

## ANALYSIS OF THE EFFECTIVENESS OF THE IMPLEMENTATION OF E-PERFORMANCE AT THE OFFICE OF THE DEPARTMENT OF TRADE AND INDUSTRY OF GOWA REGENCY

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### ABSTRACT

*Performance appraisal is an important instrument in measuring the contribution of individuals and teams in achieving organizational goals. Digital transformation, including the implementation of e-performance, is an important strategy to optimize employee performance and improve organizational efficiency, especially in the context of local government. This research analyzes the implementation of e-performance at the Trade and Industry Office of Gowa Regency, as well as the factors that influence its success. Qualitative methods were used by taking samples of employees and leaders who mastered the e-performance system. The results show that the implementation of e-performance has improved compliance, smooth routines, and the expected impact in managing employee performance. Supporting factors include leadership awareness and commitment, adequate information technology infrastructure, and employee training. However, there is a lack of acceptance of the need for innovation as an inhibiting factor. Positive employee disposition towards change and management support in providing the necessary resources and guidance are key to successful implementation of e-performance.*

**KEYWORDS** *E-performance, Digital Transformation, Employee Disposition*



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### INTRODUCTION

Organizations face pressure to continuously improve their performance and competitiveness (Sarkis et al., 2010). Human resource management (HRM) is a strategic key in achieving these goals, and performance appraisal is the main instrument in measuring, managing, and enhancing the contribution of individuals and

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teams in achieving the vision and mission of the organization (Jiang et al., 2012). Performance appraisal is no longer just seen as a routine administrative process, but as a strategic element that can shape work culture, motivation, and human resource development (Franco-Santos et al., 2012). By detailing goal achievement, identifying strengths and weaknesses, and aligning individual performance with organizational goals, performance appraisals open the door to optimizing productivity and efficiency.

The success of an organization in achieving its vision and mission depends largely on the superior performance of each individual and team (Yang & Maxwell, 2011). Therefore, an effective performance appraisal is not only about providing feedback on work done, but also about designing development measures that enable employees to reach their full potential (Wu et al., 2009). The performance appraisal process can also be a tool to identify training needs, motivate employees through recognition of their achievements, and direct individual focus in line with organizational priorities. However, despite its importance, the implementation of performance appraisals is often faced with a number of challenges, including subjectivity, vagueness of criteria, and changing technology.

Digital transformation has entered various walks of life, including the government sector both at the central and local levels. Information technology is a key driver in improving efficiency, transparency, and accountability (Shove & Walker, 2010). The application of technology in performance management systems, known as e-performance, is an important strategy to optimize human resource potential and improve organizational performance (Ferreira & Otley, 2009). In the context of e-performance, the use of digital systems allows governments to automate the process of evaluating employee performance, reduce the time required for administration, and improve data accuracy.

Information regarding employee performance can be accessed from various locations in real-time as a result of the implementation of e-performance, thus providing flexibility to stakeholders to monitor and evaluate performance whenever necessary (Karatepe, 2013). E-performance plays an important role in realizing transparency and accountability in employee performance assessment. Through digital transformation, every step in the evaluation process can be clearly documented, providing convenience in presenting information and proving assessment criteria. Advances in digital technology improve data quality by reducing the risk of human error (Shiloach et al., 2010). In the implementation of e-performance, performance data is accurately recorded and verifiable, reducing the potential for bias or distortion in evaluation results.

In the context of government, the challenges of managing and evaluating the performance of public officials are increasingly complex (Oliveira & Welch, 2013). Traditionally, performance evaluation processes often rely on manual approaches that tend to be time-consuming and error-prone. In order to improve effectiveness and responsiveness, many government agencies have started to adopt e-performance systems. With the adoption of e-performance, government organizations can become more responsive to environmental changes and community needs. Rapid and measurable performance evaluation allows organizations to adjust strategies and policies more effectively.

The implementation of e-performance is not just a transfer of manual processes to electronic formats, but also a step towards improving performance quality. By utilizing technology, institutions and organizations can measure, monitor and evaluate performance more measurably and accurately. This can support operational efficiency and increase employee productivity. Improving the performance of local government organizations is the main focus in facing the demands of effective and efficient governance. Performance appraisal is a crucial instrument to measure the achievement of organizational goals and promote public sector accountability.

