

IMPLEMENTATION OF THE E-VISUM APPLICATION ON THE DISCIPLINE OF FAMILY PLANNING EXTENSION EMPLOYEES IN DP2KBP3A, SUBANG REGENCY

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Abstract

Digital transformation in bureaucracy is an essential step toward achieving efficient and accountable public governance. One form of this initiative is the implementation of the e-Visum application at the Office of Population Control, Family Planning, Women Empowerment, and Child Protection (DP2KBP3A) of Subang Regency, which serves as a digital tool for monitoring attendance and performance of family planning field officers. This study aims to analyze how the e-Visum system influences employee discipline and to identify the supporting and inhibiting factors in its implementation. This research employs a qualitative approach with a case study method, collecting data through in-depth interviews, field observations, and document analysis. Data were analyzed interactively using the Miles and Huberman model, including data reduction, data display, and conclusion drawing. The findings reveal that the e-Visum application positively impacts employee discipline by improving punctuality, reporting accountability, and work responsibility. Nevertheless, technical challenges such as limited internet access and varying digital literacy levels remain obstacles. The study recommends enhancing human resource capacity and strengthening technological infrastructure to ensure the system's effective and sustainable implementation.

Keywords: Bureaucratic Digitalization, E-Visum, Employee Discipline, Local Government, Policy Implementation.

A. INTRODUCTION

Digital transformation in governance is part of the bureaucratic reform agenda, which aims to achieve efficient, transparent, and accountable governance. Digitalization plays a strategic role in improving administrative effectiveness, expanding the reach of public services, and encouraging public participation through the use of digital platforms (Thoriqi Triarto, 2025). The Indonesian government emphasized this policy direction through Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which serves as the primary foundation for central and regional agencies in developing digital systems to support the performance of state officials. The use of information technology in the bureaucracy is expected to accelerate administrative processes, reduce overlapping data, and improve the quality of public services to the public (Anggraeni & Rahmawati, 2024).

However, the implementation of digital transformation at the regional level has not always been optimal. One obstacle faced is limited digital literacy among officials, particularly field staff, which is a hindering factor in optimizing the implementation of digital-based services (Purwanto, 2024). This can lead to irregular activity reporting, weak

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oversight systems, and delays in data delivery, which can impact the accuracy of performance evaluations. To address this, the National Population and Family Planning Agency (BKKBN) developed the e-Visum application, an electronic-based innovation designed to facilitate the online reporting, verification, and monitoring of family planning (PKB) extension activities (Maulidatur Rohmah & Eriyanto, 2020).

The implementation of the e-Visum application has a strong legal basis through Regulation of the Head of the National Population and Family Planning Board (BKKBN) Number 22 of 2017 concerning the provision of performance allowances for family planning instructors, which was later refined by Regulation of the Republic of Indonesia BKKBN Number 5 of 2019 concerning the implementation of performance allowances for employees within the BKKBN. As a follow-up, the BKKBN Field Line Development Directorate in 2017 published a Technical Guide for Using the e-Visum Application for Family Planning and Family Planning Extension Workers as the official guideline and Standard Operational Procedure (SOP) for implementing this policy (BKKBN, 2020). Implementing this policy are the Provincial BKKBN Representatives through the Inter-Field Line Relations (Hubalila) division, which is responsible for field personnel, including family planning instructors. At the district level, implementation involves Regional Apparatus Organizations (OPDs) that manage population and family planning programs, with roles in monitoring, disseminating information, validating, and approving field instructor activities. The urgency of this research lies in the importance of ensuring that the implementation of the e-Visum application truly improves the discipline of family planning extension workers, the spearhead of government programs in the field of population and family planning. This application serves not only as a reporting tool but also as a multi-level monitoring system connecting the Central BKKBN, the Provincial BKKBN, the Regency/City Family Planning Organizations (OPD KB), and extension workers in the field. Through this system, activities can be monitored in real time and transparently, while the resulting data serves as the basis for objective performance evaluation. At the regional level, the e-Visum application is being implemented by the Population Control, Family Planning, Women's Empowerment, and Child Protection Office (DP2KBP3A), the agency responsible for family planning extension workers. This step demonstrates the local government's commitment to strengthening employee discipline and improving digital-based reporting and performance supervision governance.

