

The Alignment of Objectives Towards Benefits Perceived by Users and Empirical Impacts in The Implementation of E- Performance within Government Organizations

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Abstract—Nowadays, E-government plays a very crucial role in the country. E-government is expected to have an impact in changing work culture to be more efficient so that it is free from non-transparency and behaviour of corruption, collusion, and nepotism. One application that is used in the scope of E-government is called E-Performance. E-Performance is implemented with the aim to enhance civil servants' performance and to accommodate the reward and punishment system. The implementation of E-Performance in Indonesia has become a phenomenon. It can be seen from the amount of organization that has started implementing the application. Previous research conducted on E-Performance emphasized on the technical and matters relating to users and the resulting impact. The impact and benefits felt by users and organizations in the implementation of an application must be aligned with the initial objectives made by the policy makers. The results of the study are a proven model. Furthermore, it revealed some new facts related to the alignment of the objectives of E-Performance implementation with the benefits perceived by the users and also the empirical impact on government organizations. The results of this study can be used to help the government in planning, implementing, and improving the implementation of E-Performance.

Keywords—E-Performance, E-Government.

I. INTRODUCTION

THE USE of information technology in an organization has become an important thing. This also occurs in government organizations as a result of the presence of information technology that affects the global order along with its new values. The concept of information technology is often referred to as E-government [16]. E-government can be described as the use of information technology such as Wide Area Network (WAN), internet, and mobile computing by government organizations that have the ability to increase interaction with citizens, businesses, and other government organizations [15]. Nowadays, E-government plays a massive role in the country. E-government is expected to have an impact in changing work culture to be more efficient so that it is free from non-transparency and behaviour of corruption, collusion, and nepotism[12].

The implementation of E-government could help to eliminate barriers in bureaucratic organizations, and form network of management systems and work processes that enable government organizations to work in an integrated

manner that could simplify access to all public information and services that must be provided. The implementation of E-government aimed to develop electronic-based government in order to improve the quality of public services that are effective and efficient.

One form of E-government applications in Indonesia is called E-performance. E-performance is an information technology system that supports Government Resources Management Systems (GRMS). E-performance is an information technology-based application related to performance management that could assess the performance achievements of the civil servants which is more objective, measurable, accountable, participatory and transparent. Those are used as an embodiment of the civil servants management based on work performance and work career systems. E-performance facilitates the making of activity performance, personnel performance and the process of collecting data and the achievement of the civil servants performance.

In Indonesia, the application of E-performance is developing across state and government institutions. E-performance application has been implemented approximately in 365 state and district/city government institutions. The implementation is felt to be still not massive considering the numbers of state institutions and local governments reaching tens of thousands. The state encourages state and regional government institutions to implement E-performance application. This is based on the fact that the implementation of E-performance had resulted in a budget efficiency of Rp41.15 trillion in 2017. The phenomenon of the application of E-performance continued to occur in 2018, starting from the discourse, the implementation planning, to the socialization of its use. Based on data obtained from news sources, in 2018 there were 32 government institutions that began implementing E-Performance. This has become the evidence of the awareness of the authorities to realize bureaucratic reform to achieve the good governance that has been declared. From this data, the implementation of E-performance has a diverse background. The most important background is the encouragement of bureaucratic authorities to achieve a revolution in bureaucracy that is more transparent and accountable. The implementation of E-performance has also become an information and technology system to accommodate the

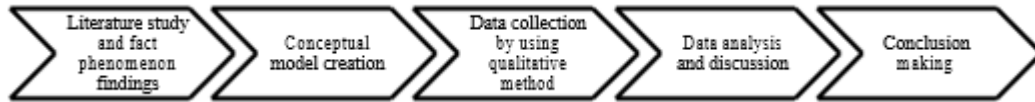


Figure 1. The research steps.

