggak kerja itu dapatnya x rupiah itu dan itu jadi tidak adil karena ada yang misalnya dia sama-sama*

staf, staf golongan sama, pangkat sama dan ternyata beban kerjanya berbeda, dapetnya sama, kan itu tidak adil. Lha, ada e-kinerja ini saya tahu sebenarnya tujuannya adalah untuk supaya yang beban kerjanya banyak, ya dia pantaslah dia dapat x rupiah itu. Tapi kalau yang kerjanya sedikit, ya dia pasti di bawahnya x rupiah itu". Also, others Informant argued that:

Kalau menurut saya e-kinerja itu kan juga untuk kita tu kerja harus ada targetnya, jadi harus terukur. Jadi e-kinerja itu juga sesuai sih sama kesehariannya, maksudnya dari itemnya, kita kerjanya apa aja, terus misalnya jumlah pasiennya berapa, nanti kan akumulasi totalnya itu bisa dilihat di targetnya ada peningkatan apa enggak. Jadi ya sesuai sih kalau menurut saya (Informant A2).

E-kinerja sebenarnya kan untuk barometer ukuran dari BKD untuk semua PNS ASN jadi menanggapinya ya bagus untuk evaluasi dari masing-masing ASN (Informant A3).

Kalau kesulitan nggak ada sih, kalau saya sih sama aja sih mbak. Nggak ngaruh gitu, maksud e ya kerjanya itu ya dikerjakan gitu (Informant A4).

Pendapatku tentang e-kinerja, yang pertama ada reformasi birokrasi yang membuat kinerja pegawai bisa terukur. Yang kedua masih banyak kelemahan aplikasi dalam e-kinerja tersebut. Jadi bersyukur ada e-kinerja karena kita sendiri secara pribadi, ASN, bisa mengevaluasi diri kita sendiri. Ada angka dan persentase yang jelas. Tetapi di sisi lain yang bersamaan ada banyak kelemahan dalam aplikasi e-kinerja yang sering kali kelemahan itu membuat semangat bekerja menurun (Informant A5).

The statements above are followed by other statements of several informants regarding e-performance issues in Surakarta Regional Public Hospital. Informant A1 said, "*Saya tidak bilang tidak diakui tetapi saya sudah mengajukan nota dinas ke BKD, BKPPD ya sekarang ya. Jadi itu sudah memuat tentang kendala-kendala yang dihadapi di sini, entah absensi. Karena dulu waktu konsultasi langsung itu dibilang yang mengalami tidak hanya di sini tetapi di tempat-tempat lain, dinas-dinas lain yang juga mempunyai sistem shift. Kita nggak usah bicara tentang sistem yang middle apa yang segala macamnya, shiftnya aja. Yang shift aja itu susah kadang untuk, jadi setiap anu harus dientry ulang secara manual, gitu kan. Supaya bilang dia itu shift malam sebenarnya. Jadi agak-agak susah kalau, ya sudah diajukan nota dinas tentang kendala-kendalanya. Sampai sekarang sih ya masih tidak ada tindak lanjutnya. Konsultasi awal itu langsung ke sana, kita disuruh menyusun nota dinas secara tertulis dan itu sudah dilaksanakan, cuma belum ada tindak lanjutnya dari sana. Karena kita mau bikin sistem absensi tersendiri untuk PNS, itu juga sebenarnya belum ada ijinnya untuk melakukan itu kan. Jadi sebenarnya saya dalam nota dinas pun, ini lho kita ada seperti ini, monggo ini gimana dibicarakan. Apakah mau ITnya mau mensinkronkan apa gimana atau kita disuruh bikin sendiri nanti tinggal*

dihubungkan? Itu aja kita nggak, belum diajak bicara lagi untuk itu. Saya itu masukkan nota dinas itu tahun lalu apa ya. Sebenarnya saya tidak hanya menyoroti tentang e-kin aja, kalau untuk absensi kita sendiri sudah terkendala dari dulu. Dari dulu saya pertama kali masuk sini kan sistem shift itu belum bisa ditangani. Saya tidak mengerti, kok tidak bisanya itu kenapa. Masa kita harus mengisi shift itu sebagai dinas luar terus kan itu tidak masuk diakal. Kok wong pendak dino dinas luar, kan tidak mungkin. Nah itu juga sudah disampaikan ke sana tapi ya suruh bikin tertulis. Terus sampai sekarang tidak ada tindak lanjutnya. Ini kan harusnya diperbaiki programnya”.

