

Implementation of Performance “Si Cantik” in BKPSDM Kabupaten Bogor

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ABSTRAK

This research aims to identify the process of implementing Si Cantik in the ASN Performance Assessment at BKPSDM Bogor Regency. This research uses a qualitative case study approach. The data collection technique through interviews and analysis tools used was the Edward III 1980 Models. The key informants in this research were performance analysts and sub-coordinators for the evaluation and assessment of apparatus performance at Human Resources Development Agency Bogor Regency. The results of this research by reviewing the implementation of the 4 aspects of the Edward Model, namely communication, resources, disposition, and bureaucratic structure, in general, it can be said to be good, but there are still aspects that are less than optimal and need improvement to be more optimal, namely in the structural aspect bureaucracy where the SOUP for command center flow has not been properly documented. Even though in general the Si Cantik implementation process is good, there is still a need for suggestions for improvement in the utilization of Si Cantik which include, regular monitoring and evaluation can be carried out regarding the Si Cantik communication process, adding Si system managers, active involvement and participation of superiors and adapt strategies that suit the agency's internal capabilities in dealing with employee resistance and dynamics, and can add to the flow or work procedures for the problem complaint process, namely creating clear or detailed SOPs or technical instructions so that the flow can run well with the command center.

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INTRODUCTION

Source Power man is part from factor essential in wheel organization. This means that HR needs to synergize with each other in the movement of public sector agencies and/or private sector agencies (Hajjad, 2023; Handayani, 2019; Oh, 2021). HR is also a key determinant in the development and progress of the organization (Hariyanto, 2016; Henry, 2019). The basic principle is that HR has a role in moving, do thinking, And plan in reach out a goal in an organization (Imronah, 2018; Irnawati, 2021). Well- performing human resources will certainly provide good results, and vice versa. In this case, the quality of human resources can be assessed and seen from the performance results of the employees themselves. In measuring employee capacity and capability, performance measurement or what is often called performance assessment is needed. Thus, employees need to be responsible in carrying out their duties well and accompanied by employee coaching for direction in improving HR quality (Ishmael, 2022; Mustari, 2015).

The agency government area, that is Human Resources Development Agency is a body Whose own task the main thing help the Regent carry out functions to support affairs government which is the authority area in the field of personnel and development. Human Resources Development Agency Bogor Regency has the aim of building "Bogor Panca Karsa" by realizing good governance (Mustari, 2015b; Outang, 2021; Putra, 2023). government the area that Good. Layout manage Which Good supported by the use performance management information system owned by BKPSDM Bogor Regency ((PERBUP), 2023).

Human resources have a strategic role in efforts to achieve the vision and mission of the BKPSDM of Bogor Regency. The composition of human resources in BKPSDM consists of 70 employees, the majority of whom have a bachelor's degree of education of 30 people, and there are still 13 high school graduates, 7 D.III, 6 D.IV, then continued with 14 S2. In this case, the level of education will certainly affect the quality of organizational development (Rahmaniah, 2022; Sunarya, 2021; Zulfikar, 2022).

However, based on the strategic plan of the Bogor Regency BKPSDM for 2018- 2023, the problem experienced by this agency is that the implementation of employee performance assessments has not been... done in a way objective, measurable, accountable, participatory, and transparent so that the assessment results cannot be fully believed to describe the actual performance of employees. This can be seen from the lack of synchronization between individual performance and organizational performance in most regional devices (Dear, 2018; Sirait, 2019). This is due to the absence of Regional Head Regulations on the Performance Management System and its supporting devices in the form of applications that can help. In this regard, BKPSDM Bogor Regency has a performance management system known as "Si Cantik", namely the Attendance and Performance Information System. Si Cantik is an application based on Android And iOS with use gadget as the tool and designed for use by ASN in the Bogor Regency government environment. Several obstacles are problems in implementing policies related to "Si Cantik":

1. The obstacles from the application provider are that there are often problems such as the application on the device experiencing errors or crashes, which results in the system becoming inaccessible, thus hindering the use of performance assessment input on Si Cantik.
2. Si Cantik is often under maintenance this is because the system requires updates and performance improvements.
3. Process enter data employee which takes a long time.
4. There are still ASN devices that are not yet supported

Technically, it is also related to ASN areas where signal is difficult. This will certainly have implications for filling in attendance and performance assessments which will be hampered.