Several previous studies have discussed the implementation and effectiveness of the e-Visum application as a digital instrument for measuring the performance of family planning extension workers within the BKKBN (Serang et al., 2023). Raharjo & Salomo (2019) examined the implementation of the e-Visum (e-Visum) performance measurement policy in Banten Province and found that although the system was operating well, its implementation was not yet optimal due to obstacles such as data manipulation and limited technical staff at both the central and regional levels. Rasidi's (2023) research, which focused on the effectiveness of e-Visum in Cilongok District, Banyumas Regency, showed that the application was deemed relevant and reliable in assessing extension worker performance, but still needed improvements in terms of ease of use and technical support. Furthermore, M Rohmah & Eriyanto (2020) also emphasized that implementing a mobile application for employee performance reporting can improve reporting efficiency and transparency, although its success is highly dependent on system integration and the consistency of implementation in the field. Based on these findings, research on the implementation of e-Visum at the regional level, particularly in Subang Regency, is important to determine the extent to which this digitalization policy can be implemented effectively in a bureaucratic context with different characteristics and resources.

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This study aims to analyze the implementation of the e-Visum application within the DP2KBP3A (Regional Office of Family Planning Extension Workers) in Subang Regency, identify supporting and inhibiting factors, and assess the extent to which the system's implementation has improved the discipline of family planning extension workers. In terms of novelty, this study emphasizes e-Visum's function as an instrument for monitoring employee discipline, rather than solely as an administrative reporting tool. While most previous research addresses bureaucratic digitization from a public service perspective, this study highlights how digital innovation can strengthen internal oversight mechanisms and control the performance of regional-level officials. Therefore, the results of this study are expected to provide empirical contributions to the development of technology-based public management literature and serve as evaluation material for local governments in optimizing personnel digitization policies.

Based on this description, the primary focus of this research is how the implementation of the e-Visum application can improve the discipline of family planning extension workers in Subang Regency. The research questions raised cover three main aspects, namely how the process of implementing the e-Visum application in the DP2KBP3A environment of Subang Regency, what factors support and hinder its implementation, and to what extent the application of the application influences the discipline and performance of family planning extension workers.

B. LITERATURE REVIEW

This research is based on several theories and concepts that support the analysis of the implementation of the e-Visum application on the discipline of family planning extension workers at the Subang Regency DP2KBP3A.

Public Policy Implementation

The theory of public policy implementation proposed by George C. Edwards III (1980) highlights four main factors influencing the success of policy implementation: communication, resources, implementer disposition, and bureaucratic structure (Edwards, 1980). Communication relates to the extent to which the policy is clearly understood by implementers in the field. Resources include human capacity, facilities, and the budget available to implement the policy. Disposition concerns the implementer's attitude and commitment to the policy, while bureaucratic structure relates to the organizational mechanisms that support the implementation process. These four aspects form the basis for analyzing the extent to which the e-Visum implementation policy at the Subang DP2KBP3A is running according to its objectives, particularly in monitoring performance and fostering employee discipline.

Diffusion of Innovation

The concept of innovation diffusion, developed by Everett M. Rogers (2003), explains the process of spreading innovation within a social system. Rogers believes that the successful adoption of an innovation is influenced by the characteristics of the innovation itself, the communication channels used, the adoption period, and the social conditions of the recipients. Factors such as relative benefits, ease of use, and the innovation's suitability to organizational needs also determine the level of user acceptance of new technology (Rogers, 2003). In the implementation of e-Visum, this theory is relevant to explaining how extension workers accept and adapt to new digital systems, as well as how organizational support influences the success of its adoption.

E-Visum Application

The e-Visum application is an online system developed by the National Population and Family Planning Agency (BKKBN) as a tool for monitoring and reporting the performance of

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family planning instructors. This system functions to record attendance, monitor field activities, and report work results in real time between the central BKBN, provincial representatives, and regional apparatuses at the district or city level. The legal basis for its implementation is stipulated in BKBN Head Regulation Number 22 of 2017 concerning the Provision of Employee Performance Allowances, which was later updated through BKBN Regulation Number 5 of 2019. Furthermore, the Technical Guidelines for Using the e-Visum Application for Family Planning and Family Planning Extension Workers serve as a reference for implementation in the field. This application is expected to create a more efficient, transparent, and accountable reporting system to support employee performance monitoring (BKBN, 2017).