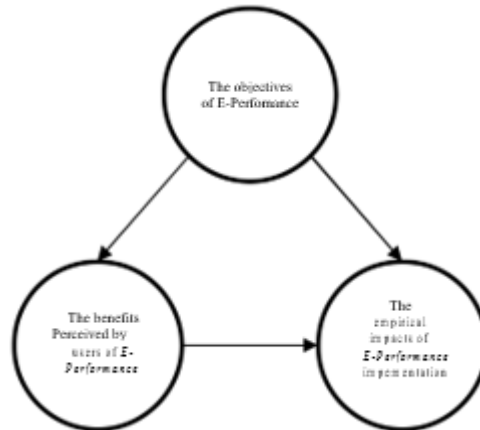


Figure 2. Conceptual Model.

Table 1.
The objectives in implementing the E-Performance

The onjectives in implementing the E-Performance	Number of government organizations
Performance enhancement	27
The accommodation of reward and punishment system	10
Appeals/rules	6

policy of using the Reward and Punishment system that could improve the civil servants performance.

The usage of E-performance has a direct effect to the users. The research of E-performance in Indonesia began in 2013 by Sanata Aflacha and Eva Hany Fanida. This research quantitatively claims that E-Performance can increase the civil servants work discipline that can be seen from 5 aspects. They were quality, quantity, time effectivity, cost efficiency and work ethic[1]. With those aspects, quantitatively, E-performance is proven effective in its implementation[4]. However, on another research using those 5 aspects, only two aspects that can increase the performance of the civil servants. They are cost efficiency and work ethic. Yet, those 5 aspects can increase the performance of the civil servants if they are implemented simultaneously. Additionally, work ethic, in the implementation of E-performance, can increase the compensation that is obtained by the civil servants[3]. Those aspects, in the implementation of E-performance, quantitatively, can only clarify the enhancement of the performance and compensation that are obtained by the civil servants around 70% [14].

With the implementation of E-performance within the government organizaions, it can enhance the performance of the civil servants [11]. The enhancement that happen in the implementation of E-Performance, mentioned above, is caused by the enhancement of the civil servants’s job satisfactory. Those satisfactions are inflicted by the aspects that can be seen from the previous research in the implementation of the E-performance. Those aspects are job satisfactory, promotions, supervisions and co-workers [8];

furthermore, the enhancement is also caused by the escalation of the civil servants’s motivations. By using E-performance, it can motivate the civil servants to maximized their work [13]. E-Performance can also diminish illegal actions such as deception within work planning and prevent the civil servants in working outside their main job [6][5].

The disasters that can mostly occur in implementing e-government applications is the gap and misalignment of the objectives and benefits for stakeholders; and the empirical impact can also occur in the implementation of e-government [7]. Those disasters often occur in various regions of Indonesia. The disasters are inflicted by the lack of thorough research which caused by the system that is implemented by Indonesia. The system is the policy in evaluating programs is more towards reports which is financial reports.

From the research above, it is known that the research about E-performance assessment can only be seen from the perspective of the users of E-performance itself. The existing research cannot clarify how the plan’s initial objectives by the stakeholder have a direct relation with the benefits that are perceived by the users and empirical impact that are obtained by the related government organizations. This research aims to search information relating to stakeholder and the civil servants towards the implementation of E-Performance within the government organizations. This research also aims to identify the alignment of the objectives in implementing E-performance by the stakeholder with the benefits that are perceived by the users and empirical impacts that are obtained by the related government organizations.

