

## INTISARI

Electronic Human Resources Management (E-HRM) banyak diterapkan oleh sektor swasta di negara maju. Beberapa studi sebelumnya tentang E-HRM sektor publik di negara maju memiliki prospek yang menjanjikan untuk peningkatan layanan personalia. Namun, untuk negara berkembang masih diperlukan penelitian lebih lanjut. Berdasarkan hal tersebut, penelitian ini bertujuan untuk mengevaluasi pelaksanaan dari E-HRM di sektor publik negara berkembang. Peneliti memfokuskan pada pelaksanaan E-HRM di Kota Surabaya. Proses evaluasi menggunakan teori Cole dan Preston yang meliputi indikator masukan kebijakan, proses kebijakan, dan indikator keluaran kebijakan. Peneliti menggunakan kriteria dari Reply untuk melihat indikator ini. Metode penelitian yang digunakan adalah metode kualitatif deskriptif dengan teknik pengumpulan data observasi, wawancara, dan dokumentasi. Penelitian ini memiliki lokus Pemerintah Kota Surabaya, khususnya pada Dinas Kepegawaian dan Diklat, Dinas Pendidikan, Dinas Pekerjaan Umum, dan Dinas Perumahan Rakyat Kota Surabaya.

Hasil penelitian Evaluasi E-HRM Pemerintah Kota Surabaya dinilai cukup berhasil dalam melaksanakan program. Namun sangat disayangkan program E-HRM Kota Surabaya tidak memasukkan kegiatan E-HRM transformasional seperti pola karir. Hal ini didasarkan pada: pertama, sumber daya yang cukup, baik pengembang, maupun instrumen pengembangan program. Kedua, perencanaan dan realisasi dirasa belum memadai, karena belum mencakup seluruh kegiatan E-HRM. Ketiga, kemudahan dan kecepatan akses membuat layanan kepegawaian lebih mudah dan cepat. Namun perlu adanya peningkatan salah satu layanan kepegawaian yaitu “cuti” pada program E-HRM dan mengembangkan fitur untuk kegiatan transformasional. Selain itu, beberapa faktor yang dapat diidentifikasi dalam keberhasilan pelaksanaan E-HRM yaitu dukungan antar organisasi, budaya organisasi, dan faktor teknologi pada program.

Kata Kunci: Kepegawaian, Layanan, Program, Sumber Daya Manusia

## **ABSTRACT**

Electronic Human Resources Management (E-HRM) is held by the private sector in developed countries. Several previous studies of public sector E-HRM in developed countries have promising prospects for the improvement of personnel services. However, for developing countries, further research is still needed. Based on this, this study is aimed at evaluating the implementation of E-HRM in the public sector in developing countries. The researcher focuses on the implementation of E-HRM in the Surabaya City. The evaluation process uses the theory of Cole and Preston which includes policy input indicators, policy process, and policy output indicators. Researchers use the criteria from Reply to see this indicator. The research method used is descriptive qualitative method with data collection techniques of observation, interviews, and documentation. The research has the locus of the Surabaya City government, especially in the Civil Service and Training Agency, the Education Office, the Public Works Office, and the Surabaya City Public Housing Service.

The results of the research on the Surabaya City Government E-HRM Evaluation were considered quite successful in implementing the program. However, it is quite unfortunate that the Surabaya City E-HRM program does not include transformational E-HRM activities such as career patterns. This is based on: first, sufficient resources, both developers, and program development instruments. Second, planning and realization are deemed inadequate, because they do not cover all E-HRM activities. Third, the ease and speed of access make staffing services easier and faster. However, it is necessary to improve one staffing service, namely "leave" in the E-HRM program and develop features for transformational activities. Furthermore, several factors can be identified in the successful implementation of E-HRM, namely inter-organizational support, organizational culture, and technological factors in the program.

**Keywords:** Staffing, Services, Programs, Human Resources