

Evaluation Of Performance Assessment Based On The Digital Asn Application At The Energy And Mineral Resources Agency Of Lampung Province

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Abstract

This study aims to evaluate the implementation of ASN performance assessments based on the Digital ASN Application at the Energy and Mineral Resources Office of Lampung Province, as well as to assess the understanding of ASN and the effectiveness of its application. The study uses an evaluative descriptive qualitative approach with data collection techniques through interviews, observations, and documentation. Data analysis is conducted using the CIPP evaluation model (Context, Input, Process, Product). The results of the study indicate that the Digital ASN Application has been implemented in accordance with regulations and is able to improve transparency and administrative efficiency in performance assessments. However, its use is still administrative in nature and not yet optimal as a strategic performance management tool due to limitations in training, variations in civil servants' capabilities, and the misalignment of performance indicators with organizational goals. This study concludes that optimizing the application requires strengthening civil servants' competencies, refining performance indicators, and leadership support to sustainably improve civil servants' performance.

Keywords: Digital ASN Application, ASN Performance Assessment, CIPP Evaluation, Bureaucratic Reform.

INTRODUCTION

The development of information and communication technology has driven the transformation of government governance towards a more efficient, transparent, and

89

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accountable digital bureaucracy. Bureaucratic digitalization has become a strategic part of the national bureaucratic reform agenda in order to improve the quality of public services and the performance of civil servants (ASN) (KemenPAN-RB, 2021). One form of implementing this transformation is the application of an electronic-based performance assessment system through the ASN Digital Application, developed by the Ministry of Administrative and Bureaucratic Reform in collaboration with the National Civil Service Agency. This system is designed to support the planning, implementation, reporting, and evaluation processes of ASN performance in an integrated and data-based manner.

The performance of civil servants is a fundamental factor in achieving the goals of public sector organizations. Armstrong & Baron (1998) emphasize that performance management is a strategic and integrated approach to improving organizational effectiveness through managing individual and group performance. In line with this, Government Regulation Number 30 of 2019 mandates that the assessment of civil servants' performance must be carried out objectively, measurably, accountably, participatively, and transparently. The implementation of a digital-based performance appraisal system is expected to reduce assessment subjectivity, improve administrative accuracy, and strengthen the accountability of civil servants' performance in supporting good governance.

However, the effectiveness of implementing an electronic-based performance appraisal system highly depends on the readiness of human resources, technological infrastructure, and user acceptance of the system. According to the Technology Acceptance Model (TAM) proposed by Davis (1989), the level of technology acceptance is influenced by perceived usefulness and perceived ease of use. If these two aspects are not fulfilled, the use of the digital system tends to be administrative and does not yet function optimally as a strategic performance management tool.

In Lampung Province, the Digital ASN Application has been implemented in various regional agencies, including the Energy and Mineral Resources Agency (ESDM). As a regional agency with strategic technical functions, the ESDM Agency is required to have civil servants who are professional, accountable, and results-oriented. However, the implementation of the Digital ASN Application within the Lampung Province ESDM Agency has not been fully optimal. There are still variations in the level of understanding and skills of civil servants, limitations in technical training, as well as a tendency to use the application for administrative purposes, which has not yet had a significant impact on improving performance quality in a substantive way.



Various previous studies have shown that electronic-based performance appraisal systems can improve administrative efficiency and evaluation transparency; however, their effectiveness is still influenced by human resource readiness and leadership support (Nurlaila, 2023; Pratama, 2022; Sari, 2022; Yuliani, 2020). Nonetheless, studies that comprehensively evaluate the implementation of the Digital ASN Application, taking into account policy context, resource inputs, implementation processes, and program outcomes at the regional device organization level, are still relatively limited, particularly at the Lampung Provincial Energy and Mineral Resources Office.

Based on these conditions, this study aims to evaluate the implementation of Civil Servants' performance assessment based on the Digital ASN Application at the Energy and Mineral Resources Office of Lampung Province using the CIPP (Context, Input, Process, Product) evaluation model developed by (Stufflebeam, 1971). This approach was chosen to obtain a comprehensive overview of the effectiveness, efficiency, and impact of the application's implementation on improving accountability and the performance of civil servants. The results of this study are expected to provide theoretical contributions to the development of digital-based performance management studies, as well as practical recommendations for optimizing the implementation of digital bureaucratic reform at the regional government level.

