

**IMPLICATIONS OF IMPLEMENTING THE E-PERFORMANCE APPLICATION FOR  
EMPLOYEE PERFORMANCE ASSESSMENT AT THE CUSTOMS AND EXCISE  
SUPERVISION AND SERVICE OFFICE (KPPBC) MADYA CUSTOMS TYPE  
JUANDA SURABAYA**

**Muhammad Anton Tarmuji<sup>1)</sup>, Kuswandi<sup>2)</sup>, Sri Rahayu<sup>3)</sup>**

<sup>1,2,3</sup>Sekolah Tinggi Ilmu Ekonomi Mahardhika

E-mail: mantontarmuji2@gmail.com

***Abstract***

*The E-Performance system is a cutting-edge digital platform created to streamline performance evaluations for government employees, in accordance with the regulations set forth in ASN Law Number 5 of 2014. This research delves into the effects of the E-Performance software on the performance of staff members at the Customs and Excise Supervision and Services Office (KPPBC) of Madya Juanda Type Customs and Excise, located in Surabaya. Through the use of descriptive qualitative techniques, information was gathered via purposive sampling, interviews, observations, and document scrutiny. The results suggest that both KPPBC TMP Juanda and its workforce are well-equipped to reach and sustain high levels of performance, by aligning personal objectives with organizational goals and nurturing a culture of excellence. The performance evaluation system has proven to be successful in enhancing accountability within the public sector. Nevertheless, in order to uphold staff motivation, performance agreements should be set realistically to prevent any deviation from expected behavior and a decrease in performance standards. It is advisable to conduct regular counseling sessions to promptly identify and address any concerns, thereby ensuring continuous motivation and optimal performance.*

**Keywords:** Assessment, Customs, E-Performance, Juanda, Performance Evaluation.

**1. INTRODUCTION**

Law Number 20 of 2023 concerning State Civil Apparatus emphasizes that ASN must carry out public policies, provide professional services, and strengthen the unity of the Republic of Indonesia. In order for this to be achieved, ASN must work well, in accordance with the definition of performance as the result of individual work in a certain period (Kadarisman, 2018). The performance of employees is crucial as it reflects their dedication and utilization of their skills to achieve optimal outcomes. By prioritizing both quantity and quality, they ensure effectiveness and efficiency in all tasks, ultimately propelling the company towards progress and growth (Octavia et al., 2023). ASN are expected to devote their time, energy and effort to achieve economic benefits and social status.

In order to build professional and high-performing ASN, the government has launched a Bureaucratic Reform program (Prasojo & Kurniawan, 2008). The aim of this reform is to update the government system, especially in institutional, management and human resource aspects in order to realize good governance (Kusuma et al., 2022). In addition, technological developments and changes in the strategic environment require that the government bureaucracy can adapt to the needs of society. Therefore, reform steps must be carried out fundamentally, comprehensively and systematically, not in a radical or revolutionary way.

The Ministry of Finance is one of the institutions implementing bureaucratic reform. With the vision of "becoming a productive, competitive, inclusive and fair State Financial Manager", the Ministry of Finance has five missions to achieve this vision: implementing responsive fiscal policy, achieving high levels of state income, ensuring effective and efficient state spending,

managing the balance sheet innovative central finance, and developing digital business processes and adaptive HR management.

Based on Minister of Finance Regulation Number 141/PMK.01/2022, the Ministry of Finance has 23 work units including the Directorate General of Customs and Excise. The task of the Directorate General of Customs and Excise is to facilitate trade, guard borders and optimize state revenues. One of the agencies included in the Directorate General of Customs and Excise is the Office of Supervision and Service of Customs and Excise Type Madya Customs Juanda Surabaya.

Since 2007, the Ministry of Finance has used the Balanced Scorecard (BSC) method to manage performance in a measurable and targeted manner to support the achievement of its vision and mission, especially the fifth mission. Assessment of organizational and employee performance becomes an early warning system for leaders so they can anticipate and be proactive about challenges and opportunities in order to achieve bureaucratic reform goals.

