

# The Effect of the E-Performance Application and Competency Assessment System on the Performance of Civil Servants with Job Satisfaction as an Intervening Variable in the Context of the Department of Communication and Information of Labuhanbatu Regency

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## ABSTRACT

Human Resources (HR) has an important function in determining the success of organizations in facing the challenges of globalization and digitalization. To face these challenges, organizations are required to prepare superior and competent human resources. Since 2014, the government has been implementing e-Performance applications in both the central and local government environments. The purpose of this study is to analyze the effect of the application of the e-performance and competency assessment systems on the performance of civil servants and also the effect of the application of e-performance and competency assessment systems on the performance of civil servants through job satisfaction of civil servants of the Communication and Information Office at Labuhanbatu Regency. This study uses a structured questionnaire instrument with an interval scale to measure the application of the e-Performance and Competency assessment systems, job satisfaction, and performance of civil servants of the Communication and Information Office at Labuhanbatu Regency. The non-probability sampling technique is by using census sampling to sample as many as 42 respondents. The collected data was analyzed using descriptive statistics and path analysis. This study shows that the application of the e-

performance assessment system, competence, and job satisfaction have a positive and significant effect on the performance of civil servants of the Communication and Information Office at Labuhanbatu Regency.

**Keywords:** Application of E-performance Assessment System, Competence, Job Satisfaction, Civil Servant Performance

## INTRODUCTION

Human Resources (HR) have an important function in determining the success of organizations in facing the challenges of globalization and digitalization. To face these challenges, organizations are required to prepare superior and competent human resources. Performance appraisal is one of the managerial functions of human resource management that is conducted systematically to determine the work results of civil servants and their contribution to organizational performance. In addition, performance appraisal is also needed to determine the need for appropriate job training and give appropriate responsibilities to civil servants so that they can perform better work in the future. Performance is the result of the quality and quantity of work carried out by a civil servant in carrying out

his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). In addition, performance can be defined as the result of the implementation of a work plan made by an institution and implemented by leaders and civil servants who work in the field of government agencies and organizations to achieve organizational goals (Abdullah, 2014). Difficulties in measuring the performance of public service organizations arise in part because the goals and missions of organizations are often not only very vague but also multi-dimensional (Ahmad and Marwan, 2015). To increase the performance of ASN, since 2014 the government has introduced e-Performance apps in the government environment, including central government and local government. According to Putri (2014), e-performance is a web-based program to examine the demands of the job, the workload of the position, and the workload of the unit or work unit of the organization as a foundation for measuring work performance and offering work incentives. Competence has a substantial impact on the performance of government officials. Competence is the capacity to do or execute a job or task based on skills and knowledge and supported by the work attitude required by the job. According to Emron, Yohny, and Imas (2017), competency is the capacity of a person to execute a task properly and have an advantage due to things relating to knowledge, skills, and attitudes. The research conducted by Suristya and Adi (2019) obtained the result that competence has a positive and significant effect on performance. However, from the variables of e-performance and competencies that affect performance, there is still a gap in the results of previous researchers, according to research conducted by Ahmad and Marwan (2015) and Sari and Ismail (2016), who stated that the application of e-performance to the performance of civil servants and competencies does not affect the performance of civil servants. In addition, the study of Damopolii et al. (2021) stated

that there is a positive but not significant effect of competence on the performance of civil servants. Job satisfaction demonstrates the correlation between a person's expectations and the rewards supplied by their job; hence, it is intimately tied to principles of fairness, psychological accord, and motivation (Robbins and Judge, 2015). According to Richard et al. (2012), job satisfaction is related to a person's sentiments or attitudes towards the job itself, compensation, promotional or educational chances, supervision, coworkers, and workload, among others. In this context, attitude refers to everything associated with the job, including supervisory supervision, salary, working conditions, experience of competence, fair and non-detrimental job evaluation, social relations in a good job, prompt resolution of complaints, and good treatment of civil servants by the leadership. Mukti et al. (2019) show that performance evaluation based on e-performance has a positive and statistically significant impact on the job satisfaction of government employees. Thus, performance evaluations based on e-performance can increase civil servants' job satisfaction. This is also corroborated by the findings of Wahyudi and Angga (2021), who discovered that performance evaluation based on e-performance and the competence of government officials had a significant impact on job satisfaction. In addition, Mukti et al. (2019) discovered that e-performance-based performance evaluation had a positive and statistically significant impact on the work satisfaction of civil servants. There is a research gap in the discussion of e-performance variables, competencies, and job satisfaction where the results of Sinollah and Hermawanto (2020) concluded that performance assessment variables have no significant effect on job satisfaction of civil servants. Agustin's (2017) research states that performance appraisal does not have a significant effect on the performance of civil servants, either directly or through career development. Based on the preceding context, the issue

that will be addressed by this research is the evaluation of civil servants' performance through e-performance apps that have not yet been deployed and are still in the adjustment phase, not civil servants' maximal accomplishment. This is evident based on organizational performance and the placement of individuals in positions that do not correlate with their competence. The following research questions are proposed to address the issue:

RQ1. Does the application of the e-performance assessment system affect the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency?