With this phenomenon, it is necessary to analyze how the implementation of its success in assessing employee performance at BPKPSDM Bogor Regency (Istanawati et al., 2022). The process of adaptation and adjustment to the new features in the system has implications for performance. If the adjustment that occurs is not accompanied by the development of employee competencies, it will certainly have implications for the employee performance assessment process. So the purpose of this article is to identify the process of "Implementation of Si Cantik in the assessment of State Civil Apparatus Performance at BPKPSDM Bogor Regency.

The performance assessment of State Civil Apparatus (ASN) is a crucial part of improving the effectiveness of local government organizations, including in Bogor Regency (Jan et al., 2025). However, despite the existence of a performance assessment system for ASN through the "Si Cantik" (Performance Information System), several issues have emerged in its implementation. One of the main problems is technical difficulties, such as frequent application errors and slow data input processes. Additionally, not all ASN devices are supported, and poor network signals in certain areas worsen the issue, further hindering the input process for attendance and performance assessments. This phenomenon indicates deficiencies in the current performance assessment system, potentially hindering the objectivity and accountability of ASN performance evaluations.

Moreover, while Si Cantik has been implemented, the assessment results are not always fully reflective of actual performance due to inadequate management and lack of clear documentation of procedures, especially in managing complaints and system maintenance. This shows that although Si Cantik holds potential to improve ASN performance evaluations, many aspects still need improvement to make the system more effective and efficient in supporting transparent and objective performance assessments.

This research is highly urgent as the implementation of Si Cantik is part of an effort to create a more modern and transparent system for ASN performance assessment, which can drive public service improvements. Given the obstacles in its implementation, it is essential to evaluate the effectiveness of the system and identify the challenges encountered in its application. The findings of this research are expected to provide in-depth insights that can guide the development of more effective strategies for the application of Si Cantik and ensure

that the system runs optimally, leading to more accurate and beneficial performance evaluations for ASN.

Several studies related to the implementation of performance assessment systems in the public sector have shown that, while information technology can improve efficiency in performance management, technical challenges often hinder the system's effectiveness. Purnomo (2020) highlights that the use of digital applications for performance assessments certainly facilitates data collection but is frequently limited by technical issues such as unstable networks and insufficient training for users. Another study by Suharto and Hermawan (2021) emphasizes the importance of active involvement from all organizational elements in supporting the system, including adapting to technological changes and providing adequate training for ASN. A more specific study by Widiastuti (2019) found that while the use of performance information systems for ASN could enhance accountability, many regional devices were not fully familiar with the system's effective use.

Although previous research has discussed various challenges in the implementation of ASN performance assessment systems, there is limited research that specifically addresses the implementation of Si Cantik in Bogor Regency. Most studies have focused on performance assessment systems in general, without delving into the unique implementation context of Si Cantik, which involves communication, resources, disposition, and bureaucratic structure. This research aims to fill this gap by analyzing how Si Cantik is implemented in the performance assessment of ASN at the BKPSDM (Human Resources Development Agency) of Bogor Regency and how these aspects impact the effectiveness of the system.

This study brings new insights by examining the implementation of Si Cantik in-depth, considering not only technical aspects but also managerial and structural factors in its application at the local government level. By utilizing the Edward III Model, this research offers a more comprehensive analysis of how communication, resources, disposition, and bureaucratic structure influence the success of implementing the ASN performance assessment system in Bogor Regency. This contribution is expected to provide valuable new perspectives on ASN performance management and the adoption of information technology in public sector agencies.

The primary objective of this research is to analyze the implementation of Si Cantik in the performance assessment of ASN at the BKPSDM of Bogor Regency, focusing on the four key aspects of the Edward III Model: communication, resources, disposition, and bureaucratic structure. The study also aims to identify obstacles in the implementation of the system and offer recommendations for improvement to optimize Si Cantik and enhance the effectiveness and transparency of ASN performance evaluations.

