

Analysis of Employee Constraints and Perceptions on the Implementation of E-Kinerja in Performance Assessment (A Case Study at The Baturetno Sub-District Office)

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ABSTRACT

Employee performance assessment is an important part of increasing effectiveness and responsibility in the work of government employees. With the development of information technology, the government has begun to use the e-kinerja system as a way to assess employee performance in a bold manner. However, in its implementation there are still various problems that hinder it. This research aims to overcome existing obstacles and employee perceptions of the use of e-kinerja in performance appraisals at the Baturetno District Office. This research uses a qualitative approach by collecting data through observation and interviews. The results show that there are several obstacles such as inadequate networks, complicated systems, and differences in employee abilities in using applications. Research also finds that obstacles are not only technical, but also non-technical, where non-technical obstacles have more influence on the successful use of e-kinerja. Apart from that, according to the findings, employee perceptions vary greatly regarding the use of e-kinerja. This shows that the successful implementation of e-kinerja does not only depend on the quality of the system, but also on employee readiness and support from the organization.

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1. INTRODUCTION

Employee performance plays an important role in helping the government work well and provide good public services. In the public sector, how well employees perform shows how well the organization is meeting its goals and also shows how responsible and professional they are in serving the community. Because of this, managing how civil servants perform has become a major focus in human resource management in the public sector (Fachrurazi dkk., 2021; Syarief dkk., 2022)

To make employee performance better, the government needs to use a performance appraisal system that is fair, clear, and easy to measure. If these systems are not well managed, they can cause problems like poor discipline, mismatch between performance goals and actual results, and difficulty in making decisions based on performance (Wibowo, 2021). Because of this, there have been ongoing changes and improvements in public administration, especially through the use of information technology.

As information technology develops quickly, the government has been pushing for digital transformation as part of its efforts to reform bureaucracy. Digitalization is meant to speed up work, improve transparency, and make employee performance management more efficient and

accountable (Kurniawan, 2022; Wibowo, 2021). One example of digitalization in performance management is the e-kinerja system, which helps with planning, reporting, and evaluating performance through electronic means (Irawan, 2025).

But in practice, the use of e-kinerja in government agencies has not always reached its goals. Some studies have found that technical problems, like system limitations, poor internet connections, and weak supporting infrastructure, make it hard for e-kinerja to work well (Latifah dkk., 2023; Ariyani dkk., 2024). In addition to these technical issues, non-technical factors like employee skills, their ability to use digital tools, and how well they adapt to new systems also greatly affect how successful e-kinerja isn (Andika & Maulida, 2022; Gae & Ardiansyah, 2025). These findings show that the problems faced in implementing e-kinerja are not just about technology, but are also connected to how ready the organization is and how well employees can use the system, especially in sub-district government offices like the Baturetno Sub-District Office.

Earlier studies in public sector organizations show that employee performance is affected not just by the work system, but also by internal factors. Research at the village level indicates that work stress, motivation, and work discipline have a big impact on how well employees do their government jobs (Lotu et al., 2022). Other studies also show that work ability, work behavior, and workload are important in determining employee performance in public organizations (Setyaningsih et al., 2022).

From the point of view of using information technology, technology can act as a helpful tool to improve employee performance. Using information technology has been found to strengthen the link between work motivation, teamwork, and employee performance when users are well-prepared to use the system (Setiawan et al., 2023). In the area of human resource management, using digital systems like e-kinerja is part of an organizational change process that needs adaptation, changes in behavior, and support from management to be successful (Putri et al., 2023; Widodo et al., 2024)

In the context of implementing digital systems, the success of organizational change also depends on how employees, as users of the system, see and react to it. Employees' views on whether e-kinerja is useful and easy to use influence how much they follow the system. Those who think e-kinerja is useful and easy to use are more likely to use it, while those who have technical problems tend to use it less (Putra & Frinaldi, 2023; Savitri & Primastiwi, 2025). Moreover, some studies suggest that even though e-kinerja can help with administrative order and work discipline, its effect on actual performance improvements is limited if there isn't enough readiness from the human resources and proper management (Rahman dkk., 2024; Robiyandi dkk., 2024)

The use of e-kinerja is backed by government rules that focus on combining performance management and overseeing civil servants. However, there is not much research looking at how e-kinerja is actually implemented at the sub-district level, especially studies that closely look at the challenges employees face and their views on this system. Because of this, this study wants to look into the difficulties employees experience and understand their opinions about using e-kinerja in performance reviews at the Baturetno Sub-District Office, using a qualitative method (Abdussamad, 2021).

