

The Role of E-Performance in Improving Employee Performance Through Motivation

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Abstract : This research aims to analyze the role of e-performance in improving employee performance through motivation at the Inspectorate of Central Java Province. This research is a type of quantitative research method with field observation and questionnaire. The population in this study is 141 employees. In determining the sample using the census sampling method. Out of a total of 141 employees, only 113 employees were used as respondents in this research. The data collection technique is carried out by distributing questionnaires that have been tested for validity and reliability, questionnaires distributed online through Google form and physical questionnaires distributed directly to respondents. The data analysis method used consisted of descriptive analysis, evaluation of the outer model, evaluation of the inner model, and evaluation of indirect effects (mediation). The data analysis tool in this study uses SmartPLS 3.0 software. The results of this study indicate that e-performance has a positive effect on employee performance, competence does not have a positive effect on employee performance, motivation has a positive effect on employee performance, e-performance has a positive effect on motivation, competence has a positive effect on motivation, e-performance has a positive effect on employee performance through motivation, and competence has a positive effect on employee performance through motivation.

Keywords: e-performance, competence, motivation, employee performance, and smartpls 3.0

1. INTRODUCTION

Human Resource Management means managing and operating human resource according to vision and mission of the institution or organizations, so that goals can be optimally achieved. Government Regulation Number 46 of 2011 concerning Work Performance Assessment of Civil Servants article 1 paragraph 2 states that Civil Servant Work Performance Assessment is a systematic assessment process carried out by appraisal officials on employee work targets and civil servant work behavior. Employee performance is a measure of the quality of human resources in an organization, employees play a significant role in accomplishing organizational goals (Kadarningsih, A. *et al.*, 2020). Employee performance is the work achieved by these employees in carrying out the duties assigned to them. Employee performance in government organizations is required to be effective and efficient so that the organization can develop in the future. These demands must be supported by management that can encourage better employee performance. According to Nugraha (2020) good employee performance can increase the effectiveness of government organizations in public services.

In (Law Number 5 of 2014) the dimensions and indicators for measuring the performance of State Civil Apparatus in this research are: Work Targets include quantity, quality, cost, and competent.

According to the Circular Letter of the Education and Training Personnel Agency (BKPP). Number B/5496/800 1 5/X1/2023 Semarang City Government will implement e-performance for the managing of Semarang City ASN Performance and must be used by all ASN employees within the Semarang City Government. E-performance is an electronic performance appraisal system is an electronic application in the form of a website that is used to conduct performance appraisals to assess employee performance in each Regional Work Unit with the aim that the implementation of work can run effectively, efficiently, transparently and accountably (Putra & Frinaldi, 2023). Web based applications or performance monitoring systems are one form of e-government implementation. E-government is also described as an organizational management system and work process framework within the government, designed to optimizing the use of information and communication technology for providing public services to citizens (Aleisa, 2024).

Apparatus performance not just influenced by e-performance but also competence can influence employee performance. Competence is a crucial characteristic of anyone who has a direct impact on or can forecast exceptional achievement. Competence refers to someone who possesses the necessary training, skills, education, knowledge, ability, and work experience to do a job (Haliah & Nirwana, 2019). According to research conducted by Yulianto & Harsoyo (2023) the competence of the State Civil Apparatus (ASN) has an important role in improving the quality of public services. ASN competence includes knowledge, skills and behavioral attitudes that can be measured, observed and developed in the implementation of their position duties. The existence of employees with qualified competence, strong morale, and motivation to meet performance expectations is the most crucial success component in organizations (Astuti et al., 2023).

However, there are still e-performance and competence variables that influence performance. There is a gap in the results of previous researchers, namely according to the research conducted by Waliulu M *et al.* (2020) as well as Pancasasti (2023) and Rahmat (2020) it was stated that the implementation of e-performance had no impact on employee performance and competence. The existence of a research gap emphasizes this research to add the intervening variable is motivation. According to Jenizar, H *et al.* (2021) Motivation is the driving force behind many processes in human behavior that help people to achieve

goals. That is, motivation plays a significant part in determining the effectiveness of employee performance since without motivation, work will not be completed completely and appropriately. Results research from Azuwan et al. (2023) and Dewi, F., et al. (2021) it was stated that motivation has a positive and significantly effect on the performance of government officials. Due to the existence of a research gap or different results from previous research, this research therefore adopts “The Role of E-Performance in Improving Employee Performance Through Motivation”. This study was conducted at the Inspectorate of Central Java Province.

