

The Difference Of Employee Performance After “E-Kinerja” Implementation At Puncu Kediri Community Health Center

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ABSTRACT

The development of information technology brings changes in all aspects including human resource management. One of the changes in human resource management in early 2017 was the implementation of "E-kinerja" system in the reporting of employee performance at Puncu Kediri community health center, one of the areas in Kediri district. "E-kinerja" is an internet-based application that requires employees to report their daily activities and automatically connects with the government Kediri district so that employee performance monitoring and assessment can be carried out. This study aims to determine whether there are significant differences in the performance of Puncu Kediri community health center employees after the implementation of "E-kinerja", whether the new system is increasingly spurring employees to improve their performance or even lower and may not make a difference. The approach used is quantitative with comparative techniques. Data was collected by distributing questionnaires about performance indicators consist of the quantity of work, quality of work, time, attendance and ability in teamwork that given to 30 employees. The results obtained from the significance value of the paired sample t-test is smaller than 0.05 which indicates a significant difference in employee performance after implementation of "E-kinerja". The implementation of "E-kinerja" have a good impact and increase employee performance.

Keywords: *E-kinerja, Employee Performance, Human Resource Management.*

JEL Codes: J24

INTRODUCTION

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Human resources have an important role in the organization, both government and private organizations. Human resources as the life of an organization so that the life of an organization depends on the performance of human resources. Human resources that carry out processes in the organization. The achievement of organizational goals can only be achieved through the performance of human resources. This is why many studies in human resource management focus on the study of human resource performance. The average results of these studies indicate the relationship between human resource performance and organizational performance. The better performance of human resources in the organization will make the better performance and achievement of the goals in the organization. Performance is the result obtained by an organization both profit-oriented and non-profit oriented over a period of time (Fahmi, 2016) in quality and quantity (Bintoro and Daryanto, 2017).

This research also discusses the performance of human resources, those human resources are employees at the community health center or known as "Puskesmas". The employees play an important role in the function of health facilities that reach all levels of society. "Puskesmas" has a noble goal as the nearest health service center for all people. To realize these goals, it is necessary to have the role of employees who not only work for their own benefit but are more committed to serving the community. In other words, it requires high employee performance in terms of affection and good service quality for the community. To find out employee performance, it is not enough to see only the quantity of the work, but the quality. Performance appraisal is needed as a process to evaluate the success of employees in carrying out their duties according to the responsibilities given and as a key factor for the development of an organization or company because by assessing employee performance it can also be known the internal conditions of the company (Bangun, 2012).

In Kediri district there are approximately 37 community health centers, one of which is the Puncu "Puskesmas". This community health center is responsible for handling health problems in eight villages in Puncu sub-district where its area around the foot of Kelud mountain. Together with other sub-districts in Kediri district "Puskesmas" Puncu has implemented "E-kinerja" based reporting system, an integrated internet-based reporting system that is directly connected to district servers in each sub-district located in Kediri district. The "E-kinerja" system was tested in 2016 and implemented in 2017. This system is an online performance reporting innovation that is important for employee performance appraisal. The existence of "E-kinerja" system is expected to improve the previous assessment of Employee Performance Goals (SKP). Manual SKP is carried out by an offline recording of the daily report, not integrated, and is difficult to monitor directly by superiors (requires a long process). After "E-kinerja" implementation, the daily report can be filled in real time, anywhere and anytime, integrated with the attendance system and other systems as a basis for calculating performance benefit. It's also useful for direct supervisors who can monitor employee work quickly and provide an assessment of work performance with more accurate, measurable, and objective (Hamzah, 2016). The performance that must be reported on the "E-kinerja" also includes overall employee performance targets, daily reports, additional tasks, and the task of creativity.

The "E-kinerja" system is one of the innovations in human resource management along with the development of information technology. The implementation requires the ability of employees to use computers and the internet. The expectation for the implementation of this system is a more comprehensive, real-time and no manipulation of performance appraisal, and also provide integrated and accurate examination so that compensation in the form of performance benefits can be fair and objective. The implementation of the "E-kinerja", may bring changes in employee performance. Employees may be more motivated to improve their performance because of the accuracy and objectivity of a more guaranteed assessment. However, the application of "E-kinerja" might also reduce employee performance due to a lack of mastery in computer and internet technology. It could also be the application of "E-kinerja" does not bring changes to the performance of employees because they continue to walk in the same work routine as before the implementation of "E-kinerja". Against this background, researchers are interested in knowing whether there are significant differences in employee performance before and after the implementation of "E-kinerja". By knowing this, it is hoped that this research can be useful for evaluating the implementation of "E-kinerja" and taking steps to handle if it turns out that the implementation of "E-kinerja" actually decreases employee performance.

