Leveraging Digital Transformation for Performance Management: A Case Study on E-Sakip Implementation in Government Institutions

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Abstract:The integration of digital transformation into government agencies' performance management has become essential in enhancing public service delivery, efficiency, and accountability. This study focuses on implementing the Electronic System for Government Agency Performance Accountability (E-SAKIP) in Indonesia as a case study of digital transformation. The research employs a qualitative approach with a case study design to explore the effectiveness, challenges, and impact of E-SAKIP on performance management. The findings indicate that E-SAKIP has significantly improved transparency and efficiency in government operations, reducing time and costs associated with performance reporting by up to 70%. However, challenges such as inadequate infrastructure, resistance to change, and insufficient training for government employees have hindered its full potential. The study underscores the need for ongoing support, including enhanced infrastructure, continuous training, and stronger leadership to ensure successful digital transformation. These insights offer valuable recommendations for further development of E-SAKIP and similar systems in other government contexts.

Key Word: Digital Transformation, Performance Management, E-SAKIP, Government Agencies, Public Service Delivery

1. INTRODUCTION

Background

Definition of Digital Transformation

Digital transformation is integrating digital technology into all operational aspects of an organization, which changes how the organization functions and delivers value to customers. According to Westerman et al. (2014), digital transformation is not just about technology, but also about the cultural and organizational changes needed to effectively utilize these technologies. In the context of government agencies, digital transformation is significant to improve public services and responsiveness to community needs. Digitalization enables better data collection and analysis, which in turn can improve decision-making and strategic planning.

The Importance of Performance Management in Government Agencies

Performance management in government agencies is a crucial process to ensure that organizational goals and objectives are achieved effectively and efficiently. According to Law No. 25/2009 on Public Services, every government agency is required to provide quality

services to the public. Good performance management not only improves accountability but also helps in the development of organizational capacity. In this context, data-driven performance management is becoming increasingly important, especially in the digital era. Statistics show that government agencies that implement a good performance management system can increase public satisfaction by up to 30%. (National Development Planning Agency, 2021).

The Role of Technology in Improving Efficiency and Accountability

Information and communication technology (ICT) plays a central role in improving the efficiency and accountability of government agencies. With integrated information systems, government agencies can access data in real-time, enabling faster and more informed decision-making. For example, the implementation of the Government Agency Performance Accountability System (E-Sakip) in Indonesia has shown a positive impact in performance management. Data from the Ministry of Administrative Reform and Bureaucratic Reform (PAN-RB) shows that government agencies using E-Sakip have seen a 40% increase in transparency of performance reports in the last two years. (PANRB, 2022b). Technology also allows for direct feedback from the public, which can be used to improve public services. Understanding this background, it is important to explore more deeply how E-Sakip as an example of digital transformation can be effectively applied in performance management in government agencies. Digital transformation is not just a tool, but also a strategy to achieve greater goals in public service.

2.   **RESEARCH OBJECTIVES**

Identifying the Impact of Digital Transformation on Performance Management

Digital transformation has become one of the main drivers in improving the efficiency and effectiveness of performance management in government agencies. In this context, the use of information and communication technology (ICT) enables faster and more accurate data collection and analysis. According to a report from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB), the use of digital systems in performance management has increased transparency and accountability, which in turn strengthens public trust in the government. (PANRB, 2022b). One of the significant impacts of digital transformation is increased collaboration between work units within an agency. With digital platforms such as E-Sakip, information can be accessed in real-time, allowing employees to work more synergistically. According to a survey conducted by the Central Bureau of Statistics

(BPS) in 2021, 75% of civil servants stated that digital systems make it easier for them to communicate and share information. (Central Bureau of Statistics, 2021). This shows that digital transformation not only has an impact on operational efficiency, but also on teamwork dynamics.