Regulations of the Governor of Central Java Number 25 of 2022 about the Organization and Work Procedures of the Inspectorate of Central Java Province Article 2 the Inspectorate is a supervisory element of the Regional Government administrators led by the Inspector and carrying out its duties is responsible to the Governor through the Regional Secretary. The Inspectorate of Central Java Province plays an important role in improvement government efficiency and accountability. According to Central Java Province Regional Regulation Number 7 of 2008, to carry out its main tasks the Inspectorate of Central Java Province has the following functions: (a) planning of supervision programs; (b) policy formulation and facilitation of supervision in development, government, and society; (c) inspection, investigation, testing, and assessment of supervisory duties; (d) evaluation and reporting; (e) implementation of the Inspectorate secretariat; (f) other tasks assigned by the Governor.

According to the institution for the State Civil Service, to facilitate interpretation of the achievement of targets and target performance indicators, an ordinal measurement scale is used as follows: 1. 91-100 (Very Good), 2. 76-90 (Good), 3. 61-75 (Enough), 4. 51-56 (Poor). The performance of Central Java Provincial Inspectorate employees is reflected in the assessment of Employee Performance Targets (SKP) on e-performance as follows:

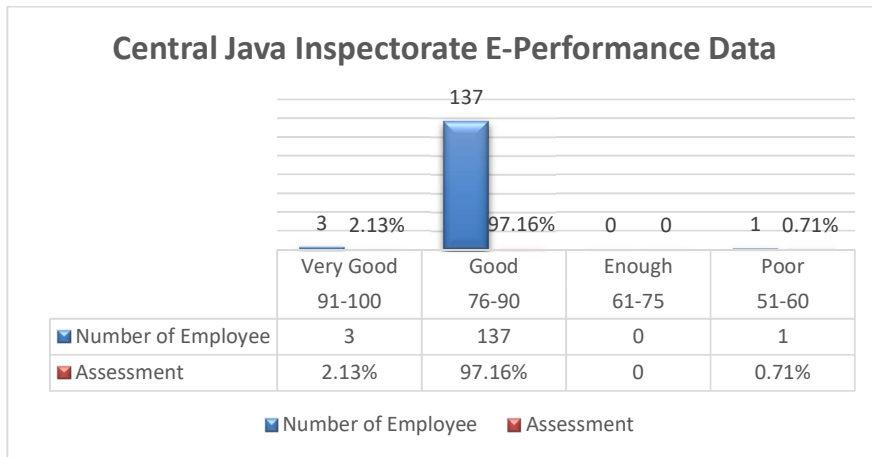


Figure 1. E-Performance Data Inspectorate of Central Java Province for the 2023 Period

Source: Inspectorate of Central Java Province Data (2023)

The table shows that there are 3 employees with SKP ratings of 91-100 (very good) with a percentage of 2.13%, while the rest are in the range of 76-90 (good) with percentage 97.16% and the range of 51-60 (poor) with percentage 0.71%. These results indicate that employee performance is not yet optimal so that there needs to be improvement from each field to improve employee performance. From the 2023 e-performance data, institution are trying to improve employee performance through e-performance. Targeted initiatives are critical to improving employee performance, enabling more employees to reach the “very good” category, or score in the 91-100 range on their performance targets. Based on the Renstra data human resources need to improve competencies use of Information Technology (IT). Supervision activities have not yet focused on the 3E results (economical, effective, efficient) because the audit program has not been developed, risk registers, and audit maps that are sufficient to support the 3E assessment. According to Renstra data in 2018-2023, the handling of cases or public complaints and the role of APIP (Government Internal Apparatus) in carrying out the role of Advisory Services has not been optimal, because the increasing number of public complaints but not yet proportional to the available resources.

According to the State Civil Service Institution Letter Number 11 of 2023 concerning the Use and Utilization of the State Civil Service Institution’s E-Performance Application, the Semarang City Government will implement e-performance for managing ASN Performance in the Semarang City Environment. The Semarang City Government’s efforts to improve employee performance by conducting performance assessments through the

implementation of an integrated e-performance assessment system with employee competence within the Central Java Province Inspectorate is a phenomenon that must be observed in its development. In the age of pure digital and the use of information and communication technology, there is no question that government organizations have begun to deliver online-based services to the public in order to be more efficient and transparent, and to realize the implementation of e-government systems (Astuti et al., 2023). According to existing problems the purpose in this study is to analyze the role of e-performance in improve employee performance through motivation at the Inspectorate of Central Java Province.

