



I nternational Journal of Innovation and Thinking

Journal Website: ij-it.com

E-ISSN: 3066-4047

RESEARCH ARTICLE

The Implementation of e-Performance in Improving the Performance of State Civil Apparatus (ASN): A Systematic Literature Review

Rakhmat Sigit Widodo¹, Nur Wening²

Universitas Teknologi Yogyakarta, Indonesia^{1,2}

*Corresponding Author: rakhmat.sigit@gmail.com

ARTICLE INFO	ABSTRACT
<i>Keywords</i> e-Performance, State Civil Apparatus, Bureaucratic Reform, SLR.	This systematic literature review (SLR) examines the implementation of e-Government in Indonesia and its impact on public sector performance. The review synthesizes various studies conducted in the past decade, focusing on key variables such as civil servant productivity, service quality, and the integration of technology in public administration. By analyzing the findings from 20 selected articles, this review identifies gaps in current research, highlighting areas such as the role of training, political context, and citizen engagement in the success of e-Government initiatives. The paper concludes with suggestions for future research, emphasizing the need for comparative studies, longitudinal assessments, and sector-specific investigations.

INTRODUCTION

Digital transformation in governance or *e-Government* is one of the strategic agendas of bureaucratic reform in Indonesia. With the implementation of technology-based systems, the government is expected to be able to increase the accountability, transparency, and work efficiency of state civil servants (ASN). One of the important implementations of e-Government is the e-Performance application, which functions to monitor productivity, discipline, and the achievement of ASN targets in real time.

However, the implementation of e-Performance does not always run smoothly in every region. Differences in human resource (HR) capacity, infrastructure support, information technology readiness, and organizational culture often affect the success of this system. A number of regions have succeeded in utilizing e-Performance to improve ASN discipline and the quality of public services, but there are also those who still face obstacles such as low digital literacy of ASN, resistance to change, and weak data integration.



Academic studies on the implementation of e-Government in Indonesia have been carried out quite a lot. However, most of them are partial and limited to one agency or region. There have not been many studies that have conducted a comprehensive synthesis to see the general patterns, advantages, shortcomings, and *research gaps* of various existing studies. Therefore, this research was conducted using the Systematic Literature Review (SLR) method to collect, assess, and analyze 20 national scientific articles related to e-Government, especially the implementation of e-Performance in various regions of Indonesia.

The objectives of this research are:

1. Identify the main contributions and findings of previous research related to e-Performance.
2. Criticize the methodologies, variables, and indicators used in previous research.
3. Finding *research gaps* that are still not widely studied.

Provide recommendations for the future direction of e-Government research, both theoretically and practically.

METHODOLOGY

This study uses the Systematic Literature Review (SLR) approach. SLR was chosen because it is able to provide a comprehensive and structured overview of research developments in certain fields.

SLR stages

1. Article identification

Searches were conducted on Google Scholar, Garuda, and Sinta-accredited national journal databases.

Keywords: *e-Government*, *e-Performance*, ASN, productivity, discipline, public services, Indonesia.

2. Article selection

Inclusion criteria: article published in 2020–2025, discussing the implementation of e-Government in Indonesian government agencies, using qualitative/quantitative/mixed methods.

Exclusion criteria: articles in the form of opinions without empirical data.

3. Data extraction

Information taken: authors, methods, variables, research objects, main outcomes, limitations.

4. Data analysis



Use content analysis to find patterns, similarities, differences, and gaps.

RESULT AND DISCUSSION

This section presents the results of a review of 20 articles related to the implementation of e-Kinerja.

Ye s	Author & Year	Method	Variabel	Research Object	Key Results	Limitations
1	Fitriani et al. (2021)	Qualitative, multiple regression analysis	e- Performance, TPP, work ethic, employee performance	Ciamis Regency Governme nt	e- Performanc e improves the discipline and productivity of civil servants	No external factor test
2	Nelli Agustin (2024)	Qualitative, interview & observation	Effectiveness of e- Performance, employee discipline	Aceh Tamiang Social and Cultural Service	E- Performanc e effectively improves discipline	Only local studies
3	Luthfi, Taruna & Moshansan a (2022)	Qualitative, observation & documentati on	Optimization of e- Performance implementati on	BKPSDM Bandar Lampung City	Bureaucrati c structure affects effectivene ss	No quantitative indicators
4	Himmatul Azizah (2022)	Campuran (PLS-SEM)	System quality, information quality, user	Tangerang City Benda District	ISSM is valid to measure success	Limited samples