The Trade and Industry Office of Gowa Regency, as a public service provider entity at the local level, has a great responsibility in providing quality services and being responsive to community needs. Performance assessment at the local government level is not only about measuring quantitative results, but also includes evaluating policies, innovations, and organizational capabilities (Sulaiman, 2018) in responding to the dynamics of community demands. In recent years, digital transformation and increased access to information technology have changed the operational landscape of local government organizations. The adoption of e-performance systems is a promising alternative to improve transparency, accuracy, and measurability in the performance assessment process. However, despite its potential benefits, the implementation of e-performance in local governments is also faced with various challenges.

The implementation of the e-performance of the Trade and Industry Office of Gowa Regency began in 2021 (Michopoulou & Buhalis, 2008), so that the new system that replaces the conventional system raises various problems such as (a) limited technological infrastructure that hinders the implementation of the e-performance system; (b) the majority of employees do not have sufficient knowledge and skills when using this new system; (c) implementing the e-performance system requires changes in behavior and culture in organizations, especially at the Trade and Industry Office of Gowa Regency (Breinlich & Criscuolo, 2011), (Michopoulou & Buhalis, 2008) stated that the shortcomings in the e-performance system in Gowa Regency are that the information in the system still needs updating and some applications have not been used properly, as well as the lack of socialization to all employees.

The implementation of e-performance is expected to provide a higher level of transparency in the implementation of the duties and responsibilities of government officials. With a digital track record, information on employee performance can be accessed more openly by interested parties. Implementation of e-performance can provide the potential for increased efficiency and budget savings. Automated performance evaluation and reporting processes can reduce the cost and time required in traditional performance management processes. In addition, e-performance also allows for more efficient data management, providing a positive impact on resource allocation.

The formulation of this research problem includes questions regarding how the implementation of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency, as well as the supporting and inhibiting factors for its implementation. The purpose of the research is to analyze the

implementation of e-performance in the agency and identify factors that support and hinder the implementation of this system. This research has theoretical and practical benefits. Theoretically, this research will contribute to the academic literature by deepening the understanding of the effectiveness of e-performance implementation in the context of local government, as well as helping the development of e-performance theory. Practically, the results of the study are expected to provide guidance to improve the performance of the Office of Trade and Industry of Gowa Regency through more effective implementation of e-performance, improve efficiency and productivity by automating work processes, and reduce redundancy in the organizational performance system.

## RESEARCH METHOD

### Research Design

The method used in this research is a qualitative method (Squires, 2009). The use of qualitative methods is due to the type of research problem studied. This research is designed to explain the application of the e-Kinerja application at the Trade and Industry Office of Gowa Regency. Qualitative methods are used to understand phenomena in *settings*, that is, researchers do not manipulate the observed phenomena. In this qualitative method, the researcher is the key instrument, data collection techniques are triangulated, data analysis is inductive, and the results emphasize meaning over generalization of findings.

The location or place of research at the Trade and Industry Office of Gowa Regency. Jl. Mesjid Raya No.34, Sungguminasa, Kec. Somba Opu, Gowa Regency, South Sulawesi 92114. Overall the implementation time was carried out for two months.

### Sampling Technique

The sampling technique used was *purposive* sampling as a sampling technique from data sources with certain considerations. The considerations determined in this study are (1) the subject is a permanent employee at the Trade and Industry Office of Gowa Regency; (2) the subject is a leader at the Trade and Industry Office of Gowa Regency; and (3) (2) the subject has mastered filling BKD using the electronic performance system. Researchers determined that the key informants in this study were the Head of the Trade Division and the Head of the Industry Division with the assumption that these informants knew the most about the problems of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency.