2. HYPOTHESIS DEVELOPMENT

One of the important factors in creating a superior institution is potential and productive human resources. Institution that has reliable human resources will have an impact on high employee performance. Based on description, this research focuses on examining The Role Of E-Performance in Improving Employee Performance at Inspectorate Central Java Province. In this study, e-performance and competence are the independent variables, employee performance is the dependent variable, and motivation is the intervening variable.

1. Relationship between E-Performance and Employee Performance

The E-Performance system is a platform that contains a description of employee tasks in accordance with the position and work schedule set by the institution. According to Fatmawati, L. N., & Nurwani (2023) e-performance indicators consist of relevance, sensitivity, reliability, acceptability, and practicality. According to a study conducted by Sari *et al.* (2022), Niswaty R. *et al.* (2023), Kurniasih *et al.* (2020) and Masriful, *et al.* (2024), the implementation of e-performance has a significantly impact on employee performance. Based on the argumentation and previous research studies, the researcher developed the first hypothesis:

H_1 : E-Performance has a positive effect on employee performance at the Inspectorate of Central Java Province.

2. Relationship between Competence and Employee Performance

Competence is characterized by the ability to perform a task, responsibility, or role effectively. It combines knowledge, skills, personal values and attitudes. According to Wasiman (2021) competence indicators consist of knowledge, skills, and experience. According to research from Taki, *et al.* (2023), Winarti E, *et al.* (2023), and Br Bancin, *et al.* (2023) the finding of this study prove that employee competence has a significantly effect on

employee performance. According to the argumentation and previous research studies, the researcher developed the second hypothesis:

H_2 : Competence has a positive effect on employee performance at the Inspectorate of Central Java Province.

3. Relationship between Motivation and Employee Performance

According to Syam (2023) motivation is driving force that is able to create a high level of perseverance and enthusiasm in carrying out activities, both from within oneself (intrinsic) and from external factors (extrinsic). According to Mulyawan, B. (2023) the motivation indicators for civil servants are divided into attraction to public policy making, commitment to public interest and civic duty, compassion, and self-sacrifice. According to research from Azuwan *et al.*, (2023) and Dewi, F., *et al.* (2021) it was states that motivation has a significantly effect on performance of government officials. Based on the argumentation and previous research studies, the researcher developed the third hypothesis:

H_3 : Motivation has a positive effect on employee performance at the Inspectorate of Central Java Province.

4. Relationship between E-Performance and Motivation

According to Prananda, T. (2022) it was stated that e-performance has a significantly influence on motivation. And according to Yohanis T *et al.* (2023) which states e-performance has a positive and significant effect on employee motivation. This result indicates that the implementation of e-performance can motivate and encourage employees to perform their tasks and duties effectively. Based on the argumentation and previous research studies, the researcher developed the fourth hypothesis:

H_4 : E-Performance has a positive effect on motivation at the Inspectorate of Central Java Province.

5. Relationship between Competence and Motivation

According to Huda, S & Abdullah, R (2022) and Lianasari, M & Ahmadi, S (2022) it was stated that competence has a positively and significant effect on employee work motivation. That means when organization pays close attention to employee competence, employee motivation will increase. Based on the argumentation and previous research studies, the researcher developed the fifth hypothesis:

H_5 : Competence has a positive effect on motivation at the Inspectorate of Central Java Province.

6. The relationship between E-Performance on Employee Performance with Motivation as mediation

According to Prananda T (2022) states that there is a significantly positive influence between e-performance variable on employee performance through work motivation. That means the better e-performance, the higher the performance employees through motivation. Improving e-performance systems can therefore be a strategic approach to boosting overall employee effectiveness. In other words, better e-performance leads to higher employee performance by increasing their motivation. Based on the argumentation and previous research studies, the researcher developed the sixth hypothesis:

H_6 : E-Performance has an effect on employee performance at the Inspectorate of Central Java Province through motivation.

7. The relationship between Competence on Employee Performance with Motivation as mediation

According to Prananda T (2022), there is a positive and significant influence of competence on employee performance through motivation. That means that employees who have high competence tend to be more motivated, and this motivation then contributes to increasing their performance. Based on the argumentation and previous research studies, the researcher developed the seventh hypothesis:

H_7 : Competence has an effect on employee performance at the Inspectorate of Central Java Province through motivation.

