

**IMPLEMENTATION OF E-PERFORMANCE AS A SYSTEM FOR
ASSESSING THE WORK ACHIEVEMENT OF THE STATE CIVIL
APPARATUS IN THE REGIONAL PERSONNEL AGENCY OF
LAMONGAN REGENCY**

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ABSTRACT

The application of e-performance in the Lamongan Regency Government is to improve the performance of ASN, which initially did not have a good performance monitoring system. The implementation of e-performance involves all OPD in Lamongan Regency. The application of e-performance at the Lamongan Regency Regional Personnel Agency is supported by a legal basis, namely Regent Regulation Number 20 of 2019 concerning the provision of Additional Income Improvement (TPP) to Civil Servants in the Lamongan Regency Government. , this system is monitored directly by the superiors of each ASN, e-performance assessment is able to have a positive impact on ASN performance.

Keywords: *E-performance, ASN, Civil Servants*

A. INTRODUCTION

The State Civil Apparatus is an employee of a government agency to carry out government and development in order to achieve state goals. As stated in the *Undang-Undang Nomor 5 Tahun 2014* article 1 that the State Civil Apparatus is a profession for Civil Servants and Government Employees with Work Agreements (PPPK) who work in government agencies, where PNS and PPPK have differences related to the appointment process and employment status. Based on the *Undang-Undang Nomor 5 Tahun 2014* Article 12, it is stated that ASN employees act as planners, implementers and supervisors of the implementation of general government tasks and national development through the implementation

of policies and public services that are professional, free from political intervention, and free from practices of corruption, collusion and nepotism. The law also regulates provisions for managing human resources in government, both central and local governments because to meet national demands and global challenges in realizing the State Civil Apparatus (ASN) as part of bureaucratic reform. Therefore, the central government feels the need to establish the State Civil Apparatus as a profession that has the obligation to manage, develop themselves and is obliged to account for performance in addition to applying the principle of merit in the implementation of ASN management.

One aspect of smooth running of government and national development is having professional resources. The success of government organizations in achieving the goals that have been set depends on the resources owned by the organization. Resources are broadly grouped into two, namely: Human resources and non-human resources. In practice, human resources are a very important factor, because human resources include all people who are in within the organization with their respective roles and functions. This is in line with Siagian's opinion (2004, p.40) that humans are the most important element in all organizations, an organization is said to have succeeded in achieving its goals in various means and has the ability to face various kinds of challenges, both external and internal. is largely determined by the ability to manage human resources appropriately. The organization will run in accordance with the objectives if there are quality human resources who have the aim of providing the best results for the organization. In addition, to maintain maximum performance of employees, the organization requires assessment performance of their employees. Performance appraisal is intended to determine whether the employee has done his job in accordance with the work standards that have been set.

The basis for conducting a performance appraisal is a description of each job from each employee because in this job description the duties and responsibilities of each employee have been determined. A step in conducting an assessment of work performance means that an organization has made good use of the human resources in the organization. while Widodo (2015, p. 130) said that the results of the assessment were used for input and feedback in considering the provision of salaries or compensation, promotions, disciplinary actions, and also as feedback to increase motivation, planning training or further human resource development.

The State Civil Apparatus (ASN) is part of the human resources that cannot be separated from these demands, so that the development and improvement of the work system is needed in the face of increasingly difficult tasks in the implementation of successful development. To realize good governance, a professional, responsible, honest, and fair ASN is needed. For this reason, there is a need for continuous and sustainable employee development which is focused on the work performance appraisal system. In order to achieve the objectivity of ASN work performance assessment, assessment parameters are needed as a measure and standard for assessing real and measurable work results. This is in line with Law Number 5 of 2014 Article 75 concerning performance appraisal,

that the performance appraisal of Civil Servants aims to ensure the objectivity of developing Civil Servants based on the achievement system and career system.

Employee performance appraisal was initially carried out using the Job Implementation Assessment List (DP3). The legal basis for DP3 is the *Undang-Undang Nomor 43 Tahun 1999* on the amendment to *Undang-Undang Nomor 8 Tahun 1974* concerning the Principles of Employment and Government of the *Peraturan Nomor 10 Tahun 1979* concerning the evaluation of the work of civil servants. DP3 a list containing the results of the assessment of the work of a Civil Servant (PNS) within a period of 1 year.