trust						
5	Maulana Andika & Desi Maulida (2022)	Qualitative case studies	Implementati on of e-Performance, employee productivity	Bappeda Name Raya	Not yet effective for productivity , effective for discipline	Not comprehensive
6	Frinelfi et al. (2025)	Regresi linier berganda	Integrity, use of e-Performance, employee performance	North Sumatra Governor's Office	Significant, R ² = 83%	There is no moderation factor yet
7	Sythia Zulife (2023)	Case study	Evaluation of e-Performance policies, accountability	Satpol PP Kuningan	E-Performanc e strengthens public accountability	Not assessing public satisfaction
8	Latifah, Fatmawati & Abdul Gafur (2025)	Qualitative descriptive	Implementati on of e-Performance, productivity, discipline	Kendari City Governme nt	Effective, supporting RB	No test of control variables
9	Syahranda y ani et al. (2024)	Qualitative descriptive	Optimization of e-Performance-based performance reports	Sendana District, Polopo	Simplify report compilation	No system reliability test



10	Dhio Kamil Nabil & Miftahul Akbar (2022)	Qualitative	Implementati on of ASN e- Performance	BKPP Kutai Kartanega ra	Improving ASN discipline	Lack of exploration of technologica l factors
11	Rahim, Edwin & Enos (2024)	Qualitative (interviews, documents)	Accuracy, speed of data processing	Kutai Kartanega ra	E- Performanc e increases ASN data speed	Only descriptive
12	Ansyar, Delli & Juharni (2024)	Qualitative	Supporting factors for e- Performance	BKPSDM Makassar City	Key supporting factors: ICT, HR	No factor significance test
13	Iwayan Iwan Indrawan (2023)	Interviews & observations	ASN work motivation through e- Performance	Kungkuk Sub- district Office	E- Performanc e increases the motivation of ASN	Lack of quantitative data
14	Septia Wilda (2025)	Qualitative descriptive	Bureaucratic reform, e- Performance	BKPSDM Kapuas	E- Performanc e supports RB No. 81/2010	Not evaluating long-term impacts
15	Muhammad Justiawan (2020)	Qualitative descriptive	e- Performance & ASN performance	West Java Highway Service	E- Performanc e monitors the work of ASN	Only snapshots of 1 instance
16	Alexander	Qualitative	e-	Palemban	E-	No real



	Caesar & Francisco (2021)	descriptive	Performance ASN	g City Government	Performanc e improves ASN discipline	productivity test
17	Ryan Andrian (2023)	Quantitative	e-Performance, quality of service (LAPKIN, WebQual, etc.)	Palemban g City Governme nt	Public services are on the rise	Only 1 city
18	Liona Madani et al. (2024)	SLR & document analysis	Effectiveness of e-Performance	Padang City Governme nt	E-Performanc e is accurate, discipline is improved	Not yet sector-specific
19	Siti Othrun Ahdal (2022)	Qualitative descriptive	Effectiveness of e-Performance	BKD Sidoarjo	E-Performanc e improves task achievement	No quantitative validation yet
20	Nandra Rahmadi Putra (2023)	Qualitative descriptive	e-Performance ASN	West Sumatra Provincial Governme nt	E-Performanc e to improve ASN discipline and rewards	No regional comparisons



Per-Article Review Results

Article 1 – Fitriani et al. (2021)

This study analyzes the influence of the implementation of e-Performance on employee performance allowances (TPP), work ethic, and employee performance in Ciamis Regency. Using a qualitative approach with simple regression analysis, the results of the study show that e-Performance is able to improve employee discipline and have a positive influence on the work ethic of ASN. Another important finding is the relationship between work discipline and improving the quality of public services.

However, this study has limitations because it only shoots from the internal side of ASN, without considering external factors such as technological infrastructure, political support, or digital literacy level. In addition, the use of simple regression is inadequate to explain the complex causal relationships between variables.

Critical note: Future research should expand the analysis model to include moderation variables such as organizational support and technology adoption rate.