RQ2. Do competencies affect the performance of civil servants in the Communications and Informatics Office of Labuhanbatu Regency?

RQ3. Does the application of the e-performance assessment system affect the job satisfaction of civil servants in the Communication and Informatics Office of Labuhanbatu Regency?

RQ4. Does competency affect the job satisfaction of civil servants in the Communication and Informatics Office of Labuhanbatu Regency?

RQ5. Does job satisfaction affect the performance of civil servants in the Communications and Informatics Office of Labuhanbatu Regency?

RQ6. Does the application of the e-performance assessment system affect the performance of civil servants through job satisfaction in the Communication and Informatics Office of Labuhanbatu Regency?

RQ7. Does competency affect the performance of civil servants through job satisfaction in the Communication and Informatics Office of Labuhanbatu Regency?

Therefore, the objectives of this study are:

1. Analyze the effect of the application of the e-performance assessment system on the performance of civil servants.
2. Analyze the effect of competence on the performance of civil servants.

3. Analyze the influence of the application of the e-performance appraisal system on job satisfaction.
4. Analyze the influence of competence on job satisfaction.
5. Analyze the effect of job satisfaction on the performance of civil servants.
6. Analyze the effect of the application of the e-performance assessment system on the performance of civil servants through job satisfaction.
7. Analyze the influence of competence on the performance of civil servants through job satisfaction.

It is anticipated that the findings of this research will provide a theoretical contribution to the advancement of science, particularly in the area of human resource management regarding the evaluation of e-performance, competence, job satisfaction, and the performance of civil servants. It is anticipated that this study will contribute to the formulation of human resource policy.

## **LITERATURE REVIEW**

### **Performance**

Performance is the outcome of a procedure that relates to and is measured over a period of time in accordance with certain conditions or agreements. According to Sutrisno (2016), performance is the consequence of civil servants' work in terms of quality, quantity, working time, and cooperation to meet the organization's objectives. According to Mangkunegara (2017), a civil servant's performance is the result of the quality and amount of work performed in line with their assigned responsibilities. According to Simamora (2015), performance refers to the pace at which a government servant's duties are completed. Performance represents the degree to which public officials fulfill job criteria. Frequently misunderstood as effort, which represents the amount of quantity expended, performance is measured by outcomes. Performance is the willingness of an individual or group to do and perfect an activity in line with their duties and anticipated outcomes. If performance is

associated as a noun where one of the entries is the result of a job, the concept of performance is the result of work that can be accomplished by a person or group of people by an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, which does not violate the law and is not immoral (Rivai, 2018). In the Civil Servant Performance Management System, performance evaluation is a set of activities beginning with the production of performance planning, which is the process of establishing the Civil Servant Performance Goals. According to government regulations, the success of implementing the Civil Service Performance Management System is highly dependent on the implementation of other systems, namely the agency's strategic plan, annual work plan, performance agreement, organization and working procedures, and job descriptions. Improving the effectiveness of civil servants will enable the agency (organization) to advance in an uncertain competitive environment. According to Sutrisno (2012), performance is the consequence of a person's work behavior in executing job tasks. Bangun (2012) argues that civil servants' work outcomes are dependent on job requirements. As per Silalahi (2013), performance is the degree of accomplishment of individual work (PNS) after attempting or exerting oneself, or the outcome of an activity. It is necessary for public service agencies to evaluate the performance of public workers. Knowing the shortcomings and strengths, impediments and incentives, and numerous success criteria for the performance of civil servants and their institutions provides a pathway for professionalization, which aims to correct previous failures. According to Afandi (2018), there are three factors that affect the performance of civil servants: (1) Personality, aptitude, and professional interests (2) clarity and acceptance or clarity of an employee's role, which is a person's level of understanding and acceptance of the

task assigned to him or her. (3) The degree of employee motivation that drives the spirit that stimulates, directs, and sustains behavior. (4) Competence is the skills possessed by a civil servant. (5) Work facilities are a collection of tools that aid in the smooth operation of the organization. (6) Work culture refers to civil servants' creative and innovative work behavior. (7) Leadership is the behavior of a leader in directing civil servants to work. (8) Work discipline is a rule made by the organization so that all civil servants participate in complying with it so that the goal is achieved. The performance of civil servants is basically measured in accordance with the interests of the organization, so that indicators and measurements are adapted to the interests of the organization itself. Dimensions of civil servant performance include the quality of work measured from the perception of civil servants on the quality of work produced as well as the perfection of tasks to the skills and abilities of civil servants, among others: accuracy and work in accordance with SOPs. The amount generated is expressed in terms such as the number of units or activity cycles completed. Effectiveness is the level of use of organizational resources (energy, money, technology, raw materials) that is maximized in order to increase the results of the unit in the use of resources. The independence level is the level at which a civil servant will later be able to carry out his work functions or work commitment and the level at which civil servants have a commitment to work with the agency and the responsibility of civil servants to the office (Mangkunegara, 2017).