This statement is also supported by other informant statements, as follow:

Kalau e-kinnya pernah drop sih mbak karena masuk siang. Tapi juga nggak terlalu banyak sih. Tambahan penghasilannya berkurang sih mbak. Pas saya lihat itu kok nggak 100%. Padahal saya masuknya juga 100%, sesuai jam shiftnya dan kerjanya juga sesuai beban kerjanya. Saya tanya ke TU, itu dulu pas awal-awal sih mbak. Kan awal-awal ngisi e-kin itu 2019an. Itu kan awal ngisi kan bisa dilihat absensinya di situ, rekapannya, skpnnya berapa persen terus absensinya berapa persen. Kok ini nggak 100%. Saya tanya TU. Itu jawabannya ITnya belum bisa untuk pengaturan yang siang, malam dan minggu itu nggak bisa diatur untuk masuk karena kalau hari minggu diatur masuk nanti jadi kehitungan alpha (Informant A2).

Mengalami masalah pada tahun yang lalu karena saya masih jaganya di kamar operasi sama supervisi. Jadi ada beberapa hari yang saya jaga di saat hari libur dan jaga di saat bukan jam kerja. Jadi kalau supervisi itu ada jaganya sore, hari minggu, hari libur. Nah, padahal saat itu recording saya misalnya pada bulan Januari itu tercatat pada e-kin itu hanya berapa puluh persen, 50% atau 60%. Padahal saya kalau dihitung secara manual setara misalnya 24 hari kerja saya masuknya juga 24 hari kerja. Jadi di saat jaga supervisi terus di hari minggu itu tidak tercatat di e-kin walaupun sudah sidik jari. Ada pengurangan penghasilan tapi sudah dimodifikasi sama TU jadi misalnya ini 1 juta, pada waktu akumulasi 1 bulan saya dapat potongan misal jadi 800. Itu sama TU dibenerin, dimasukkan. Jadi berkurang tapi tidak banyak. Misal dibiarkan ya bisa jadi banyak. Jadi itu perbaikan sistemnya (Informant A3).

Kalau di gizi itu start jam 6 pagi sampai jam 6 sore. Nanti tinggal kita bagi ada orangnya berapa, yauda dibagi itu. Jam kerjanya berapa jam, kita bagi, kita main itu. Nanti kita lapornya ke TU, masalahnya repotnya itu. Jadi harus lapor-lapor ke TU (Informant A4).

Permasalahan e, satu, RSUD itu adalah instansi dimana ada multi shift diberbagai bagian yang mungkin itu tidak dialami oleh instansi lain atau BKD, sebagai pihak penyelenggara adanya

aplikasi e-kinerja. Jadi dibutuhkan legalitas yang mendetail tentang aturan shift baik yang non shift, full 3 shift ataupun yang 2 shift, ada juga yang overlap. Jadi terkadang di hari Minggu atau tanggal merah akan tetap ada pegawai yang masuk kerja, standby. Supaya pelayanan tetap berlangsung 24 jam. Pada kenyataannya dalam e-kinerja masuk kerja di hari Minggu atau tanggal merah tidak diakui. Begitu pula sebaliknya. Terkadang pegawai akan libur di hari kerja. Nah, e-kinerja membaca itu sebagai tidak masuk tanpa keterangan. Padahal itu memang jatahnya libur. Secara tidak langsung hal tersebut cukup mempengaruhi persentase absensi dalam e-kinerja. Ada pula jam overlap seperti masuk jam 10 pulang jam 5 sore. Dalam aplikasi e-kinerja pegawai bisa dilihat datang terlambat dan pulang yang molor lamapun tidak diakui. Permasalahan lainnya, kelemahan-kelemahan fitur dalam aplikasi e-kinerja seperti poin pekerjaan yang bisa dimasukkan padahal tanggal pekerjaan tersebut belum dilalui. Adapula permasalahan seperti approval atau persetujuan oleh atasan dimana dalam kenyataannya atasan yang menyetujui poin pekerjaan bukanlah atasan langsung tetapi kepala subbagian yang tidak bersama-sama dalam keseharian pekerjaan. Jadi, terkesan asal disetujui tanpa benar-benar mengetahui apakah poin pekerjaan itu benar dilakukan dan seberapa kuantitas pekerjaan itu dilakukan. Permasalahan yang terakhir, ada idealisme dari diri saya sendiri bahwa seharusnya penilaian kualitas pekerjaan itu lebih besar porsinya ditentukan oleh rekan kerja dan atasan langsung. Bukan berat porsinya pada pengisian poin pekerjaan e-kinerja (Informant A5).