This research provides a deeper understanding of the implementation of Si Cantik in the performance assessment of ASN, and identifies factors that influence the effectiveness of this system. The findings of this research are expected to offer valuable insights for the BKPSDM of Bogor Regency in optimizing the use of Si Cantik, as well as providing policy recommendations for improving ASN performance in the region. Additionally, the findings

can serve as a reference for other government agencies that are implementing or planning to implement similar systems.

METHOD

In the study, the researcher used method study descriptive qualitative (Creswell, 2010). This study is directed to obtain data and facts related to the performance assessment information system through Si Cantik at BKPSDM Bogor Regency so that later an in-depth analysis is needed. So the descriptive approach qualitative studies case aims for observe and conduct an analysis facts that occur in the field regarding the implementation of the performance assessment information system with the involvement of researchers as (key instrument) which later will do process observation, interviews, and active collection related to the object to be researched.

Interview done openly and in depth regarding the implementation of the performance management system at the BKPSDM Regency Bogor. The informants are:

- a. Sub Coordinator Assessment and Evaluation Performance Apparatus (amount to 1 person) was chosen because directly involved in coordinating the substance of the assessment and evaluation of the performance of the apparatus. In this case, the sub-coordinator has duties that are closely related to the use of Si Cantik in employee performance assessments.
- b. Analyst performance expert young (number of) 2 people selected Because it related directly to the use of Si Cantik.

The next method is observation with a data collection technique by observing, and then recording the situation. or the thing that want to targeted. (Abdurrahman, Fatoni. 2006). In matter This Researcher conducted direct observations related to the Implementation of Information Systems in the Assessment of State Civil Apparatus Performance at the Civil Service and Development Agency Source Power Man (BKPSDM) Regency Bogor.

RESULTS AND DISCUSSION

The results of this study can be seen based on the analysis of each aspect of the Edward III Model analysis namely communication, resources, disposition, and bureaucratic structure. Based on these four aspects, the author conducted research with research instruments consisting of interview analysis with key informants and review of related documents. evaluation performance. Thus, obtained description as well as description from the results of field conditions as a measure of the extent of success of the implementation of Si Cantik in the ASN Assessment at the BKPSDM of Bogor Regency.

1. Communication

The communication process reflects understanding and education for the employees concerned, so it is hoped that its implementation will run well. The advancement of technology and the current digitalization process, it will certainly make it easier for employees to obtain information and disseminate the knowledge they have. Good communication and delivery of information must be by existing data or facts so that the

information received can be understood correctly (Yuliana, 2021). In the process of conveying communication objectives to be precise target and can accepted as well as understood so required strategy communication for example, always routinely convey information on all channels and media so that communication is distributed with Good And still do mentoring in use Si Cantik, then with the clarity, transmission, and good socialization of course as an effort in the process of good communication. Thus, based on the results of interviews and observations it can be concluded that Cantik is under the Edward III model (1980) in the process of good communication.

2. Resource

Based on the interview results, it is known that the facilities used by policy-implementing users in carrying out their duties and responsibilities are sufficient to support the implementation of Si Cantik. This is also proven by researchers based on the results of research observations that the means and facilities used are employee gadgets and the Si Cantik application web base. So when employees as users, of course use cellphones and web access to assess their performance. This is useful as a support for the optimal implementation of Si Cantik. The system also has limitations in running its business processes, this is indeed something that cannot be separated from the element of technology. However, this can be handled with the collaboration of other teams.

3. Disposition

In this case, it is related to the willingness of employees to be able to implement policies. in a way commitment To realize the objective That one wants to achieve. The Cantik of course has been used for all over ASN in Bogor Regency as a system for attendance and input of employee performance assessments. The attitude of employees as users has been very supportive of the utilization of the system. The attitude of employees in using Si Cantik is not immediately pro, but there is resistance. Because the previous system accountability system was not optimal, employees felt a trust issue and felt underestimated in using a similar system. The attitude of the implementer Si Cantik in performance appraisal is already Good in measuring achievement performance that supported in giving incentives as improvement will and proactive from response attitude employee so that Motivate employee to perform more Good Again. The PTP award is given as a form of appreciation to ASN employees who have demonstrated loyalty, dedication, skill, honesty, discipline, and work performance in carrying out their duties.