### Types of Data and Data Collection

This research data comes from primary data and secondary data (Spithoven et al., 2011). Primary data is data obtained directly through direct observation and interviews. The interview method is in the context of data collection, especially to find out more about the supporting and inhibiting factors for the implementation of e-performance at the Trade and Industry Office of Gowa Regency. Interviews were conducted by discussing themes in accordance with research aspects and inhibiting

and supporting factors for the implementation of e-performance at the Trade and Industry Office of Gowa Regency. Interviews were chosen as a data collection tool to find out the supporting and inhibiting factors for the implementation of e-performance at the Trade and Industry Office of Gowa Regency because they can provide feedback from the informant's point of view, can directly discuss existing problems and information, can directly dig up the information needed. Interviews using *purposive sampling* selected *key persons* (key respondents) who are considered competent related to the e-performance of the Trade and Industry Office of Gowa Regency. While secondary data (complementary data) is relevant data to be used in the form of staffing data, data recorded in the e-performance application and regulatory documents / legislation. The secondary data is used to complete the analysis of the implementation of the electronic performance system (e-performance) of the Trade and Industry Office of Gowa Regency.

### **Data Analysis Techniques**

The analysis method used in this research is Miles and Herberman's interactive analysis through several stages. These stages include data collection, data reduction, data presentation, and conclusion drawing. Data collection was done through observations and interviews, consisting of description and reflection notes. Data reduction involves the process of selection, simplification, and abstraction, by summarizing, classifying into patterns, and emphasizing focus. Data were then selected to be relevant and raw, and prepared for data presentation. Presentation of data is done to allow drawing conclusions and taking action, using matrices, graphics, or charts. Conclusions were drawn to understand the meaning, regularity of patterns, and causal flow. Steps to obtain valid conclusions include noting the most important points, collecting data from various sources, selecting the right informants, and paying careful attention to the process in the field.

## **RESULT AND DISCUSSION**

### **Overview**

#### ***Profile of the Trade and Industry Office of Gowa Regency***

The regional development of Kabupaten Gowa, although it may explicitly have different objectives from other regencies in South Sulawesi, will generally include one or more of the objectives of regional development, including maintaining or preserving natural resources for the benefit of current and future generations.

As a catalyst for development, the government is also required to involve local communities to participate in the development planning process, besides that the government must be able to realize clean and authoritative government (*good governance*) which is reflected in the openness, transparency and public accountability of the government.

The trade sector and the industrial sector have a strategic role in the economic development of Kabupaten Gowa. This can be seen in its important role in providing business opportunities, employment opportunities, increasing exports, providing goods and services for the needs of the community, more than that the

trade sector and the industrial sector have been able to withstand the economic crisis in the past because of their flexible characteristics and utilize local resources so that they can be relied upon to support economic resilience. With these considerations, the government of Kabupaten Gowa will improve its guidance and development policies so that it can play a role as one of the backbones and main drivers of the economy of Kabupaten Gowa in line with the mission of the elected regent in order to attract investors and optimize the management and utilization of potential natural resources.

### **Analysis of the Implementation of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency**

The implementation of an electronic performance system (e-performance) at the Trade and Industry Agency aims to improve organizational efficiency and effectiveness. The initial steps include setting clear objectives and establishing measurable KPIs for effective measurement. Selection of the right platform enables integration of performance measurement, reporting and data management functions. Training and integration with human resources is essential to ensure employees have the necessary skills. Data security is maintained through encryption, restricted access, and regular audits. Continuous evaluation and improvements are made to ensure the long-term success of the system.

This research aims to analyze the implementation of the electronic performance system (e-performance) at the Trade and Industry Agency of Gowa Regency with indicators of (a) compliance; (b) smooth routine; and (c) expected impact. Thus, an explanation of the implementation of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency is described as follows:

#### ***Implementation of electronic performance system (e-performance) measured based on compliance***

The implementation of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency is a strategic step to improve accountability, transparency and effectiveness of public services. The system is measured based on compliance, with clear and measurable indicators. The selection of the right platform enables the integration of various data to evaluate compliance, and provides adequate reporting features. Training and socialization to employees is an important step to improve understanding of compliance, which in turn motivates them to follow the rules.

Leaders can monitor employee performance, provide feedback and support directly. Periodic evaluations ensure the effectiveness of e-performance implementation, identify weaknesses, and take corrective measures. Based on an interview with the Head of Trade, Amri Jaya, employee compliance with e-performance is good, with the fingerprint system ensuring accurate attendance and additional income incentives encouraging attendance and compliance. However, unfamiliarity with the new technology and lack of documentation of out-of-office duties are challenges, although compliance rates are improving over time.