The Balanced Scorecard is used to measure organizational performance from a financial and non-financial perspective, both in the short and long term, both internally and externally. By using the Balanced Scorecard, achieving strategic business plans becomes easier because all employees have a uniform communication tool. Measuring and setting clear targets allows employees to understand and support the organization's strategic plans.

The Ministry of Finance also implements Minister of Finance Decree Number 467/KMK.01/2014 concerning Performance Management within the Ministry of Finance. Its function is as a guide in preparing plans and evaluating performance, as a strategic control tool, standard assessment method, and HR management tool for employee competency and career development.

Evaluation of employee performance is carried out by referring to the Performance Contract and Behavioral Values to produce Employee Performance Values (NKP) and Civil Servant Work Performance Values (NPKP). NKP is used as a basis for managing employees and providing performance allowances. Employee performance assessment is based on the achievement of Key Performance Indicators (KPI), which includes performance targets that must be achieved. Performance evaluation involves assessing the effectiveness of employees in carrying out their job duties in relation to established criteria, followed by sharing this feedback with the employee (Kuswandi et al., 2015).

In order to simplify performance management and utilize information technology, the Ministry of Finance has adopted a web-based E-Performance application. This application allows monitoring and controlling performance, as well as displaying planning, budgeting, monitoring and performance evaluation processes. All work units, including the Juanda Customs and Excise Madya Type Supervision and Service Office, use E-Performance.

In research conducted by (Yani et al., 2020), there are several factors that have an influence on a person's performance. These factors include office facilities, work environment, work priorities, support from supervisors, and bonuses given. In this case, the performance appraisal system has significant benefits for employees, superiors, and the organization as a whole. This system can ensure that performance can be measured and directed properly, as well as supporting the achievement of the desired bureaucratic reform goals.

Problems that arise are often related to adaptation to technology and environmental changes, implementation of balanced scorecards, performance management through e-performance, actors and factors that influence performance, communication and understanding of vision and mission, objective performance assessment. In order to overcome these problems, a comprehensive and systematic approach is needed so that ASN can achieve high and professional performance in accordance with Law Number 20 of 2023 and the goals of bureaucratic reform.

Based on the background of the problem previously explained, the problem formulation proposed in this research is as follows: how to improve organizational performance by using e-performance applications to assess employee performance? Apart from that, how do you identify and reduce factors inhibiting organizational performance based on employee performance assessments through implementing e-performance applications?

## **2. RESEARCH METHOD**

This research is qualitative research with a descriptive study approach. According to (Bungin, 2009), descriptive research is research that describes the object being studied without considering the relationship between research variables. Meanwhile, according to (Sugiyono, 2010), descriptive research aims to explain current situations or phenomena using scientific procedures. This research aims to provide a clear picture of the implications of implementing e-performance applications.

This research involves the Customs and Excise Supervision and Services Office (KPPBC) Madya Customs Juanda Surabaya as the subject, while the object of this research is interviews with employees related to e-performance, as well as the preparation and factors that influence the Key Performance Indicator (KPI /IKU) which is valid at KPPBC Madya Type Customs Juanda Surabaya. The sample used in this research was all employees of KPPBC Madya Type Customs, Juanda Surabaya.

The data analysis technique used in this research is qualitative data analysis provided by Miles and Huberman in (Sugiyono, 2015), with the stages: data collection, data presentation, data reduction and conclusion.

## **3. RESULT AND DISCUSSION**

### **3.1.Result**

#### **3.1.1. Legal basis**

- a. Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment;
- b. Regulation of the Head of the State Civil Service Agency Number 1 of 2013 concerning Provisions for Implementing Government Regulation Number 46 of 2011 concerning Evaluation of Civil Servant Work Performance;
- c. Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 8 of 2021 concerning Civil Servant Performance Management Systems;
- d. Decree of the Minister of Finance Number 467/KMK.01/2014 concerning Performance Management within the Ministry of Finance;
- e. Decree of the Minister of Finance Number 590/KMK.01 /2016 concerning Guidelines for Performance Dialogue within the Ministry of Finance;
- f. Minister of Finance Decree Number 539/KMK.01 /2019 concerning Delegation of Authority of the Minister of Finance in the Form of Mandate to Officials within the Secretariat General; And
- g. Minister of Finance Circular Number SE-10/MK.1/2021 concerning Implementation of Performance Management in 2021 within the Ministry of Finance