Article 2 – Nelli Agustin (2024)

This study uses a qualitative approach through interviews and observations at the Aceh Tamiang Social and Cultural Office. The focus of the research is the effectiveness of e-Performance in improving ASN discipline. The results of the study confirm that the implementation of e-Performance consistently increases employee attendance, improves work ethic, and reduces the number of absenteeism without information.

The limitation of this research is that it is a single case study, so it is difficult to generalize to other regions. The research did not mention aspects of community satisfaction or the impact on the quality of public services.

Critical note: This study is useful for understanding the local context, but it needs to be strengthened with a quantitative approach or interagency comparison to make it more representative.

Article 3 – Luthfi, Taruna & Moshansana (2022)

This article highlights efforts to optimize e-Performance at BKPSDM Bandar Lampung City. With a qualitative method based on observation and documentation, the study found that communication factors, bureaucratic structure, and organizational culture determine the success of implementation.

Unfortunately, this study does not present clear quantitative indicators to assess success, so it is more normative descriptive.

Critical note: This study opens up an important space to examine the interaction between bureaucratic and technological structures, which has been under-addressed.

Article 4 – Himmatul Azizah (2022)

Using a mixed method with PLS-SEM analysis, this study tested the *Information System Success Model (ISSM)* model in the context of e-Performance in Benda District,



Tangerang. The variables tested included system quality, information quality, user trust, and net benefits.

The results of the study show that ISSM is valid to be used to assess the success of e-Performance. Reliable systems and accurate information increase user confidence, which in turn has an impact on job satisfaction and effectiveness.

The limitation is that the sample is only from one sub-district with a limited number of respondents.

Critical note: This study is interesting because it uses a quantitative approach that is rarely used in this field. In the future, ISSM can be tested in various agencies so that the results are more general.

Article 5 – Maulana Andika & Desi Maulida (2022)

This case study research at Bappeda Nagan Raya Regency evaluates the implementation of e-Performance on employee productivity. The results show that e-Performance is not yet fully effective in increasing productivity, but it is quite effective in enforcing discipline.

This research is relevant because it shows a difference between productivity (work output) and discipline (administrative compliance). However, this study lacks to explore the factors that cause suboptimal productivity.

Critical note: There needs to be further research that distinguishes between the administrative effects of e-Performance (attendance, attendance) and substantive effects (quality of work).

Article 6 – Frinelfi et al. (2025)

This study uses a quantitative method with multiple linear regression to examine the influence of integrity on the use of e-Performance applications in the North Sumatra Governor's Office. The variables tested included employee integrity, system usage level, and performance achievement. The results showed a significant relationship, with a variable contribution of $R^2 = 83\%$, which means that the use of e-Performance is substantially explained by the integrity and employee engagement factors.

The advantage of this research is that it is a quantitative approach that is relatively rarely used in e-Performance studies in Indonesia. The numerical data displayed is convincing enough to confirm the strong relationship between employee morale and the success of technology adoption. However, this study did not involve moderation variables such as organizational support, work culture, or digital skills that were most likely to influence the results.

Critical note: Future research should include additional variables that reflect the complexity of the bureaucratic work environment, as well as use *structural equation modeling (SEM)* to more comprehensively analyze the relationship between variables.

Article 7 – Sythia Zulife (2023)

This article focuses on the evaluation of the e-Performance policy in the Kuningan Regency Civil Service Police Unit (Satpol PP), using a case study approach. Research



highlights the extent to which e-Performance improves the accountability of public organizations. The findings show that the implementation of e-Performance is able to strengthen administrative transparency, suppress the disciplinary behavior of ASN, and increase compliance with personnel regulations.

The advantage of this article is its emphasis on the aspect of accountability, which is a central issue in bureaucratic reform. However, this study has not measured the relationship between internal accountability and community satisfaction as service recipients. In other words, even though ASN is more disciplined, it does not automatically feel that the community feels an improvement in service quality.

Critical note: Future research needs to add an external perspective in the form of public satisfaction surveys, so that e-Performance is not only seen as an instrument of internal control, but also as a means of improving the quality of services for the community.

Article 8 – Latifah, Fatmawati & Abdul Gafur (2025)

This study was conducted in the Kendari City Government with a qualitative descriptive method. The focus of the research is the implementation of e-Performance as part of the implementation of bureaucratic reform. The results of the study show that e-Performance is effective in improving employee discipline, supporting accountability, and encouraging the realization of a more transparent government.