2. RESEARCH METHOD

This study employed a qualitative approach to gain an in-depth understanding of the constraints experienced by employees as well as their perceptions of the implementation of e-kinerja in performance appraisal. A qualitative approach was chosen because it allows researchers to explore phenomena comprehensively based on real conditions in the field (Sugiyono, 2022).

The research was conducted at the Baturetno Sub-District Office, with the object of study focusing on the implementation of the e-kinerja system. Informants were selected using a purposive sampling technique, consisting of employees who were directly involved in the use of e-kinerja and had an understanding of the applicable performance appraisal process.

Data were collected through in-depth interviews, observation, and documentation to obtain comprehensive information. The collected data were analyzed qualitatively through the stages of data reduction, data display, and conclusion drawing. The process of coding and theme mapping was supported by NVivo 14 software to facilitate the identification of patterns and dominant themes emerging from the interview data.

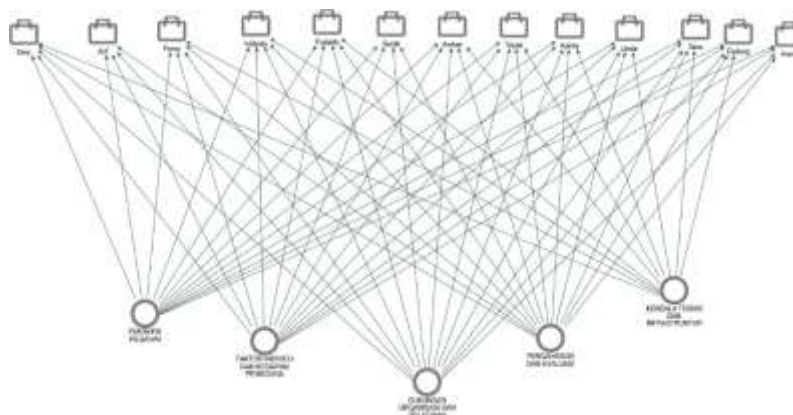


Figure 2. Project Map Source Triangulation

Looking at Figure 2, we can see how the researcher used source triangulation to check if the data is reliable. They gathered information from 13 different people who talked about the same topics in the study. Then, they compared what each person said to make sure the information was consistent, which helps make the study results more trustworthy.

From the data analysis using the project map, several key themes were found to affect how employees see the e-kinerja system. These themes are: individual factors and how ready people are to use the system, their opinions about the e-kinerja system itself, problems with the technology and infrastructure, the support and training provided by the organization, and how the system is monitored and evaluated. The analysis shows that putting e-kinerja into practice is a complicated process that involves many connected factors, looking at personal, system, and organizational aspects.

Based on the analysis of interview data done by the researcher using NVivo software, the findings show how much technical and infrastructure problems at the Baturetno Sub-District Office are affecting the use of e-kinerja. The interview data, which was processed with NVivo, is shown in the form of a hierarchy chart. This chart helps to show the different challenges that employees face when using e-kinerja at the Baturetno Sub-District Office.



Figure 3. Hierarchy Chart Technical and Infrastructure Constraints

The study found several challenges, such as slow server speed, poor internet connection, many steps in the system, not enough supporting tools, hard-to-use system access, and problems with logging in. In the chart, a bigger section means more people talked about that issue. So, it's clear that slow servers, bad network, and having many system steps are the main problems employees at the Baturetno Sub-District Office face most often.

