

E-Performance And E-ABK Innovations In Remuneration Manage System To Improve Employee Performance At The KPKNL Jember

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Abstract: The implementation of remuneration becomes a fundamental change in the process of management of Human Resources, especially in the KPKNL Jember. Since 2016, the KPKNL Jember has been implementing remuneration system. Therefore to find out e-Performance and e-ABK innovations in remuneration manage system to improve employee performance at the KPKNL Jember. The study was conducted with a qualitative approach through in-depth interviews with informants. In this study, the informants were officials and executors who totaled 6 people. The results of this study indicate that e-Performance and e-ABK innovation in remuneration management systems can improve employee performance. The application of e-Performance and e-ABK innovations is supported by good resources, innovative leaders, executors, budgets, and regulations. There has been a change in employee work culture, mindset, professionalism, motivation, and discipline after the implementation of e-Performance and e-ABK. Employee performance increases with the implementation of a remuneration management system. However, there need to be improvements in the features in the e-Performance and e-ABK applications, especially the performance appraisal report module which does not yet display Work Achievement Value in the form of percentage and categories, Employee Work Target Value (SKP), Value of Work Performance Appraisal (DP3) and Employee Performance Achievements.

Keyword: Remuneration , Innovation, Employee Performance

1 INTRODUCTION

In implementing the program, every organization is always directed to achieve its goals. One of the factors to achieve the goals of an organization is to recognize and measure employee performance by incorporating elements of local wisdom. Local wisdom is all forms of knowledge, beliefs, understandings, or insights and customs that are agreed upon by a group of people or organizations. All forms of local wisdom are lived, practiced, taught, and passed on from generation to generation as well as forming patterns of human behavior towards fellow humans [1]. The values of local wisdom are one of the pillars of the creation of a performance accountability system for Kantor Pelayanan Kekayaan Negara dan Lelang (KPKNL) Jember employees. The values of local wisdom include: mutual respect and apply family culture. Thus, within employees, the values of local wisdom are embedded as one of the supporting factors for increased performance or as unwritten norms. However, it is a factor that affects the performance of employees. One example is mutual respect which prioritizes cultural values that take into account the aspects of age, internal seniority work. Although his position as a superior but terms of age or seniority he is younger, so he still respects and respects the younger ones.

Measurement of the performance level of KPKNL Jember employees has been carried out since 2006. One of the efforts to improve the performance of KPKNL Jember employees is by innovating: (a) e-performance online based application by measuring employee performance and behavior with the aim of transparency in improving employee performance so that

remuneration is acceptance could increase; (b) Application of Workload Analysis or e-ABK, which is a systematic management technique to obtain data or information on the level of effectiveness and efficiency of an organization's work based on work volume. Employee performance appraisal is carried out based on objective, measurable, accountable, participatory, and transparent principles. Employee performance appraisal is carried out by appraisal officials once in 1 year (end of December of the year concerned) which consists of elements of Employee Performance Captain (CKP) and Behavioral Value (NP). The value of work behavior affecting the performance of the evaluated employee must be relevant and related to the implementation of the assessed civil servant job. Based on the results of employee performance measurements carried out by the KPKNL, the following employee performance achievements are obtained:

Table 1.1 KPKNL Jember Employee Performance Assessment in 2017

No	Performance assessment	2015 (people)	2016 (people)
1.	Best performance rating	4	6
2.	Average performance value amount	28	26
		32	32

Source: Jember KPKNL employment report 2017

Based on table 1.1 shows that the achievement of employee performance at KPKNL Kabupaten Jember has not been optimal. It can be seen from year to year that the employee with the best predicate has increased but not significantly. This insignificant factor in measuring employee performance is due to attendance, tardiness, workload, work target achievement, competence, ability, and less than optimal work discipline. At KPKNL Jember, the quality of work obtained is still below average because the motivation obtained from superiors is still lacking, and the amount of work that causes the target is not achieved according to the specified time, and cooperation between employees is still lacking, there are still many employees who work individually without there is coordination in advance. Based on the 2017 organizational performance