#### **3.1.2. Parties Involved**

- a. Employee Performance Manager (MKP/Sub MKP/MKP Partner)

- b. Employee
- c. Direct supervisor

3.1.3. Output

- a. IKU Achievement Report
- b. Behavioral Values
- c. Employee Performance Value

3.1.4. Preparation of Performance Contracts

Based on the Decree of the Minister of Finance Number 454/KMK.01/2011, the Indonesian Ministry of Finance's Performance Management Application business process can be seen in the order of use of the performance management application, namely:

- a. The Performance Manager creates Strategic Targets for each unit.
- b. Employees create a Performance Contract concept and create a list of IKUs along with an IKU manual first.
- c. The employee's direct supervisor approves the concept of his subordinate's Performance Contract.
- d. Signing of Performance Contract.
- e. Employees make regular reports on the implementation of activities that support IKU in the Logbook.
- f. The superior immediately approves the Logbook entries and fills in the subordinate's IKU achievements.
- g. Employees propose peers and subordinates (if any) as evaluators.
- h. The supervisor directly determines the peers and subordinates (if any) who are appointed as evaluators.
- i. The evaluator provides a behavioral assessment to the party being evaluated.
- j. Preparation of KPI Achievement Reports, Behavioral Values and Employee Performance Values.

These Employee Performance Values are the results of this thesis research. In preparing performance contracts (goals setting), superiors and subordinates are involved with each other. So that agreement is reached in achieving these goals. If the goals are set too high, it can reduce employee motivation, even creating unethical behavior (a decrease in behavior or deviation from the code of ethics). This can reduce the Behavior Score in employee performance appraisals. If performance contracts are interdependent and designed group-oriented, they tend to increase commitment to achieving these goals.

3.1.5. Implementation of Performance Contracts

Meanwhile, when the program is running, there is an Individual Performance Dialogue procedure:

- a. Performance/Organizational Alignment  
The organization is designed consistently, but re-organization is also carried out for alignment. This can be seen in the Minister of Finance Regulation Number 183/PMK.01/2020 concerning Amendments to the Minister of Finance Regulation Number 188/PMK.01/2016 concerning the Organization and Work Procedures of Vertical Agencies of the Directorate General of Customs and Excise. Which reflects the focus of strategic change so that the organization is more adaptive and agile.
- b. Psychological Alignment

Psychologically, employees are in harmony with the Values of the Ministry of Finance as stated in the Decree of the Minister of Finance Number 312/KMK.01/2011 concerning the Values of the Ministry of Finance. Which contains values, namely: Integrity, Professionalism, Synergy, Service and Perfection. This is also confirmed by the Decree of the Director General of Customs and Excise Number KEP-664/BC/2017 concerning the Basic Attitudes of Employees of the Directorate General of Customs and Excise. Which also contains: Honesty, Loyalty, Courage, Initiative and Corrective. Both rules actually apply the same values. Employees can base their work on these values, and all employees love the existing values and are in line with the duties and functions of the employees at work.

c. **Capacity to Learn and Develop**

Employees are encouraged to learn and grow. This is supported by the Decree of the Minister of Finance Number 283/KMK.011/2021 concerning the Implementation of Learning Organizations within the Ministry of Finance. Employee self-development is also strengthened by the Decree of the Head of the Customs and Excise Supervision and Services Office of the Juanda Customs Madya Type Number KEP-173/KBC.1103/2024 concerning the First Amendment to the Decree of the Head of the Juanda Customs Madya Type Customs and Excise Supervision and Services Office Number KEP-139 /KBC.1103/2024 Concerning the Implementation of Secondment at the Juanda Customs and Excise Madya Type Customs and Excise Supervision and Service Office.