LITERATURE REVIEW

Employee Performance

11 Employee performance is the result of work achieved by an employee in quality and quantity in carrying out its functions in accordance with the responsibilities given to him (Bintoro and Daryanto, 2017). Performance is something that is individual because each employee has a different level of ability in carrying out their duties. Good performance is shown if the employee's work is more or equal to the specified performance standards. To find out the performance of each employee, a performance appraisal needs to be done. Assessing performance means evaluating the implementation of employee work associated with the performance standards set for the employee's work (Dessler, 2015). The results of the performance appraisal can indicate whether the employee has fulfilled the demands in the standards that the organization wants both in terms of quality and quantity.

Indicators for measuring employee performance (Bangun, 2012) are:

1. Quantity of jobs

The Quantity of individual or group work as a requirement for job standards. Every job has different requirements so that the employee must meet these requirements with the appropriate knowledge, skills, and abilities.

2. Quality of work

The quality of work, in this case, is based on employee perceptions of the quality work which they produced, or the perfection of the task towards the skills and abilities of employees. Employees have good performance if they can produce works according to the quality requirements demanded in the work.

3. Timeliness

Timeliness is the level of time needed by employees in their activities to produce certain outputs. In this indicator, employees are required to be able to complete the work on time according to the standards set without putting aside the accuracy and perfection of the tasks produced in accordance with the specified quality.

4. Attendance

The presence of employees is very important in the execution of work. With the presence of an assessment, it can be known the employee's participation, who employees often absence and employees who are discipline in attendance. This is useful for top management decision making when there are problems within the company, especially in the field of human resources.

5. Ability to cooperate

For certain types of work requires the completion of two or more employees, thus requiring collaboration between employees. Employee performance can be assessed from the ability to work among employees.

"E-kinerja"

One of the online application that used for performance assessment is "E-kinerja". This application is expected to be one of the supporting instruments for leaders in making decisions regarding the process of monitoring the performance of employees, units and work units. The menu provided in the "E-kinerja" application includes employee performance targets, additional tasks, creativity assignments, daily reports, and work performance assessment results. The legal basis used in "E-kinerja" according to the technical guidelines for the implementation of the "E-kinerja" of Kediri district are as follows:

1. Government Regulation Number 58 of 2005 concerning Regional Financial Management
2. Government Regulation Number 46 of 2011 concerning Civil Servants Work Performance Assessment
3. Minister of Home Affairs Regulation Number 13 of 2006 concerning Guidelines for Regional Financial Management
4. Minister of Home Affairs Regulation No. 12 of 2008 concerning Guidelines for Position Analysis in the Ministry of Home Affairs and Local Governments
5. Minister of Home Affairs Regulation No. 35 of 2012 concerning Position Analysis in the Ministry of Interior and Regional Government

The expected objectives of "E-kinerja" implementation are the improvement of employees quality in each government instance, especially those directly in contact with public services such as the Puncu community health center. Overall, the purpose of implementing "E-kinerja" are:

1. Improve the performance and competence of organizations and employees
2. Become one of the instruments in the regulation and improvement of organizations
3. Become a measuring tool for the work performance of the organization and apparatus
4. Improve the welfare of the apparatus by referring to the principle of justice (the equal job for equal pay)
5. Increase employee work motivation
6. Improve employee work discipline
7. Encourage the creation of healthy competition among employees
8. Grow higher creativity and innovation
9. Record the daily work of employees in accordance with their position and workload

Preliminary Research

Preliminary research has been carried out by researchers with the title "the differences of OCB before and after "E-kinerja" implementation in Puncu Kediri community health center" which showed results after the implementation of "E-kinerja" there are differences in Organizational Citizenship Behavior (OCB) of employees (Panggayuhan and Meilina, 2018). This shows that the existence of "E-kinerja" encourages changes in employee behavior to help each other among employee, tolerance, cooperation, following the development of the organization, attendance, compliance, and timeliness. Based on these results, researchers are interested in further investigating

whether the implementation of "E-kinerja" in addition to bringing changes to OCB also brings changes to employee performance because OCB is one of extra role behavior that shows employee performance exceeds the established standards (Darto, 2014).

In addition to the research, one of the previous studies which also underlies this research is a research entitled "The Effect of Performance Assessment on Job Satisfaction and Job Performance Study on Employees of PT. Telekomunikasi Indonesia, Tbk Malang)" which shows the results that performance appraisal has a significant effect on achievement and employee work satisfaction (Januari, Utami and Ruhana, 2015). One indicator of performance appraisal is the assessment method, this shows that the method used in performance appraisal can affect the performance of the employee being assessed. Based on these results, researchers are interested in whether the method of assessing work online through "E-kinerja" has an impact on changes in employee performance.

