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Implementation of the SINERJA Application to Increase Work Productivity at the Central Kalimantan Provincial Health Service

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Abstract

The SINERJA application is an information technology system designed to facilitate real-time employee performance management through monitoring, measuring, and evaluating performance. The Employee Performance Information System (SINERJA) is an innovation developed by the Regional Civil Service Agency (BKD) of Central Kalimantan Province, accessible via the https://sinerja.bkd.kalteng.go.id platform, aimed at monitoring the performance and discipline of civil servants within the OPD scope in Central Kalimantan Province. This study examines the implementation of the SINERJA application as a new policy initiative to enhance the effectiveness, discipline, and productivity of civil servants. The research utilizes a qualitative approach with inductive analysis, where conclusions are drawn from specific facts observed in the field. Data collection techniques include observation, in-depth interviews, documentation, and triangulation. The study was conducted from August to September at the Central Kalimantan Provincial Health Service, where the SINERJA application had been implemented. The findings indicate that the application's implementation in improving work productivity at the Health Service is still not optimal. Issues such as low consistency among civil servants in applying the policies, incomplete daily reporting, internal jockeying practices, and other unachieved research indicators highlight the need for further evaluation. Several challenges were also identified that hinder effective implementation.

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INTRODUCTION

In advancing the principles of good governance, it becomes critical to implement good government practices and initiate systemic reforms within the bureaucracy. These reforms represent a transformation aimed at modernizing fundamental aspects of bureaucratic administration, transitioning from traditional approaches to a digitalized system. Bureaucratic reform extends beyond improvements in service delivery, transparency, and accountability; it also requires the establishment of effective mechanisms that facilitate these objectives, particularly through comprehensive employee performance management, which includes structured oversight of civil service operations and disciplined, measurable performance assessments.

The establishment of competent civil servants is supported by the enactment of Law No. 43 of 1999 on the Principles of Civil Service, which was amended by Law No. 5 of 2014 on the Civil Service, as well as Government Regulation No. 94 of 2021 on Civil Service Discipline. The smooth operation of

government institutions relies heavily on the working mechanism of civil servants (ASN). In the rapidly evolving digital transformation era, information technology plays a crucial role in enhancing productivity across various sectors. Productivity serves as a critical benchmark in determining an organization's success. Therefore, to achieve organizational goals, it is necessary to manage employee performance in a transparent, accountable, and measurable manner. The application of information technology systems has become a medium for both private and public sectors to support employee performance management.

In an effort to create measurable, transparent, and accountable work productivity, the Provincial Government of Central Kalimantan, through the Regional Civil Service Agency (BKD), restructured the performance appraisal system by implementing an information technology-based application known as the Employee Performance Information System (SINERJA). According to Setya (2018), work productivity is defined as efforts made by human resources to achieve effective and efficient work results, which in turn becomes work achievements.

The SINERJA application is an information technology system designed to facilitate real-time employee performance management through monitoring, measurement, and evaluation of performance. This system, accessible via https://sinerja.bkd.kalteng.go.id, was developed by the Regional Civil Service Agency (BKD) of Central Kalimantan Province to monitor the performance and discipline of civil servants within the scope of regional government organizations (OPD). One of the OPDs implementing the SINERJA system is the Provincial Health Service of Central Kalimantan.

Legal foundations for the application of SINERJA refer to Governor Regulation No. 24 of 2022 concerning the Electronic-Based Government System of the Province, as well as Governor Regulation No. 53 of 2023 on Civil Service Working Hours. Additionally, Circular Letter No. 800/717/IV/BKD on Attendance Implementation for ASN of the Provincial Government of Central Kalimantan integrates attendance reporting through the SINERJA application. Apart from attendance, civil servants are required to submit annual, monthly, and daily performance reports, which contribute to productivity targets. The SINERJA system is designed to objectively assess discipline and individual contributions, thus promoting productivity and accountability. It is also integrated into determining the amount of Employee Performance Allowance (TPP) for each individual.

The Health Service has implemented the SINERJA application to evaluate civil servant performance. The system is expected to not only provide information on individual or team performance achievements but also to identify areas requiring improvement, such as attendance, performance reports, and systematic personnel data. Data-based management at the Health Service aims to

measure employee capabilities and improve productivity optimally. SINERJA serves as a solution to the challenges faced by conventional or manual performance management, such as complex bureaucratic systems, delays in information retention, and errors in civil servant performance evaluations.