### **E-performance**

E-performance is one of the web-based applications to analyze the needs of the position, the workload of the position, and the workload of the unit or work unit of the organization as a basis for calculating job performance and providing work incentives (Putri, 2014). E-performance can measure, identify, communicate, provide assessments,

and rewards in the form of additional income. The success of a system is reflected by system user satisfaction. A model is needed to measure the success of a system. A good model is a complete but simple model (Country, 2017). Each user's ability is different from the others, both in terms of the ability to use a computer, the internet, and operate. As a result, users expect the system to be able to serve their needs based on their abilities, so that they are satisfied with the system. All civil servants are trained on how to use the e-performance system. Users will be satisfied with the system if they believe that the training, they receive can help them use it. The purpose of building e-performance is to increase the availability of performance data for civil servants by utilizing information technology. The implementation of e-performance has an important impact on the provision of benefits to civil servants. Some of the benefits of the Electronic Performance System application program include: (1) measuring and monitoring the performance of civil servants periodically. (2) As one of the reference data for civil servants' performance benefits (3) Map civil servant performance within the context of the system's merit. The aspects of e-performance are as follows: (1) Work Performance; employee performance objectives include the role's primary task activities; tangible, measurable objectives. 60 percent of the employee performance evaluation is based on the employee's objectives for quantity, quality, time, and cost. Employee performance objectives are evaluated by comparing the completed job to the target in terms of quantity, quality, time, and/or cost multiplied by the activity's weight. (2) Workload: Civil servant work conduct is any behavior, attitude, or action that is not in line with the law and is done by a civil servant.

### **Competence**

Competence is a collection of responsible intelligence acts that an individual must possess in order to be considered competent

to execute duties in a certain sector of employment. According to Emron, Yohny, and Imas (2017), competency is a person's capacity to execute a task properly and have an advantage based on knowledge, skills, and attitudes. Essentially, the personality of every public worker is determined by the skills that must be acquired. In addition, it must go through phases and procedures in order for the acquired skills to be applicable in the workplace. The link between the competencies and performance of public workers is quite tight and crucial. Its relevancy is present and accurate. Even if they aim to increase their performance, they must possess the essential competencies for their jobs (Makawi, 2015). According to Moehariono (2014), competence is an underlying characteristic of a person related to the effectiveness of individual performance in his work or basic characteristics of individuals that have a causal relationship or as a result with reference criteria, effective, excellent, or superior performance in the workplace. The basic competence of an individual consists of five (5) things, including: (1) traits that cause a person to have a behavioral attitude or how a person responds to something in a particular way. (2) Motive, which is something that a person wants or consistently thinks and desires that results in an action. (3) A person's self-concept is their attitude and values. These attitudes and values can be measured through tests to determine the value they have. (4) Knowledge, which is information that a person has in a specific field or arena. (5) Expertise or skills, which are the physical and mental abilities to perform specific tasks.

Based on Law 5 of 2014, there are three things that a civil servant needs to know: (a) technical competence as determined by educational level and specialization, functional technical training, and technical work experience. (b) managerial competence, as measured by educational level, structural or management training, and leadership experience (c) socio-cultural

competence as measured by work experience in a plural society in terms of religion, ethnicity, and culture in order to gain a national perspective. Dimensions of competence according to Sugiyanto & Santoso (2018) are as follows: (1) understanding, (2) knowledge, (3) ability/skill, (4) value (5) attitude and (6) interest.

### **Job satisfaction**

Job satisfaction is a positive feeling about a job that results from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about their job, while a person with low job satisfaction has negative feelings about their job (Robbins & Judge, 2018). According to Kaswan (2017), job satisfaction is a driver of the results of civil servants and organizations because job satisfaction is the result of the perception of civil servants about how well their work provides things that are considered important. Also, job satisfaction is a mix of positive and negative feelings about a person's job or work experience. These feelings come from a person's evaluation of their job or work experience. Locke (in Wijono, 2015) defines job satisfaction as a level of positive emotions and a pleasant individual. Civil servants who are satisfied with their jobs will have a good attitude towards their work, while those who are dissatisfied with their jobs will usually have a bad attitude towards their work. Aspects of job satisfaction according to Herzberg (in Robbins & Judge, 2018) presents several aspects of job satisfaction, among others: Job performance, recognition, the job itself, responsibility, advancement, and individual potential development. Aspects of job satisfaction are further presented by Kaswan (2017), namely: personality, values, work situations, and social influences. Meanwhile, according to Munandar (2012), the factors that affect work are: intrinsic characteristics, salary, supervision, supportive colleagues, and supportive working conditions. According to Luthan

(in Kaswan, 2012), there are six dimensions of job satisfaction that have been identified to represent the most important job characteristics where civil servants have an affective response. These dimensions are: job itself, salary, promotional opportunities, supervision, coworkers, and working conditions.