RESEARCH METHOD

This research was conducted at the Puncu community health center in Kediri district from March to July 2018. The approach used was quantitative with comparative techniques using different test analysis tools paired sample t-test because of testing with the same respondents but experiencing two different treatments. The population studied was all employees at the Puncu community health center in Kediri district who experienced performance reporting periods both before and after "E-kinerja" implementation that total 30 respondents. Because the amount is below 100, all of the population is sampled. Data was taken by distributing a closed questionnaire containing statements about employee performance indicators before and after the implementation of "E-kinerja" in the 30 respondents. The questionnaire grid is as shown in table 1:

Table 1.
The Questionnaire Grid

No	Variable	Indicator	Total of question item
1.	Employee performance	a. Quantity of work	3
		b. Quality of work	6
		c. Timeliness	3
		d. Attendance	4
		e. Ability in TeamWork	4
		Total Item	20

The data collected then recapitulated and tested for normality to ensure the distribution of data normally distributed. Data with normal distribution can be continued with hypothesis testing with paired sample t-test. If there is data that is not normally distributed, then test the hypothesis with Wilcoxon test. The results of testing these hypotheses as to the basis for make conclusions whether or not there are differences in performance after the application of "E-kinerja".

28 result And Discussion

Descriptive Statistics of Employee Performance Based on Quantity of work

Measuring the quantity of work means the ability of employees to complete their tasks calculated from the unit or the amount of output produced. The following is a descriptive statistics table from the quantity of work indicators:

Table 2.
Descriptive Statistics The Difference In The Quantity Of Work Produced

	N	Minimum	Maximum	Mean	Std. Deviation
Jmlh_Pkrjaan_sblm	30	6	12	9.27	1.929
Jmlh_Pkrjaan_ssdh	30	9	12	11.00	.788
Valid N (listwise)	30				

The results of table 2 show that from the 30 respondents, the average performance of employees based on the indicator quantity of work they produce, before the implementation of "E-kinerja" is 9.27 with a standard deviation of 1.929 and the quantity of work after the implementation of "E-kinerja" is 11, 00 with a standard deviation of 0.788. This means that there is an increase in the average performance of employees after the implementation of "E-kinerja" that measured by the quantity of work produced. This difference is due to the easy reporting of daily performance reports where employees can directly input activities carried out every day in real time. The possibility of unrecorded daily activities is smaller than manual reporting.

Descriptive Statistics of Employee Performance Based on Quality of work

Measurement with the quality of work is an assessment of employee performance based on perfection and good or bad work results obtained. The following is a descriptive statistics table of work quality indicators:

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Table 3.

Descriptive Statistics The Difference In The Quality Of Work Produced

	N	Minimum	Maximum	Mean	Std. Deviation
Kualtas_Pkrjaan_sbml	30	12	24	18.93	3.741
Kualtas_Pkrjaan_ssdl	30	19	26	22.53	1.795
Valid N (listwise)	30				

The results of table 3 show that the average employee performance is measured by the quality of the work they completed before the implementation of "E-kinerja" is 18.93 with a standard deviation of 3.741 and the average quality of work after the implementation of "E-kinerja" is 22.53 with a standard deviation of 1,795. This means that there is an increase in average performance after the implementation of "E-kinerja" based on the quality of the work produced. This increase was driven by the performance benefits provided if the quality of employee performance exceeded the standard. This performance benefit allowance policy as compensation for the implementation of "E-kinerja". So, the enactment of "E-kinerja" encourages employees to improve the quality of their performance may be due to motivated performance benefits.

Descriptive Statistics of Employee Performance Based on Timeliness

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Timeliness is the level of time needed by employees in completing their tasks. Timeliness can affect performance appraisal. If employees often concessions the time that the company has targeted to complete the task, then the employee's performance can be said to be less good. The following are the results of descriptive statistical analysis describing data from timeliness indicators:

Table 4.

Descriptive Statistics The Difference In The Timeliness Work Produced

	N	Minimum	Maximum	Mean	Std. Deviation
Ktepatan_Wkt_sbml	30	6	12	9.33	1.422
Ktepatan_Wkt_ssdl	30	9	13	11.00	.788
Valid N (listwise)	30				

The results of table 4 show that the average employee performance which measured by the timeliness of work completion before the implementation of "E-kinerja" is 9.33 with a standard deviation of 1.422 and the average timeliness after the implementation of "E-kinerja" is 11.00 with standard deviation 0.788. This means that there is an increase in average performance after the implementation of "E-kinerja" based on the timeliness of completion of the work. This increase is due to the "E-kinerja" reporting system must be done in real time, does not allow manipulation, and direct supervision from superiors so that discipline of time is needed.