B. LITERATURE REVIEW

In this study, the author will describe 3 previous studies that are relevant to the focus to be studied on the application of e-performance as a Work Performance Assessment System for State Civil Apparatus in the Regional Personnel Agency of Lamongan Regency.

1. Eggyawang Setia Pradikta. 2014. The Effectiveness of the e-performance Program as an Effort to Realize the Performance Improvement of the Lamongan City Sanitation and Parks Office. *Journal of Public Policy and Management*, Vol 2, No 1, January 2014

From the research that has been carried out at the Department of Hygiene and Parks in Lamongan City regarding the effectiveness of the e-performance program as an effort to control organizational performance. that in the Service, seven indicators are used, namely indicators of clarity of purpose, monitoring system, strategic clarity, process of policy analysis and formulation, careful planning, programming and availability of facilities and infrastructure. Of the seven indicators, there are only two indicators that can meet the criteria, namely the indicator of clarity of purpose and the monitoring system.

The effectiveness of the e-performance program at the Lamongan City Sanitation and Gardening Service can be said to be ineffective because of the effectiveness indicators that have been set by the researcher, there are only two indicators that can meet the criteria, namely the clarity of objectives and the monitoring system. While the other five indicators, namely the clarity of strategy, the process of policy analysis and formulation, careful planning, preparation of appropriate programs and the availability of facilities and infrastructure are considered to be lacking and there are weaknesses that must be addressed.

2. Fani Rezaniah, Kusnar Budi. 2013. Overview of the E-Performance Program at the General Bureau of the Secretariat General of the Ministry of Finance of the Republic of Indonesia. *FISIP UI*. 2013.

In the implementation of the e-performance program at the General Bureau of the Secretariat General of the Ministry of Finance of the Republic of Indonesia, which is seen from the socialization of the e-performance program, the ease of application, as well as transparency and security in the e-performance program. The results show that the implementation of the e-performance program at the General Bureau of the Secretariat General of the Ministry of Finance has been running well in accordance with its objectives to achieve the goals of bureaucratic reform and in line with good governance, as well as increasing organizational

effectiveness and efficiency. In the assessment of the performance management program or what is called the e-performance program at the Ministry of Finance, there are two assessment indicators, namely the assessment of Key Performance Indicators (KPI) and Behavioral Values. Behavioral value is an assessment of the daily behavior of each employee obtained from filling out questionnaires through assessments carried out by direct supervisors, co-workers, and subordinates. The weight of the assessment given is 60% for superiors, 15% for colleagues and 25% for subordinates.

3. Suhardoyo. 2018. E-Performance as the Implementation of 360 Degree Feedback in the Implementation of Employee Performance Assessment. Vol. XVI, No. 2, September 2018.

The results of the study indicate that there are stages and processes of performance management consisting of: 1). making Key Performance Indicators (KPI) 2). Behavioral Assessment 3). Recording of KPI Achievements 4). Reporting. e-performance as the implementation of a 360-degree assessment is feedback on employee performance which is expected to continue to improve employee performance because the evaluated employee can see how his work behavior is from the perspective of other employees.

a) Human Resource Management Concept

Human resources in an organization have a very important role. Management, planning, and organization in the organizational environment require human resources to carry out the process. Human resources are the most important assets that must be maintained by the organization. Seeing the above conditions, human resource management is needed by organizations to manage and overcome problems related to the conditions, tasks and conditions of human resources in an organization.

According to Dessler (2003, p.5) suggests that human resource management is a process to obtain, train, assess and compensate employees and pay attention to their working relationship. Meanwhile, according to Herman Sofyandi (2013, p.6) states that human resource management is defined as a strategy in implementing management functions, namely planning, organizing, leading, and controlling. In every function of human resources starting from the process of withdrawal, selection, training, development and placement which includes promotion, demotion and transfer, performance appraisal, compensation to termination of employment aimed at increasing the productive contribution of the organization's human resources towards achieving organizational goals more fully. effective and efficient.

Based on the opinions of the experts above, it can be concluded that human resource management is a science in managing and planning and processing relationships and the role of an employee in carrying out responsibilities towards the organization effectively and efficiently in achieving the goals desired by the organization. In the public sector, human resource management is defined as a supporting instrument for the organizational transformation process that converts inputs into outputs which will later have added value for organizations or agencies and the wider community.

