The Influence of Digital Electronic Performance, Competence and Motivation on Government Organization Employees Performance During the Digital Era

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Abstract

The purpose of this study was to analyze the relationship between e-performance on motivation, competence on motivation, e-performance on employee performance, competence on employee performance and motivation on employee performance. Respondents used in this study were employees as many as 400 employees of government organizations. Sampling technique using purposive sampling, is a technique of determining the sample with certain considerations. The number of samples specified in this study were 400 respondents who were distributed through Google Form. Data collection techniques can be done by questionnaires and observation techniques (observations). Sources of data that directly provide data to data collectors are derived from primary sources by online questionnaires to government organization employees. The instrument uses a questionnaire with a Likert scale using 5 (five) scores ranging from answers to the statements provided through the tools from a scale of '1' Strongly Disagree to a scale of '5' Strongly Agree. The data analysis technique uses a structural equation model (SEM). This research data processing tool uses the SmartPLS 3.0 application. After that, an evaluation of the SEM model is carried out to obtain and evaluate the suitability of the proposed and further tests will be carried out using the Bootstrap resampling method. The results of data analysis show that e-performance has a positive and significant effect on motivation. competence has a positive and significant effect on motivation, e-performance has a positive and significant effect on employee performance, competence has a positive and significant effect on employee performance, motivation has a significant effect on employee performance.

Keywords: e-performance, competence, motivation, performance, employees, government organizations, the digital era

Introduction

Human resources (HR) have an important function in determining success when companies face the challenges of globalization. These challenges consist of an increasingly broad global market, the competitiveness of human resources in the global market and how to prepare human resources for

tasks in an organization. According to Anwar et al. (2019); Farida et al. (2020) Human Resource Management has four operational functions, one of which is to assess and develop human resources, one of which is to assess employee performance. Performance is the result of work achieved by a person or group such as work standards, targets determined during a certain period based on norms, company operational standards, criteria and functions that have been determined or applicable within the company. Besides, performance can be interpreted as the result of implementing a work plan made by an institution carried out by leaders and employees (HR) who work in the field of government agencies and companies (business) to achieve organizational goals. According to Abdulaziz et al. (2011); Alder (2005) Performance is an achievement achieved by a person in carrying out the tasks and work assigned to him.

The difficulty in measuring the performance of a class service organization arises partly because the goals and mission of the organization are often not only very vague but also multidimensional in nature. Therefore, the Government is trying to create a new breakthrough to improve the performance of its employees with a class that is connected to more sophisticated technology called performance electronics. According to Almusaddar et al. (2018) E-Kinerja is a web-based application to analyze job requirements, job workloads and workloads of organizational units or work units as the basis for calculating work performance and providing work incentives. Putri's research results (2014) also explain that the implementation of e-performance has a significant effect on employee performance. The performance of the apparatus is not only influenced by e-performance, but competence can also affect the performance of employees. Rivai (2011) defines competence as a fundamental characteristic possessed by a person that has a direct effect on or can predict excellent performance. Research conducted According to Almusaddar et al. (2018);Anwar et al. (2019); Farida et al. (2020) get the results that competence has a significant effect on performance.

However, from the e-performance and competence variables that affect performance, there are still gaps in the results of previous researchers, namely according to research conducted by Abdulaziz et al. (2011); Alder (2005); Al Haziazi (2020); Almusaddar et al. (2018);Anwar et al. (2019) which states that the implementation of e-performance on employee performance and competence has no effect on employee performance. The existence of a research gap, emphasizes in this study to add welding variables, namely work motivation. According to Farida et al. (2020) motivation is defined as a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals can be achieved at once. Research results According to Muliati et al. (2022);Nasar et al. (2021); Njeje et al. (2018) also emphasizes that high work motivation can significantly affect the performance of employees. There are differences in the results of previous studies, according to the author, performance is still interesting to re-examine

The e-performance appraisal system is an electronic application in the form of a website that is used to assess the performance of employees in each Regional Apparatus Work Unit with the aim that the implementation of work can run effectively, efficiently, transparently and accountably. Efforts made by the Government to improve employee performance by conducting performance appraisals through the application of an integrated e-performance assessment class with employee competencies is a phenomenon that needs to be observed in its development. The purpose of this study is to analyze the

effect of the application of the e-Kinerja assessment and motivation on employee motivation in the East Semarang District, analyze the effect of the application of the e-performance assessment system, competence and motivation on employee performance and analyze the influence of motivation in mediating between competence on employee performance