The implementation of the SINERJA application at the Provincial Health Service of Central Kalimantan is based on the recurring issues related to civil servant discipline and mismatches in roles and workload distribution, as well as non-optimal and subjective performance assessments. The Central Kalimantan Provincial BKD's directive to use the SINERJA application further reinforces its usage. Based on the research background and preliminary findings in the field, the researcher aims to conduct an analysis with the title, "Implementation of the SINERJA Application in Increasing Work Productivity at the Provincial Health Service of Central Kalimantan." This research is a novel study, focusing on exploring and analyzing how the SINERJA application improves work productivity. It also emphasizes the comparison of civil servant productivity before and after the SINERJA application's implementation, which can serve as a primary reference in determining the success of this system. The research also addresses the obstacles and challenges encountered in the implementation of the SINERJA application at the Provincial Health Service of Central Kalimantan.

METHODS

The method used in this study is a qualitative approach through inductive analysis. Inductive data analysis is a way of drawing conclusions based on the accumulation of real (specific) facts in the field, from which general conclusions are made. Qualitative research is a method employed to study objects in their natural settings, where the researcher acts as the key instrument, data collection techniques are conducted through triangulation, data analysis is inductive, and the findings of qualitative research emphasize meaning rather than generalization (Abdussamad Zuchri, 2021:79).

In the context of this research, the data collection techniques used are based on Sugiyono's (2019) theory, which includes several methods: observation, in-depth interviews, documentation, and triangulation (combining all three techniques). This research was conducted from August to September, with the research site focused on the Central Kalimantan Provincial Health Service, which has implemented the SINERJA application for attendance, daily performance reporting, and other personnel data. The number of informants serving as sources for this study totaled nine (9) individuals, including:

a. Secretary of the Central Kalimantan Provincial Health Service
b. Head of General Affairs and Staffing Division of the Central Kalimantan Provincial Health Service

c. Functional Staff of the Civil Servant Human Resources Analyst at the Central Kalimantan Provincial Health Service
d. Job Analyst at the Central Kalimantan Provincial Health Service
e. SINERJA application admin operator
f. Staff of the Communicable and Non-Communicable Disease Control Division (P2P)
g. Staff of the Human Resources for Health Division (SDK)
h. Staff of the Health Services Division (Yankes)
i. Staff of the Secretariat Division.

RESULTS AND DISCUSSION

1. Implementation of the SINERJA Application at the Central Kalimantan Provincial Health Service.

The SINERJA application is an innovative product of the Regional Civil Service Agency (BKD) designed to monitor the discipline and performance of civil servants (ASN) within the Central Kalimantan Provincial Government. As a demonstration of its commitment to implementing this application, BKD of Central Kalimantan Province conducted assistance in 2023, with the task of inputting data into the SINERJA 2024 application. This involved ASN personnel assigned by each regional organization (OPD) within the Central Kalimantan Provincial Government. One ASN member from each OPD was appointed as the admin for the SINERJA application, receiving both theoretical and technical training on the system's operation and management. The Provincial Health Service appointed one ASN member as the SINERJA admin, following the directive from the Regional Civil Service Agency's Circular No. 800/717/IV/BKD dated December 29, 2023, to implement ASN attendance tracking. The OPDs were instructed to conduct a trial run of work reporting beginning on January 2, 2024. This directive, along with issues related to ASN performance within the Central Kalimantan Provincial Health Service, served as the foundation for the SINERJA application's implementation.

In an interview with the Secretary of the Health Service, he stated, "In addressing this innovation, which is part of bureaucratic reform, especially the integration with the SIMPEG system, such as the SINERJA BKD application, I fully support its optimal implementation within the Health Service, as this application significantly aids ASN in improving work professionalism and discipline." However, in the early stages of its implementation during the first quarter trial at the Health Service OPD, several challenges were identified. Based on interviews and observations conducted with the SINERJA admin, the primary issues encountered included many employees' lack of technological proficiency, particularly in using computer systems and applications. This difficulty was attributed to their habit of using conventional or manual methods, coupled with the influence of age-related factors among the ASNs. The shift from manual to digital (online) policies has not been fully accepted, and continuous adaptation and education are needed.