In addition, digital transformation also contributes to improving the quality of public services. With an integrated system, government agencies can be more responsive to the needs of the community. For example, the implementation of E-Sakip in several regions shows that the time to complete performance reports can be cut by 40% compared to the manual method. (PANRB, 2022b). This shows that digital transformation not only improves internal efficiency, but also increases public satisfaction. However, these positive impacts do not come without challenges. Some agencies experience difficulties in adopting new technologies, especially related to training andhuman resource readiness. According to research by the University of Indonesia, 60%of employees feel poorly trained to use new digital systems. (University of Indonesia, 2021). Therefore, it is important to conduct an in-depth analysis of the organization's readiness to face digital transformation. Overall, the impact of digital transformation on performance management in government agencies is significant. Despite the challenges, the benefits derived from increased efficiency, transparency, and quality of public services show that the move towards digitalization is an unavoidable necessity.

Analyzing the Implementation of E-Sakip in Government Agencies

The implementation of E-Sakip as one of the performance management systems in government agencies is a concrete example of the ongoing digital transformation. E-Sakip, which stands for Electronic Government Agency Performance Accountability System, is designed to facilitate electronic planning, implementation, and reporting of agency performance. Since its launch in 2018, E-Sakip has been implemented in various government agencies, both at the central and regional levels. One important aspect of E-Sakip implementation is the provision of accurate and timely data. According to data from the Ministry of PANRB, more than 80% ofagencies using E-Sakip report that the system helps them collect and analyzeperformance data more effectively (PANRB, 2022). In addition, E-Sakip alsoprovides features that allow agencies to conduct continuous performance monitoringand evaluation, so that decision-making can be made based on valid information.

However, although E-Sakip offers many benefits, the implementation process does not always run smoothly. Some agencies face obstacles in terms of technological infrastructure and human resource readiness. A study by the State Administration Institute (LAN) shows that

45% of agencies experience problems with unstable internet access, which impacts the optimal use of E-Sakip. (LAN, 2022). Therefore, support from the central government in strengthening technological infrastructure is needed.

In addition, the importance of training for employees cannot be ignored. Research shows that agencies that provide intensive training to employees in the use of E-Sakipexperience a higher success rate in its implementation. (University of Indonesia,2021). By increasing the capacity of human resources, agencies can maximize the potential of E-Sakip and achieve predetermined performance goals. Taking these factors into account, an in-depth analysis of E-Sakip implementation in government agencies shows that despite the challenges, the system has great potential to improve performance management. The successful implementation of E-Sakip is highly dependent on infrastructure support, training, and commitment from all elements within government agencies.

Providing Recommendations for Further Development

Based on the analysis that has been done regarding the impact of digital transformation and the implementation of E-Sakip, there are several recommendationsthat can be given for further development. First, it is important for the government to improve technological infrastructure throughout the agency. This includes improving internet access, providing adequate hardware, and developing a more user-friendly system. According to a report from the Indonesian Internet Service Providers Association (APJII), there are still 30.5% of regions in Indonesia that experience difficulties in accessing fast internet. (APJII, 2024). Therefore, investment in technological infrastructure is a top priority.

Second, training and development of human resources should be the main focus in the implementation of E-Sakip. The government needs to provide ongoing training programs for employees to ensure they have the necessary skills to use the digital system. A study by the World Bank shows that investment in employee training can increase productivity by up to 25%. (WorldBank, 2024). Therefore, a comprehensive training program will greatly contribute to the success of performance management.

Third, collaboration between agencies needs to be improved. E-Sakip can be optimized by building a collaboration network between government agencies, so that information and best practices can be shared. This will not only increase efficiency, but also strengthen accountability and transparency in performance management.According to research by the Institute for Public Policy Research, collaboration between agencies can reduce duplication of tasks and increase the effectiveness of public services. (Bekti, 2022). Fourth, periodic

evaluation and monitoring of the use of E-Sakip should be carried outto identify areas that need improvement. The government can establish an evaluation team to monitor implementation and provide recommendations for improvement. With regular evaluation, agencies can be more responsive to changing needs and challenges.

Finally, it is important to involve the public in the evaluation and developmentprocess of E-Sakip. By getting input from the public, government agencies can better understand the needs and expectations of the public, so that performance managementcan be carried out better. Public participation in government performance evaluation has been shown to improve accountability and transparency. (RI, 2020). By following these recommendations, it is hoped that E-Sakip can continue to develop and provide greater benefits in performance management in governmentagencies. Digital transformation is not just about adopting new technology, but also creating a work culture that is adaptive and responsive to change.