Literature Review

Employee Performance

The success of an organization in achieving organizational goals is determined by employee performance. According to;Nasar et al. (2021); Njeje et al. (2018) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. Improved employee performance will bring progress for the agency (organization) to be able to survive in an unstable competition. According to Gani et al. (2018); Garcia et al. (2019); Hartati (2020) says, performance is the result of work that has been achieved by a person from his work behavior in carrying out work activities. Bangun (2012) said that performance is the result of work achieved by employees based on job requirements. Meanwhile, according to Nasar et al. (2021); Njeje et al. (2018) performance is the level of achievement of individual work (employees) after trying or working hard or the final result of an activity. According to Nugroho et al. (2020); Stone et al. (2006) It is important to measure employee performance by a welding service agency. So by knowing the weaknesses and strengths, obstacles and encouragement, or various success factors for employee performance and for the institution, the way to professionalization is opened, namely correcting the mistakes that have been made so far. A leader is tasked with building a work team that efficiently and effectively achieves organizational goals, objectives, and targets. While carrying out the strategy so that goals and objectives are achieved and work according to directions, it is the duty of an employee.

According to Nugroho et al. (2020); Oladele, et al. (2014); Purwanto et al. (2019); Purwanto et al. (2020); Stone et al. (2006) To facilitate employee performance appraisal, job standards must be clearly measured and understood. A job can be measured through 5 dimensions, namely 1. Quantity of work. This shows the amount of work produced by individuals or groups as a requirement that becomes the standard of work. Doing work in accordance with the target output that must be produced per person per one hour of work. Doing work in accordance with the number of completed activity cycles. 2. Quality of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job. Perform work in accordance with the operation manual. 3. Punctuality. Each job has different characteristics, for certain types of work must be completed on time, because it has a dependency on other jobs. Completing work according to the specified deadline. Optimal use of processing time to produce the output expected by the company. 4. The presence of a certain type of work requires the presence of employees in doing it according to the specified time. Arrive on time. Perform work in accordance with predetermined working hours. 5. Ability to work together. Not all work can be completed by only one employee, for certain types of work may have to be completed by two or more employees. Employee performance can be assessed from their ability to work together with other co-workers. Assist superiors by providing suggestions for increasing

company productivity. Respect each other's co-workers. According to Purwanto et al. (2020); Stone et al. (2006) also said that the dimensions and performance indicators are 1. Quality of work is how well an employee does what should be done. 2. The quantity of work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3. Responsibility for work is the awareness of employees' obligations to carry out the work assigned by the company. 4. Cooperation is an employee who is able to work together with his co-workers in completing the tasks assigned by the organization or agency. 5. Initiative is an employee who has the ability to do tasks and has the initiative.

Motivation
Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible which provide the power to encourage individuals to behave in achieving goals. According to Wahet et al. (2020); Wege et al. (2019); Winarno et al. (2015) motivation is defined as a skill, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals can be achieved at once. Motivation has two types According to Wege et al. (2019); Winarno et al. (2015) namely positive motivation and welding motivation: Positive motivation means that managers motivate (stimulate) subordinates by giving prizes to those who achieve standard. With positive motivation, the morale of subordinates will increase because people generally like to accept things that are fine. Welding motivation means that managers motivate subordinates with their standards of punishment. With this welding motivation, the morale to work of subordinates in the short term will increase because they are still punished, but in the long term it can have bad results.

E- Performance
E-performance is a web-based application to analyze job requirements, job workloads and workloads of organizational units or work units as the basis for calculating work performance and providing work incentives. E-performance is an example of the application of human resource accounting theories summarized in a web-based application. E-performance can measure, identify, deliver, provide an assessment, as well as rewards in the form of additional income. The success of a welding reflects the satisfaction of welding users, to measure the success of a welding, a model is needed. A good model is a complete but simple model. According to Subari et al. (2015); Srikaningsih et al. (2015); Winarno et al. (2015) states that personal technical ability is the level of user understanding of technology, tasks and decisions that must be taken, and the socio-political environment. The capabilities of each user are different from the others, both in terms of the ability to use the internet, as well as to operate e-performance, therefore users expect those used to be able to serve their needs according to their abilities so that users feel satisfied in using the class. To be able to use e-performance, all employees are given a training to use it. Users will be satisfied using it if they believe that the training they are taking can help them use it.