Besides, in terms of processes, human resource management according to Bintoro and Daryanto (2017, p.20) human resource management activities within an organization can be classified into several functions, namely:

a. Planning function (Planning)

Planning function is a function of determining human resource management programs that will help achieve organizational goals.

b. Organizing function

Organizing function is the function of the preparation and formation of an organization by designing the structure and relationships between workers and the tasks that must be done, including determining the division of tasks, authorities and responsibilities. In other words, organizing can be carried out by determining what tasks must be done in accordance with the main tasks and functions carried out by each employee.

c. Directing function

Directing function is a function of providing encouragement to workers so that they can and are able to work effectively and efficiently according to the planned goals. With effective and efficient work results, a good performance appraisal can be created.

d. Control function

In this control function there is a performance evaluation stage where each employee can find out whether his performance has achieved the goals and indicators specified or not.

The relevance of Human Resource Management theory with the focus of research on performance appraisal, the Regional Personnel Agency of Lamongan Regency launched a program to assess employee performance. The program issued by the Regional Personnel Agency of Lamongan Regency is a Performance Management Information System (e-Performance) which is an employee performance appraisal system that is more objective, measurable, accountable, participatory and transparent, so that employee coaching can be realized based on work performance and career systems. In the implementation of the e-performance program at the Regional Personnel Agency of Lamongan Regency through several stages, the first is planning, organizing, directing, including socialization and finally controlling.

b) Employee Performance

An organization, both a government organization and a private organization, in achieving its goals definitely requires the support of human resources. Good human resources can be seen from their performance. Mahsun (2006, p.25) states that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision and mission of the organization contained in the strategic planning of an organization. agree with Mahsun, Moehariono (2012, p.95), that performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

Performance is a description of the level of employee achievement in realizing the goals of an organization. Every organization will strive to.

C. METHOD

This research uses descriptive research with a qualitative approach. Descriptive research describes problems in a condition, procedures in certain situations, relationships between activities, attitudes and processes that are taking place naturally. According to Sugiyono (2013, p.29) descriptive research is research that is used to describe or analyze a research result but is not used to make broad conclusions. This study presents descriptive data in the form of written words from interviews with the Head of the Pension and Employee Welfare Division, the Head of the Sub Division of Evaluation and Determination of Employee Performance Allowances, the Head of the Program and Evaluation Sub Division, the Head of the Sub Division. Employee Welfare Division and staff managing employee performance at the Regional Personnel Agency of Lamongan Regency.

The approach used in this study is a qualitative approach. According to Sugiyono (2017, p.8) qualitative research is research that is used to examine the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive and qualitative research results emphasize meaning. The preparation of research using this approach aims to arrange words to explain and obtain a more in-depth description and research results regarding the implementation of e-performance in the Regional Personnel Agency of Lamongan Regency.

Research focus

The focus of the research is intended to limit and clarify the scope of the discussion so that it is in accordance with the problems of this research. Based on the description of the problem formulation, the authors limit the focus of research on the application of e-performance as an ASN work performance appraisal system at the Regional Personnel Agency of Lamongan Regency to:

1. Implementation of e-performance in the Regional Personnel Agency of Lamongan Regency.
 - a. Legal basis for implementing e-performance
 - b. Preparation phase
 - c. Socialization
 - d. Human Resources
 - e. Technology
 - f. Implementation Stage
 - d. Appraisal Procedure
 - f. Assessment Stage
2. The supporting and inhibiting factors of the implementation of e-performance in the Regional Personnel Agency of Lamongan Regency.

Data source

Sources of data are subjects in research where researchers can obtain the data needed in finding an answer to a problem that has been focused so as not to get out of the bounds of problem formulation. In qualitative research, according to Lofland and Lofland in Moleong (2006, p.157), states that the source The main

data in qualitative research are words, actions, and the rest are additional data such as documents and others. Qualitative data can be divided into two types, namely:

1. Primary Data

Primary data is data obtained by observing or direct data to be used as support in conducting analysis. Primary data in this study were obtained directly from sources or sources through interviews and from phenomena or events at the research site, which included the Head of the Pension and Employee Welfare Division, the Head of the Sub Division of Evaluation and Determination of Employee Performance Allowances, the Head of the Program and Evaluation Sub Division, Head of Sub. Employee Welfare Division and staff managing employee performance at the Regional Personnel Agency of Lamongan Regency.