### **The effect of the application of the e-performance appraisal system on performance**

The e-performance-based performance evaluation is supposed to increase the performance of civil servants by delivering various advantages each month depending on the amount of work each civil servant can do. With this performance evaluation method, it is anticipated that work will be more productive than in the past, so that civil servants will get advantages commensurate with their degree of effort. The more productive the performance, the more benefits are obtained; conversely, if the performance declines, civil servants will be compensated proportionally. The value of the accomplishment of civil servants' work tasks is based on the time determined by e-performance, with the implementation of maximum and minimum hours, so that hundreds of civil workers may get income advantages. Ika Purwanti and Rahman's (2019) study shows that e-performance-based performance evaluation helps civil servants do a better job at work.

H1: The application of the e-performance assessment system has a positive and significant effect on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency..

### **The effect of competence on performance**

Every civil servant has the requisite knowledge, skills, and competence, as well as job motivation and job satisfaction. But civil servants also act and do their jobs in ways that show they have different personalities and attitudes. Competence is an essential criterion for good performance

support. Competence is crucial since it often refers to a person's fundamental ability to do a task. Without competence, it will be difficult for an individual to accomplish the task to the appropriate standards. Therefore, the company may be effective if it is supported by highly competent civil servants. Thus, the higher the degree of human resource competency in an organization, the greater the influence of civil servant performance on the organization's performance.

H2: Competence has a positive and significant effect on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency.

### **The effect of the application of the e-performance appraisal system on job satisfaction**

System reform in measuring the performance of civil servants with the application of e-performance can increase job satisfaction of civil servants with the receipt of benefits in accordance with expectations. Job satisfaction of civil servants becomes one of the priorities in the organization because a fair and objective assessment of performance can affect job satisfaction. According to Kaswan (2017), job satisfaction is a driver of the results of civil servants and organizations because job satisfaction is the result of the perception of civil servants about how well their work provides things that are considered important. Furthermore, job satisfaction is a state of positive emotions as well as negative emotions that come from the assessment of the job or work experience of civil servants. This is shown by the research of Jarwati et al. (2020), who found that the e-performance system helps civil servants in Surakarta do their jobs better.

H3: The application of the e-performance assessment system has a positive and significant effect on job satisfaction of civil servants in the Communication and Informatics Office of Labuhanbatu Regency.

### **The effect of competence on job satisfaction**

Competence is a basic characteristic of a worker and can affect behavior when he faces a job that ultimately affects his ability to improve his performance. If a civil servant has a high level of competence, then they will have a high level of satisfaction as well, because by having competence, job satisfaction will arise within. Thus, it can be understood that civil servants with high competence will show better job satisfaction. The study by Elok Novia Putri et al. (2019) concluded that there is a significant effect of competence on job satisfaction.

H4: Competence has a positive and significant effect on job satisfaction of civil servants in the Communication and Informatics Office of Labuhanbatu Regency.

### **The influence of job satisfaction on performance**

Job satisfaction has a very large influence on the performance of civil servants because job satisfaction usually indicates the potential of civil servants in performing their duties and jobs.

Job satisfaction is a pleasant or emotionally positive condition that comes from a person's assessment of their job. The theory is in line with the results of Hassan et al. (2020), who stated that predictors of job satisfaction significantly affect performance. In addition, there is a study by Ngwenya et al. (2020) who stated that higher levels of job satisfaction among civil servants in organizations are tied to significantly improving the performance of civil servants. The more civil servants are satisfied with their jobs, the more they are willing to get involved in the improvement of organizations operating in a depressed economy.

H5: Job satisfaction has a positive and significant effect on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency.

### **The effect of the application of the e-performance appraisal system on performance through job satisfaction**

Performance appraisal is one of the methods that can be used by organizations to determine, and assess how much job satisfaction civil servants have with the work performed and the work environment occupied (Cindi, 2015). System reform in measuring the performance of civil servants with the application of e-performance can increase job satisfaction of civil servants with the receipt of benefits in accordance with expectations. Job satisfaction of civil servants becomes one of the priorities that needs to be considered in the organization, because the assessment of performance and job satisfaction is a driver of improved job performance. Performance appraisals can affect the job satisfaction of civil servants. Job satisfaction is one of the factors in the performance of civil servants. Research by Mukti et al. (2019) stated that performance assessment based on e-performance has a positive and significant effect on job satisfaction and job performance of civil servants in Banyuwangi Regency.

H6: The application of the e-performance assessment system has a positive and significant effect on the performance of civil servants through job satisfaction in the Communications and Informatics Office of Labuhanbatu Regency.

### **The influence of competence on performance through job satisfaction**

The underlying competence characteristics of a person relate to the effectiveness of an individual's performance in their work or the basic characteristics of an individual that have a causal or causal relationship with reference criteria, such as effective, excellent, or superior performance in the workplace or in a particular situation. Job satisfaction is one of the goals of civil servants, which is to earn income in accordance with what is desired and even more than what is desired. Job satisfaction is defined by Yanchus et al. (2015) as a person's positive and negative attitude

towards their job. In fact, job satisfaction is the feeling of pleasure or unhappiness of employees when looking at and carrying out their work (Sutrisno, 2017). Suristya and Adi (2019) stated that competence and motivation have a positive and significant effect on performance through job satisfaction as an intervention variable.