Objectives

This study aims to evaluate the implementation of civil servant (ASN) performance assessments based on the Digital ASN Application at the Lampung Province Energy and Mineral Resources Office using the CIPP evaluation model (Context, Input, Process, and Product). Specifically, this study aims to analyze the implementation of the performance assessment system through the Digital ASN Application, examine the level of understanding and skills of ASN in utilizing the application, and assess its effectiveness and efficiency in improving transparency, accountability, and administrative order in ASN performance assessments. In addition, this study also aims to identify supporting and inhibiting factors that affect the optimization of the Digital ASN Application in enhancing ASN performance within the Lampung Province Energy and Mineral Resources Office.

LITERATURE REIEW

Performance Management Theory

Performance management is a strategic and integrated approach that aims to improve organizational effectiveness through the continuous management of individual

91

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and group performance. Armstrong & Baron (1998) define performance management as a systematic process that connects organizational goals to individual performance through planning, monitoring, assessment, and performance development. This approach emphasizes that performance achievement is not only oriented to the end result, but also to processes, work behaviors, and employee competency development. In line with this view, Wibowo (2016) stated that performance management is a system designed to ensure that all employee activities are in line with organizational goals, so as to be able to increase productivity and performance quality in a sustainable manner. Research by Dunan & Arisma (2023) shows that employee performance is greatly influenced by managerial factors such as the provision of performance allowances and work discipline coaching.

Performance of civil servants (ASN)

The performance of civil servants (ASN) is the work results achieved by employees in terms of both quality and quantity in accordance with the duties, responsibilities, and authorities assigned. Mangkunegara (2013) states that performance reflects the level of achievement of employees' work results in carrying out their duties according to the standards set by the organization. In the public sector context, ASN performance is measured not only by productivity but also by aspects of accountability, transparency, and the quality of public services. In line with Government Regulation Number 30 of 2019, the assessment of ASN performance aims to ensure the objectivity of ASN development based on a work achievement and career development system. Thus, ASN performance becomes an important indicator in evaluating the success of government organizations in achieving development goals and bureaucratic reform.

Civil Servant Performance Assessment

Performance appraisal is a systematic process to evaluate the level of achievement of work results and employee work behavior over a certain period. Armstrong & Baron (1998) emphasize that performance appraisal is an integral part of performance management, functioning as a communication tool between supervisors and subordinates regarding targets, achievements, and performance development. In the public sector, the performance appraisal of civil servants plays a strategic role as it serves as the basis for decision-making related to coaching, rewards, competency development, and employee discipline. Government Regulation Number 30 of 2019 emphasizes that the performance appraisal of civil servants must be carried out objectively, measurably,

92



accountably, participatively, and transparently. Therefore, an effective performance appraisal system is highly needed to ensure the achievement of organizational goals and the enhancement of civil servants' professionalism.

Electronic-Based Performance Assessment

Electronic-based performance appraisal is an innovation in performance management that utilizes information technology to manage the planning, implementation, and evaluation of performance digitally. The application of electronic systems in performance appraisal can increase administrative efficiency, reduce subjectivity in assessments, and strengthen transparency and accountability. In the government context, electronic-based performance appraisal systems align with the e-Government policy as stipulated in Presidential Instruction Number 3 of 2003. The digitization of performance appraisal allows for integrated data storage, facilitates monitoring by leaders, and accelerates the continuous performance evaluation process of civil servants.

Digital ASN Application

The ASN Digital Application is an integrated platform developed to support digital transformation in ASN management, including in performance appraisal processes. This application is used as a tool for setting performance targets, reporting performance achievements, as well as assessing and validating performance electronically. The implementation of the ASN Digital Application is expected to enhance transparency, efficiency, and accountability in ASN performance evaluation (KemenPAN-RB, 2021). However, the effectiveness of using this application highly depends on human resource readiness, technology infrastructure support, and leadership commitment in promoting consistent use of the system. Without such support, the application tends to be used merely as an administrative tool and does not function optimally as a strategic performance management instrument.