Ongoing training support and technical guidance are important to overcome non-compliance caused by employee unfamiliarity with e-performance. An interview with Andi Syaifuddin showed that the system improves discipline and transparency, with accurate and objective attendance monitoring. Despite technological knowledge constraints, e-kinerja is considered positive in promoting discipline and accountability. An interview with H. Rustam Amir highlighted the importance of policies and oversight to ensure compliance, as well as the need for additional training for employees so that the data inputted is accurate and consistent. The implementation of e-performance, despite initial challenges, has shown increased compliance and contributed to improved overall organizational performance.

***Implementation of the electronic performance system (e-performance) is measured based on the smoothness of the routine***

The implementation of an electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency aims to automate administrative routines such as daily report filling, attendance monitoring, and task scheduling. This allows employees to focus on core tasks, improving productivity and service quality. E-performance assists in assigning tasks more efficiently, providing reminders and setting priorities that help leaders in resource allocation. It also facilitates real-time monitoring and evaluation, enabling proactive improvements to reduce the risk of delays or missed targets. Integration of e-performance with management systems improves coordination between work units and reduces misinformation.

The implementation of e-performance supports flexible working practices such as remote working and flextime, increasing employee satisfaction. With electronic records, e-performance increases accountability and transparency in organizations. Historical e-performance data is useful for long-term analysis and planning, helping organizations anticipate future obstacles. Data security and privacy are also maintained through encryption and periodic audits.

The interview results show the importance of filling out accurate daily reports, which are directly related to the Income Improvement Allowance (TPP). Non-compliance in filling out reports can affect TPP and the promotion process. Clear SOPs and adherence to main tasks and functions (tupoksi) are essential to ensure consistent data in the e-performance report.

With the mySIMPEG application, the promotion process becomes more efficient. Employees only need to collect the additional information required, while the rest of the data is already integrated in the system. This reduces errors and increases the efficiency of the verification process. Employees are also required to learn and adapt to new technology.

Adopting technology such as Google Drive makes documentation and data access easier, speeding up the performance reporting process. Documenting routine activities helps meet reporting criteria, ensuring all activities and deliverables are properly recorded.

The administrative department plays an important role in managing the data submitted to BKD, ensuring verification runs smoothly. BKD checks the accuracy and compliance of employee performance data using certain standards. The



implementation of e-performance and the use of technology accelerates the verification process and improves the efficiency of BKD services.

The importance of employees' understanding of the use of technology for daily e-performance report completion, as well as regular communication and training, helps ensure a smooth work routine. BKD also needs to ensure the availability of reliable technology infrastructure and verifier training to improve service quality. The implementation of e-performance improves efficiency and accuracy in the verification process, which has a positive impact on user satisfaction and strengthens public trust in BKD.

***Implementation of the electronic performance system (e-performance) is measured based on the expected impact.***

The e-performance system aims to improve operational efficiency by automating administrative tasks such as reports, attendance, and performance evaluation. The system enables employees to allocate time more effectively, increase productivity, and improve transparency and accountability in performance management. Leaders can monitor employee performance in real-time, identify areas of improvement, and ensure rewards are given fairly. E-performance also supports the development of employee skills through training planning that suits individual and organizational needs. In addition, the system improves communication and collaboration between work units, and provides structured feedback to improve employee satisfaction.

The results of the interview with Amri Jaya show that e-performance reduces reliance on physical documents, thus saving costs and improving the efficiency of administrative processes. Performance data can be accessed quickly, reducing human error and improving data consistency for employee evaluation. E-performance also enables employees to develop digital literacy, creating opportunities for upskilling in the digital age.

Andi Syaifuddin emphasized that e-performance forces employees to understand technology, increases independence in the management of work activities, and reduces human error in data reporting. Employees are more accountable for their own performance, which increases motivation and commitment to work. H.Rustam Amir stated that e-performance speeds up the data entry process and ensures transparency and better performance monitoring. The system enables faster and more efficient data entry, saving time and effort, and allowing management to make better decisions based on accurate and reliable data.