2. Secondary Data

Secondary data is data that is not obtained by the researcher himself, secondary data can be obtained through literature, legislation, previous research, available documents and archives and other sources related to the object under study. In this study, the secondary data referred to are all data that are already available in agencies related to the implementation of e-performance, including:

- a) The *Undang-Undang Nomor 5 Tahun 2014* concerning State Civil Apparatus
- b) The *Peraturan Pemerintah Nomor 46 Tahun 2011* concerning the assessment of the work performance of civil servants
- c) The *Peraturan Kepala BKN Nomor 1 Tahun 2013* regarding the provisions for the implementation of the *Peraturan Pemerintah Nomor 46 Tahun 2011*
- d) The *Peraturan Daerah Kabupaten Lamongan Nomor 20 Tahun 2019* on a copy of the *Peraturan Bupati Nomor 4 Tahun 2017*
- e) Manual Book e-performance
- f) Improving the Performance of the Lamongan City Sanitation and Park Service by Eggyawang Setia Pradikta
- g) Journal of e-performance Program Review at the General Bureau of the Secretariat General of the Ministry of Finance of the Republic of Indonesia by Fani Rezaniah and Kusnar Budi
- h) Journal of e-performance as the implementation of 360-degree feedback in the implementation of employee performance appraisal by Suhardoyo

D. EXPLANATION

Implementation of e-performance in the Regional Personnel Agency of Lamongan Regency. The application of e-performance in the Lamongan Regency Government is to improve the performance of ASN, which initially did not have a good performance monitoring system. For this reason, the Lamongan Regency Regional Personnel Agency in implementing e-mail.

1. Preparation Phase

a). Socialization

The socialization of e-performance by the BKD of Lamongan Regency has been carried out since November 2017 in three ways, namely:

1. Manual Book e-performance

The manual book contains procedures for using e-performance applications which include a table list of types of activities and categories of activities

commonly referred to as a detailed list of daily activities, a list of activity results and finally instructions for using e-performance applications. The purpose of making an e-performance manual book is to make it easier for ASN to learn about how to operate e-performance.

2. Video Tutorials

In addition to the e-performance Manual Book, the socialization carried out by the Lamongan Regency BKD is by making video tutorials on how to use e-performance, through this video tutorial the steps in using e-performance can be clearer because it is accompanied by pictures, sounds and hands-on practice so that ASN who are still confused when reading the e-performance Manual Book can see this video tutorial. This video was also uploaded on YouTube by the BKD of Lamongan Regency, making it very easy for ASN to access the video.

3. Direct socialization

The last is direct socialization, where this socialization is carried out by the BKD of Lamongan Regency by presenting representatives of each OPD in all Lamongan Regency by explaining what e-performance is, registration of names and identification numbers as well as value calculations related to ASN activities. , henceforth representatives from each of each OPD must report the results of the socialization to ASN in their respective agencies.

In reality, the socialization process that has been carried out by the Lamongan Regency BKD with the 3 (three) methods above has not been maximized, this can be seen from the results of interviews that there are still ASNs who do not know how to fill out the e-performance procedure, this is because the employee is elderly. so that their understanding to keep up with technological developments is very minimal but this can be backed up by asking for help from other employees to fill it in. In addition, the researchers also found that there were several ASNs who did not include their daily activities into e-performance so that it would make their performance assessment poor. . It should go through the socialization process before implementing this, it is hoped that employees can receive directly how to fill in daily activities into e-performance, because employees are the people who run and feel the impact of the e-performance program.

E-Performance is an application of the performance accountability system of government agencies that aims to facilitate the process of monitoring and controlling performance in order to improve the accountability and performance of organizational units. The application conveys the process of performance planning, performance budgeting, linkage of activities/sub-activities in achieving performance targets and monitoring and evaluating performance and financial achievements. The application can also be accessed by stakeholders as a source of information for reporting on the Ministry of Law and Human Rights and its staff in the context of realizing transparent and accountable governance.