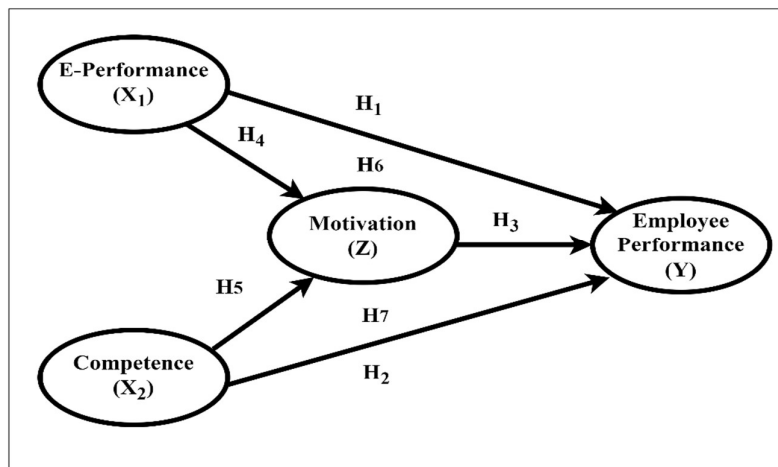


Figure 2. Research Model

3. RESEARCH METHOD

This research was conducted at the Inspectorate of Central Java Province. The method used in this study is quantitative research method with primary data by field observation and questionnaire. According to (Sugiyono, 2016:308) primary data is data collected directly from the source. The distribution of the instrument is a questionnaire with a Likert scale with seven alternative answers. In this research, the author collected data in two ways, namely by distributing questionnaires online via Google Form and physical questionnaires which were distributed directly to respondents. The population in this study were all employees of the Inspectorate of Central Java Province, totaling 141 employees. In determining the sample using the census sampling. Out of a total of 141 employees, only 113 questionnaires were returned to the researcher. The measurement of the E-Performance variable instrument uses research from Lia, N. F, *et al.*, (2020) with 6 items and indicators consist of relevance, sensitivity, reliability, acceptability, and practicality, Competence variable instrument using research from Wasiman (2021) with 6 items and indicators consist of knowledge, skills, and experience, motivation variable using research from Mulyawan, B (2023) with 8 items and indicators consist of attraction to public policy making, commitment to public interest and civic duty, compassion, and self-sacrifice, and employee performance variable using Law Number 5 of 2014 about the dimensions and indicators for measuring the performance of State Civil Apparatus with 8 items and indicators consist of work targets include quantity, quality, cost, and competent. The instrument was tested validity testing with outer loading and AVE (Average Variance Extracted) and test significant with t-statistic and Composite Reliability measurements. The data that has been collected and sorted out is then processed using SmartPLS 3.0 software. The purpose of this study is to determine the role of e-performance in improving employee performance through motivation.

4. RESULTS AND DISCUSSION

In the following section, the information obtained from respondents will be explained which contains descriptive data to describe their situation or condition. This data is important to add relevant additional information to the research results.

Table 1. Characteristics of Respondents

Characteristics of Respondents	Frequency	Percentage
Work Position		
Auditor	49	43%
PPUPD (Supervisor of the Implementation of Regional Government Affairs)	24	21%
Executive Position	40	36%
Gender		
Male	52	46%
Female	61	54%
Age		
21-25 Years	1	1%
26-30 Years	20	18%
31-35 Years	23	20%
36-40 Years	17	15%
> 41 Years	52	46%
Education		
High School	4	3%
Diploma	1	1%
Bachelor	73	65%
Postgraduate	35	31%
Years of Service		
2-5 Years	10	9%
6-10 Years	42	37%
>11 Years	61	54%

Source: Processed data

Based on the data above, the majority of respondents were female, totaling 61 people or 54%. Most respondents hold the position of auditor, with 49 people or 43%. The most common age group is over 41 years, comprising 52 people or 46%. In terms of education, the majority have a Bachelor's degree, totaling 73 people or 65%. Regarding work experience, most respondents have worked for more than 11 years, totaling 61 people or 54%. Which means that the education level of the employees is considered good. The high number of females can be attributed to strong gender equality policies within the institution, which encourage female's participation in the workforce. Additionally, a work environment that offers flexibility and a balance between work and personal life attracts more female. The large number of auditors reflects the institution's primary focus on audit activities. Most employees in the institution are auditors responsible for examining and ensuring compliance with regulations, policies, and procedures. The significant number of respondents aged over 41 indicates that the institution has an effective employee retention program. Older employees

typically possess valuable experience and skills, prompting the institution to retain them for long periods. The majority of respondents holding Bachelor’s degrees indicates that the institution values higher education and may require this level of education as a minimum qualification for some positions. A Bachelor’s degree provides essential knowledge and skills for various jobs, so the institution prioritizes employees with this educational background to ensure they have the necessary competencies for the job demands.