4. Bureaucratic Structure

The bureaucratic structure is a reflection of the character of the organization, a norm or rule, and a pattern of relationships or correlation lines that occur routinely in organizations or agencies that implement policies. The bureaucratic structure regulates the chain of command in the implementation of Si Cantik which is also related to work procedures. The division of tasks has been clearly carried out, but the workflow has not been properly documented. In the complaint process, if there are obstacles to the system, everything is still delegated to analyst performance Which the amount is limited, so employee sometimes feel

overworked with the many complaints coming in. However in fact, the problems that are often asked are more or less the same

Standard Operating Procedure (SOP) or complaint flow yet written. SOP can be made on the use or complaint of Si Cantik, so that the command center or related stakeholders become clear about their parts . According to Edward III (in Winarno, 2012) who is of the opinion that by using SOP, the implementers, And stakeholders can utilize time Which available And standardize the actions of officials within the organization, so that it is hoped that the business process flow will be more organized and more systematic.

5. Work Result

Work results are defined as a measure that shows responsibility and tasks. employee Which counted on period or range time certain. Achievement targets and work targets are a measurement of work results that can be used as a basis for comparison to determine work performance between each employee (Dessler, 2015). In matter This, Si

Cantik equipped feature in display results Work. The Cantik display, it is equipped with the realization of output that has been achieved by employees. Employees can input reports from each work plan and its indicators. The results of this work are reported monthly, to measure employee performance achievements. Then, employee performance is assessed by the authorized superior. The superior officer provides an assessment score to the performance subordinate

6. Work Behavior

Behavior Work is behavior in demand or employee attitude in operating daily tasks And not quite enough answer. This is a 360-degree assessment or peer review . Behavior Work ASN Also done an evaluation, Which is rated by the leadership, colleague Work, or subordinate in a way direct, Si Cantik load behavior Work ASN with core value BEING AKHLAK as an indicator in its assessment Filling in the work behavior assessment is filled in according to the running time (per month) or under the assessment period. Peer review 360 is the responsibility of each employee, if the employee does not fill in the performance behavior, then the employee's value will be No give evaluation the become bad.

In carrying out this assessment process, a reason is needed for each indicator choice from the answer value. For example, if an employee assesses a coworker by giving a score of 1, then the reasons that can be included include "the employee is not very friendly and cannot be invited to work together." Work The same". Then, indicator evaluation This filled everything until finished questions are answered, if after the assessment is completed then the contents of the answers need to be sent via the system. This assessment is a closed system and the employee being assessed will not know the assessment from his/her colleagues. The assessment results will be recommendations for development and follow-up in the future.

CONCLUSION

The implementation of the Si Cantik system in the ASN Performance Assessment at Bogor Regency has generally been running well, with positive results in terms of communication, resources, disposition, and bureaucratic structure. Communication has been effectively carried out through direct and indirect channels, such as socialization and media. Resources, including user devices, managers, and IT teams, have been sufficient to support the system's operation. Employee commitment is relatively high, although some resistance remains, which requires the involvement of superiors and appropriate strategies. The bureaucratic structure has a clear division of tasks, but there is still room for improvement in documenting Standard Operating Procedures (SOPs) for complaints and system maintenance. Additionally, work results and behaviors, including employee performance and peer reviews, have been successfully documented in the system, contributing to the overall assessment process. For future research, it is recommended to further investigate the long-term impact of Si Cantik on ASN performance by conducting a longitudinal study. Such a study could assess how consistent usage of the system influences employee motivation and overall performance improvements over time. Additionally, future studies could focus on exploring the resistance factors among employees in more detail, particularly in terms of their attitudes toward technological change and the system's integration into daily workflows. Investigating how different departments within the government perceive and adapt to Si Cantik could provide valuable insights for optimizing the system's implementation in other regions or sectors.

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