Based on opinion from some informants, it can be seen that actually e-performance benefits civil servants in Surakarta Regional Public Hospital. Benefits can be the measured performance of each civil servant, the clarity of work targets, the improved discipline and well-being of civil servants.

On the other hand, there is a problem in the implementation of e-performance, that is, the civil servants working middle shifts not recognized by BKPPD Surakarta City. Surakarta Regional Public Hospital has been working to solve this problem through communication with BKPPD Surakarta City. However, there has been no response from BKPPD Surakarta City until today. Another effort made by Surakarta Regional Public Hospital is to revise the prestige of civil servants contained in the system. Every month civil servants have to give their work schedule to be adjusted by the administrative department of Surakarta Regional Public Hospital. The administrative section of Surakarta Regional Public Hospital processes the prestige manually so that civil servants get a percentage of e-performance according to their workload. This revised presence list is a temporary solution to civil servants working middle shifts in order to get a percentage of e-performance and additional income

corresponding to their respective workloads.

Informant A1 stated, “Jadi supaya tidak, ke depannya itu tidak, kepegawaian itu harus istilahnya merevisi absensi manual. Itu kan menghabiskan waktu yang bisa digunakan untuk yang lain, untuk mengerjakan yang lain. Mereka tidak pernah tahu di lapangan bahwa dia harus mengerjakan sekian banyak pekerjaan, adanya keterbatasan pegawai dan ritme bekerja di sini juga seperti ini. Iya yang pengelola kepegawaian, biasanya harus turun tangan ngecekin lagi terus mencocokkan dengan jadwal. Jadi setiap bulan kan kepala ruang mengumpulkan jadwal, jadi yang masuk shift ini, shift ini, shift ini gitu lho, lha itu dicocokkan dengan itu. Dilihat diupload absensinya kan kalau misalnya dia masuk ini ya sudah nanti dientrynya tu manual. Itu kan kalau revisi absensi harus ijin BKD juga. Kalau permasalahan ini tidak segera ditanggulangi, diperbaiki, direvisi, ya seterusnya akan gitu terus. Sebenarnya menurut persepsi saya sendiri, revisi absensi itu diperlukan kalau betul-betul ada yang di luar kendali. Misalnya, misal ya, ada yang sudah ikut rapat dari pagi terus sampai sore, ternyata sore dia sore selak mulih, lali absen. Lha itu bisa kan direvisi. Cuma kalau ini, apa namanya, shift-shifitan kayak gini kan yo, itu kan yang seharusnya dirubah programnya gitu lho. Dan itu berkesinambungan terus. Ne ra wong lali absen itu kan yo sekali dua kali. Kalau itu kan yang penting berkesinambungan setiap bulan ada. Jadi selalu lebih baik jika yang diperbaiki itu adalah programnya. Jadi kalau ke depannya ada apa namanya, kejadian seperti ini lagi kan ndak usah keroyo-royo revisi-revisi terus. Paling revisi cuma sedikit untuk orang yang bener-bener urgent”.

This statement is also supported by another informant statements, as follow:

Jadi apa namanya, nulis manual jadwal diserahkan ke TU tiap bulannya. Jadi nanti TU yang ngganti sendiri. Biasanya diganti mungkin diketerangannya itu ditulis shift siang, shift malam, libur shift, gitu mbak. Jadinya ditotal persentasenya itu nggak terlalu jauh. Saya harapannya sistemnya diperbaiki, khususnya buat absensi itu mbak sesuai jamnya masuk. Jadi walaupun kita ngumpulin manual tapi juga ada rekapan sidik jari yang langsung gitu. Biar lebih valid (Informant A2).