H7: Competence has a positive and significant effect on the performance of civil servants through job satisfaction in the Communication and Informatics Office of Labuhanbatu Regency.

## **RESEARCH METHODS**

This type of research is quantitative research and is a systematic scientific study of the parts and phenomena and the causality of their relationships. Quantitative research conducted is associative. The nature of this research can be known based on the relationship between the variables used in the study. This research was conducted at the Communication and Informatics Office of Labuhanbatu Regency. The research was conducted from April 2022 to June 2022.

### **The operationalization of variables**

The application of the e-performance appraisal system (X1) is a performance appraisal activity that uses e-attendance and e-performance applications by entering daily work data into the software to then get approval from superiors. Competence (X2) is the ability possessed by civil servants in the Department of Communications and Informatics that includes knowledge, understanding, skills, values, attitudes, and interests that are expected to support the performance of civil servants. Job satisfaction (Z) is a feeling of happiness felt by civil servants in the Department of Communications and Informatics, whether about their job, salary earned, career level, co-workers, the environment or working conditions. The performance of civil servants (Y) is defined as the result of work achieved by civil servants or groups in the Department of Communications and Informatics, such as daily work targets or



for a certain period guided by norms, individual performance goals, and organizational performance goals.

### Population and Sample

The population in this study is all civil servants in the Communication and Informatics Office of Labuhanbatu Regency, as many as 42 civil servants. In this study, the authors used the technique of sampling by non-probability sampling, that is, by using census sampling, because the entire population is sampled if the population is below 100. The types of data in this study are primary and secondary data.

### Validity and Reliability Test

This validity test was administered to thirty civil servants of the Research and Development Agency of Labuhanbatu Regency. If  $r$ -count is more than  $r$ -table and the value is positive, then the assertion is valid (Ghozali, 2018). With  $n = 30$  and  $df = n-2 = 30-2 = 28$ , we found  $r$ -table = 0.361 at 0.05. All calculation results for questionnaire statements satisfied the data validity requirements. A construct or variable is considered dependable if its Cronbach Alpha value exceeds 0.70. (Nunnally, 1964).

**Table 1 Reliability Test**

Variabel	Cronbach's Alpha	Jumlah item (n)	Keterangan
The application of the e-performance assessment system (X1)	0,961 > 0,7	9	Reliable
Competence (X2)	0,962 > 0,7	13	Reliable
Kepuasan Kerja (Z)	0,959 > 0,7	13	Reliable
Kinerja PNS (Y)	0,918 > 0,7	11	Reliable

Cronbach's Alpha is more than 0.70 for 46 items, indicating that the complete questionnaire is reliable; hence, the questionnaire may be sent to respondents and utilized as research instruments.

## RESULTS

The instrument used in this research is a list of questions in the form of questionnaires. The total number of questions is 46 items. The independent variable (application of the e-performance assessment System) amounts to 9 statements. There are 13 statements in the independent variable (competence), 13 statements in the intervening variable (job satisfaction), and 11 statements in the dependent variable (civil servant performance).

### Characteristics of Respondents

The characteristics of the respondents are shown in Table 2 below.

**Table 2. Characteristics of Respondents**

Characteristics	Frequency	Percentage
<b>Gender</b>		
Female	18	43
Male	24	57
Amount	40	100
<b>Age</b>		
21-30 years old	23	55
31-40 years old	9	21
41-50 years old	8	19
51-60 years old	2	5
Amount	40	100
<b>Working period</b>		
1 - 10 years	29	69
11 - 20 years	9	21
21 - 30 years	2	5
31 - 40 years	2	5
Amount	40	100
<b>Education</b>		
Master's degree	2	5
Bachelor's degree	14	33
Diploma	25	60
Senior high school	1	2
Amount	40	100

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Most of the Communication and Informatics Office of Labuhanbatu Regency's civil servants are male. This pertains to employment settings that need informatics engineering, data analysis, and statistics expertise. The majority of the civil servants

polled in this study are between the ages of 21 and 30. Most of the civil servants who took part in the study had been working for between one and ten years. At least 60% of civil servants had a diploma degree.

## Descriptive Analysis

Table 3: Summary of the results of the overall mean distribution of the questionnaire

Constructs	Mean	Caategory
The application of the e-performance assessment system (X1)	4,1	High
Competence (X2)	4,1	High
Job Satisfaction (Z)	4,48	Highest
Civil Servant Performance (Y)	4,12	High

## Classic assumption test

### Normality test

Table 4: Normality test

One-Sample Kolmogorov-Smirnov Test		Substructure model one	Substructure model two
		Unstandardized Residual	Unstandardized Residual
N		42	42
Normal Parameters <sup>a,b</sup>	Mean	.0000000	.0000000
	Std. Deviation	4.42573284	4.42573284
Most Extreme Differences	Absolute	.087	.087
	Positive	.087	.087
	Negatif	-.065	-.065
Test Statistic		.089	.087
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	.200 <sup>c,d</sup>

Table 4 shows that in both models, the substructure of probability values or asymptoms of significance (2-tailed) is  $0.200 > (0.05)$ , thus the residual variable is normally distributed.