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report, for example, there were three targets for the achievement of the Jember KPKNL organizational performance which received a score of 100, while for the value of increasing bureaucratic reform, improving governance and strengthening institutions and the function of optimizing services got a score of 77. In addition, the service function and improvement of bureaucratic reform not optimal and still below standard with a value of 80. The results of this performance affect the overall performance of the organization. This shows that employee performance has increased every year but is still very small and is still below the average of 25% of the target achievement at the East Java Regional Office. One of the reasons is that although there are innovations made, they have not yet accommodated the features in the e-performance and e-ABK applications that are tailored to the needs of employees. This feature is important for monitoring employee performance during the year to find out the effectiveness of employee and organizational performance. Therefore, the purpose of this study is to determine information technology-based innovations in remuneration governance to improve employee performance at KPKNL Jember. Information technology-based innovations in remuneration governance are e-performance and e-ABK.

2. Literature Review

2.1 Remuneration

According to the Onuorah [2], remuneration or Remuneration is Payment or Reward which means payment, reward, or in Indonesian better known as compensation. Many management books, especially those circulating in Indonesia, include translation books using the term compensation for the term remuneration. Meanwhile, the word remuneration comes from English which is also used in the International Labor Organization (ILO). According to Hasibuan [3], remuneration is all income in the form of money, goods directly or indirectly by employees in return for services provided to the company. In essence, compensation (remuneration) is anything that is provided by the organization which is constituted as remuneration for work that has been done by the employee. According to Dharma [4], employee remuneration has three components, namely: 1) direct financial payment, 2) indirect payment, 3) non-financial rewards. From the definition by Dharma, remuneration is a reward both extrinsically and intrinsically given to employees as a reward for what they do. Logically-psychologically this compensation raises motivation so that it triggers a more productive performance to achieve goals. The types of remuneration received by employees including civil servants: basic salary, allowances, pensions, leave, care, disability benefits, mourning money, medical treatment, care and rehabilitation, official housing, and official vehicles.

2.2 E-Performance and E-ABK

The e-performance application that was built in 2016 is an application that is used as a means to implement the Minister of Finance Decree Number 454 / KMK.01 / 2011 which has been amended by the Minister of Finance Decree Number 467 / KMK.01 / 2014 concerning Performance Management in the Ministry of Finance Environment and can be accessed by all active employees of the Ministry of Finance. With the e-performance application, performance management is now carried out through the system and no manual calculation is

required. In addition to behavioral and performance assessments, this application also provides a profile data module in which active KPKNL Jember employees must ensure that the profile data contains basic data in the form of names, NIP (Employee Identification Number), Organizational Unit, Position, class, status, and name of direct supervisor are by the current situation. This is in line with the Human Resources Bureau's goal of creating valid and up-to-date staffing data. The report module displays the Work Performance Value (NPK) in the form of percentages and categories, Employee Performance Target Value (SKP), Work Performance Assessment Score (DP3), and CKP Index (Employee Performance Achievement). While the e-ABK application is creative innovation because the features in it have accommodated all the needs of related units in preparing the ABK report, namely ABK forms (form A, form B, form C), a recap of the effectiveness of positions and units (form FP.2, form FP.3, and FP.4 form), a list of the highest and lowest workloads, the number of employee needs based on the position / organizational unit, the number of product, employee betting that can be seen every year, and projections. With the use of the e-ABK application, employees only need to enter the volume of work in a year into the e-ABK application and the results of the data entry will be calculated by the application system and appear automatically on the forms on the e-ABK application, so that the results of the calculation and compilation of reports ABK is getting easier, faster, more accurate, and objective.