Competence
Competence is a set of intelligent actions full of responsibility that a person must have as a condition to be considered capable of carrying out tasks in certain fields of work. According to Wahet et al. (2020); Wege et al. (2019); Winarno et al. (2015) stated that etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff having good skills, knowledge, and

behavior. Competence will be increasingly important for leaders and employees in facing new challenges in the workplace in an increasingly competitive future (Mangkunegara, 2010). The relationship between employee competence and performance is very close and very important, the relevance is there and strong accurate, even if they want to improve their performance they should have competencies that are in accordance with their job duties. According to Winarno et al. (2015) defines competence as a fundamental characteristic possessed by a person that has a direct effect on or can predict excellent performance. Meanwhile, according to Wahet et al. (2020); Wege et al. (2019); Winarno et al. (2015) competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as references, effective or excellent or superior performance in the workplace. The basic competence of an individual consists of five (5) things, including: 1. Character (traits), which makes a person have a behavioral attitude or how the person responds to something in a certain way. 2. Motive, which is something that someone wants or consistently thinks and wants that results in an action. 3. Self-concept, is a person's attitudes and values. These attitudes and values can be measured through tests to determine the value they have. 4. Knowledge, namely information that is owned by a person in a certain field or in a certain arena. 5. Skills or skills, namely the ability to carry out certain tasks both physically and mentally.

Method

Respondents used in this study were employees as many as 400 employees of government organizations. Sampling technique using purposive sampling, is a technique of determining the sample with certain considerations. Data collection techniques can be done by questionnaires and observation techniques (observations). Sources of data that directly provide data to data collectors are derived from primary sources by distributing tools, namely questionnaires to government organization employees. The instrument uses a questionnaire with a Likert scale using 5 (five) scores ranging from answers to the statements provided through the tools from a scale of '1' Strongly Disagree (STS) to a scale of '5' Strongly Agree. The data analysis technique uses a structural equation model (SEM). This research data processing tool uses the SmartPLS 3.0 application. After that, an evaluation of the SEM model is carried out to obtain and evaluate the suitability of the proposed and further tests will be carried out using the Bootstrap resampling method. The test statistic used is welding c t (t-value) or if the p-value 0.05 (at alpha 5 percent), it is concluded that the results are significant

The conceptual framework is a rationale based on several concepts and the relationships between these concepts. One of the important factors in creating a superior institution is potential and productive human resources. Agencies that have reliable human resources will be able to create high competence and motivation so that it can have an impact on increasing the performance of these employees. According to previous researchers such as research conducted According to Abdulaziz et al. (2011); Alder (2005); Al Haziazi (2020); Almusaddar et al. (2018);Anwar et al. (2019); Farida et al. (2020) many factors affect employee performance, namely E-performance, rewards, competence, discipline, compensation, motivation, leadership and work environment. In this study, adopting the variable application of e-performance, competence as an independent variable and motivation as an intervening variable with the results of the three variables differing from previous researchers. Based on this description, this research focuses on examining the implementation of E-performance and competence

on motivation and its implications for employee performance. The following is the conceptual framework model in Figure 1