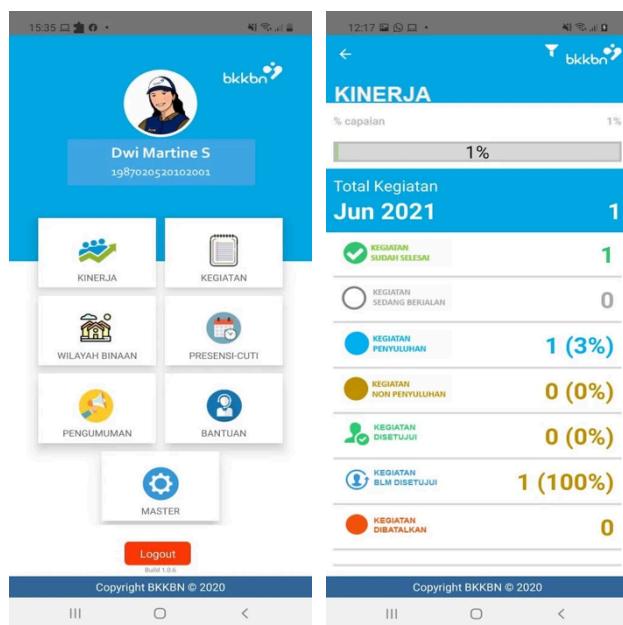


Figure 2. Display of the e-Visum Application

Source: Processed by Researchers, 2025

Employee Discipline

Discipline is one of the main indicators of professionalism and responsibility of civil servants at work. Hasibuan (2019) defines discipline as an individual's willingness to comply with all applicable work regulations and norms. Meanwhile, Siagian (2018) emphasizes that discipline reflects an employee's awareness and commitment to carrying out their duties in accordance with organizational regulations. In public organizations, discipline is not only related to attendance and punctuality, but also includes adherence to standard operating procedures, quality of work results, and moral responsibility for public service (Fadzillah et al., 2025). Therefore, digital-based supervision such as e-Visum can be an effective instrument in fostering a culture of discipline and increasing employee accountability.

C. RESEARCH METHODOLOGY

This research employed a qualitative method with a descriptive approach. The goal was to deeply understand how the implementation of the e-Visum application impacted the discipline of family planning extension workers at the DP2KBP3A (Regional Office of Family Planning and Family Planning) in Subang Regency. This approach was chosen to

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allow the researcher to describe the phenomenon of the personnel digitalization policy factually and contextually in the field (Waruwu, 2023).

The data used included primary and secondary data. Primary data were obtained through in-depth interviews with structural officials, application operators, and family planning extension workers (Saebani, 2024). Secondary data were obtained through official documents, activity reports, e-Visum implementation guidelines, and related literature. Data collection techniques included interviews, observation, and documentation studies to ensure the accuracy and completeness of the information.

Data analysis was conducted interactively following the model of Miles and Huberman (2014), which includes three main stages: data reduction, data presentation, and conclusion drawing and verification. These three stages were repeated until representative results were obtained. Data validity was maintained through triangulation of sources and methods, as well as member checks with key informants to ensure interpretations align with actual conditions (Miles, Huberman, & Saldana, 2014).

The research was conducted at the DP2KBP3A Subang Regency, located at Jl. Veteran No. 1, Sukamelang Village, Subang District, West Java, during the period October–November 2025. This location was chosen because it is the direct implementer of the digitalization policy through the e-Visum application at the regional level.