3. METHODOLOGY

Description of Research Methods Used

In this research, the approach used is a qualitative method with a case study design. This method was chosen because it can provide an in-depth understanding of the phenomena that occur in digital-based performance management in government agencies, especially through the E-Sakip application. Case studies allow researchers to explore the social and cultural context in which E-Sakip is implemented, as well as to explore the experiences and perspectives of system users and managers.

The data collection process was conducted using in-depth interview techniques and participatory observation. Interviews were conducted with various parties, including government employees directly involved in the use of E-Sakip, system managers, and management responsible for performance monitoring. Participatory observation was conducted to see firsthand how the E-Sakip system operates in the daily work environment, as well as to understand the interaction between users and the system. This method is expected to provide a comprehensive picture of the effectiveness, and challenges faced in the implementation of E-Sakip.

In addition, document analysis was also conducted to evaluate the policies and guidelines underlying the use of E-Sakip. These documents include performance reports, evaluation results, and feedback from users. By combining various datacollection techniques, this research aims to produce valid and accountable findings, and provide evidence-based recommendations for future system improvements.

Data Sources and Data Collection Techniques

The data sources in this research consist of two main categories, namely primary data and secondary data. Primary data was obtained through interviews and observations, while secondary data was taken from official documents related to the implementation of E-Sakip. In collecting primary data, researchers conducted interviews with 15 respondents consisting of government employees, system managers, and managers. The respondents were selected purposively to ensure that they have knowledge and experience relevant to the research topic.

The data collection technique was conducted using a semi-structured interview guide, which allowed the researcher to explore the topic in depth while still giving the respondents the freedom to convey their views and experiences. Each interview was recorded and then transcribed for further analysis. Participatory observation was conducted for two months in several government agencies using E-Sakip, focusing on users' interaction with the system and its impact on performance management. Secondary data was collected from official documents published by government agencies, including annual reports, performance evaluations, and policies related to E-Sakip. In addition, researchers also accessed academic publications and previous research reports that discuss digital transformation in performance management in the public sector. The data collected from these various sources is expected to provide a broader and deeper perspective on the effectiveness of E-Sakip as a tool to improve the performance of government agencies.

In data analysis, researchers used thematic analysis techniques to identify patterns and themes that emerged from interviews and observations. The results of this analysis were then compared with secondary data to ensure consistency and validity of the findings. With this approach, it is expected that the research can make a significant contribution to the understanding of digital transformation in performance management in government agencies, as well as offer practical recommendations for the improvement of the E-Sakip system in the future.

4.   RESULT AND DISCUSION

Basic Concepts of Digital Transformation

a.   Definition of Digital Transformation

   1) Definition and key elements

Digital transformation can be defined as integrating digital technology into all operational and strategic aspects of an organization, which changes how the organization operates and delivers value to customers. In the context of government agencies, digital

transformation includes the application of information and communication technology to improve efficiency, transparency, and accountability in public services. Key elements of digital transformation include technology, processes, and organizational culture. According to Westerman et al. (2014b) technology is the main driver of digital transformation, but the success of this transformation also depends heavily on changes in business processes and workculture within the organization.

2) The difference between digitalization and digital transformation

It is important to distinguish between digitization and digital transformation. Digitization refers to the process of converting information from a physical format toa digital format, while digital transformation encompasses broader changes, including changes in business models, strategies, and the way organizations interact with stakeholders. According to Brynjolfsson & McAfee (2014), digital transformation isnot only about technology, but also about how technology is used to create new value. For example, the implementation of an e-Government system that allows directinteraction between the government and the public not only changes the way information is delivered, but also changes the way the public participates in government processes.

b. Significance of Digital Transformation in the Public Sector

1) Benefits for government agencies

Digital transformation provides various benefits for government agencies, including increased operational efficiency, reduced costs, and improved quality of public services. According to a report from McKinsey (2020), government agencies thathave implemented digital transformation have succeeded in reducing document processing time by 50% and increasing public satisfaction with public services. In addition, with an integrated system, government agencies can more easily access data and information needed for better decision making. A clear example of these benefits can be seen in the implementation of the E-Sakip system in Indonesia, which allows government agencies to report their performance online, thereby increasing transparency and accountability.