Organizational Performance Dialogue (DKO) is held periodically at least every month. The minimum time allocation for implementing DKO is adjusted to the focus coverage of the themes to be discussed in the following proportions:

- a. Discussing strategic issues (60%);
- b. Discuss implications (30%); And
- c. Discussing past performance (10%).

The focus of the DKO discussion material is on organizational strategy, not operations. The basic difference between operational discussions and strategic discussions can be illustrated in the following table:

**Table 1 Differences between operational discussions and strategic discussions**

<b>Operational Discussion</b>	<b>Strategic Discussion</b>
Focus on short-term problem solving	Focus on a broader view of strategic goals (big picture) and strategic risks
Frequency is more frequent, usually monthly or even weekly	Frequency is not frequent, usually once every three months
Focus on details and be dominated by routine issues	Focus on future analysis and projections

As a continuation of the Clean and Serving Bureaucratic Regional Integrity Zone (WBBM) program, KPPBC Type Madya Custom Juanda is organizing the Juanda Listening program. This is to hear concerns or input from internal employees. The results of these negotiations must be followed up by the relevant parties.

**3.1.6. Barrier/Silent Killer**

That goals and strategies are always reviewed regularly through the Individual Performance Dialogue (DKI) and Organizational Performance Dialogue (DKI). This review is also supported

by holding meetings regarding risk management as regulated in the Decree of the Minister of Finance Number 577/KMK.01/2019 concerning Risk Management within the Ministry of Finance. Human resource development is carried out based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 216/PMK.01/2018 concerning Management of Human Resource Development within the Ministry of Finance

### **3.2.Discussion**

The effective management of employee performance is crucial for the success and sustainability of any organization. In the context of Indonesian public administration, a comprehensive legal framework governs the assessment and management of civil servant performance, ensuring accountability, transparency, and continuous improvement. The case of KPPBC TMP Juanda (Customs and Excise Office Type Madya Juanda) provides a pertinent example of how such frameworks are operationalized, considering strategic alignment, psychological engagement, capacity for learning, and addressing barriers to high performance.

The legal framework underpinning the performance management system at KPPBC TMP Juanda includes several critical regulations and decrees:

- a. Government Regulation Number 30 of 2019 focuses on civil servant performance assessment.
- b. Regulation of the Head of the State Civil Service Agency Number 1 of 2013 details the implementation provisions for evaluating civil servant work performance.
- c. Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 8 of 2021 outlines the civil servant performance management systems.
- d. Various decrees by the Minister of Finance provide specific guidelines for performance management, dialogue, and delegation of authority within the Ministry of Finance.

These regulations ensure a structured approach to performance management, integrating strategic goals, individual accountability, and continuous performance dialogue.

The performance management system involves:

- a. Employee Performance Manager (MKP/Sub MKP/MKP Partner): Responsible for setting strategic targets and overseeing the performance management process.
- b. Employee: Engaged in creating performance contracts and reporting on activities.
- c. Direct Supervisor: Approves performance contracts and evaluates employee performance.

This collaborative approach fosters a sense of ownership and alignment with organizational goals.

The system produces several key outputs:

- a. KPI (Key Performance Indicators) Achievement Report: Reflects the attainment of strategic targets.
- b. Behavioral Values: Assesses employee adherence to organizational values.
- c. Employee Performance Value: A composite score representing overall performance.

These outputs provide a comprehensive view of individual and organizational performance, guiding future actions and improvements.

#### **Preparation of Performance Contracts**

The preparation of performance contracts involves several steps:

- a. Strategic Targets: Set by the Performance Manager for each unit.
- b. Performance Contract Concept: Created by employees, including a list of IKUs and manuals.
- c. Approval and Signing: By the direct supervisor and employee.
- d. Regular Reporting: Employees document activities supporting IKUs in a logbook.
- e. Evaluation: By peers and subordinates, leading to the final performance appraisal.

The collaborative preparation and regular review of performance contracts ensure alignment with strategic goals and foster a culture of accountability.