H1: e-performance has a positive and significant effect on motivation
H2: competence has a positive and significant effect on motivation
H3: e-performance has a positive and significant effect on employee performance
H4: Competence has a positive and significant effect on employee performance
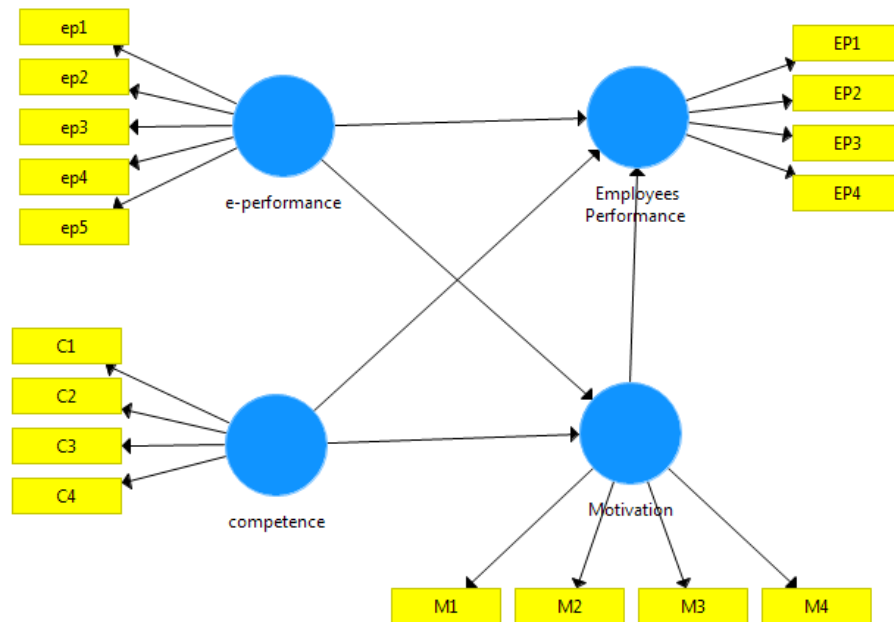H5: Motivation has a significant effect on employee performance

Fig 1. Research Model

Result and discusion

Respondent Description
The total respondents described are 400 government employees. The criteria for respondents from 400m respondents are the majority of women by 60 percent and the rest are men by 40 percent. The majority of undergraduate graduates are 80 percent, 10 percent of them are masters graduates and 10 percent are D3 graduates. 50 percent of respondents have worked for 4-7 years, 30 of them have worked for 1-3 years and the remaining 20 percent have worked for more than 7 years.

Evaluation of Outer and Inner Model
Testing the measurement model (outer model) gives an output where the latent variable requires that the convergent validity test has a factor load) to be greater than 0.70. This decision-making can use the

help of arithmetic calculations or quantitative models with analysis into the covariance matrix structure with certain modeling . which in this study went through a path diagram after fulfilling the requirements in testing convergent validity, discriminant validity and composite reliability in the instrument quality test on the outer model. The next test by looking at the Average Variance Extracted (AVE) value shows the average percentage of covariance extracted from a set of latent variables estimated through loading standardize indicators in the algorithm iteration process in PLS which requires the score to be above 0.50. Composite reliability to see the reliability of indicators on a variable will be considered eligible if it has a value greater than 0.70.

Tabel 1. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Category (>0.7)
e-performance	0.823	0.978	Reliable
competence	0.816	0.942	Reliable
motivation	0.917	0.876	Reliable
Employee Performance	0.814	0.854	Reliable

The output values of Outer Loading and Average Variance Extracted (AVE) from this research data can be concluded to have met the requirements of convergent validity, this can be seen from the AVE score for the moderating effect is the largest among others. Then the composite reliability value of each variable has met the requirements, which is more than 0.7 and the composite reliability for moderation also has the largest score so that it can be said to be the most reliable. After the accepted model meets convergent validity and discriminant validity, the next step is to test the structural model (Inner Model). The inner model test begins with the specification of the R-Square coefficient of determination with the provisions of Purwanto et al. (2022) that the R-Square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).
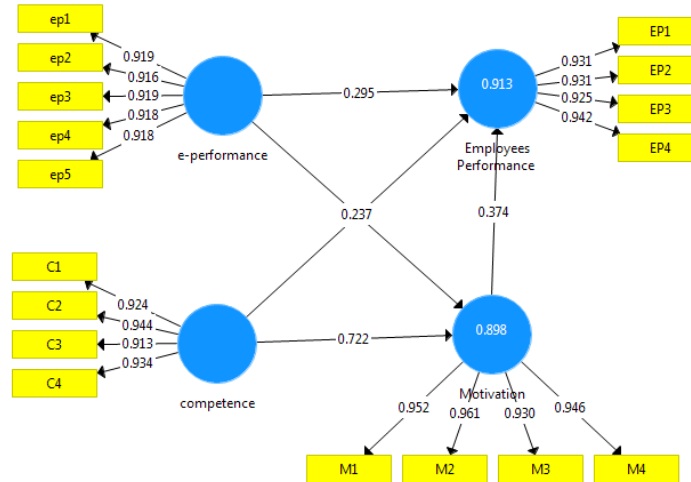
Fig 2 . Output R-Square Adjusted