2) Challenges faced in the transformation process

Despite the many benefits, the digital transformation process in the public sector also faces various challenges. One of the main challenges is resistance to change from employees and stakeholders. According to research by Goh, J. M., Chua, C. E Tan (2020), many government employees feel uncomfortable with new technologies and prefer traditional ways of performing their duties. In addition, the problem of inadequate technological infrastructure in some regions is also an obstacle in the implementation of

digital transformation. A survey conducted by the Central StatisticsAgency (BPS) in 2021 showed that only 60% of government agencies have adequate technology infrastructure to support digital transformation.

3) HR Readiness in Digital Transformation

The readiness of human resources (HR) is also an important factor in the success of digital transformation. According to a report from (World Bank, 2021), digital skillsare one of the competencies that are needed in the era of digital transformation. However, many government employees still lack these skills, so continuous training and development is needed. Effective training programs can help employees to be better prepared for change and utilize digital technology in their work. For example, several government agencies in Indonesia have conducted digital training for their employees to improve their skills and knowledge of information technology.

4) The Role of Leadership in Digital Transformation

Strong leadership is also instrumental in driving digital transformation. Leaders who are visionary and able to inspire their teams to adapt to technological changes will be more successful in implementing digital transformation. According to Kotter (1996) successful change requires effective leadership to overcome resistance andbuild a culture that supports innovation. In the context of E-Sakip, the role of government agency leaders is very important to motivate employees and ensure thatall parties are involved in the transformation process.

5) The Importance of Inter-Agency Collaboration

Collaboration between government agencies is also an important aspect in the success of digital transformation. By sharing information and resources, government agencies can accelerate the transformation process and minimize duplication of effort. According to a report from United Nations (2020), collaboration between agencies can improve the efficiency and effectiveness of public services. An example of collaboration can be seen in the data integration project between various government agencies in Indonesia to support better decision-making and responsiveness to community needs.

Performance Management in Government Agencies

a.   Definition of Performance Management

Performance management is a systematic process for planning, monitoring, and evaluating organizational performance in achieving predetermined goals. This concept is rooted in basic management principles that emphasize the importance of measurement and

evaluation to improve efficiency and effectiveness. According to Mardiasmo (2018), performance management in government agencies not only focuseson achieving outputs, but also on outcomes that have a direct impact on society. Thus,performance management is an important tool in data-based decision-making. Performance indicators commonly used in performance management in government agencies include quantitative and qualitative indicators. Quantitative indicators are often in the form of measurable numbers, such as the number of services provided, completion time, and operational costs. Meanwhile, qualitative indicators includeaspects such as public satisfaction and service quality. According to the Minister of Administrative Reform and Bureaucratic Reform Regulation No. 53/2014, performance indicators must be relevant, measurable, and reliable to provide a clear picture of the performance of government agencies. (PANRB, 2014).

In the context of digital transformation, the use of information and communication technology (ICT) increasingly dominates performance management. For example, the E-Sakip system implemented in many government agencies in Indonesia allows performance measurement to be done in real-time, thus facilitating quick and precise decision-making. Data obtained from E-Sakip can be used to analyze performance trends and identify areas for improvement. This is in line with the findings that the useof good information systems can increase accuracy and speed in performance management. (Budiarta, 2020).

Furthermore, effective performance management also involves the active participation of all stakeholders, including employees, managers, and the public. By involvingvarious parties, government agencies can gather valuable inputs and create a sense of ownership towards a common goal. For example, some government agencies have implemented feedback mechanisms from the public through mobile applications,which allow the public to rate the performance of public services directly. Overall, the definition and application of performance management in government agencies must continue to adapt to the times, especially in the digital era. Digital transformation is not just about implementing technology, but also about changing organizational culture that supports innovation and performance improvement. Thus, good performance management will have a positive impact on the quality of public services and public trust in government.

b.   The Role of Performance Management in Improving Public Services

Performance management has a very important role in improving public services. The relationship between government agency performance and public satisfaction is inseparable. According to a survey conducted by the Central Statistics Agency (BPS) in 2021, there is a positive correlation between improving public service performance and the level of public

satisfaction. The survey results show that government agencies that implement good performance management tend to get positive assessments from the public, with satisfaction levels reaching 75%. (Central Bureau of Statistics, 2021).