Figure 1: One of the interview processes between the researcher and the SINERJA admin

The government's new policy to enhance ASN performance through technological transformation, such as optimizing applied information technology, has significant benefits for improving performance, effectiveness, and productivity. The changes in ASN performance, such as data processing, information handling, and reporting, have shifted from a conventional or manual system to digitalization. This shift serves as a benchmark for ASN performance improvement, offering substantial benefits, including simplifying work processes, saving time, improving employee discipline, and recording all activities in digital footprints. These digital footprints allow management or relevant parties to easily access necessary data for monitoring and evaluating ASN performance. The SINERJA application, with its digital reporting system for performance and attendance, allows for easy retrieval of data, facilitating performance control and monitoring to enhance productivity.

Based on the research conducted using Triangulation techniques (combining methods) in the implementation of the SINERJA application at the Central Kalimantan Provincial Health Service, it was found that the application has not yet fully achieved its objectives. The policy aims to address issues related to ASN discipline, effectiveness, and performance quality, as well as challenges related to the disbursement of ASN Performance Allowances (TPP). The research evaluation also revealed a low level of ASN consistency in implementing the policy, and discipline issues remain a key factor requiring improvements in productivity.

Based on the findings above and descriptive analysis, the results of the research on the implementation of the SINERJA application to improve work productivity at the Central Kalimantan Provincial Health Service are as follows:

a. Level of Understanding in the Implementation of the SINERJA Application at the Central Kalimantan Provincial Health Service

   The implementation of the SINERJA application requires an optimal understanding of its use by all

personnel or ASNs to ensure that the application functions as expected, achieving the goal of creating disciplined and productive civil servants. Achieving this requires adequate knowledge and competency in both the theoretical and practical aspects of the policy. According to an interview with one of the staff members from the Secretariat Division, "In terms of understanding this new policy, I and several colleagues are still confused about how to use it because we are accustomed to manual work reporting, and we often forget to activate the SINERJA app and the location radius on our phones for attendance. Honestly, we still don't fully understand how to use it. We do need more training, and at our age, it is harder to absorb new knowledge related to technology." This statement highlights that the understanding and implementation of the SINERJA application have not yet been optimized. The lack of knowledge about the new policy, generational differences, and a general lack of technological proficiency are contributing factors to the difficulties in implementation.

Another issue encountered in the field is related to attendance as part of employee discipline. It was found that some staff members experienced deductions in their TPP due to tardiness in submitting attendance, stemming from a lack of understanding of using smartphones or information technology. The Provincial Health Service has implemented the SINERJA application, which integrates TPP deductions based on attendance. The TPP allocation for productivity performance is 60%, while attendance accounts for 40%.

b. Level of Compliance and Adherence of ASN in the Implementation of the SINERJA Application at the Central Kalimantan Provincial Health Service

In assessing the compliance and adherence of ASNs at the Health Service regarding discipline in implementing the SINERJA application policy, it can be concluded that the level of compliance is relatively good. Monthly attendance improvements indicate a positive shift in verified attendance records. However, work productivity, especially in daily performance reporting, remains a concern. According to the Head of the General Affairs and Staffing Division, "Regarding the SINERJA application at the Health Service, I believe that, as we enter the third quarter, based on the reports from the SINERJA admin and the data I have received, ASNs have implemented the new policy. However, some are still late in submitting daily reports, and the targets they set are not always relevant to their responsibilities." The research findings, based on interviews, observations, and triangulation, suggest that ASN compliance and adherence in implementing the SINERJA application are still not fully optimized. There are still cases where ASNs forget their responsibilities in daily reporting, and the performance reports submitted are often inconsistent with the assigned tasks and functions. Some ASNs set minimal and seemingly manipulative targets, appearing to merely complete the reporting without accurately reflecting the actual workdays each month. This behavior is likely an effort to ensure a "safe" target in the calculation of TPP. Additionally, some ASNs still tend to delay daily performance

reporting, as they are accustomed to manual systems.

Laporan Kinerja Harian - SINERJA :: SINERJA - Sistem Informasi Kinerja P...
sinerja.bkd.kalteng.go.id

No	Tanggal	Jenis	Kegiatan Tugas Jabatan	Keterangan	Selesai	Kuantitas / Output		Mulai Pengerjaan	Selesai Pengerjaan	Lama Pengerjaan (menit)
1	01/09/2024	KTJ	Melaksanakan tugas kedinasan lainnya yang diberikan oleh pimpinan.	Mengikuti Sosialisasi dialog publik kebijakan persama pemangku kepentingan Daerah	Belum	1	Laporan	08:00:00	12:00:00	240
2	02/09/2024	TT		Mengikuti apel Bersama	sudah	1	Kegiatan	07:30:00	08:00:00	30
3		TT		rapat staf umpeg	sudah	1	Laporan	10:33:45	12:33:45	120