## Heteroscedasticity Test

Table 5: Glejser Test

Substructure model one					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	-4.869	2.203		-2.210	.033
The application of the e-performance assessment system	.032	.068	.110	.472	.640
Competence	.047	.044	.232	1.059	.297
Job satisfaction	.043	.032	.239	1.359	.182
a. Dependent Variable: abs_res					
Substructure model two					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1.(Constant)	4.156	5.170		.804	.426
The application of the e-performance assessment system	-.185	.171	-.225	-1.080	.287
Competence	.122	.118	.215	1.032	.308
a. Dependent Variable: abs_res1					

Table 5 displays the results of the Glejser test for the substructure model 1, the value of Sig. Glejser on the application of the e-performance assessment system  $0.640 > (0.05)$ , the value of Sig. Glejser on competence  $0.297 > (0.05)$ , and the value of

Sig. Glejser on job satisfaction  $0.182 > (0.05)$ , as well as the results of the substructure model 2, the value of Sig. Glejser (0.05). Overall, there were no indications of heteroscedasticity in the data.

### Multicollinearity Test

Table 6: Multicollinearity Test

Substructure model one				
Model	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
1 (Constant)	-4.638	3.670		
The application of the e-performance assessment system	.394	.114	.405	2.470
Competence	.525	.074	.459	2.179
Job satisfaction	.132	.053	.707	1.414
a. Dependent Variable: Civil Servant Performance				
Substructure model two				
Model	Unstandardized Coefficients		Collinearity Statistics	
	B	Std. Error	Tolerance	VIF
1 (Constant)	42.691	8.858		
The application of the e-performance assessment system	1.164	.293	.569	1.758
Competence	-.620	.203	.569	1.758
a. Dependent Variable: Job satisfaction				

Table 6 shows that for substructure model 1, the tolerance value of the application of the e-performance assessment system, competence, and job satisfaction is greater than 0.1 and the VIF value is less than 10, whereas for substructure model 2, the tolerance value of the application of the e-

performance assessment system, e-performance, and competence is greater than 0.1 and the VIF value is less than 10. The overall regression model findings indicate that there is no multicollinearity problem between independent variables.

### Coefficient of Determination

Table 7: Coefficient of Determination

Substructure model one				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 <sup>a</sup>	.858	.847	1.488
a. Predictors: (Constant), Job satisfaction, Competence, The application of the e-performance assessment system				
b. Dependent Variable: Civil Servant Performance				
Substructure model two				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 <sup>a</sup>	.293	.257	4.538
a. Predictors: (Constant), The application of the e-performance assessment system, Competence				
b. Dependent Variable: Job satisfaction				

Table 7 reveals that the coefficient of determination (Adjusted R Square) for the first substructure model is 0.847%, or 84.7 percent. This demonstrates that 84.7 percent of the variance in the performance of civil servants can be explained by independent variables, namely the application of the e-performance assessment system, competence, and job satisfaction, with the remaining 15.3 percent explained by factors outside the

scope of this study. In comparison, the coefficient of determination (Adjusted R Square) for substructure model 2 is 0.257%, or 25.7%. This indicates that 25,7 percent of the variance in job satisfaction may be explained by independent variables, namely the application of the e-performance assessment system and competence, while the remaining 74,3 percent can be attributed to factors beyond the scope of this study.

### Simultaneous Significant Test (F-Test).

Table 8: Simultaneous Significant Test (F-Test)

Substructure model one					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	507.733	3	169.244	76.407	.000 <sup>b</sup>
Residual	84.171	38	2.215		
Total	591.905	41			
a. Dependent Variable: Civil Servant Performance					
b. Predictors: (Constant), Job satisfaction, Competence, The application of the e-performance assessment system					

**Table 8 To Be Continued...**

Substructure model two					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	332.571	2	166.286	8.075	.001 <sup>b</sup>
Residual	803.072	39	20.592		
Total	1135.643	41			

a. Dependent Variable: Job satisfaction  
 b. Predictors: (Constant), The application of the e-performance assessment system, Competence

Table 8 shows that in the substructure model 1, the F-count value (76.407) > F-table (2.851) and the significance (0.000) < (0.05), and in the substructure model 2, the F-count value (8.075) > F-table (3.238) and significance (0.001) < (0.05). This result means that the variables of the application of the E-Performance Assessment System, competence, and job satisfaction simultaneously have a

significant effect on the performance of civil servants at the Communication and Information Office of Labuhanbatu Regency.

### Path Analysis

#### Direct Effect

Path analysis evaluation is used to determine the relevance of direct and indirect impacts.