**Analysis of supporting and inhibiting factors in the implementation of electronic performance systems (e-performance) at the Trade and Industry Office of Gowa Regency**

The awareness and commitment of the leadership of the Trade and Industry Office of Gowa Regency is very important to improve efficiency and transparency in managing employee performance. The support and active involvement of leaders motivates employees to adapt to the new system. Adequate information technology infrastructure, such as hardware, software, and stable internet access, is also crucial



for successful e-performance implementation. In addition, training and technical assistance for employees are essential.

However, there are some barriers to implementing e-performance. Employees may be resistant to change, have difficulty adapting, or worry about losing control over performance appraisals. Therefore, in-depth socialization of the benefits of e-performance as well as support during the transition phase is necessary. Lack of technical understanding and skills is also an obstacle, so comprehensive and continuous training needs to be provided.

Lack of support and effective communication from management can reduce employee motivation to use the system. Therefore, open, clear and regular communication is essential. Changes in organizational culture and work practices can also be a barrier if they do not support transparency, accountability, and collaboration. Efforts to change the work culture to be more open and result-oriented are needed to support the implementation of e-performance.

***Factors supporting the implementation of an electronic performance system (e-performance) based on resources***

An interview with the Head of the Trade Division, Amri Jaya, revealed that the main challenge in implementing e-performance is the limited number of personnel from the Regional Personnel Agency (BKD) who provide technical guidance. With only one personnel from BKD and a large number of employees who have to participate in the socialization, the time and effectiveness of the training is limited. Administrative support from BKD and local admins was essential to help the data entry process, although it was delayed, but finally managed to collect the data well.

Andi Syaifuddin highlighted the low level of technological literacy among employees as an obstacle. Not all employees have sufficient technological skills to use the e-performance system. Intensive training efforts and continuous support are needed to improve employees' technological literacy and skills in using this system. H.Rustam Amir emphasized three main factors supporting e-performance: awareness of benefits, need for innovation, and adoption of new technology in the office.

Employee awareness of the benefits generated by e-performance is a key factor in supporting the implementation of this system. Employees who realize the benefits tend to be more open and proactive in adopting new technology. Awareness of the benefits of e-performance, such as increased efficiency and transparency, can motivate employees to actively participate in the implementation process. They are more likely to overcome challenges and adjust to changes.

Acceptance of the need for innovation is an important factor in supporting e-performance implementation. Employees who understand the importance of innovation in improving performance efficiency will be more open to the adoption of new technologies. The need for innovation drives employees' commitment to change. They are ready to change their way of working and adopt new technology to achieve organizational goals.

The availability of organizational commitment to adopt new technology is an important factor in supporting e-performance implementation. When management

shows commitment to the use of new technology, employees tend to be more encouraged to follow suit. Support and commitment from management in encouraging the use of new technology is key to the success of e-performance implementation. They have an important role in facilitating the socialization, training, and integration of new technologies into the work culture of the organization.

***Factors inhibiting the implementation of electronic performance systems (e-performance) based on disposition***

Disposition, or attitude and mental readiness, is an important factor in the implementation of the electronic performance system (e-performance) at the Trade and Industry Office of Gowa Regency. A positive attitude towards change and innovation facilitates the adoption of new technologies, such as e-performance, and increases the effectiveness and efficiency of employee performance management.

The main obstacle in the implementation of e-performance is the limited number of operators at the Regional Personnel Agency (BKD). At the beginning of the implementation, there was only one operator who had to manage many regions and SKPDs, causing excessive workload and slow response to employee needs. A proposal to increase the number of operators was successfully implemented, increasing the speed of response to employee issues and correcting errors in e-performance reporting.

Employees also face technical problems when using the e-performance application. Socialization and technical guidance from BKD are very helpful in overcoming these obstacles. The addition of operators simplifies the process of filling and updating data, and provides more responsive assistance.

Overall, a positive disposition towards change, commitment to continuous learning, and management support in providing the necessary resources and guidance are the keys to success in implementing e-performance at the Trade and Industry Agency of Gowa Regency.