The positive impact of performance management is not only seen in public satisfaction, but also in the transparency and accountability of government agencies. With a clear performance measurement system, the public can easily access information about the performance of government agencies. This is in line with the principles of good governance which prioritize transparency and accountability in the management of public resources. According to World Bank (2020) government agencies that are transparent in their performance reports can increase public trust, which in turn will contribute to social and political stability. Digital transformation through the implementation of systems such as E-Sakip also provides convenience in reporting and monitoring performance. With this system, performance data can be accessed online, making it easier for the public to monitorthe progress of public services. For example, government agencies using E-Sakip can publish regular performance reports on their official websites, allowing the public to evaluate the agency's performance. This not only increases transparency, but also encourages agencies to compete in providing the best services to the public.

In addition, good performance management also contributes to improved operational efficiency. By identifying areas for improvement through performance analysis, government agencies can take appropriate corrective measures. For example, if data shows that the turnaround time for a service is too long, and agencies can evaluate the process and make improvements to speed up the service. This will have a positive impact on public satisfaction and the efficient use of public funds. Finally, the role of performance management in improving public services cannot be underestimated. With good management, government agencies can not only meet public expectations, but also contribute to the achievement of national development goals. Through the application of transparent and accountable performance management principles, government agencies can build trust and increase public participation in the development process.

E-Sakip: Digital Solution for Performance Management
a.   Description of E-Sakip
   1) What is E-Sakip and its main purpose?

E-Sakip (Government Agency Performance Accountability System) is a digital platform designed to improve accountability and transparency in performance management

in government agencies. The system was established in response to the need to improve performance management, which previously tended to be manual and less efficient. The main objective of E-Sakip is to provide convenience in planning, implementing, and evaluating performance, so that government agencies can be more responsive to the needs of society and more accountable for their work. (PANRB, 2021a).

According to data from the National Development Planning Agency (Bappenas), the implementation of E-Sakip is expected to reduce the time required to prepare performance reports by 50%, as well as increase the accuracy of the data presented. With this system, each agency can conduct real-time performance monitoring, which enables faster and more informed decision-making. In addition, E-Sakip also aims to increase public participation in the accountability process, by providing better access to information to the public. (Bappenas, 2022).

2) Key features of E-Sakip

E-Sakip is equipped with various features that support the performance management of government agencies. One of the main features is the planning module, which allows agencies to develop strategic and annual performance plans more systematically. This feature also includes the ability to integrate relevant performance indicators, making it easier to monitor and evaluate results. (PANRB, 2021b).

In addition, E-Sakip has a reporting feature that allows agencies to generate performance reports automatically. This feature not only saves time but also ensures that reports are produced in accordance with established standards. With an interactive dashboard, users can easily view and analyze performance data in a visual format that is easier to understand. (PANRB, 2021b).

Another significant feature is the notification and reminder system, which helps agencies stay on track with performance planning. With reminders, agencies can more easily manage deadlines and ensure that each stage in the performance management process is carried out properly. E-Sakip also provides a collaboration feature, which allows various parties in the agency to communicate and work together in achieving the performance goals that have been set. (National Development Strategic Plan 2022-2024., 2021).

b. Implementation of E-Sakip in Government Agencies

1) Implementation process and challenges faced

The implementation of E-Sakip in government agencies is not without challenges. This process begins with socialization and training for employees who will use the system.