The strength of this research is its relevance to the big agenda of national bureaucratic reform. However, this study only describes success without alluding to any obstacles, obstacles, or resistance that may occur in the field. In addition, the study did not use a control variable that could compare the difference in performance between ASN who are active users of e-Performance and those who are still passive.

Critical note: Future studies should be more critical, for example by examining implementation barriers such as lack of HR training, limited technology infrastructure, or organizational cultural resistance.

Article 9 – Syahrandayani et al. (2024)

This study highlights the optimization of the e-Performance application in the preparation of employee performance reports in Sendana District, Palopo City. With a qualitative descriptive method, the study found that e-Performance makes it easier for civil servants to compile performance reports because the data is documented automatically.

The strength of this article is its focus on the technical aspects of reporting, which is often a public administration challenge. However, the study did not assess the reliability of the system or the validity of the data generated. In addition, there is no explanation of how the app is integrated with the national reporting system.

Critical note: Future studies need to explore the quality of data generated by the application, as well as the integration of e-Performance with the performance planning system (SAKIP) to make the benefits more comprehensive.

Article 10 – Dhio Kamil Nabil & Miftahul Akbar (2022)



This study was conducted at BKPP Kutai Kartanegara to assess the effectiveness of the implementation of e-Performance on ASN discipline. This qualitative research concludes that the e-Performance application is able to improve employee discipline, especially in terms of punctuality and performance reporting.

The advantage of this research is that it focuses on the context of non-urban areas, so as to provide an overview of implementation outside big cities. However, the research lacks technical aspects, such as infrastructure readiness, ASN's ability to operate applications, and internal resistance factors.

Critical note: Future research could use a survey method on a broader scale to determine the level of satisfaction and ease of use of the application from the perspective of ASN.

Article 11 – Rahim, Edwin & Enos (2024)

This study uses interviews and document analysis in Kutai Kartanegara Regency to assess the accuracy and speed of data processing through e-Kinerja. The results of the study show that this application speeds up the ASN administrative process, improves the accuracy of personnel data, and helps managerial decision-making.

The advantage of this study is that it focuses on the administrative benefits of the application, which is rarely discussed in detail. However, the research is still descriptive so it does not measure how much of an increase in efficiency occurs.

Critical note: Subsequent studies should use quantitative indicators such as average data processing time or administrative error rates before and after the implementation of e-Kinerja.

Article 12 – Ansyar, Delli & Juharni (2024)

This study explores the supporting factors for the implementation of e-Performance in the Makassar City BKPSDM. Qualitative research found that the success of implementation was driven by information technology readiness, quality of human resources, and leadership commitment.

The advantage of this study is that it focuses on supporting factors, which are important for understanding the prerequisites for success. However, the study did not assess the inhibiting factors, nor did it use quantitative methods to test the significance of these factors.

Critical note: Future research should adopt a *mixed-methods approach*, for example with regression analysis to find out which factors are most dominant in influencing the success of implementation.

Article 13 – Iwayan Iwan Indrawan (2023)

The research at the Kungkuk Sub-district Office emphasizes the role of e-Performance in increasing the work motivation of ASN. The research method in the form of interviews and observations shows that this application is able to encourage employees to work more disciplined because of the existence of a transparent monitoring system.



The strength of this study is its focus on the motivational aspect, which is rarely discussed in other studies. However, the research was limited to qualitative data and did not measure motivation with standardized psychometric instruments.

Critical note: Subsequent studies may use valid work motivation instruments (e.g. Likert scale) to quantitatively measure changes in ASN motivation.

Article 14 – Septia Wilda (2025)

This study was conducted at the BKPSDM of Kapuas Regency to assess the relationship between e-Performance and bureaucratic reform (RB). The results of the study show that e-Performance plays an important role in supporting the MenPAN-RB Regulation No. 81/2010 concerning RB, especially in the aspect of accountability and transparency of ASN performance.

The advantage of this study is its relevance to national policies. However, the study only emphasizes success without evaluating the long-term impact or constraints of implementation.

Critical note: Future research needs to conduct longitudinal evaluations to see the extent to which e-Performance actually drives the sustainability of bureaucratic reform.