**Table 9: Direct Effect Test**

Substructure model one						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.638	3.670		-1.264	.214
	The application of the e-performance assessment system	.394	.114	.333	3.459	.001
	Competence	.525	.074	.641	7.093	.000
	Job satisfaction	.132	.053	.183	2.509	.016

a. Dependent Variable: Civil Servant Performance

Substructure model two						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.691	8.858		4.819	.000
	The application of the e-performance assessment system	1.164	.293	.710	3.975	.000
	Competence	-.620	.203	-.546	-3.058	.004

a. Dependent Variable: Job satisfaction

Table 9 shows that in the substructure model 1, the path coefficient value of the application of the e-performance assessment system ( $\beta_1$ ) = 0.394 > 0, with t-count (3.459) > t-table (2.024) and significance (0.001) < (0, 05). The path coefficient value of competence ( $\beta_2$ ) = 0.525 > 0 with t-count (7.093) > t-table (2.024) with significance (0.000) < (0.05). The path coefficient value of job satisfaction ( $\beta_3$ ) is 0.132 > 0 with t-count (2.509) > t-table (2.024) with significance (0.01) < (0.05), Meanwhile, in the substructure model 2, the path coefficient value of the application of the

e-performance assessment system ( $\beta_1$ ) = 1.164 > 0, with t-count (3.975) > t-table (2.026) and significance (0.000) < (0.05 ). The path coefficient value of competence ( $\beta_2$ ) = -0.620 < 0 with t-count (-3.058) > t-table (-2.026) and significance (0.004) < (0.05).

#### Indirect Effect

The magnitude of the coefficient of indirect influence can be calculated using the standardize coefficient on each variable.

**Table 10: Indirect Effect**

Interaction	Calculating the coefficient of indirect effect	Z <sub>sobel</sub>	Z <sub>critical</sub>	P value
X <sub>1</sub> → Z → Y	0.710 x 0.183 = 0.129	2,11	1,96	0,034
X <sub>2</sub> → Z → Y	0.546 x 0.183 = -0.099	1,939	1,65	0,053

Table 10 shows that the path coefficient value of the variable application of the e-performance assessment system is 0.129, which is obtained from the multiplication of the standardized coefficient value, which has a direct effect on the variables of the application of the e-performance assessment system on job satisfaction and job satisfaction on civil servant performance (0.710 x 0.183), with Zsobel (2.11) > 1.96 and a significant value of 0.034 < (0.05), meaning that job satisfaction is able to mediate the e-performance assessment system on civil servant performance. The path coefficient value of the competence variable is -0.099, which is obtained from the

multiplication of the standardized coefficient value, which has a direct effect on the competence variable on job satisfaction and job satisfaction on civil servant performance (-0.546 x 0.183 = -0.099), with Zsobel (1.939) > 1.65 and a significant value of 0.053 < (0.1), meaning that job satisfaction is able to mediate competence on civil servant performance.

### Summary of hypotheses' results

The responses from the respondents have led to the following results, which are a summary of the hypotheses that were made:

Table 11: Hypotheses Testing Results

No	Direct Effect	Regression Coefficient	Significance	Conclusion
1	The application of the E-Performance Assessment System has a positive and significant impact on the performance of civil servants.	+0,394	0,001 < 0,05	Accepted
2	Competence has a positive and significant effect on the performance of civil servants.	+0,525	0,000 < 0,05	Accepted
3	Job satisfaction has a positive and significant effect on the performance of civil servants.	+0,132	0,016 < 0,05	Accepted
4	The application of the E-Performance Assessment System has a positive and significant effect on job satisfaction.	+1.164	0,000 < 0,05	Accepted
5	Competence has a positive and significant effect on the performance of civil servants.	-0,620	0,004 < 0,05	Rejected
No	Indirect Effect	Significance		Conclusion
6	Job satisfaction mediates the effect of the application of the e-performance assessment system on the performance of civil servants.	0,034 < 0,05		Accepted
7	Job satisfaction mediates the effect of competence on civil servants' performance.	0,053 < 0,1		Accepted

## DISCUSSION

The effect of the application of e-performance appraisal system on the performance of civil servants

The path coefficient value of the application of the e-performance assessment system ( $\beta_1$ ) = 0.394 > 0, with t-count (3,459) > t-table (2.024) and significance (0.001) < (0.05). This shows that the variables of the application of the e-performance assessment system have a positive and significant effect on the performance of civil servants. This means that the more the e-performance assessment system is used, the better the performance of civil servants. The results of these findings are proven and agree with the research of Jarwati et al. (2020), who found that the e-performance system helps civil servants do their jobs better.

### The effect of competence on the performance of civil servants

The path coefficient value of competence ( $\beta_2$ ) = 0.525 > 0 with t-count (7.093) > t-table (2.024) and significance (0.000) < (0.05). This indicates that the competency variable has a positive and significant effect on the performance of civil servants, meaning that the better the competence, the better the performance of civil servants. The results of the empirical findings support the research by Pungki Susanti (2021), who concluded that the competence of human resources has a positive and significant effect on the performance of civil servants.