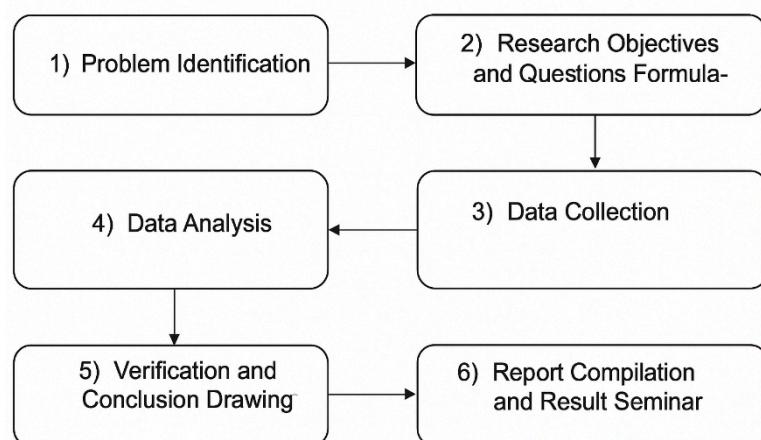


Figure 2. Research Flow
Source: Processed by Researchers, 2025

D. RESULT AND DISCUSSION

Implementation of the e-Visum Application in DP2KBP3A Subang Regency



Figure 3. Interview with Family Planning Counselor
Source: Processed by Researchers, 2025

Based on interviews and field observations, the e-Visum application has been implemented at the Subang Regency Population Control, Family Planning, Women's Empowerment, and Child Protection Office (DP2KBP3A) since 2017 as part of an effort to modernize the attendance and reporting system for family planning extension workers. This application utilizes an online system with a geo-tagging feature that allows employees to record attendance from their field work locations. Each daily report is uploaded through the application and verified by their direct supervisor, resulting in faster and more accurate administrative processes.

Most extension workers stated that e-Visum simplifies the reporting process, eliminating the need to submit physical documents or visit the office for attendance. Attendance and activity data can be monitored in real time, which has implications for increased transparency and accountability. However, challenges remain, such as weak internet connections in some work areas, limited digital devices, and differences in technical skills among human resources, which impact the application's smooth use.

Field findings also indicate changes in work behavior following the implementation of e-Visum. Employees are more punctual in reporting, more careful in documenting activities, and more consistent in fulfilling administrative obligations. Supervisory oversight is facilitated because all activity data is digitally stored and can be accessed for evaluation purposes. Thus, e-Visum serves as an internal control tool that strengthens employee discipline and accountability.

Implementation Analysis Based on Theoretical Perspective

The research results can be explained through George C. Edwards III's policy implementation theory, which emphasizes four key elements: communication, resources, disposition, and bureaucratic structure. The findings indicate that communication at the DP2KBP3A has been implemented through socialization and training on application use, although technical understanding still needs to be improved to minimize gaps among employees. Resources include the availability of adequate equipment and networks, but these are not evenly distributed across all extension workers' work areas.

In terms of disposition, employees demonstrated a positive attitude toward the use of e-Visum, as they perceived the application as helpful in their work and upholding fairness in the attendance system. Meanwhile, the digitally integrated bureaucratic structure allows for more effective inter-sectoral coordination and strengthens oversight mechanisms for activity reporting.

These findings also align with Everett M. Rogers' Diffusion of Innovation theory, which explains that the success of an innovation is determined by its relative benefits, suitability to needs, and ease of use. E-Visum was well-received due to its perceived efficiency and practicality, although obstacles still arise due to limited technological adaptation and infrastructure conditions in certain areas. Linked to the concept of employee discipline, the implementation of e-Visum fosters a new work culture that emphasizes punctuality, accountability for reports, and consistency in task execution. Each extension worker is required to demonstrate evidence of field activities, thus ensuring more measurable and accountable work behavior. This digitalization effort also strengthens the integrity and professionalism of civil servants and demonstrates a transformation toward a data-driven oversight system that is more transparent and adaptable to developments in information technology.

E. CONCLUSION

Summarize: The research results show that the implementation of the e-Visum application at the DP2KBP3A of Subang Regency has had a significant impact on improving the discipline of family planning extension workers. This system has been quite effective, streamlining attendance, activity reporting, and performance monitoring in a digital and integrated manner.

Field findings indicate that the successful implementation of e-Visum is supported by leadership commitment, internal policy support, and positive employee attitudes toward the use of new technology. However, technical constraints such as limited internet access and limited digital skills among some employees continue to pose challenges to implementation in the field.

Substantially, e-Visum serves more than just an administrative tool. This system serves as a disciplinary oversight instrument that strengthens transparency, accountability, and accountability of officials in carrying out their duties. These research findings confirm that bureaucratic digitization, if implemented consistently, can be an effective means of building a disciplined, efficient, and adaptive work culture within local government.

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