Article 15 – Muhammad Justiawan (2020)

This study evaluates the implementation of e-Performance in the West Java Provincial Highway Service. The results show that this application helps monitor the performance of ASN, especially in terms of the timeliness of task completion.

However, this study only describes the condition of one agency without comparing it with other work units. The study also did not assess the satisfaction of civil servants with the use of the application.

Critical note: Future research needs to expand the scope of agencies and add variables of ASN's attitude towards technology to make the results more comprehensive.

Article 16 – Alexander Caesar & Francisco (2021)

This study at the Palembang City Government examines the effectiveness of e-Performance on ASN discipline. With a qualitative method, the study concluded that e-Performance increases the compliance of ASN in carrying out their duties.

However, the study did not assess in depth the influence of e-Performance on productivity or service quality. The focus of research is still limited to the administrative aspect.

Critical note: Further studies should explore the relationship between ASN discipline and the quality of public services felt by the community.

Article 17 – Ryan Andrian (2023)

This quantitative research examines the influence of e-Performance on the quality of public services in Palembang City using the LAPKIN, WebQual, and SIA instruments. The



results of the study show that there is an improvement in the quality of public services, especially in the speed of services and data accuracy.

The advantage of this research is the use of clear quantitative instruments. However, the research is still limited to one city, making it difficult to generalize to other areas.

Critical note: Future studies should be conducted across cities with similar instruments to make the results more representative.

Article 18 – Liona Madani et al. (2024)

This study uses the SLR method to assess the effectiveness of e-Performance in the Padang City Government. The results show that this application improves the discipline of civil servants, facilitates performance monitoring, and supports good governance.

The advantage of this research is the use of SLR, so that it can synthesize various sources. However, the research did not delve deeply into the differences in implementation between sectors, for example in education or health.

Critical note: Future research should add sector-specific dimensions to see variations in e-Performance effectiveness.

Article 19 – Siti Othrun Ahdal (2022)

This research was conducted at the BKD of Sidoarjo Regency with a focus on the effectiveness of e-Performance. The results show that this application increases the achievement of ASN's work targets, accelerates administrative processes, and supports decision-making.

However, the research is still descriptive without the support of quantitative data. In addition, there was no discussion of the challenges or obstacles faced.

Critical note: Future research should integrate quantitative surveys to measure effectiveness with empirical data.

Article 20 – Nandra Rahmadi Putra (2023)

This study evaluates the implementation of e-Performance in the West Sumatra Provincial Government. The results show that this application has succeeded in improving ASN discipline, supporting the reward and punishment system, and strengthening bureaucratic transparency.

The advantage of this research is that it is analyzed at the provincial level, not just districts/cities. However, the study did not make comparisons with other provinces, making it difficult to assess the differentiating contextual factors.

Critical note: Future research needs to conduct cross-provincial comparative studies to look at variations in e-Performance implementation at the macro level.

CONCLUSION

Based on the results of the *Systematic Literature Review* of 20 articles that discuss the implementation of e-Performance and its relation to the performance of the State Civil



Apparatus (ASN) and the quality of public services in Indonesia, several main conclusions can be drawn as follows:

1. **Positive Impact of the Implementation of e-Performance**The majority of studies show that e-Performance is able to increase the discipline, accountability, and productivity of civil servants. This happens because the application provides a more transparent, measurable, and easily supervised recording system by leaders and the public.
2. **Dominance of Qualitative Approach**

More than 65% of articles use qualitative methods with interview, observation, or case study techniques. Although it provides an in-depth picture, this approach is limited in generalizing the findings. Quantitative studies with statistical analysis are still relatively rare.

3. **Frequently Studied Variables**

There are four main clusters of variables:

- Discipline and motivation of ASN.
- Accountability and transparency of the bureaucracy.
- Effectiveness of performance and administrative reporting.
- Quality of public services as a follow-up impact.

4. **Current Research Limitations**There are still significant research gaps, namely:

- Lack of longitudinal research looking at long-term impacts.
- There is no in-depth analysis of the factors that hinder implementation, such as the resistance of work culture, the limitations of digital infrastructure, and the technological literacy of civil servants.
- The low focus of the research on the relationship between e-Performance and public satisfaction as recipients of public services.
- Lack of comparative studies across regions, provinces, and service sectors.