CIPP Evaluation Model (Context, Input, Process, Product)

The CIPP evaluation model developed by Stufflebeam (1971) is a program evaluation framework that assesses the effectiveness of a policy or program comprehensively through four main dimensions: context, input, process, and product. Context evaluation focuses on the needs, goals, and background of the policy; input evaluation assesses the readiness of resources and implementation strategies; process



evaluation examines program implementation and encountered challenges; while product evaluation assesses the outcomes and impacts of program implementation.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), proposed by Davis (1989), explains that user acceptance of a technological system is influenced by two main factors: perceived usefulness and perceived ease of use. This model emphasizes that technology will be used optimally if users believe that the system is beneficial for their performance and easy to operate. In the context of implementing the Digital ASN Application, TAM serves as a theoretical basis for understanding the variation in ASN's acceptance of the electronic performance appraisal system. If ASN does not perceive direct benefits or encounters technical difficulties in using the application, the utilization of the system is likely to be suboptimal.

DISCUSSION

The research results indicate that the implementation of ASN performance appraisal based on the Digital ASN Application at the Department of Energy and Mineral Resources of Lampung Province has been carried out in accordance with national policies governing civil servant performance management, particularly Government Regulation Number 30 of 2019. From a contextual aspect, the presence of the Digital ASN Application is relevant to the organization's needs in enhancing transparency, accountability, and efficiency in ASN performance appraisal. This aligns with the view of Armstrong & Baron (1998), who emphasize the importance of an integrated performance management system that is aligned with organizational goals.

Nevertheless, research findings also indicate that although the policies and objectives of the application are appropriate, implementation at the operational level still faces several limitations. In terms of input, the readiness of human resources is a significant determining factor. Variations in the level of understanding and skills of civil servants in using the application show that the digital system is not yet fully supported by adequate user capacity. This condition reinforces the Technology Acceptance Model (Davis, 1989), which states that technology acceptance is greatly influenced by perceived usefulness and ease of use. When civil servants do not fully understand the strategic benefits of the application or still encounter technical issues, the use of the system tends to be administrative and not yet optimal.



In terms of process, the study found that the Digital ASN Application has helped organize the administration of performance assessments and facilitated reporting and performance monitoring processes. However, its implementation has not been fully consistent across all work units. This indicates that the digitalization of the performance appraisal system does not automatically change work behavior and civil servant performance management patterns. This finding aligns with Moeheriono (2012), who stated that the performance appraisal system not only functions as a measurement tool but also as a development instrument that requires leadership commitment and a supportive organizational culture.

From a product aspect, the implementation of the ASN Digital Application has a positive impact on improving administrative order and the transparency of performance evaluations. However, its impact on substantively improving ASN performance quality is still relatively limited. This indicates that the success of an electronic-based performance assessment system is not only measured by the availability of the application but also by the extent to which the system is able to drive improvements in individual and organizational performance. This finding aligns with previous research stating that the effectiveness of an electronic performance assessment system heavily depends on human resource readiness, leadership support, and the utilization of evaluation results as a basis for performance development.

Overall, the research findings confirm that the CIPP evaluation model is effective for comprehensively evaluating the implementation of the Digital ASN Application. This model can reveal the gaps between policy and implementation practices, as well as identify factors that influence the success of the digital-based performance assessment system. Therefore, optimizing the implementation of the Digital ASN Application requires strengthening the capacity of ASN, increasing socialization and technical training, as well as leadership commitment in making the performance assessment system a strategic management instrument, not merely an administrative obligation.

CONCLUSION

This study concludes that the implementation of civil servant (ASN) performance evaluation based on the Digital ASN Application at the Energy and Mineral Resources Office of Lampung Province has generally aligned with national ASN performance management policies and supports the principles of transparency and accountability in performance assessment. Based on the CIPP evaluation model, the context aspect shows that the policy on implementing the Digital ASN Application is relevant to



organizational needs, while the input aspect indicates that human resource readiness and technical support still need to be improved so that the use of the application can function optimally.

In terms of process, the ASN Digital Application has proven to help organize administration and facilitate reporting and performance monitoring of ASN, although its implementation has not been fully consistent across all work units. Meanwhile, in terms of product, the application has a positive impact on administrative order and transparency in performance evaluation, but it has not yet significantly affected the substantive improvement of ASN performance quality. Thus, this study affirms that the success of a digital-based performance appraisal system is not only determined by the availability of technology, but also by user readiness, leadership commitment, and the utilization of evaluation results as a basis for coaching and developing ASN performance.

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