Descriptive Statistics of Employee Performance Based on Attendance

The presence of employees is very important in assessing performance. With attendance assessment, employees can be evaluated as good participatory and less participatory. The following are the results of descriptive statistical analysis describing data from attendance indicators:

Table 5.
Descriptive statistics The Difference in the employee attendance

	N	Minimum	Maximum	Mean	Std. Deviation
Kehadiran_sblm	30	8	15	10.63	2.173
Kehadiran_ssdh	30	12	17	14.43	1.073
Valid N (listwise)	30				

The results of table 5 show that the average employee performance that measured by the attendance before the implementation of "E-kinerja" is 10.63 with a standard deviation of 2.173 and the average attendance after the implementation of "E-kinerja" is 14.43 with a standard deviation of 1.073. This means that there is an increase in average performance after the implementation of "E-kinerja" based on employee attendance. This increase is because in the reporting system "E-kinerja". Attendance are playing an important role in the assessment. With "E-kinerja" attendance cannot be manipulated and must be in accordance with the daily activity report. This encourages employees to be increasingly disciplined in attendance.

Descriptive Statistics of Employee Performance Based on Ability in Teamwork

Some tasks require employees to coordinate and cooperate in their implementation so that employee performance can also be assessed from their ability to collaborate with another employee. The following are the results of the descriptive statistical analysis that illustrates the data from the indicator of the ability of collaboration:

Table 6.
Descriptive Statistics The Difference In The Ability In Teamwork

	N	Minimum	Maximum	Mean	Std. Deviation
Kmmpuan_Krjsm_sblm	30	8	16	12.00	2.101
Kmmpuan_Krjsm_ssdh	30	13	17	15.10	1.029
Valid N (listwise)	30				

The results of table 6 show that the average employee performance that measured from the ability in teamwork before the implementation of "E-kinerja" is 12.00 with a standard deviation of 2.101 and the average ability in teamwork after the implementation of "E-kinerja" is 15.10 with a standard deviation 1.029. This means that there is an increase in average performance after the implementation of "E-kinerja" based on the ability in teamwork. The implementation of "E-kinerja" is new and difficult for some employees who don't know much about computer and internet technology. To be able to carry out this program properly, employees need help and exchange information. This encourages an increase in the ability of employee teamwork.

Normality Test

The normality test aims to find out whether the distribution of data is normal or not. The test criteria are if the significance value is greater than 0.05, the data is normally distributed and if the significance value is less than 0.05, the data is not normally distributed. Here are the results of the normality test:

Table 7.
Normality Test Kolmogorov-Smirnov

Indikator	Sig.		Taraf Sig.	Kesimpulan
	Sebelum	Sesudah		
Quantity of Works	0,001	0,23	0,05	Not Normal
Quality of Works	0,054	0,171	0,05	Normal
Timeliness	0,001	0,009	0,05	Not Normal
Attendance	0,126	0,228	0,05	Normal
Ability in teamwork	0,076	0,065	0,05	Normal

The results of the normality test determine the testing of hypotheses which must then be carried out. For normally distributed data, hypothesis testing is done by paired sample t-test, while the data for abnormal distribution is carried out by Wilcoxon test.

Hypotheses

17 The hypothesis in this study is :

H0: there is no significant difference in employee performance before and after the implementation of "E-kinerja"

Ha: there are significant differences in employee performance before and after the implementation of "E-kinerja".

23 Criteria used in decision making for paired sample t-test if Sig. (2-tailed) < 0.05 22 then Ha is accepted and it's mean that there is a difference, otherwise if Sig. (2-tailed) > 0.05 then Ho is accepted which means there is no difference. Whereas for 21 Wilcoxon test if Asymp. Sig. (2-tailed) < 0.05 then Ha is accepted means there is a difference and if Asymp. Sig. (2-tailed) > 0.05 then Ho is accepted means there is no difference (Tohari, 2015). The hypothesis test results for each indicator are as follows:

Table 8.
The Result Of Wilcoxon Test For Indicator Quantity Of Work

Jmlh_Pkrjaan_ssdh - Jmlh_Pkrjaan_sbml	
Z	-3.963 ^a
Asymp. Sig. (2-tailed)	.000
a. Based on negative ranks.	
b. Wilcoxon Signed Ranks Test	

32 The results of the normality test for the quantity of works are not normally distributed so that the hypothesis test uses Wilcoxon test. Table 8 shows 35 significance of Wilcoxon test results of the quantity of works 0,000 smaller than 0.05 so that Ha is accepted which means that there are significant differences in employee performance after the implementation of "E-kinerja" in terms of quantity of works indicators. This shows that there is a difference in the quantity of works produced by Puncu community health center employee in Kediri District after the implementation of "E-kinerja".