2.3 Employee Performance

Etymologically, performance comes from the word performance (performance). As emphasized by Trinaningsih [5] that the term performance comes from the word job performance or actual performance (work performance or achievement that someone achieved), namely the work results both in quality and quantity achieved by an employee while carrying out tasks with their responsibilities. the answer was given to him. According to Winardi [6], performance is a universal concept that is the operational effectiveness of an organization. Organizations are run by humans, and therefore their performance is human behavior that plays a role in an organization. Meanwhile, according to Gomes [7], performance is a record of the production results of a particular job or activity and within a certain period. Furthermore, according to Dessler [8], performance appraisal is taken based on feedback to employees to motivate so that performance is not slack and even performance is higher. Based on the above opinion, it can be concluded that performance is the result of employee work or real behavior according to their role in the organization both in quality and quantity. In addition, a person's performance is influenced by the level of education, initiative, work experience, and motivation. A person's work results in feedback for that person which is expected to produce good quality work. Education affects one's performance in the form of broader insights that can stimulate initiative and innovation. Employee performance functions to analyze and encourage production efficiency, determine realistic and measurable targets or targets, and for communication in the form of information exchange between labor and management on issues related to improving employee performance.

3. Research Methods

The research method used is a qualitative method because research findings cannot be analyzed through statistical methods or other methods. Determination of informants in this study using a purposive method. The informants in this research were employees at the KPKNL Jember who were divided into two groups, namely the officials and executors, totaling 6 people. Techniques for processing and analyzing data in this study using techniques from Mc. Nabb [9], namely Staurissian and Glasserian, because in this qualitative research, data coding or data coding plays an important role in the data analysis process, and determines the quality of the research data abstraction.

4. Discussion and Result

At KPNKL Jember, the quality of work obtained is still below average because the motivation obtained from superiors is still lacking, and the amount of work that causes the target is not achieved according to the specified time, and cooperation between employees is still lacking, there are still many employees who work individually without there is coordination in advance. This resulted in the first, less optimal service to the community, especially in the management of auction services, for example, public services were only around 12% in 2014, and 15.09% in 2015, then 14.39% in 2016. Second, the sustainability index bureaucratic, improved governance, and institutional strengthening that are still below average even though there has been a trend of increasing by 75 in 2014, and to 76 in 2015, then 77 in 2016. In terms of employee discipline at the Jember KPKNL before the innovation was made, the attendance rate for employees starting in 2014 was 5.4%, for 2015 it was 6.6% and in 2016 it was 6.5%. This illustrates that there has not been an increase in employee awareness of attendance levels as measured by attendance and return lists that are carried out through fingerprints. Based on the research results, the level of understanding of the duties of each employee has been written into a performance contract each year. Performance contracts are made based on the performance burden of the organization. Based on the employment data for the contract level of employee performance starting in 2014 of 6.8%, for 2015 it was 7.5% and for 2016 it was 7.2%. There is an understanding of the duties and performance of employees which shows the need to improve the mindset and work culture at KPKNL Jember. In addition, input from stakeholders and the community regarding work efficiency and effectiveness has not had a major influence on improving employee performance, especially in assessing work results and relationships with outside parties. Employee job appraisal is also measured from the service user community satisfaction index obtaining a score of 2, To overcome the above problems, the Jember KPKNL issued a policy in the form of a Jember KPKNL Head Decree No. SK-05 / WKN.10 / KNL.04 / 2016 dated 25 February 2016 concerning remuneration governance. If employee performance increases, the remuneration given will also increase. for employee performance to increase, there needs to be an increase in the ability and quality of employees to improve the organization's work service system and improve the organizational structure. Increasing employee performance in turn will affect the implementation of good governance, and for good governance to run well, transparency is needed, which in principle guarantees access or freedom for everyone to obtain information. In the context of transparency in performance