### The effect of job satisfaction on the performance of civil servants

The value of the path coefficient of job satisfaction ( $\beta_3$ ) is 0.132 > 0 with a t-count of (2,509) > t-table (2.024) and significance

(0.01) < (0.05). This indicates that the job satisfaction variable has a positive and significant effect on the performance of civil servants, meaning that the better the job satisfaction, the greater the performance of civil servants. The results of this study support the findings of Hassan et al. (2020), who concluded that predictors of job satisfaction significantly affect performance.

### **The effect of the application of e-performance appraisal system on job satisfaction**

The path coefficient value of the application of the e-performance assessment system ( $\beta_1$ ) = 1,164 > 0, with t-count (3,975) > t-table (2,026) and significance (0,000) < (0.05). This indicates that the variables of the application of the e-performance assessment system have a positive and significant effect on job satisfaction, meaning that the higher the application of the E-Performance assessment system, the higher job satisfaction. The results of this study show that the application of the e-performance assessment system has a positive effect on job satisfaction of civil servants because it produces a fair and objective e-performance assessment, thus having an impact on job satisfaction. This is shown by the research of Jarwati et al. (2020), who found that the E-Performance system helps civil servants in Surakarta do their jobs better.

### **The effect of competence on job satisfaction**

The value of the path coefficient of competence ( $\beta_2$ ) = 0.620 < 0 with t-count (3.058) > t-table (2.026) and significance (0.004) < (0.05). This indicates that the competency variable has a negative and significant effect on job satisfaction, meaning that the better the competence, the lower the job satisfaction. These findings confirm the findings of the study by Elok Novia Putri et al. (2019), which concluded that there is a significant effect of competence on job satisfaction.

### **The influence of the application of the e-performance appraisal system on the performance of civil servants through job satisfaction**

The value of the path coefficient of the variable application of the e-performance assessment system is 0.129, which is obtained from multiplying the value of the standardized coefficient of direct influence of the variable application of the e-performance assessment system on job satisfaction and job satisfaction on civil servant performance (with Z-sobel (2.11) > 1.96 and a significant value of 0.034 < (0.05), meaning that job satisfaction is able to mediate the e-performance assessment system on the performance of civil servants.

### **The influence of competence on civil servant performance through job satisfaction**

The value of the competency variable path coefficient of -0,099, which is obtained by multiplying the value of the standardized coefficient of direct effect of the variables competence on job satisfaction and job satisfaction on civil servant performance (-0.546 x 0.183), with Zsobel (1,939) > 1.65 and the significant value of 0.053 < (0.1), meaning that job satisfaction is able to mediate competence on civil servant performance.

## **CONCLUSION AND SUGGESTIONS**

It is concluded that the application of the e-performance assessment system has a positive and significant effect on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency. Competence has a positive and significant effect on the performance of civil servants in the Communication and Informatics office of Labuhanbatu Regency. Job satisfaction has a positive and significant effect on the performance of civil servants in the Communication and Informatics office of Labuhanbatu Regency. The application of the e-performance assessment system has a positive and significant effect on the job satisfaction of civil servants of the

Communication and Informatics Office of Labuhanbatu Regency. Competence has a negative and significant effect on the job satisfaction of civil servants in the Communication and Informatics Office of Labuhanbatu Regency. Job satisfaction is able to mediate the influence of the application of the e-performance assessment system on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency. Job satisfaction can mediate the influence of competence on the performance of civil servants in the Communication and Informatics Office of Labuhanbatu Regency.

The results of the study indicate that civil servants must first be trained in the application of the E-performance assessment system, particularly those who are still limited in their use of technology, particularly online-based technology. The goal of this training is to ensure that civil servants understand the filing procedures and the E-Performance policy and can implement them. It is vital to create awareness of the need to keep up with the growth of current technology by undergoing IT training to become more proficient with technology. In order to be considered in the development of E-Performance apps, civil servants must be more proactive in the deployment of E-Performance applications by communicating the limitations experienced while using E-Performance applications. It is expected that the government of Labuhanbatu Regency will be able to meet the needs of civil servants in the Department of Communication and Informatics in Labuhanbatu Regency based on their educational background and competence. In addition, it is anticipated that the Department of Communication and Informatics of Labuhanbatu Regency will provide training/seminars/workshops in all sectors for all government employees, without exception, in order to enhance their skills.

Third, job satisfaction is anticipated to provide rewards for civil servants who fulfill their duties and responsibilities effectively so that their competence and performance increase and rigorous consequences for civil servants who perform their duties and obligations poorly. It is expected that the Head of the Department of Communication and Informatics of Labuhanbatu Regency will pay greater attention to the career level of civil servants by applying the merit system of the civil servant management system for civil service career development in accordance with achievements and performance. It is suggested that researchers perform further studies outside of these research factors in order to achieve more diverse findings. If researchers want to analyze the same variable, however, it is anticipated that they will add independent variables or substitute them with others, such as organizational culture and leadership.

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