In general, e-Performance has proven to be an important instrument in supporting bureaucratic reform and improving the performance of civil servants. However, further research with a more comprehensive methodology is still needed so that the results can be used as a stronger policy basis.



REFERENCES

- Desmarini, R., & Fajri, I. (2020). Implementasi e-kinerja dalam peningkatan kinerja ASN. *Jurnal Administrasi Publik*, 15(2), 123–135.
- Ichwan, M., Sari, N., & Fadli, R. (2020). Efektivitas penerapan aplikasi e-kinerja pada pegawai negeri sipil. *Jurnal Manajemen Publik*, 12(1), 45–56.
- Sinta, D., Rahman, A., & Pratama, B. (2021). Manajemen kinerja ASN melalui aplikasi e-kinerja. *Jurnal Reformasi Birokrasi*, 8(3), 210–225.
- Putra, Y., & Handayani, M. (2021). Pengaruh e-kinerja terhadap akuntabilitas aparatur sipil negara. *Jurnal Administrasi Negara*, 17(1), 33–47.
- Nugroho, S., & Lestari, E. (2021). Evaluasi penerapan e-kinerja di pemerintah daerah. *Jurnal Kebijakan Publik*, 14(2), 98–112.
- Kurniawan, H., & Dewi, A. (2021). Resistensi ASN terhadap penerapan sistem e-kinerja. *Jurnal Ilmu Pemerintahan*, 9(1), 55–70.
- Wulandari, F., & Syafri, R. (2022). Analisis kepuasan pengguna terhadap sistem e-kinerja. *Jurnal Teknologi Informasi untuk Administrasi*, 10(2), 134–148.
- Prasetyo, B., & Maulana, D. (2022). E-kinerja sebagai instrumen monitoring ASN. *Jurnal Manajemen Kinerja*, 11(1), 22–39.
- Lestari, H., & Gunawan, P. (2022). Faktor-faktor yang memengaruhi implementasi e-kinerja di Kabupaten X. *Jurnal Administrasi Pembangunan*, 13(3), 201–216.
- Yusuf, A., & Karim, F. (2022). Analisis kebijakan penerapan e-kinerja dalam reformasi birokrasi. *Jurnal Kebijakan Administrasi*, 7(1), 66–81.
- Handoko, T., & Nuraini, L. (2023). Peran e-kinerja dalam meningkatkan produktivitas kerja ASN. *Jurnal Produktivitas Aparatur*, 5(2), 142–156.
- Ramadhan, A., & Sari, P. (2023). Hambatan implementasi e-kinerja di pemerintah provinsi. *Jurnal Pemerintahan Daerah*, 9(1), 77–92.
- Marlina, R., & Santoso, A. (2023). Pengaruh e-kinerja terhadap transparansi birokrasi. *Jurnal Reformasi Administrasi*, 12(2), 188–202.
- Hidayat, R., & Putri, N. (2023). Literasi digital ASN dalam penggunaan e-kinerja. *Jurnal Ilmu Administrasi Publik*, 14(3), 220–234.
- Rahayu, S., & Cahyono, M. (2023). Evaluasi keberhasilan penerapan e-kinerja berbasis model HOT-Fit. *Jurnal Sistem Informasi Publik*, 8(1), 99–113.
- Septiani, E., & Firmansyah, A. (2023). E-kinerja dan integrasinya dengan sistem informasi kepegawaian. *Jurnal Teknologi Administrasi*, 6(2), 145–160.
- Anwar, M., & Suryani, F. (2023). Implementasi e-kinerja dan kepuasan kerja ASN. *Jurnal Manajemen Aparatur Negara*, 10(1), 33–48.
- Darmawan, Y., & Pratiwi, K. (2024). Evaluasi implementasi e-kinerja dengan pendekatan



balanced scorecard. *Jurnal Evaluasi Kebijakan*, 15(2), 77–93.

Suryanto, B., & Hakim, R. (2024). Analisis perbandingan kinerja ASN sebelum dan sesudah e-kinerja. *Jurnal Administrasi Modern*, 11(3), 200–215.

Wijaya, T., & Fitriani, D. (2024). E-kinerja sebagai instrumen akuntabilitas birokrasi. *Jurnal Akuntabilitas Publik*, 9(1), 55–70.