Figure 2. An example of ASN daily performance reporting in the SINERJA application

c. The Smoothness of Daily Task Execution in the Implementation of the SINERJA Application at the Central Kalimantan Provincial Health Service

In the initial phase of implementing the SINERJA application, the process of inputting and assessing the daily work reports of ASN at the Central Kalimantan Provincial Health Service proceeded relatively well, as evidenced before and after the application of the new policy. Most ASNs input their performance reports and attendance in accordance with the instructed mechanisms. The verifier team also approved these reports according to regulations, from the initial verification of annual, monthly, and daily performance targets, to the recapitulation of the TPP deductions, which serve as a basis for the monthly TPP allocation.

Based on an interview with the SINERJA admin, the application implementation has, so far, run relatively smoothly, despite a few issues. The current smooth implementation is largely attributed to the support from leadership and the SINERJA team, who have provided evaluations and opportunities to improve ASNs' capacity to understand and apply the SINERJA system. As part of the leadership's active support, two socialization sessions about the new policy have been conducted, from the initial implementation through to October 2024, with the involvement of the SINERJA team from the Central Kalimantan Provincial BKD as resource persons.

However, not all indicators have performed well or met expectations. There are still issues regarding the smooth execution of daily tasks in the application of SINERJA, such as delays in submitting daily reports and attendance records. These issues have resulted in TPP deductions for several ASNs in the Central Kalimantan Provincial Health Service, most of whom are aged 45 and older. Furthermore, there have been instances of proxy practices in attendance and performance reporting by certain employees, such as sharing their username and password with others to activate the application at the designated coordinates set by the SINERJA team. Additionally, proxy practices in daily performance reporting have been observed, ensuring that daily targets are always met, maintaining the 60% TPP productivity value without deductions.

d. Impact of the SINERJA Application Implementation at the Central Kalimantan Provincial Health Service The new policy of implementing the SINERJA application is a solution to address various issues related to attendance, discipline, and ASN performance, all of which influence the welfare of ASN at the Central Kalimantan Provincial Health Service.

The impact of SINERJA implementation has been significant in improving work productivity and discipline among ASNs. The research revealed that this new policy has led to improved discipline, as seen through routine attendance monitoring, scheduled performance reporting without delays, and fair compensation for ASNs through the recapitulation of TPP payments and deductions, adjusted according to their compliance and productivity via the SINERJA application. However, overall, the SINERJA application's implementation has not yet been fully optimized. The changes before and after the implementation of the SINERJA application are shown in Table 1 below:

Table I. ASN Performance Before and After the Implementation of the SINERJA Application

No.	Before Implementation	After Implementation
1	TPP deductions were done manually, with minimal discrepancies in attendance records, which could be manipulated.	Deductions are done automatically based on real attendance and performance data in the SINERJA application, reducing data manipulation.
2	Performance reports, whether small or large in scale, were done manually, requiring many papers and posing a high risk of losing work records.	In SINERJA, both small- and large-scale tasks are reported digitally, ensuring records are stored and easily retrievable for performance evaluation, making the process more efficient with minimal loss of work records.
3	Attendance recapitulation was done manually, making data easily manipulated.	Attendance recapitulation is easily monitored and available in the SINERJA application as real data.
4	SIMPEG data was primarily in Excel format, managed by the staffing department and not integrated. SIMPEG data was sometimes outdated.	SIMPEG data is integrated into the SINERJA application, featuring menus for basic data, employment history, DUK, ASN recap, and graphical data, with real-time updates.
5	ASN work was unorganized and appeared chaotic.	ASN work is structured according to annual, monthly, and daily work targets, and performance productivity is clearly reflected in the percentage of target achievement.
6	Monitoring, evaluation, and reporting of ASN performance were done manually.	Monitoring, evaluation, and reporting of ASN performance can be accessed via the SINERJA application, including discipline data from attendance and the percentage of performance achievement based on targets.

The new SINERJA policy has also resulted in better control, transparency, accountability, and improved ASN work productivity within the Central Kalimantan Provincial Health Service.