Convergent Test

Convergent testing involves two key factors that need to be considered. One of these factors is the outer loading value. Outer loading indicates the extent to which each indicator or question used in the measurement instrument can measure the construct variable being tested. (Duryadi. M 2021). Below are the findings of the outer loading in this study.

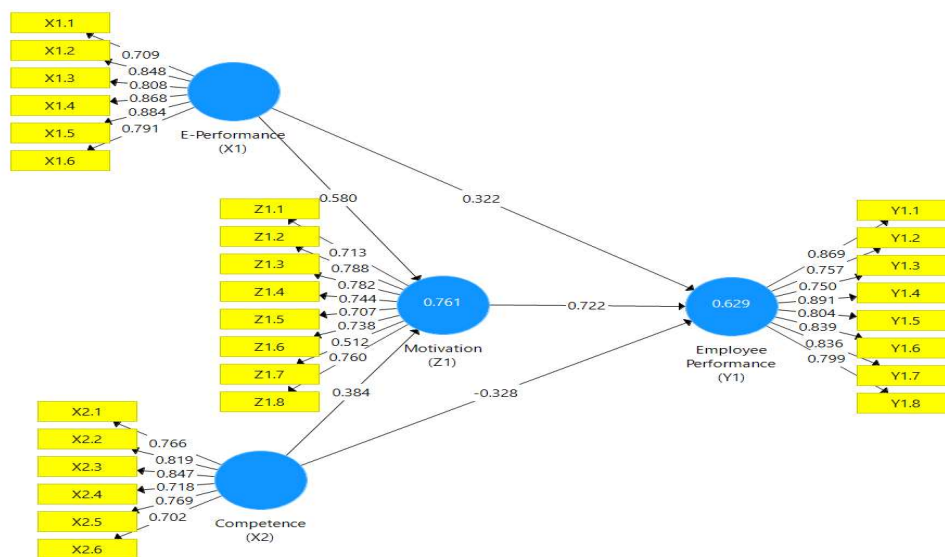


Figure 3. Loading Factor Outer Model

From Figure 3. shows that the indicator in the motivation variable (Z1.7 with indicator self-sacrifice) has a loading factor value of less than 0.7 or 0.512 so that this indicator will be removed at the next stage. After removing indicators are invalid, the final model is obtained as in Figure 4.

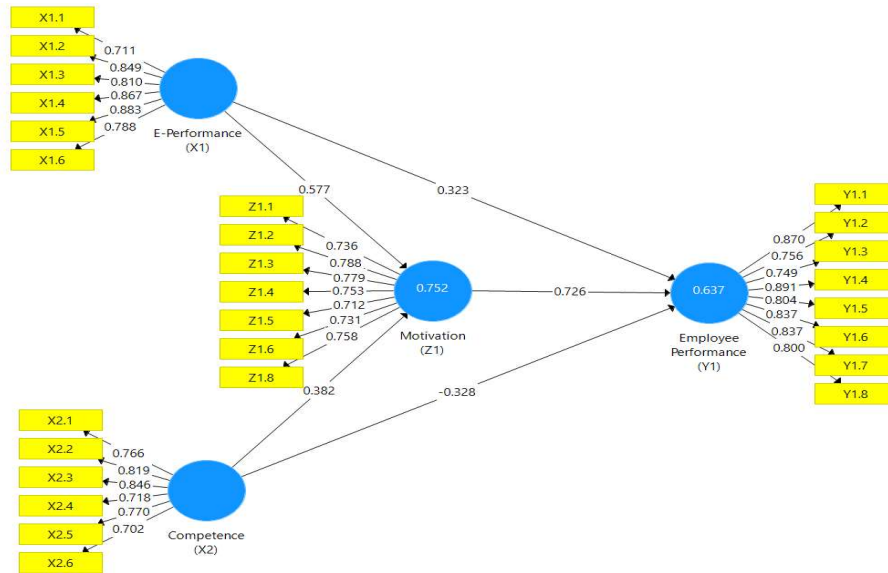


Figure 4. Final Loading Factor Outer Model

From Figure 4. of the updated output above, the outer loading for each indicator is above 0.70. Therefore, all indicators are valid, and no value shows below 0.70.