The enactment of this e-performance is none other than to support the *Peraturan Bupati Lamongan Nomor 4 Tahun 2017* concerning Additional Income Improvement (TPP) for employees within the Lamongan Regency Government. Income Improvement (TPP) for employees in the Lamongan Regency Government, In order to anticipate fictitious performance reports, the PNS

superiors will be the filter. Because every performance report that is included in the e-performance will be valid, only if it has been checked by the direct supervisor of the civil servant concerned.

b). Human Resources

Seeing from the news above regarding the performance of the Lamongan City Government through the Lamongan Regency Regional Personnel Agency, the researchers wanted to see about the internal performance of the Lamongan Regency Civil Service Agency. And how is the effectiveness of the program that has been implemented by the mayor, namely e-performance, is there a direct or indirect effect of the program on employee performance, so that its external effect is known at home and abroad. So there is an assessment of the employee performance process which is assessed through the effectiveness of the e-performance program. How is the effectiveness of the e-performance program as an effort to improve employee performance. From the assessment system of the program and the rewards received for employees. The purpose of this program is to provide work motivation for employees at the Regional Civil Service Agency of Lamongan Regency by giving additional money to employees based on the performance that has been done, so if the employee is.

In the People aspect, there is no gap because the need for access management with existing human resources has been fulfilled. This is based on the reference standard for the Change Management process in the ITIL V3 service transition, which states that the number and availability of human resources required depends on service changes that occur, and service changes will be more effective if carried out by human resources in small numbers. In addition to the gap analysis, the impact and changes from the identification of changes in the gap analysis will also be identified. Impact identification is obtained from the results of the identification of changes in the gap analysis. Impact identification is needed to find out the consequences of moving from current conditions to expected conditions or ideal conditions based on reference standards. Next, solutions will be identified from the impact of changes that occur, so that benefits will be obtained from the changes that occur. The results of the identification of impacts and solutions from the gap analysis.

c). Technology

Some of the modifications and adjustments made to the performance management model are:

- 1) In the employee performance targets (SKP) adjustments are made in terms of setting performance targets which are carried out in stages from echelon II to staff by taking into account the RKPD of each agency, and employee performance targets are translated into monthly performance targets;
- 2) In measuring work behavior (PK), adjustments are made in the form of: sharpening the instrument for measuring work behavior from PP no. 46 of 2011 and Perka BKN No. 1 of 2013 by taking into account quantitative calculations as a basis for more measurable measurements; PK is measured every month taking into account the six behavioral assessment instruments according to PP. 46 of 2011;

- 3) Specifically for the head of regional apparatus organizations (OPD), performance measurements are added in the form of effectiveness (eg updating the website) and OPD work efficiency (eg efficiency in the use of fixed costs such as electricity, water, and telephone).

In the application of e-performance as an electronic-based performance appraisal system, its use involves information technology. To support the implementation of the assessment system, the Lamongan Regional Personnel Agency uses several supporting facilities including:

- The presence of a computer or laptop
- Browser and adobe pdf.

Browsers that can be used for e-performance applications, can be Mozilla Firefox, Opera, Internet Explore, Google Chrome and others. Both software must be installed on the computer that will be used to run e-performance applications.

- Network presence

d). Local Area Network (LAN) internet network

When compared, in general the performance management information system built at the three agencies uses the same method, namely building an integrated system of organizational managerial processes. For example in Lamongan Regency, in carrying out financial management activities and activities it is supported by the use of information and communication technology (ICT).

E. CONCLUSION

Based on the description above, it can be concluded as follows:

1. The application of e-performance in the Lamongan Regency Government is to improve the performance of ASN, which initially did not have a good performance monitoring system. The implementation of e-performance involves all OPD in Lamongan Regency. The application of e-performance at the Lamongan Regency Regional Personnel Agency is supported by a legal basis, namely Regent Regulation Number 20 of 2019 concerning the provision of Additional Income Improvement (TPP) to Civil Servants in the Lamongan Regency Government. , this system is monitored directly by the superiors of each ASN, e-performance assessment is able to have a positive impact on ASN performance.
2. In the application of e-performance there are supporting and inhibiting factors. The supporting factors include: In its implementation, the first obstacle encountered, human resources, which is none other than ASN, researchers still encounter ASN who forget not even to input their daily activities into e-performance. there are also ASNs who cannot input their daily activities into e-performance because the ASNs are old so it is difficult to keep up with changes. Second, security on e-performance accounts, researchers also still find ASNs who forget not even to input their daily activities into e-performance.

Suggestion

The suggestions that can be given is that implementing e-performance related to the security of each employee's account, according to the researcher, there is a need for security so that it is not easily broken by unscrupulous persons who are not responsible for that, the researcher provides alternative solutions for

employee account security, namely when logging in on the e-performance home page in addition to using a username and password, for example with dit.

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