Tercatat di TU, jadi bagian kepegawaian, saya setelah supervisi kemarin itu tercatatnya masuk 20 hari sehingga saya dipanggillah sama TU. Kamu kemana saja, saya menyodorkan jadwal supervisi di tim manajer. Ternyata pada minggu ini, hari ini, saya jaga. Jadi TU merubah dan memberi keterangan bahwa saya pada saat ini jaga kemudian dengan jadwal yang supervisi. Jadi ada tambahan, itu pada saat saya supervisi. Saya nggak tahu juga sudah difollow up belum sama BKD karena ini kan sudah 2 tahun berjalan ya. Itu sana sudah membuat win-win solution apa belum. Kuncinya di TU apakah ada komunikasi dengan BKD. Kalau saya kan cukup laporan bulan ini saya masuknya sudah terpenuhi, misal

23 hari kerja sudah dipenuhi karena saya tiap Jumat Sabtu jaga sore mungkin di laporan saya tidak ada, ada catatannya (Informant A3).

Ya saya kalau masuk siang, saya lapor ke TU. Jadi TUnya yang ngolah. Jadi makanya harus sering-sering lapor TU kalau misal jam dinasnya beda. Biasanya dari TU langsung dikoreksi jadi tamsilnya utuh. Paling kan biasanya kalau saya tiap bulan mengerjakannya 100% poinnya kan, terus kehadirannya kok 60%, itu saya lapor ke TU. Kata TU, oiya ini belum dikoreksi lagi. Yang repot malah TUnya karena setiap kali harus merevisi jadwal. Jadi harus diotak-atiklah istilahnya (Informant A4).

Akhirnya setelah melewati beberapa bulan pengerjaan e-kinerja, didapati persentase absensi yang cukup buruk. Bagi saya yang saat itu full 3 shift dan beberapa teman yang 2 shift, persentase absensi e-kinerja kami berkisar di angka 50-60%. Tidak pernah lebih. Akhirnya saya bertanya kepada pihak TU. Mengapa persentase kami bisa berada di angka-angka tersebut padahal kami tetap masuk sesuai jadwal yang sudah ditentukan. Ternyata libur di hari kerja karena turun shift malam ataupun libur karena kelebihan jam kerja di hari kerja dianggap sebagai tidak masuk tanpa keterangan. Sehingga mengurangi jumlah hari kerja dan apabila kami masuk di hari Minggu atau tanggal merah, itu tidak dianggap. Sehingga tidak menambah jumlah hari kerja kami. Dengan kesepakatan, akhirnya kami mencari jalan tengah. Setiap hari Sabtu instalasi farmasi dan mungkin juga beberapa bagian lain menyetorkan realisasi jadwal kepada pihak TU. Jadi apabila ada tukaran shift ataupun libur di hari kerja atau masuk di tanggal merah, selalu kami beri catatan supaya pihak TU tahu kenapa kami libur atau masuk di tanggal merah. Kemudian setelah kami mengumpulkan realisasi jadwal setiap Sabtu, pihak TU yang akan mengolahnya dan mengoreksi jumlah hari kerja kami. Sejauh itu berjalan sampai sekarang, persentase e-kinerja kami sudah sesuai berkisar di angka 80-90% (Informant A5).

5. CONCLUSION

Based on the results of the research and discussions presented, the following conclusions can be drawn:

1. Bureaucratic reform through e-performance has not encouraged the reinforcement of civil servant performance in Surakarta Regional Public Hospital. In fact, the benefits of e-performance have been felt by civil servants in Surakarta Regional Public Hospital. On the other hand, there is a problem to be solved first, namely civil servants working middle shifts are not recognized by BKPPD Surakarta City.
2. The strategy taken to make the performance of civil

servants in Surakarta Hospital recognized according to the criteria of e-performance is to use the revised work schedule of civil servants contained in the system, where this is done by the administrative section of Surakarta Regional Public Hospital. Every month civil servants have to collect their work schedule to be adjusted by the administrative department of Surakarta Regional Public Hospital. The administrative section of Surakarta Regional Public Hospital processes the work schedule revision manually so that civil servants get a percentage of e-performance according to their workload. This revised work schedule is a temporary solution to civil servants working middle shifts to get a percentage of e-performance and additional income corresponding to their respective workloads.

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