Table 2. Convergent Validity Loading Factor

Variable	E-Performance (X1)	Competence (X2)	Employee Performance (Y1)	Motivation (Z1)
X1.1	0.711			
X1.2	0.849			
X1.3	0.810			
X1.4	0.867			
X1.5	0.883			
X1.6	0.788			
X2.1		0.766		
X2.2		0.819		
X2.3		0.846		
X2.4		0.718		
X2.5		0.770		
X2.6		0.702		
Y1.1			0.870	
Y1.2			0.756	
Y1.3			0.749	
Y1.4			0.891	
Y1.5			0.804	
Y1.6			0.837	
Y1.7			0.837	
Y1.8			0.800	
Z1.1				0.736
Z1.2				0.788

Variable	E-Performance (X1)	Competence (X2)	Employee Performance (Y1)	Motivation (Z1)
Z1.3				0.779
Z1.4				0.753
Z1.5				0.712
Z1.6				0.731
Z1.8				0.758

Source: Processed data, SmartPLS 3.0

From the results of the outer loading data above, it shows that the variables in this research can be said to be valid. This is because the loading factor value of each indicator is greater than 0.7. The next stage is the average variance extracted (AVE) test to further strengthen the results of convergent validity with the criteria if the AVE value is > 0.5.

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
E-Performance (X1)	0.672
Competence (X2)	0.596
Employee Performance (Y1)	0.671
Motivation (Z1)	0.565

Source: Processed data, SmartPLS 3.0

Based on the average variance extracted (AVE) test, all variables are declared valid because they have a value greater than 0.5. A high AVE value can increase the strength of the research model, because it indicates that the variables used have a strong contribution in describing the construct being measured.

Reliability Test

The reliability test in this research uses composite reliability. Composite reliability is used to measure the reliability of an indicator. Through this value, we can measure the true reliability of a construct being developed. The expected standard for the composite reliability value is a minimum of 0.7 in accordance with the guidelines provided.

Table 4. Composite Reliability

Variable	Composite Reliability
E-Performance (X1)	0.925
Competence (X2)	0.898
Employee Performance (Y1)	0.942
Motivation (Z1)	0.901

Source: Processed data, SmartPLS 3.0

Reliability tests can be measured from composite reliability and Cronbach's alpha. A variable is said to be reliable if the composite reliability and Cronbach's alpha values are

>0.7. The table above shows that the variables have composite reliability and Cronbach's alpha values of more than 0.7, meaning the values for each instrument are reliable.

R-Square Analysis of Variance

Table 5. R-Square and R-Square Adjusted

	R-Square	R-Square Adjusted
Employee Performance (Y1)	0.637	0.627
Motivation (Z1)	0.752	0.747

Source: Processed data, SmartPLS 3.0

The data processing results in the table above indicate that the motivation variable has an R-square value of 0.752. This means 75.2% of the motivation variable can be explained by the constructs of e-performance and competence. In contrast, the employee performance variable has an R-square value of 0.637, indicating that 63.7% of the employee performance variable can be explained by e-performance, competence, and motivation constructs. The Adjusted R-Square value for the motivation variable is 0.747, or 74.7%, and for the employee performance variable, it is 0.627, or 62.7%. Therefore, it can be inferred that the outcomes of the structural model test (inner model) for both the motivation and employee performance variables align with the criteria for a "strong" model category.

Hypothesis Testing

This test uses the bootstrapping method with the decision to accept or reject the hypothesis based on the significance value (P-Value) and T statistics.