appraisals, KPKNL Jember has created information technology-based innovations with the hope that employee performance will increase. In addition, various efforts have also been made in the context of good governance: regulation of employee employment contracts as stipulated in the Decree of the Minister of Finance Number 234/ KMK.01 /2016. Organizationally, development the organization continues to improve (continuous improvement), including efforts to improve employee performance through the support of facilities and infrastructure, harmony between work units, and the development of teamwork. In terms of employees, a conducive and competitive work climate is continuously sought. Employees must have high work competence and quality through education and training, seminars, knowledge sharing. In addition, effective communication and a harmonious relationship between subordinates and superiors need to be improved. To support employee performance improvement through technological innovation in remuneration governance, it is necessary to create: (a) e-performance online based application to measure employee performance and behavior. e-performance is related to the amount of remuneration that employees receive. (b) Workload Analysis Application or e-ABK aims to obtain data or information about the level of effectiveness and efficiency of the organization's work based on work volume. The results of the e-ABK are taken for leadership policies, for example: structuring the organizational structure, improving work systems and procedures, compiling standard workload materials and materials for employee needs such as training, transfer, and human resource development. This application is an innovation and is a flagship program created by KPKNL Jember. This e-performance and e-ABK application were developed on a web basis (intranet). In addition, there are many human resources involved in the operation of this application which is divided into several sections. Each section has its main duties and functions. For example, the Internal Compliance Section handles the procurement of this application where several employees are involved in its operation, while program training is handled by the internal compliance section and the information law section. The impact of the application of technological innovation in remuneration governance occurs changes in employee work culture, discipline, motivation, mindset, and professionalism, so that program achievements such as enhancement, coaching, and supervision of human resources as well as improved organizational development. The improvement of employee performance at KPKNL Jember has been going, well but has not yet got the maximum score. This is measured by the performance achievement index of the East Java Regional Office of DJKN, which is still 4.5% of the organizational achievement target, thus hindering the achievement of employee performance. This problem is caused by the applications used, namely the e-performance and e-ABK applications, which still need improvements in their operating features. For example, in the e-performance application there is no dialogue feature for individual performance (DKI), this feature is communication between direct superiors and subordinates who do not have a strategy map to discuss individual performance. Through this feature, employee performance can be monitored and monitored continuously by the leadership, be it employee profiling, individual performance review, the value of the previous period's behavior and the realization of employee performance

achievements. In the e-ABK application, there is also a need for additional menus related to the number of data requirements that are accurately obtained from the results of organizational performance so that managerial abilities can be measured by the leadership. This feature is important to assist leaders in determining strategic policies to meet managerial needs. The addition of this feature will help and make it easier for employees to input and monitor their performance achievements so that it is easier to achieve. In addition, the addition of this feature will help the organization strategically map which achievements are still less / not optimal. Another advantage obtained is to increase the remuneration that has been obtained so far so that it will increase optimal employee income. The concept of public administration by Rosenbloom and Kravchuk (2005: 5) describes the use of managerial, political, and legal theories and processes to fulfill the desires of government in the legislative and executive fields in the context of regulatory functions and services to society as a whole or in part. This theory, by the concept of remuneration governance to improve employee performance is a managerial approach. This managerial approach has main values results-oriented, focus on public services, empowerment of public employees/servants, entrepreneurship, and growing business transfer (outsourcing). To carry out remuneration governance, a public policy is required that binds all parties so that the problem of the lack of additional features in the e-performance and e-ABK applications needs to be followed up with continuous public policies.

5. CONCLUSION

Based on the results of research on e-Kinerja and e-ABK Innovation in Remuneration Governance to Improve Employee Performance, it can be concluded as follows:

a. PKNL Jember made a remuneration management technology innovation. This innovation is in the form of e-performance and e-ABK applications to make it easier for employees to input their performance achievements and assist in making policies on organizational needs. The implementation of remuneration, governance is based on good governance values such as transparency, accountability, justice, legal certainty, and support from community and stakeholder involvement so that these values underlie the development of the remuneration system that is carried out.

b. application of information technology-based innovations in remuneration governance at KPKNL Jember can improve employee performance. This can be proven by the performance achievements of employees which have increased from year to year. Employee performance indicators have increased from year to year. The yield quantity indicator has increased from 2016 which was only 80.4%, experienced an increase in 2017 of 85.3%, and in 2018 it increased by 2.2% to 87.5%. The work quality indicator also experienced an increase in early 2016 by 81.3%, in 2017 it increased to 82.3%, in 2018 it increased by 2.4% to 84.7%. The indicator of the period for completing tasks, in 2016 amounted to 70, an increase in 2017 to 88, and in 2018 it increased by 4 to 92. The indicators of attendance and activities during attendance also increased, in 2016 it was 75.5%, increased by 5.7% to 81.2%, and in 2018 it increased to 95, 6%. The cooperation indicator, in 2016 amounted to 3.8%, increased in 2017 by 4.7%, and in 2018 increased by 0.5% to 5.2%.

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