Table 2.
Benefits Perceived by Users

Previous Researches	Benefits Perceived by Users			
	Motivation to Carry Out Tupoksi	Motivasion to Get Rewards	Motivation to Compete	Motivasion for Promotion
Suci, 2014	√			
Putri, Arfan and Basri, 2014	√			√
Latuserimala, 2015	√	√		
Syafrina and Handayani, 2016			√	
Fahlefi, 2016	√	√		
Istiqomah and Niswah, 2016				√
Arisandi and Ardini, 2014	√			
Damayanti, 2014	√	√	√	

Table 3.
Empirical Impacts

Previous Researches	Empirical Impacts					
	Performance enhancement	Discipline enhancement	Welfare enhancement	Services enhancement	Minimalized corruption	Minimalized side job
Suci, 2014		√	√	√		
Putri, Arfan and Basri, 2014	√					
Latuserimala, 2015	√	√				
Syafrina and Handayani, 2016	√					
Pradikta, 2014	√				√	√
Fahlefi, 2016	√	√	√		√	√
Istiqomah and Niswah, 2016				√	√	
Arisandi and Ardini, 2014	√					
Damayanti, 2014		√	√			√
Bachtiar and Fanida, 2014	√	√				

II. METHOD

This research was done by using several steps. it can be seen from Figure 1.

A. Conceptual Model

In this research, it developed a conceptual model that could be obtained by the previous researches, news and information from the source news; and theory relating to the alignment of the implementation of E-performance. This research focused on the alignment of the implementation objectives of E-performance with the benefits that were perceived by the users and empirical impacts that were obtained by the related government organizations in Indonesia. Generally, it can be seen from Figure 2.

1) The Objectives in implementing E-Performance

There were several objectives on the initial implementation of E-Performance in various related government organizations. One of the objectives was as a device to enhance the perormance of the civil servants with the function of control, supervise and asses the performance of the civil servants; as the accomodation of reward and puishment system; as a form of government appeals (ministry) within the breucratic reform to make it more onjective, trasparentand accountable. Those objectives could be obtained by using 33 data from various sources that had already summarized in the Table 1.

2) Benefits Perceived by Users

The implementation of E-Performance is directly addressed to the civil servants as its user. The implementation of E-Performance in government institutions or organizations could increase the civil servants’s motivation at work. Previous researches revealed that there were several benefits felt by the civil servants as a user. Those benefits include motivating the civil servants to carry out their tasks and

functions, motivating the civil servants to get rewards, motivating the civil servants to compete with other partners, and motivating the civil servants to achieve promotion. That is because the use of E-Performance in general is very objective, accountable and transparent regarding the management of the civil servants performance in government institutions or organizations. This can be seen from the Table 2.

3) Empirical Impacts

The implementation of E-Performance within government organizations will certainly had impacts towards its government organizations. Empirical impacts are impacts that are obtained and assessed measurably from the data that can be accounted for. From the previous researches, empirical impacts were inflicted from the implementation of E-Performance within government organizations. Those empirical impacts were the enhancement of performance, discipline, welfare and service; minimalized corruption and side job. They can be seen from the Table 3.

B. Qualitative Method

This research was conducted using a qualitative research approach. It examined the alignment of the objectives from the stakeholders with the benefits perceived by users and the empirical impacts obtained by government organizations in implementing E-Performance. Data collection process was done using interview method with several interviewees. These interviewees were divided into two parts. The first interviewee was the stakeholder of the implementation of the E-Performance. The second interviewee was the the civil servants as the user of E-performance in the organizations. This research also used secondary data from various sources and information obtained from related institutions. This data was used to delve information on empirical impacts resulting from implementing E-Performance.

III. RESULT AND DISCUSSION

A. *The Objectives in Implementation of E-Performance*

This domain is an important domain in the implementation of E-Performance. In this domain, the general idea about what will be implemented and what will be hoped in the implementation of E-Performance will be explained. The objectives that would be achieved here were based on the visions, missions and work programs of the government. On the previous framework of conceptual model, there were 3 objectives in the implementation of E-Performance. They were the enhancement of performance, to accommodate reward and punishment system and appeals/rules. From interviewing 2 interviewees, it resulted that the main objectives in using E-Performance was to enhance the performance of the civil servants. Besides that, there was another objective which was financial efficiency. This statement could be interpreted that by using E-Performance, it could equally distribute the reward and punishment system. The implementation of E-Performance should meet the suggestions from other governments to fix the remuneration system within the government organization to prevent corruption.