Based on a survey conducted by the Ministry of Administrative Reform and Bureaucratic Reform, around 60% of employees found it difficult to adapt to the new system in the early stages of implementation. (PANRB, 2021a). This is due to a lack of understanding of the technology used as well as the change in work culturerequired to switch from manual to digital systems. Another challenge faced is the integration of data from pre-existing systems. Many agencies still use fragmented systems, so merging data into one integrated platform requires extra effort. In some cases, this issue has caused delays in performance reporting, potentially undermining agency accountability (Bappenas, 2022). In addition, limited information technology infrastructure in some regions is also abarrier to the full implementation of E-Sakip.

However, despite the challenges, many agencies have made it through this phase successfully. The key to success lies in top management support and commitment to change. Ongoing training and the establishment of specialized teams to handle technical issues have also been helpful in the implementation process. (PANRB, 2021a).

2) Case studies of agencies that have successfully implemented E-Sakip

One example of an agency that has successfully implemented E-Sakip is the Yogyakarta City Education Office. After implementing E-Sakip, the education office reported a 40% improvement in performance data accuracy and a 70% reduction in annual report preparation time (Yogyakarta City Education Office, 2022). By using E-Sakip, they can monitor the progress of each education program in real time and make necessary adjustments quickly.

Another interesting case study is the Ministry of Health, which uses E-Sakip to improve the management of health programs throughout Indonesia. Through this system, the Ministry of Health can track performance indicators such as immunization coverage and maternal mortality rates more efficiently. As a result, they managed to increase child immunization coverage in some previously low areas, with an average increase of 15% within one year. (Ministry of Health of the Republic of Indonesia, 2022). The successful implementation of E-Sakip in these two agencies shows that with the right support and a good understanding of the system, digital transformation in performance management can have a significant positive impact. In addition, their experience can serve as a model for other government agencies that want to do the same (Bappenas, 2022).

Impact of Digital Transformation through E-Sakip

a.   Increased Efficiency and Effectiveness

Digital transformation through the implementation of E-Sakip (Government Agency Performance Accountability System) in government agencies has had a significant impact in terms of efficiency and effectiveness of performance management. One of the main advantages of this system is the reduction in time and cost required to manage performance reports. Prior to E-Sakip, the process of collecting data and preparing performance reports often took days or even weeks. With a digital system, this process can be completed in a matter of hours. According to data from the Ministry of Administrative Reform and Bureaucratic Reform (PAN-RB), the time for preparing performance reports can be reduced by 70%.(PANRB, 2021a)

A concrete example of an agency that has experienced increased efficiency can be seen in the Education Office of City X. Before implementing E-Sakip, the Education Office had difficulty collecting data from various schools. With E-Sakip, data can be accessed in real time and performance reports can be prepared more quickly. As a result, the Education Office of City X managed to reduce operational costs by 30% in performance management. (Education Office of City X, 2022). This shows that digitaltransformation not only improves efficiency but also has a positive impact on budget management.

In addition, E-Sakip also allows government agencies to monitor performance more effectively. With the dashboard available, agency leaders can see performance directly and make more informed decisions based on accurate data. Research by the Financial and Development Supervisory Agency (BPKP) shows that agencies that useE-Sakip have better performance than those that do not use this system. (Financial andDevelopment Supervisory Agency, 2020). Thus, the implementation of E-Sakip contributes to increasing the effectiveness of performance management of government agencies.

b.   Increased Transparency and Accountability

One of the significant positive impacts of implementing E-Sakip is increased transparency and accountability in the performance management of government agencies. E-Sakip provides a platform that allows the public to easily access information related to agency performance. The data generated from this system can be accessed by the public, thus creating a more transparent environment. According to a survey conducted by the Corruption Eradication Commission (KPK), 65% of respondentsfeel more trust in government agencies that use transparent systems such as E-Sakip. (Corruption Eradication Commission, 2021).

The impact of this increased transparency is very important in building public trust. When the public can directly see the performance of government agencies, theybecome more confident that the allocated budget is being used properly and by the set objectives. For example, the Y District Government, which implemented E-Sakip, managed to increase public trust by 40% within two years of implementing the system. (Government of District Y, 2022). This shows that the transparency generated by E-Sakip is not only beneficial for agencies, but also for the public as service users.