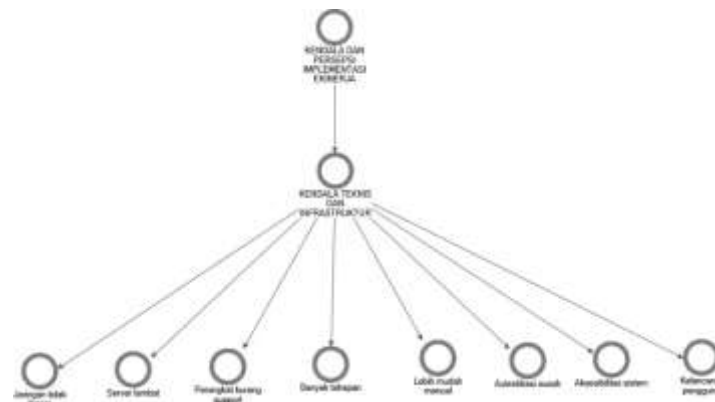


Figure 4. Project Map Technical and Infrastructure Constraints

Looking at Figure 4, it shows that technical and infrastructure issues are the main reasons why a system is hard to implement. These problems are at the center of the main issue and lead to several connected challenges. One big problem is network instability, which makes it hard to use the system properly. During busy times, the e-kinerja server also slows down. This happens because e-kinerja is a national system used by many civil servants across Indonesia at the same time during reporting periods. The large number of users accessing the system all at once causes the server to work harder, making it slower and lowering how well the system works for users.

From the user’s point of view, there are also problems like a complicated login process and many steps needed to use the system. These make the system feel hard to use and not very practical. Because of this, some users end up doing their work manually instead of using the system, as they find it easier. Another issue is the lack of proper support. For example, some devices don’t work well with the system or aren’t compatible with its requirements. Devices with low performance or that can’t support the system’s needs stop it from working properly, leading to a worse user experience and fewer smooth workflows. These findings show that technical and infrastructure issues aren’t just about technology. They also impact how comfortable users feel, how easy the system is to use, and how smoothly it runs overall. If these problems aren’t fixed, they might make users lose interest and hurt the success of the system’s implementation.

The researcher used NVivo 14 to analyze the interview data, and the results show how much monitoring and evaluation at the Baturetno Sub-District Office affect the use of e-kinerja. The data from the interviews were organized into a hierarchy chart. This chart shows how monitoring and evaluation are involved in the process of using e-kinerja at the office, as well as the advantages that employees notice because of this process.

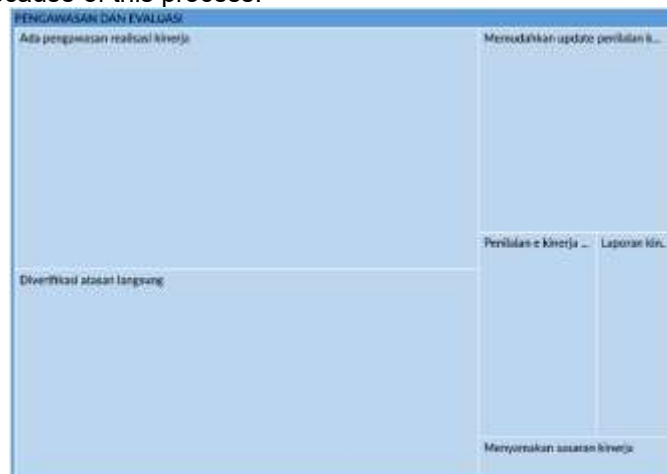


Figure 5. Hierarchy Chart Monitoring and Evaluation

Looking at Figure 5, we see that at the Baturetno Sub-District Office, they check how well performance goals are being met. The e-kinerja system is checked by direct supervisors, and it helps make performance evaluations more up to date. These three points were often mentioned by the people interviewed. The researcher included them in Figure 5 to show how the supporting factors relate to the main topics found.