From the result of the interview, it stated that the objective in implementing E-Performance in government organizations was to enhance the performance of the employees. E-Performance could measure the performance of the civil servants factually. This was based on the visions and mission of the stakeholders making the government as a good governance under their supervision by measuring the performance factually. The implementation also aimed to accommodate reward and punishment system. By using reward and punishment system within the implementation E-Performance, it eased the job synchronization to one another. Interviewees' statements were strengthened by the planning reports of the E-Performance implementation.

The enhancement of performance was one of the objectives in implementing E-Performance within the government organizations. This was based on the objectives of the government organizations to realize a good governance by enhancing the performance of the civil servants. By using E-Performance, it could make the the civil servants work proportionally and well-measured. This could make the employees work effectively to achieve their goals. The implementation of E-Performance within the government organizations also aimed to accommodate reward and punishment system. The usage of E-Performance was aligned with the rewards that were given to the the civil servants. The rewards were based on their performance in doing their jobs. This made E-Performance as an application to measure the employees' performance and to accommodate the reward system to the employees. The usage of E-Performance would give the feel of equity in doing their Tupoksi. Besides that, the implementation of E-Performance aimed to obey the appeals/rules. The appeals/rules were tied on a certain level. This was aimed to realize integrated system from various government organizations as an embodiment into a better governance.

B. *Benefits Perceived by Users*

This domain is an important domain in the implementation of E-Performance. This domain will explain about how the benefits the implementation of E-Performance can be directly perceived by the users. By implementing E-Performance, the civil servants was able to enhance their performance because they had more motivations. In the framework of conceptual model, there were 4 benefits that could be perceived by the users. They were motivation in doing their Tupoksi, motivation in getting rewards, motivation in competing and motivation in getting promotion.

From the interview result, the implementation of E-Performance made the the civil servants motivated in doing their Tupoksi. Their job became more explicit and had a better quality. the civil servants could be more focus in doing their Tupoksi without procrastinating because the tasks were well-scheduled. The interviewees also stated that the the civil servants became more motivated in getting rewards of additional income that was accommodated in it. By using the additional income system, the distribution of reward to the civil servants could be more equal and precise. The ASL that had been work well would also get a better additional income. The implementation of E-Performance also motivated the the civil servants in competing with others. the civil servants competed to achieve their yearly task goals. It also strengthened the previous researches.

Interviewees also stated that the implementation of E-Performance did not affect them in getting promotion. This was because E-Performance had not synchronized with the promotion system within the government organizations.

C. *Empirical Impacts*

The implementation of E-Performance within government organizations could obviously affect the organizations themselves. From the framework of conceptual model, empirical impact that was obtained from implementing E-Performance within government organizations were the enhancement of performance, discipline, welfare and service; minimalized corruption and side job.

From the interview result, all the interviewees experienced their performance increased. This was because of the E-Performance implementation within the government organizations. Every job from their punctuality to their performance were increased. Punctuality was one of the important rules that should be implemented by all employees and that what made their discipline enhanced. The employees' welfare could also be enhanced alongside the implementation of E-Performance because it used reward and punishment system. E-Performance gave the rewards equally and proportionally. With the implementation of E-Performance, it pushed the civil servants to give the best service as a form to achieve good governance. This was also based on the writer's experience in handling bureaucratic to be able to do the interviews. The government organization gave a straightforward service. The experienced certainly strengthen the previous researches.

The point above was achieved with the rewards that were given to government organization that had implemented E-Performance by the government. The implementation of E-

Performance could enhance the performance of government organizations.