Table 6. Significant T-Statistic and P-Value Tests

Influence	Original Sample	T Statistics	P Values	Conclusion
E-Performance (X1) → Employee Performance (Y1)	0.323	1.664	0.044	Accepted
Competence (X2) → Employee Performance (Y1)	-0.328	1.511	0.069	Rejected
Motivation (Z1) → Employee Performance (Y1)	0.726	3.162	0.001	Accepted
E-Performance (X1) → Motivation (Z1)	0.577	3.738	0.000	Accepted
Competence (X2) → Motivation (Z1)	0.382	2.412	0.011	Accepted

E-Performance (X1) → Motivation (Z1) → Employee Performance (Y1)	0.419	2.588	0.005	Accepted
Competence (X2) → Motivation (Z1) → Employee Performance (Y1)	0.277	2.188	0.015	Accepted

Source: Processed data, SmartPLS 3.0

The results of the path coefficients test in the table above can be interpreted by looking at the original sample values to determine the relationship between variables. The significance level of the influence between variables can be assessed by looking at the T Statistics and P-Value. According to the test results in the table, out of 7 hypothesis, 1 hypothesis is rejected. The following outlines the results of hypothesis testing for each construct, namely as follows:

1. The Effect of E-Performance on Employee Performance

The effect of E-Performance (X1) on Employee Performance (Y1) is evidenced by a T-statistic of 1.664 with a P-Value of 0.044. Since the P-Value value is less than 5% ($0.000 < 0.05$), it can be concluded that the E-Performance variable has a positive effect on Employee Performance. These findings results are consistent with research by Sari *et al.* (2022), Niswaty R. *et al.* (2023), Kurniasih *et al.* 2020) and Masriful, *et al.* (2024), who stated that the implementation of e-performance has a positively and significantly impact on employee performance. This implies that better implementation of e-performance in an institution, leads to improved electronic recording of work achievements, targets and work realization. Moreover, employee attendance, quantity, and quality of work results can be accounted for due to concrete electronic records. So, hypothesis 1 (H_1) is accepted.

2. The Effect of Competence on Employee Performance

The effect of Competence (X2) on Employee Performance (Y1) is indicates a T-statistic of 1.511 with a P-Value of 0.069. Since the P-Value is greater than 5% ($0.000 > 0.05$), it can be concluded that the Competence variable does not have positive effect on Employee Performance. This study is consistent with the research conducted by Rahmat (2020) competence does not effect on employee performance. Competence cannot improve employee performance, meaning that even if employees have good competence, it does not have a significant influence or only has a small effect on the improvement of employee performance. The influence caused by the competence variable depends on the performance needs of its employees. Therefore, if an institution only requires low-frequency performance without special skills, then the competence required is also not significantly influential for that field of work. So, it can be concluded that hypothesis 2 (H_2) is rejected.

3. The Effect of Motivation on Employee Performance

The effect of Motivation (Z1) on Employee Performance (Y1) produces a T-statistic of 3.162 with a P-Value of 0.001. Because the P-Value is less than 5% ($0.000 < 0.05$), it can be inferred that the motivation variable has a positive effect on employee performance. The finding align with research conducted by Azuwan *et al.*, (2023) and Dewi, F., *et al.* (2021) which states that motivation has a significantly effect on the performance of government officials. This can be interpreted that the presence of high motivation will also influence high performance. So, it can be concluded that hypothesis 3 (H_3) is accepted.

4. The Effect of E-Performance on Motivation

The effect of E-Performance (X1) on Motivation (Z1) shows a T-statistic of 3.738 with a P-Value of 0.000. Because the P-Value value is less than 5% ($0.000 < 0.05$), it can be concluded that the E-Performance variable has a positive effect on Motivation. The results of this research are in line with research conducted by Yohanis T *et al.* (2023) which states e-performance has a positively and significantly effect on employee motivation. That means the implementation of e-performance can motivate and encourage employees to perform their tasks and duties effectively. So, it can be concluded that hypothesis 4 (H_4) is accepted.

5. The Effect of Competence on Motivation

The effect of Competence (X2) on Motivation (Z1) is indicates by a T-statistic is 2.412 with a P-Value of 0.011. Because the P-Value value is less than 5% ($0.000 < 0.05$), it can be concluded that the Competence variable has a positive effect on Motivation. The findings align with research conducted by S. Huda and R. Abdullah (2022) and Lianasari, M & Ahmadi, S (2022) which states that competence has a significantly effect on motivation. That means when organization pays close attention to employee competence, employee motivation will increase. So, it can be concluded that hypothesis 5 (H_5) is accepted.