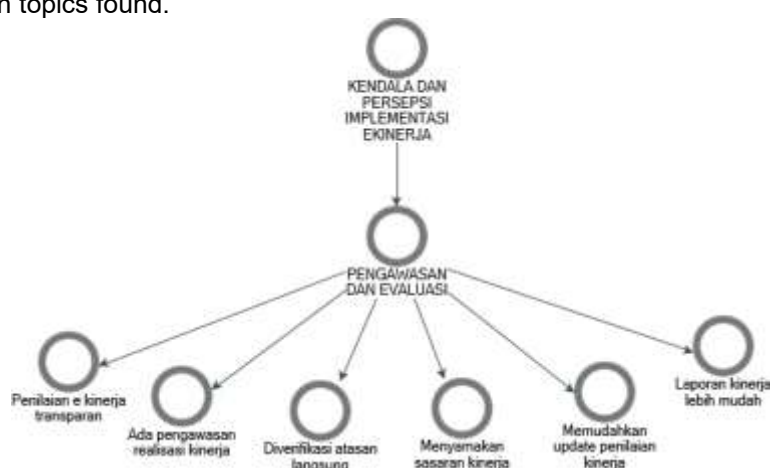


Figure 6. Project Map Monitoring and Evaluation

Based on Figure 6, employees feel that having e-kinerja helps make the process of checking and assessing performance better. One important point is making sure that performance goals are aligned between employees and their supervisors. When performance is watched and checked carefully, it helps make sure that what employees are doing matches what they are supposed to do. This leads to clearer goals and easier ways to measure how well things are going. Also, this system makes it easier for employees to report and update their performance regularly.

Figure 6 also shows that the performance evaluation process is transparent. Employees can see how their work is being assessed, which reduces guesswork and makes the process feel fairer. This openness makes it easier and more accurate to share work results with the right people. Another important part is making sure that performance targets are met. This checking helps ensure that tasks are done as planned and according to the goals set. Also, when supervisors check the results directly, it means the assessment isn't just done by the system—it's also confirmed by those in charge. This makes the evaluation more reliable and builds trust in the results.

In general, Figure 6 shows that checking and evaluating performance acts as a way to control and organize the process. It makes the evaluation more structured, open, and responsible. It also helps keep employee performance improving over time. Organizational support and training emerged as supporting factors in the implementation of e-kinerja at the Baturetno Sub-District Office. This theme reflects the role of the organization in assisting employees in understanding and using the e-kinerja system.

Based on the analysis of interview data done by the researcher using NVivo 14, the results show how much support and training from the organization at the Baturetno Sub-District Office affect the use of e-kinerja. The interview data was organized into a hierarchy chart using NVivo. This chart shows that employees at the Baturetno Sub-District Office have started using e-kinerja, and the support from the organization comes in the form of help and advice from administrators or personnel officers (umpeg).



Figure 7. Hierarchy Chart Organizational Support and Training

In addition, when looking at how the organization supports and trains its staff, it was discovered that help, training, and guidance from supervisors to employees play a big role in making e-kinerja work well. This is shown by the size of the areas in the visualization, where bigger areas mean more references or mentions. These results are shown in Figure 7 to show how the support factors relate to the themes that were found.

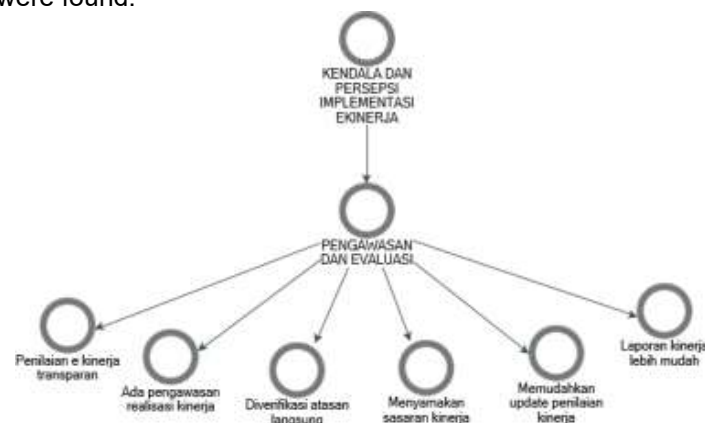


Figure 8. Project Map Organizational Support and Training

Looking at Figure 8, it's clear that organizational support and the availability of training at the Baturetno Sub-District Office play a big role in making the e-kinerja system work well. On the positive side, training helps employees understand and use the system better. Also, having individual guidance helps employees who find it hard to use the system. The system works better because personnel officers or administrators help with the technical parts, showing that the organization is supporting the system's operation.