The R-Square Adjusted output on the employee performance variable is 0.913, meaning that it has a predictive power for the influence of the Work Environment and HR E-System of 91.3 percent, while the remaining 9.7% percent is influenced by other factors. The f-Square (f2) test is used at a later stage to determine the magnitude of the effect of the endogenous latent variable on the exogenous latent variable. The f2 values of 0.02, 0.15 and 0.35 can be interpreted whether the latent variable indicator has a weak, medium or large influence on the structural level (Purwanto et al., 2021).
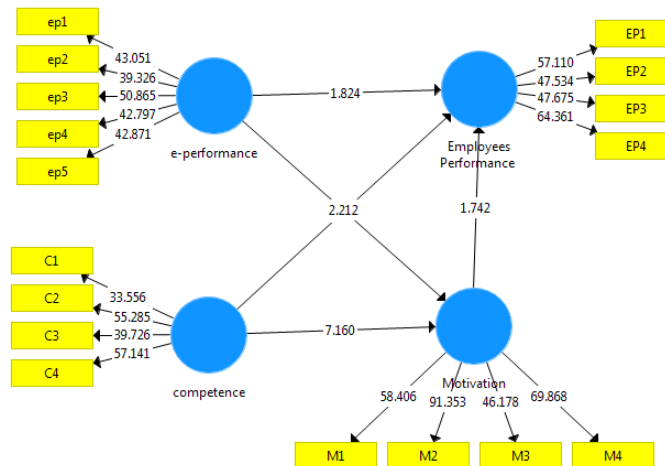
Hypotheses Testing

Fig 3 . Hypotheses Testing

Table 2 . Hypotheses Testing

	T-statistics	P-values	Analysis Results
e-performance- motivation	2.212	0.002	Accepted
competence - motivation	7.160	0.002	Accepted
e-performance - employee performance	2.431	0.001	Accepted
competence - employee performance	2.212	0.002	Accepted
motivation - employee performance	2742	0.001	Accepted

e-performance has a positive and significant effect on motivation

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The results of this study prove that the application of e-performance has a positive and significant effect on motivation. According to Nugroho et al. (2020); Oladele, et al. (2014); Purwanto et al. (2019); Purwanto et al. (2020); Stone et al. (2006) the better the application of SKP electronically, recording of targets and realization of work electronically and the integrity of attendance, quantity, and quality of work, the higher the motivation of employees in optimizing the prestige given, trying to act independently and taking advantage of existing opportunities to excel. The description of the research variables explains that each employee can run a job description electronically with high integrity in the presence of quantity and quality of work that is applied in the electronic system and is able to record targets and work realization electronically in accordance with the main tasks and functions, with the application of e-mail. -better performance, every employee will be motivated from the prestige given by the leadership, besides that it can increase employee confidence to act independently and maximize existing opportunities for achievement.

Competence has a positive and significant effect on motivation

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The results of this study prove that competence has a positive and significant effect on motivation. According to Abdulaziz et al. (2011); Alder (2005); Al Haziazi (2020); Almusaddar et al. (2018);Anwar et al. (2019); Farida et al. (2020) the better the attitude in service, the higher the knowledge about service procedures and skills about service technicalities, the more employee motivation will increase in optimizing the prestige given, trying to act independently and taking advantage of existing opportunities to excel. The description of the research variables explains that every employee has knowledge of service procedures, every employee who has high competence must have a friendly attitude in serving

the community or friendly to fellow co-workers, and each employee has knowledge of service technicalities.

E-performance has a positive and significant effect on employee performance

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The results of this study prove that the implementation of e-performance has a positive and significant effect on employee performance. According to Subari et al. (2015); Srikaningsih et al. (2015); Ullah et al. (2021); Wahet et al. (2020); Wege et al. (2019); Winarno et al. (2015) the better the application of SKP electronically, recording of targets and realization of work electronically and the integrity of attendance, quantity, and quality of work, the higher the performance of employees in being responsible for producing quantity and quality of work in the office. The description of the research variables explains that each employee can carry out SKP electronically properly with high integrity in the presence of quantity and quality of work applied in the electronic system and is able to record targets and work realizations electronically in accordance with the main tasks and functions. employees will be motivated from their colleagues who have been able to implement the use of e-performance better. With the implementation of better e-performance from employees, each employee will be fully responsible for what are his main duties and functions, each employee will also improve the quality of his work by providing excellent service to the community and working hard to achieve quantity of work.