D. The Objectives of Implementing E-Performance was Aligned with The Benefits Perceived by Users

From the interview result, it could be stated that the enhancement of performance could motivate the civil servants. The the civil servants could be more active and motivated in doing their job. the civil servants could compete to achieve their goals. This statement is strengthened by with the documents of E-Performance reports which stated that the objectives in the E-

Performance implementation can motivate the the civil servants in working their job. the civil servants is hoped to be able to work properly and enhance their performance. One of the objectives from the implementation of E-Performance was to motivate the employee's performance. It can be concluded that the enhancement of the civil servants performance was aligned with the benefits perceived by the users which was to motivate them in doing their Tupoksi and in competing to achieves their goals.

The interviewees also stated that the accommodation in the reward and punishment system within the E-Performance implementation could motivate the the civil servants in working their job. The reward that was synchronized with the measured performance of the civil servants could motivate them in doing their job more actively. This statement was also strengthened with the E-Performance report that the writer obtained. In the document stated that with the implementation of E-Performance, it could respect the organizations members who had worked loyally in developing the organization should be rewarded based on their performance and contribution. It can be concluded that the accommodation in the reward and punishment system was aligned with the benefits perceived by users which were to motivate them in doing their Tupoksi and in getting rewards.

The interviewees also stated that the implementation of E-Performance was suggested by other government organizations. They suggested to do remuneration in the government organizations. Besides that, it was also based on the inception of state regulations action about E-government in human resource chapter. From that statement, the the civil servants was hoped to work more actively. The the civil servants who was wasting their time could now work efficiently. It can also be concluded that the suggestions from the government in the implementation of E-Performance was aligned with the benefits perceived by users.

From the statements that the interviewees stated and the secondary data that was obtained, it can be concluded that the objectives of implementing E-Performance was aligned with the benefits perceived by users. The objectives of enhancing the performance was aligned with the benefits perceived by users which were to motivate them in doing their Tupoksi and in competing to achieve their goals. The accommodation of reward and punishment systems in E-Performance implementation was aligned with the benefits perceived by users which were to motivate them in doing their main tasks and in getting rewards. The suggestion from the government in the implementation of E-Performance was aligned with the benefits perceived by users.

E. The Objectives of E-Performance Implementation is Aligned with The Empirical Impacts

From the interviews of the interviewees and secondary data, it can be seen that the improvement of the performance as an objective of implementing E-Performance was aligned with the empirical impact obtained. This can also be seen from the improved performance of Madiun City government institutions/organizations. The use of E-Performance enhances the integrity of government institutions / organizations in carrying out their work. Performance enhancement as an objective of implementing E-Performance was aligned with the empirical impacts, namely Performance enhancement, Discipline enhancement, Welfare enhancement, Services enhancement, and Minimalized Corruption.

The interviewees also stated that the objective of implementing E-Performance as the accommodation of reward and punishment system was aligned with the empirical impact produced. This was because every job was supervised, recorded, and could be accounted for so that there was no misuse of the work, finances, or services provided. This was also reinforced by the secondary data obtained by the writer in the empirical impact domain. The accommodation of reward and punishment systems in E-Performance was aligned with the empirical impact obtained by government organizations, namely performance enhancement, welfare enhancement, services enhancement, and minimalized corruption.

Furthermore, the informants said that the implementation of E-Performance in government organizations was aligned with the empirical impact obtained, among others, performance enhancement, discipline enhancement, services enhancement, and minimalized Corruption. This is aligned with the desired points in the government regulation on E-government.

From the points mentioned above, it can be seen that the objectives of implementing E-Performance was aligned with the empirical impact obtained. Performance enhancement as an objective of implementing E-Performance was aligned with performance enhancement, discipline enhancement, welfare enhancement, services enhancement, and minimalized corruption. The accommodation of reward and punishment systems into E-Performance was aligned with the empirical impact obtained by government organizations namely performance enhancement, discipline enhancement, services enhancement, and minimalized corruption. The implementation of E-Performance in government institutions / organizations in Indonesia, one of which aimed to comply the government appeals/rules were aligned with the empirical impacts obtained, namely performance enhancement, discipline enhancement, services enhancement, and minimalized corruption.