2. Implementation of the SINERJA Application in the Central Kalimantan Provincial Health Service Regarding ASN Productivity

Based on the research findings, ASN productivity can be projected through the understanding of the concept of productivity itself. Productivity can be assessed in two key dimensions: the individual dimension of an ASN and the organizational dimension, in this case, the Central Kalimantan Provincial Health Service OPD. Individual productivity is linked to personal characteristics, where the essence of productivity is seen in the mindset of consistently improving oneself, with the belief that today's achievements should surpass yesterday's, and tomorrow's should exceed today's. An ASN working in an organization should always strive for self-improvement, continuously correcting and improving their performance. This mindset stimulates an increase in ASN work productivity. From the organizational dimension, productivity is evaluated using two key measures: effectiveness and efficiency. Effectiveness

refers to achieving work targets in terms of quality, quantity, and timeliness, while efficiency compares outcomes with realizations.

In examining the SINERJA application's impact on ASN work productivity, several research findings and phenomena were identified, forming indicators such as:

a. ASN Capability Indicator

The research concluded that the implementation of the SINERJA application to improve productivity is influenced by ASN capabilities. The findings indicate that many ASNs have not fully grasped or mastered the system, largely due to the limited capabilities of SINERJA admins in managing the application. This limitation places an additional burden on staff responsible for controlling the system. Furthermore, many ASNs at the Health Service lack proficiency in using the new technology, leaving those with technological knowledge to shoulder the burden. This has contributed to the occurrence of proxy practices among a few ASNs. In other words, the productivity of ASNs remains weak in this capability indicator, affecting the overall implementation of the SINERJA application.

b. ASN Management Indicator

The research concluded that the Central Kalimantan Provincial Health Service is working to improve communication between the SINERJA team and ASNs across departments and technical units, ensuring open channels to resolve challenges in the application's use and implementation. The leadership and SINERJA team have conducted socialization and training regarding the application, and productivity improvements have been seen in the consistent reporting of daily performance and regular attendance among ASNs at the Health Service.

c. Efficiency Indicator

In terms of efficiency, the research concluded that the application has generally improved ASN's ability to set annual, monthly, and daily targets and reports. However, some ASNs still exploit proxy practices in daily reporting and attendance, particularly those aged 45 and older. Before the policy was implemented, attendance and manual reporting were more susceptible to manipulation due to personal relationships, but the new policy emphasizes fairness, transparency, and accountability in performance productivity assessment and TPP allocations.

3. Obstacles in the Implementation of the SINERJA Application at the Central Kalimantan Provincial Health Service

The research identified several obstacles in the implementation of the SINERJA application at the Central Kalimantan Provincial Health Service:

a. Unstable Wi-Fi network availability. Given the high number of users, the capacity of the internet network needs to be optimized.

b. ASNs aged 45 and older or with minimal technological knowledge have been identified as a significant obstacle. They tend to rely on others for assistance rather than learning the system themselves.

c. The number of SINERJA admins is still limited to the Staffing Department, while the Health Service has 165 employees spread across several departments and technical units. This shortage of SINERJA admins hinders the system's implementation.

d. Frequent system outages from the main server, causing delays or failures in recording attendance.

CONCLUSION

Conclusion Based on the research findings, the implementation of the SINERJA application in improving ASN productivity at the Central Kalimantan Provincial Health Service has not yet reached optimal levels. The research identified various challenges, including inconsistent ASN compliance, low technological proficiency, and reliance on conventional or manual methods. The transition from manual to digital policies has not been fully embraced, requiring continuous adaptation and education. Furthermore, ASN compliance and adherence to the SINERJA policy are still suboptimal, with daily performance reporting often lacking accountability and authenticity, as many ASNs set minimal, potentially manipulative targets. Some ASNs also delay performance reporting due to habitual manual practices.

Recommendations to optimize the implementation of the SINERJA application include:

1. Enhance supervision and coordination between the SINERJA team and ASNs at the Central Kalimantan Provincial Health Service to quickly detect issues in the application's implementation.
2. Issue a decree to form a SINERJA admin team, appointing additional SINERJA admins in various departments and technical units to ensure the system functions efficiently and smoothly.
3. Increase infrastructure, including computers and internet capacity, to mitigate network issues.
4. Provide ongoing motivation, periodic evaluations, and continuous support to ASNs who struggle with technology and the SINERJA system.
5. The Central Kalimantan Provincial BKD, as the policy's innovator, should add a menu for uploading physical evidence of work results in daily reports, ensuring better alignment between the inputted reports and the actual work performed.

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