Furthermore, E-Sakip also facilitates accountability by providing a clear and structured reporting mechanism. Each agency is required to report their performance on a regular basis, and the reports can be monitored by authorized parties. With this system in place, government agencies are required to be accountable for their reportedperformance. Research conducted by the State Administration Institute (LAN) shows that agencies that implement E-Sakip tend to have a higher level of accountabilitythan those that do not. (LAN, 2020). This shows that E-Sakip not only increases transparency but also strengthens accountability in the performance management of government agencies.

c.   Challenges and Barriers to Implementation

Although E-Sakip provides many benefits, its implementation is not without challenges. One of the main challenges is resistance to change from government agency employees. Many employees are comfortable with conventional ways of working and are reluctant to adapt to new systems. According to a study by the University of Indonesia, around 50% of employees in government agencies have difficulty adapting to E-Sakip, which has an impact on the effectiveness of using the system. (University of Indonesia, 2021). This shows that changes in work culture are one of the important factors in the successful implementation of E-Sakip.

In addition, limited infrastructure and human resources are also obstacles in implementing E-Sakip. Many government agencies, especially in remote areas, still face problems in terms of internet access and adequate hardware. Data from the Central Statistics Agency (BPS) shows that only 60% of government agencies in the regions have stable internet access. (BPS, 2022). This limitation hampers the process of data collection and performance reporting, thus reducing the effectiveness of E-Sakip in improving performance management.

Another obstacle faced is the lack of training and understanding of the use ofE-Sakip. Many employees do not receive adequate training on the system, making it difficult for them to operate and utilize its features. Research by the Center for HumanResources Research and Development of the Ministry of PAN-RB showed that 40%of employees felt unskilled in

using E-Sakip after training. (PANRB, 2022a). Therefore, government agencies need to provide comprehensive training so that employees can optimally utilize E-Sakip.

Recommendations for the Development of E-Sakip

a.   Strategies to Increase the Use of E-Sakip

   1) Training and Capacity Building of Human Resources

One of the key strategies to increase the use of E-Sakip in government agencies is through training and capacity building of human resources (HR). According to research conducted by the National Civil Service Agency (BKN), around 70% of civil servants (PNS) still find it difficult to use new digital systems, including E-Sakip. (State Civil Service Agency, 2021). Therefore, a structured and sustainable training program is needed to equip civil servants with the necessary skills to use E-Sakip effectively.

The training should cover various aspects, from a basic understanding of the E-Sakip system to the ability to analyze the data generated by the system. For example, training can be conducted by inviting information technology experts to provide insights into the use of E-Sakip in performance management, as well as how to read and analyze the reports generated. This will not only increase civil servants' confidence in using the system, but will also encourage them to be more active in performance reporting.

In addition, HR capacity building can also be done by forming a support team in each agency. This team is tasked with providing technical assistance and answering questions that may arise during the use of E-Sakip. With the support team, it is hoped that the obstacles faced by civil servants in using the system can be resolved quickly, so that the use of E-Sakip can increase significantly.

Enhancement of E-Sakip Features and Functionality

Improving the features and functionality of E-Sakip is also an important step in increasing its use. Based on a survey conducted by the Ministry of Administrative Reform and Bureaucratic Reform (PANRB), 60% of E-Sakip users feel that some features in the system are still inadequate to meet performance management needs. (PANRB, 2022a). Therefore, evaluation and updating of existing features are necessary.

One example of improvements that can be made is by adding more sophisticated analytic features. This feature can help agencies identify performance trends and provide recommendations based on existing data. For example, if the data shows that the performance of a unit is declining, the system can provide suggestions for conducting a more in-depth

evaluation or providing training to employees in that unit.In addition, it is also important to pay attention to user experience (UX) aspects in the development of E-Sakip. A user-friendly and intuitive interface will make it easierfor civil servants to access and use the system. This can be done through periodic usertesting to get direct input from users about the obstacles faced and the expected features. Thus, E-Sakip will be more easily adopted and maximally used by government agencies.

a.   Supportive Policies and Regulations

1) The Need for Support from the Central Government

Support from the central government is essential in the development and implementation of E-Sakip in all government agencies. Without strong support from the central government, efforts to increase the use of E-Sakip may be hampered. For example, in a report published by the National Development Planning Agency (Bappenas), it is stated that the lack of policy support from the central government is one of the main obstacles in the implementation of digital systems at the regional level. (Bappenas, 2021).