But Figure 8 also shows some problems. Not all employees have had training, so their understanding of the system varies. Also, without clear direction from leaders, some employees get confused or don't know exactly how to use the system, even though everyone at the office uses it. Overall, these results show that the success of the system isn't just about technology. It also depends a lot on how well the organization supports it. For the system to work best and be understood by everyone, fair training, ongoing support, and clear leadership are all needed.

Based on the interview data analysis done by the researcher using NVivo 14, the findings show how much individual factors and user readiness at the Baturetno Sub-District Office affect the implementation of e-kinerja. The interview data, which was processed with NVivo, is shown in a hierarchy chart. This chart shows that employees at the Baturetno Sub-District Office face several challenges connected to individual factors and user readiness.



Figure 9. Hierarchy Chart Individual Factors and User Readiness

When implementing e-kinerja, it was discovered that besides technical limitations, other non-technical factors like individual user differences and how ready users are also greatly affect the success of e-kinerja. These results match what is shown in Figure 9.

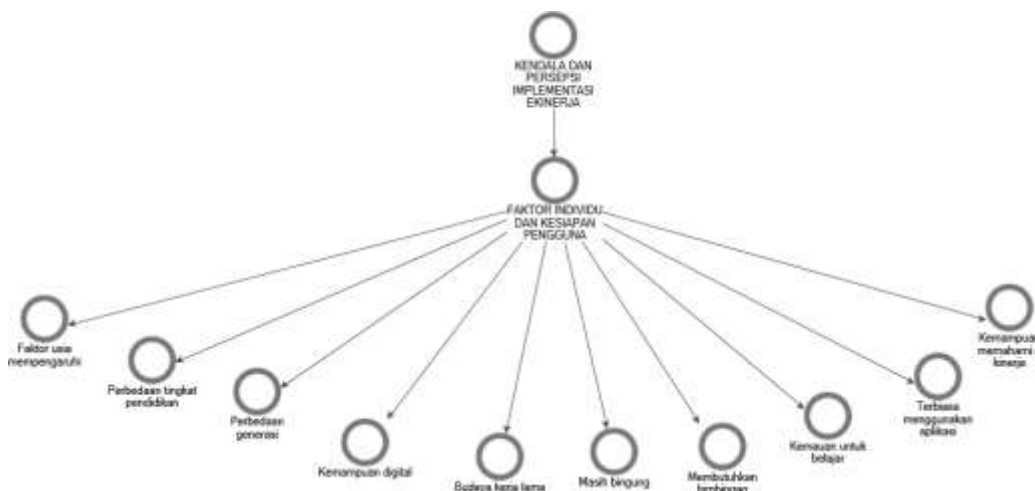


Figure 10. Project Map Individual Factors and User Readiness

Looking at Figure 4.14, individual factors and how ready users are to use applications or systems, especially e-kinerja, are important in determining how well they can use these tools. This factor shows that each person's readiness depends on their personal background and abilities. The figure shows that some employees are already comfortable with using applications, so they find it easier to understand and use the system.

But on the other side, there are still employees who aren't very skilled with technology and feel confused, which means they need more help and training. This shows that employees' tech skills vary a lot. Digital skills are also a big part of how ready someone is to use a system. Employees who are better at using technology tend to learn how to use systems like e-kinerja more quickly. These differences can be caused by things like education level, age, and which generation someone is from, which leads to different ways people adapt to technology.

The diagram also points out that traditional work habits still exist in some workplaces. Some employees are used to doing things manually, which can make it harder for them to accept and use digital tools properly. Even though there are challenges, there's a positive side too. Many employees are willing to learn, and this attitude is very important in helping them adapt. A strong desire to learn can help fill in any gaps in their technical skills over time..

The findings from the interview data analysis done by the researcher using NVivo 14 show how much employees' views at the Baturetno Sub-District Office affect the use of e-kinerja. The interview data, which was organized using NVivo, is shown in the form of a hierarchy chart. This visualization illustrates employees' perceptions of the implementation of e-kinerja at the Baturetno Sub-District Office.



Figure 11. Hierarchy Chart Employee Perceptions

According to the study results, employees' views on how e-kinerja is being implemented at the Baturetno Sub-District Office fall into four main areas: how easy it is to use, how useful the system is, how clear things are, and what happens because of the implementation. These findings are explained in more detail in the next part of the project map.