#### Implementation of Performance Contracts

During the implementation phase, individual and organizational performance dialogues are critical:

- a. Performance/Organizational Alignment: Ensures that the organization remains adaptive and agile through periodic reorganization, as reflected in relevant regulations.
- b. Psychological Alignment: Aligns employees with the values of the Ministry of Finance, fostering a culture of integrity, professionalism, synergy, service, and perfection.
- c. Capacity to Learn and Develop: Encourages continuous learning and development, supported by specific decrees promoting a learning organization and employee secondment.
- d. Organizational Performance Dialogue (DKO) sessions are held regularly, focusing on strategic issues (60%), implications (30%), and past performance (10%). This ensures that the focus remains on strategic goals and future projections rather than routine operational issues.

#### Barriers and Silent Killers.

Regular reviews through individual and organizational performance dialogues help identify and address barriers to high performance. Risk management meetings, as mandated by the relevant decrees, further support this process. Human resource development initiatives, based on specific regulations, ensure that employees are equipped with the necessary skills and knowledge to perform effectively.

#### **4. CONCLUSION**

The comprehensive performance management system at KPPBC TMP Juanda, underpinned by a robust legal framework, ensures that both the organization and its employees meet high performance standards. The involvement of multiple stakeholders, regular performance dialogues, and a focus on strategic alignment and psychological engagement create a conducive environment for continuous improvement. As a result, KPPBC TMP Juanda and its employees are well-positioned to achieve and sustain high.

Based on the results of the analysis and conclusions that have been obtained, suggestions that can be given are so that employee motivation does not decrease, so the preparation of performance contracts is not set too high so that deviant behavior does not occur which can reduce motivation which ultimately results in employee performance values dropping which comes from low Behavioral Values. So it can reduce appreciation (financial and non-financial) for employees. Counseling must also be carried out frequently to find out the problem in depth so that a solution to the problem can be immediately found.

## 5. ACKNOWLEDGMENTS

Thanks are expressed to the leaders of the Customs and Excise Supervision and Service Office (KPPBC) Madya Customs Type Juanda Surabaya for providing researchers with the opportunity to conduct research.

## REFERENCES

- Bungin, B. (2009). Analisis penelitian data kualitatif. *Jakarta: Raja Grafindo*.
- Kadarisman, M. (2018). *Manajemen aparatur Sipil negara*.
- Kusuma, T. P., Setyadi, D. S., Andaru, I. W., & Roziqin, A. (2022). Reformasi Birokrasi Dalam Aspek Efisiensi Dan Transparansi Pada Pelayanan Birokrasi Pemerintahan Kota Batu. *AS-SIYASAH: Jurnal Ilmu Sosial Dan Ilmu Politik*, 7(1), 1–9.
- Kuswandi, K., Sundjoto, S., Noor, A., & PURWANTO, P. (2015). Effects of transformational leadership, personal value, job satisfaction on lecturer performance. *EFFECTS OF TRANSFORMATIONAL LEADERSHIP, PERSONAL VALUE, JOB SATISFACTION ON LECTURER PERFORMANCE*, 6(2), 1–9.
- Octavia, F. M., Setiadi, P. B., & Rahayu, S. (2023). The Influence of Individual Factors and Individual Behavior on Employee Performance at PT. Naga Aries Teknologi. *Journal on Education*, 5(4), 10823–10831.
- Prasojo, E., & Kurniawan, T. (2008). Reformasi birokrasi dan good governance: kasus best practices dari sejumlah daerah di indonesia. *The 5 Th International Symposium of Jurnal Antropologi Indonesia*, 1–15.
- Sugiyono. (2010). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif dan R&D. Cetakan Ke-21*. Alfabeta.
- Yani, A., Susena, K. C., & Nengsih, M. K. (2020). Analisa Kinerja Pegawai Pada Kantor Wilayah Kementerian Hukum Dan Hak Asasi Manusia (Ham) Performance Analysis Of Employees In Regional Offices Of The Ministry Of Law And Human Rights. *Journal Bima (Business, Management And Accounting)*, 1(2), 105–114.