6. Motivation can mediate the effect of E-Performance on Employee Performance

The effect of E-Performance (X1) on Employee Performance (Y1) through Motivation (Z1) has a T-statistic value of 2.588 with a P-Value of 0.005. Since the P-Value is less than 5% ($0.000 < 0.05$), it can be concluded that the E-Performance variable has a positive effect on employee performance through motivation. These findings align with research conducted by Prananda T (2022) which indicates a significant positive influence between e-performance variables on employee performance through work motivation. These results explain that the better the implementation of e-performance in an institution, the more it will motivate employees to work better. Because E-Performance (X1) has a positive direct effect on Employee Performance (Y1) and also an indirect effect through Motivation (Z1), it

can be concluded that motivation partial mediation the effect of E-Performance on Employee Performance. E-Performance not only has the potential to directly improve employee performance, but also motivates employees to provide their best results. So, it can be concluded that hypothesis 6 (H_6) is accepted.

7. Motivation can mediate the effect of Competence on Employee Performance

The effect of Competence (X2) on Employee Performance (Y1) through Motivation (Z1) has a T-statistic value of 2.188 with a P-Value of 0.015. Because the P-Value is less than 5% ($0.000 < 0.05$), it can be concluded that the Competence variable has a positive effect on Employee Performance through Motivation. The finding results of this study is align with research conducted by Prananda T (2022), there is a positive and significantly influence of competence on employee performance through motivation. These results explain that if employees have good competence in carrying out their main duties and functions, and are also supported by encouragement or motivation from within, then this will further improve the employee's performance in carrying out their main duties and functions. Because Competence (X2) does not have a positive direct effect on Employee Performance (Y1) but has a positive indirect effect through Motivation (Z1), it can be concluded that motivation full mediation the effect of Competence on Employee Performance. So, hypothesis 7 (H_7) is accepted.

5. DISCUSSION

The implemented e-performance system provides structure and clarity in job descriptions and job evaluations, which helps employees understand expectations and performance assessments. This system can also increase employee motivation by reducing ambiguity in their assignments and evaluations. Employee competence which includes knowledge, skills and experience, also play a role in increasing motivation, although the effect on performance is more visible when employees feel motivated. Motivation functions as a link that strengthens the relationship between e-performance and competence and employee performance. Therefore, it is recommended for institutions to continue developing e-performance systems that are easy to use and relevant, and create a motivating work environment. A comprehensive approach combining competence development and motivational strategies is considered important to achieve improved employee performance and institution efficiency. Thus, the combination of a good e-performance system, continuously improving competencies, and appropriate motivation strategies can result in increased individual performance and institution efficiency.

6. CONCLUSION

In this research found e-performance is a factor that can effect employee performance by making it easier for institutions to record targets and track work realization. Competence is essential, as each employee needs the skills or expertise relevant to their field to maximize their contribution to the institution's success. This competence impacts not only individual performance but also the overall performance of the institution. Additionally, employee performance data shows that employees must possess excellent skills to effectively fulfill their responsibilities, driven by confidence in their abilities. Furthermore, motivation is crucial as it ensures that employees are always ready to assist the public according to their duties and responsibilities.

This research found several findings the first finding from this research is the relationship of E-Performance through Motivation on Employee Performance indicating that increasing e-performance has an effect on motivation, which then increases their performance; the second finding is that E-Performance has a direct effect relationship with Employee Performance; and the third finding is the relationship between Competence through Motivation on the Employee Performance indicating that increasing competence also has an effect on motivation, which then effect employee performance indirectly. Thus, overall e-performance, competence, employee performance and motivation have a positive effect role in shaping individual performance and institution success.

7. SUGGESTION

Institution needs to continue to develop and optimize the use of the E-Performance system to improve employee performance. Technical support must be provided to ensure employees can utilize the system effectively. Motivation plays an important role in influencing competence and employee performance. Institution should enhance investment in training and development, this approach will not only improve the quality of employees work outcomes but also strengthen their commitment to the organization and commitment to their tasks. Therefore, institution can leverage this knowledge to design more effective strategies to enhance performance and achieve institution goals more effectively. Institution must focus on strategies to increase motivation. This can be done through incentives, recognition, a supportive work environment, and career development opportunities. For further research, it is recommended to use a wider scope so that more general results can be obtained. Future research can also conduct a more in-depth study to obtain other independent

variables that may have an influence on employee performance.

8. ACKNOWLEDGEMENT

With the completion of writing this research, we would like to express our deepest gratitude to all parties who have helped in providing valuable contributions to this research. Thank you to all the employees of the Inspectorate of Central Java Province for their contribution and cooperation in helping the progress of this research. We also want to thank our parents, family, and all friends for all their support. We hope that this research can help institutions overcome problems related to improving employee performance and become a source of insight for future research that is in line with this research.

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