Table 9.
The Result Of Paired T-Test For Indicator Quality Of Work

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Kualitas_Pkrjaan_sbml - Kualitas_Pkrjaan_ssdh	-3.600	4.239	.774	-5.183	-2.017	-4.651	29	.000

The results of the normality test for the quality of work are normally distributed so that it tests hypotheses using a paired sample t-test. Table 9 shows the significance value of work quality 0,000 smaller than 0.05 so that H_a is accepted which means that there is a significant difference in employee performance after the implementation of "E-kinerja" in terms of the quality indicators of work. This shows that the quality of work produced by Puncu community health center employee in Kediri District after the implementation of "E-kinerja" is different from before.

Table 10.
The Result Of Wilcoxon Test For Indicator Timeliness

	Ktepatan_Wkt_ssdh	-
	Ktepatan_Wkt_sbmlm	
7 Z		-4.192 ^a
Asymp. Sig. (2-tailed)		.000
a. Based on negative ranks.		
b. Wilcoxon Signed Ranks Test		

The results of the normality test for Timeliness are not normally distributed so that it tests hypotheses using the Wilcoxon test. Table 10 shows the significance value of timeliness of 0,000 smaller than 0.05 so that H_a is accepted which means that there are significant differences in employee performance after the implementation of "E-kinerja" in terms of timeliness indicators. This shows that the timeliness of employees in completing work at the Puncu community health center in Kediri after the implementation of "E-kinerja" is different from before.

Table 11.
Result Of Paired T-Test For Attendance Indicator

		Paired Differences						t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference					
					Lower	Upper				
Pair 1	Kehadiran_sbmlm - Kehadiran_ssdh	-3.800	2.552	.466	-4.753	-2.847	-8.157	29	.000	

The results of the normality test for attendance are normally distributed so that the hypothesis test uses a paired sample t-test. Table 11 shows the attendance significance value of 0,000 smaller than 0.05 so that H_a is accepted which means that there is a significant difference in employee performance after the implementation of "E-kinerja" in terms of attendance indicators. This shows that the attendance of Puncu community health center employee in Kediri District after the implementation of "E-kinerja" was different from before.

Table 12.
Result Of Paired T-Test For Ability In Teamwork Indicator

	Paired Differences					t	df	Sig. (2-tailed)
	13 Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 Kmmpuan_Krjsm_sblm - Kmmpuan_Krjsm_ssdh	-3.100	2.339	.427	-3.974	-2.226	-7.258	29	.000

The results of the normality test for the ability in teamwork are normally distributed so that it tests hypotheses using a paired sample t-t⁶. Table 12 shows the significance value of cooperation ability 0,000 is less than 0.05 so that H_0 is accepted, which means that there are significant differences in employee performance after the implementation of "E-kinerja" in terms of indicators of ability in teamwork. This shows that the ability in teamwork of Puncu community health center employee in Kediri District after the implementation of "E-kinerja" is different from before.

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CONCLUSION AND IMPLICATIONS

The conclusion that can be drawn from this study is that there are significant differences² the performance of Puncu community health center employee in Kediri in terms of the number of jobs, quality of work, timeliness, attendance, and ability in teamwork after the implementation of "E-kinerja". Based on descriptive statistical results, all performance indicators show an average increase compared to before the implementation of "E-kinerja". This shows that the implementation of "E-kinerja"² is a positive impact and encourages employees to improve their performance.

The results³³ of this study reinforce previous research that shows a significant change in OCB employees after the implementation of "E-kinerja". The implementation of "E-kinerja" at the Puncu community health center in Kediri district not only improves OCB but also the overall performance of employees. This study also supports the January research, et al (2015) where performance appraisal methods can affect employee performance.

This research is only limited to Puncu community health centers, while in Kediri District "E-kinerja" has been applied equally in all government instance. Therefore, further research is suggested in other instance that implementation "E-kinerja" so that it can strengthen the results of this study. In addition, because research related to "E-kinerja" is not much, research related to "E-kinerja" is expected to be useful for similar research references including the theme of E-government.

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