***Factors supporting and inhibiting the implementation of electronic performance systems (e-performance) based on bureaucratic structure***

The results of the author's interview with the Head of the Trade Division (Amri Jaya, S.Sos, M.Adm.Pemb) regarding the supporting and inhibiting factors for the implementation of the electronic performance system (e-performance) based on the bureaucratic structure are described as follows:

"I think, it must be accompanied by regulations, whether it is a regent regulation when inputting e-performance, the impact is that there is some kind of control there is some kind of sanction, whether the sanction is written or the sanction is a cut in allowance or additional income because actually if we want to be honest, the employee must still follow the existing regulations accordingly, especially if the employee is still a young career for promotion, his career for promotion can be stalled, maybe complete but after BKN opens the e-performance link we are still zero, it can prevent promotion. How can an employee, for example, occupy an answer while his rank is not possible, well that is one of the factors so that the most possible there must be regulations that regulate it related to

sanctions and when it is smooth there may be a reward related to employees who are diligent in uploading e-performance reports (Interview with Mr. Amri Jaya, February 12, 2024)"

Based on the interview results, it can be understood that one of the main inhibiting factors is the lack of clear regulations regarding e-performance input. Without regent regulations or other regulations governing obligations and sanctions, employees may not feel encouraged to fill in e-performance in a timely and accurate manner. Without strict control and strict sanctions, employees may tend to be negligent in filling out e-performance. The existence of sanctions such as deduction of allowances or additional income can be an effective driver for employees to be more disciplined in filling out e-performance.

Employees need to be encouraged to comply through clear sanctions for those who do not fulfill the obligation to fill in e-performance and incentives for those who are diligent and on time. For example, sanctions in the form of benefit deductions for those who do not fill in e-performance and rewards for those who diligently fill in can increase compliance. The sanction and incentive system should also be linked to employees' career prospects. For example, poor e-performance filling can hinder promotion, while good filling can accelerate promotion. This will encourage employees to take e-performance more seriously.

Poor e-performance completion can hinder an employee's promotion. Without proper e-performance completion, the data needed for performance appraisal is not available, which can result in delays or denial of promotion by BKN. The organizational structure needs to support effective regulation and supervision. Having a dedicated unit or team responsible for monitoring and ensuring e-performance completion compliance can help mitigate these barriers.

Support and commitment from leaders is very important in ensuring the implementation of e-performance runs smoothly. Leaders must be active in supervising and providing examples to employees in filling out e-performance. Commitment from management to provide adequate training and socialization to employees is also important. Continuous socialization and practical training can help employees better understand the importance of e-performance and how to fill it in correctly.

The results of the author's interview with H.Rustam Amir, ST regarding the implementation of the electronic performance system (e-performance) related to inhibiting factors in the implementation of the electronic performance system (e-performance) based on the bureaucratic structure are described as follows:

"Lack of time allocated for learning, busy work, lack of support and encouragement from the office and an organizational culture that does not support learning and innovation are barriers. (Interview May 21, 2024)"

Based on the results of the interview, it can be understood that employees are often too busy with daily tasks, so they do not have enough time to learn and understand the e-performance system. Without adequate time allocation, employees find it difficult to attend training and socialization related to e-performance. In many cases, routine and urgent tasks are considered more important than e-

performance training which causes employees to delay or ignore learning this new system.

Without strong support from management, employees may not feel encouraged or motivated to learn e-performance. Management needs to actively encourage employees to attend training and provide the necessary support. An organizational culture that is not open to change and innovation can be a significant barrier. Employees who are used to old ways of working may be reluctant to adapt to new systems such as e-performance.

## CONCLUSION

The study concluded that employees' compliance with the e-performance system is high, supported by their understanding of the importance of the procedures and the benefits of the system. The use of fingerprint technology helps record attendance more accurately, reduces fraud, and provides financial incentives for employees to comply with rules and improve attendance. The implementation of e-performance systems, especially through platforms such as mySIMPEG, forces employees to adapt to new technologies, creating a more flexible and innovative work culture. In addition, the system also improves the efficiency of data management and decision-making by allowing quick and easy access for employees and related parties such as BKD. However, there are several inhibiting factors in the implementation of e-performance at the Office of Trade and Industry of Gowa Regency, including lack of understanding of technology, limited human resources, employee time allocation, access to technology, and limited training or socialization. To ensure long-term success, the Trade and Industry Office needs to conduct ongoing evaluations, listen to feedback from users, and make improvements or upgrades as needed. It is important to take a sustainable approach that involves all stakeholders in overcoming these barriers and harnessing their potential to improve the organization's overall performance and efficiency.

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