F. The Benefits Perceived by Users in The Implementation of E-Performance was Aligned with The Empirical Impacts

From interviews result, the enhancement of motivation of the civil servants in doing their Tupoksi also affected the services provided to the citizens. The existence of E-

Performance made the civil servants provided the best service as a form of achieving good governance. In addition, the implementation of Tupoksi by the civil servants was transparent so that their work could be monitored both in terms of performance and financial. Things like this could minimize corruption in work. This kind of thing that made the country could give awards as a form of appreciation. It can be concluded that motivation in carrying out Tupoksi was a benefit felt by the civil servants and was aligned with the empirical impact obtained from implementing E-Performance, namely performance enhancement, discipline enhancement, welfare enhancement, services enhancement, and minimalized corruption.

From the interviews, the interviewees stated that the existence of E-Performance could improve their welfare. E-Performance provided proportional and fair rewards. The provision of additional income in E-Performance was based on the performance achieved by the civil servants within government institutions / organizations. They would be even more motivated to get the additional income provided. In addition, with that motivation they would also avoid any deviant actions at work. This was because E-Performance provides additional income transparently.

From the interviews, the interviewees stated that the implementation of E-Performance motivated the civil servants to compete with others. the civil servants competed to achieve the specified job target in a year. Achievements like this certainly improved the performance of the civil servants in these institutions / organizations.

From the points mentioned above, it can be concluded that the benefits perceived by users were aligned with the empirical impact obtained. Motivation in carrying out Tupoksi which was one of the benefits that perceived by the civil servants was aligned with the empirical impact obtained from implementing E-Performance, namely performance enhancement, discipline enhancement, welfare enhancement, services enhancement, minimalized corruption, and Motivation to Get Reward.

IV. CONCLUSION

Based on the results of research that has been done, researcher can draw some conclusions from minor prepositions as follows:

1. Performance improvement which was the goal of implementing E-Performance was aligned with the benefits felt by users. Performance improvement which was the goal of implementing E-Performance was aligned with the benefits perceived by users, namely the motivation to carry out main tasks and functions (Tupoksi) and motivation to compete.
2. The reward and punishment system in the implementation of E-Performance was aligned with the benefits felt by users. The system accommodated in the implementation of E-Performance was aligned with the benefits felt by users, namely the motivation to carry out Tupoksi and motivation to get rewards.
3. Government appeals/rules for implementing E-Performance were aligned with the perceived benefits by users.

4. Performance enhancement as an objective of implementing E-Performance was aligned with performance enhancement, discipline enhancement, welfare enhancement, services enhancement, and minimalized corruption as empirical impacts obtained by government institutions / organizations.
5. The accommodation of reward and punishment system in E-Performance is aligned with the empirical impacts obtained by government organizations, namely performance enhancement, discipline enhancement, welfare enhancement, services enhancement, and minimalized corruption.
6. Implementation in government organizations in Indonesia, one of which aimed to comply the government appeals/rules were aligned with the empirical impacts obtained, namely performance enhancement, discipline enhancement, welfare enhancement, services enhancement, and minimalized corruption.
7. The implementation of E-Performance was yet to be connected with promotion system.
8. Motivation in carrying out Tupoksi which was a benefit felt by the civil servants was aligned with the empirical impacts obtained from implementing E-Performance.
9. Motivation to get rewards which was a benefit felt by the civil servants was aligned with the empirical impacts obtained from implementing E-Performance, namely performance enhancement, welfare enhancement, and minimalized acts of corruption.
10. Motivation to compete which was a benefit felt by the civil servants was aligned with the empirical impacts from implementing E-Performance, namely enhancing the performance of the civil servants.

Generally, the result in doing this research was to achieve the objectives which are the alignment between the implementation of E-Performance with the benefits perceived by users and the empirical impacts obtained; also, the benefits perceived by users was aligned with the empirical impact obtained.

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