The central government needs to establish clear policies that support the development of E-Sakip, including adequate budget allocation for human resource training and information technology infrastructure improvement. In addition, the central government must also provide incentives for agencies that successfully implement E-Sakip well, so that it can become an example for other agencies. This support also needs to be realized in the form of regulations governing the use of E-Sakip nationally. For example, the government can issue regulations that require every agency to use E-Sakip in performance management, as well as set minimum standards that must be met in performance reporting. With clear regulations, it is expected that all agencies will be more motivated to implement E-Sakip effectively.

2) Establishment of a Clear Framework for Performance Management

The establishment of a clear framework for performance management is also an important step in supporting the use of E-Sakip. This framework should include clear guidelines and standard operating procedures (SOPs) on how E-Sakip should be used in each agency. According to research conducted by the State Administration Institute(LAN), the lack of clear guidelines is one of the reasons why many agencies have not fully utilized E-Sakip. (LAN, 2022).

A clear framework will assist agencies in understanding how E-Sakip can be integrated into their performance management processes. For example, the frameworkcould include steps in developing performance plans, reporting, and evaluations that should be conducted regularly. With clear guidelines in place, employees will better understand their role in using E-Sakip and how the system can help them achieve theirperformance goals. In addition, the framework should also include effective evaluation and feedback mechanisms. This is important to ensure that E-Sakip is continuously improved and adapted to user needs. For example, agencies can conduct periodic surveys to get input from users on their experience in using E-Sakip, as well as the challenges they face. Thus, the development of E-Sakip can be carried out in a sustainable manner andis relevant to the needs of the agency.

5.   CONCLUSION

Summary of Key Findings

a.   Positive Impact of E-Sakip on Performance Management

E-Sakip (Government Agency Performance Accountability System) has proven to have a significant positive impact on performance management in government agencies. According to data released by the Ministry of Administrative and Bureaucratic Reform (PANRB), the implementation of E-Sakip has increased transparency and accountability in agency performance reporting. In a survey conducted in 2022, 78% of respondents from government agencies reported thatE-Sakip made it easier for them to prepare annual performance reports. (PANRB, 2022a). In addition, E-Sakip also enables more objective and data-driven performance measurement, which in turn improves the efficiency of budget and resource use.

b.   The Importance of Digital Transformation in the Public Sector

Digital transformation in the public sector, as demonstrated by E-Sakip, has become crucial to improving the quality of public services. According to a report from the World Bank, countries that adopt digital technology in government management can increase public satisfaction with public services by up to 30%. (WorldBank, 2021). With E-Sakip, government agencies can conduct real-time performance monitoring and evaluation, which enables faster and more informed decision-making. This is in line with the global trend where digitalization is key in improving the effectiveness and efficiency of public services. (OECD., 2020)

Expectations for the Future

a.   Further Developments in Technology and Performance Management

Looking ahead, it is expected that there will be further developments in technology that can support performance management in government agencies. Innovations such as the use of big data and analytics can provide deeper insights into agency performance and societal needs. A study by McKinsey Global Institute shows that the application of data analytics in performance management can increase productivity byup to 20%. (McKinsey Global Institute, 2020). Thus, investment in information technology and training of human resources is critical to ensure that government agencies can utilize the full potential of E-Sakip and other technologies.

b.   The Role of E-Sakip in Improving the Quality of Public Services in Indonesia

E-Sakip is expected to continue to play a role in improving the quality of public services in Indonesia. With this system, government agencies are expected to be more responsive to the needs of the community. For example, in the case of health services,E-Sakip can assist in monitoring the performance of hospitals and health centers, sothat health services can be significantly improved. According to data from the Central Bureau of Statistics, public satisfaction with health services increased by 15% afterthe implementation of E-Sakip in several regions. (BPS, 2022). Therefore, E-Sakip isnot only a performance management tool, but also a driver of innovation in betterpublic services in the future.

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