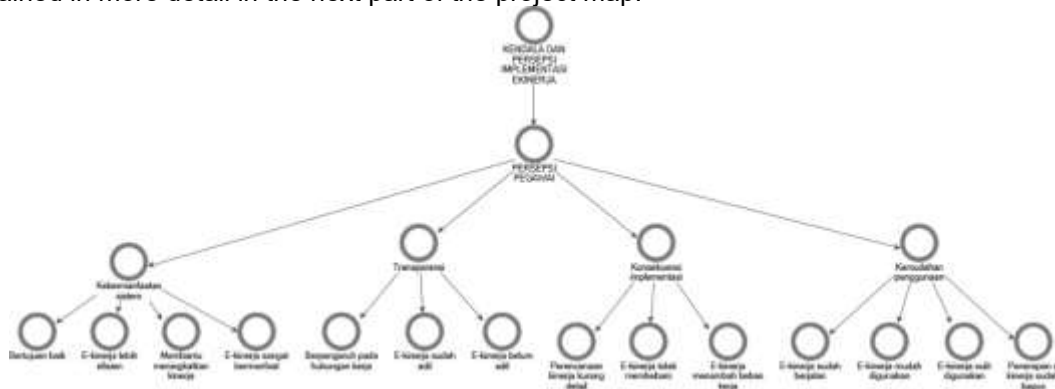


Figure 12. Project Map Employee Perceptions

Based on Figure 4.16, which shows a project map, the views of employees at the Baturetno Sub-District Office about how the e-kinerja system is being implemented are complicated and connected. These views include things like how useful the system is, how clear it is, how easy it is to use, and what effects it has had during its introduction. These opinions came from interviews with employees who use e-kinerja.

In general, employees see e-kinerja as having a good purpose and being made to help improve work performance. They think of it as a tool that helps them work more efficiently and gives them clearer guidance on how to complete tasks. E-kinerja is also seen as useful because it helps improve performance and is believed to make work management better. Some employees even think the system is very helpful in doing tasks and meeting performance goals.

On the other hand, employees also talk about how easy the system is to use. They say e-kinerja is being used in everyday work, and some say it is easy to use. But others think it is not yet fully user-friendly for everyone. Also, during the implementation, e-kinerja is seen as needing more improvements, especially in how it is introduced and how well employees understand how it works.

Beyond usefulness and ease of use, employees also talk about transparency in how e-kinerja is being implemented. They think the system makes performance reviews more open within the organization. However, when it comes to fairness in how performance is assessed, there are mixed opinions. Some think the system is fair, but others believe it doesn't fully show fairness in performance evaluations.

Also, the use of e-kinerja has some effects on employees. Some think it doesn't add more work, but others say it actually makes their workload bigger. Additionally, some employees say that e-kinerja still has limits in how performance is planned, which leads to less effective performance. Overall, the project map shows that employees have different views about e-kinerja's implementation. They see it as useful and having good goals, but there are still challenges with how easy it is to use, fairness in performance assessments, and how it affects workload and planning for performance. These results show that using e-kinerja is not just seen as an administrative tool, but also as a system that affects how people work, how they interact with each other, and their overall experience at work.

4. CONCLUSION

Based on the results of the study on the analysis of employee constraints and perceptions toward the implementation of e-performance (a case study at the Baturetno Sub-District Office), which were analyzed using NVivo software, the following conclusions can be drawn:

- a. The technical constraints identified include unstable network connectivity, slow server performance, and limited supporting devices.
- b. The non-technical constraints include organizational support and training that have not yet been fully optimized, as well as differences in digital skills, age, educational background, and long-established work culture, all of which influence employees' readiness to use the e-performance system.
- c. Employee perceptions of e-performance vary. Some employees perceive e-performance as beneficial for performance monitoring and evaluation, such as improving appraisal transparency, facilitating performance reporting, and assisting supervisors in monitoring performance realization. However, others still perceive the system as difficult to use and as adding to their workload. These findings indicate that the success of e-performance implementation is determined not only by the quality of the system but also by user readiness and organizational support.

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