Competence has a positive and significant effect on employee performance

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The results of this study prove that competence has a positive and significant effect on employee performance. According to Nugroho et al. (2020); Oladele, et al. (2014); Purwanto et al. (2019); Purwanto et al. (2020); Stone et al. (2006) the better the attitude in service, the higher the knowledge about service procedures and skills about service technical, the higher the employee's performance in being responsible for producing the quantity and quality of work in the office. The description of the research variables explains that every employee has knowledge of service procedures in the office, every employee who has high competence must have a friendly attitude in serving the community or friendly to fellow coworkers, and each employee has knowledge of technical services in the office. With the increase in competence, each employee will be fully responsible for what are his main duties and functions, each employee will also improve the quality of his work by providing excellent service to the community and working hard to achieve the quantity of work in the office.

Motivation has a significant effect on employee performance

After the data meets the measurement requirements, the research is continued by using the bootstrapping method on SmartPLS with a significance level of 0.05 where if the p-values are less than 0.05 or t-values are greater than t-critical (1.96) it means an alternative hypothesis. declared accepted. The results of this study prove that motivation has a significant effect on employee performance. According to Abdulaziz et al. (2011); Alder (2005); Al Haziazi (2020); Almusaddar et al. (2018);Anwar et

al. (2019); Farida et al. (2020) the higher the ability of employees to optimize the prestige given by the leadership, try to act independently and take advantage of existing opportunities to excel, the higher the performance of employees in being responsible for producing quantity and quality of work in the office. The description of the research variables explains that the prestige given by the leadership can increase the morale of the employees, in addition, with the leadership's trust in employees to act independently, it can stimulate employees to achieve the quantity and quality of work, as well as the existence of equal opportunities for achievement. employees will be fully responsible for what are their main duties and functions, each employee will also improve the quality of his work by providing excellent service to the community and working hard to achieve quantity of work. The results of this study prove that motivation cannot mediate the effect of implementing e-performance on employee performance. This means that the higher the ability of employees in optimizing the prestige given by the leadership, trying to act independently and taking advantage of existing opportunities to excel, does not affect the ability of employees to apply e-performance to improve employee performance. This is because in implementing e-performance, employees do not need motivation from the leadership, e-performance is an obligation from the central government to be implemented by every civil servant, not from the direct leadership. The results of this study prove that motivation cannot mediate the effect of competence on employee performance. This means that the higher the ability of employees in optimizing the prestige given by the leadership, trying to act independently and taking advantage of existing opportunities to excel, does not affect the competence of employees to improve employee performance. This is because employees already feel capable of completing work without any encouragement from the leadership, because the employee's tenure is considered long enough to give rise to extensive experience in carrying out or completing a job plus high education as a basis for understanding the main tasks and functions.

Conclusion

Based on the description of the analysis and discussion that has been described, it can be concluded that the most dominant variable influencing employee performance is the variable of e-performance implementation which directly affects employee performance without going through motivation as an intervening variable. In addition, competence also has a direct positive and significant effect on employee performance without going through motivation as an intervening variable. This can be interpreted that the high competence of employees, it can directly improve employee performance without the need for motivation from the sub-district head. This is because work experience and high education make employees able to understand the jobdesk clearly and take full responsibility in completing their work. The results of the model feasibility test also explain that the variables of the application of e-performance, competence and motivation together can be used as a model in predicting employee performance or in other words this research variable deserves to be used as a research model.In this study, there are several research limitations, including the motivational variable which is used as the intervening variable, it turns out that motivation cannot mediate the effect of the variable implementation of e-performance and competence on employee performance, therefore future research can replace the motivation variable with other variables that if in accordance with the problems encountered to be used as an intervening variable. In addition, the object of research that is too focused on government organizations makes the number of employees used as research samples is too small, not to mention if some employees attend training or leave, it can make it difficult for

researchers to distribute questionnaires, so that further researchers can also explore other company objects outside the local government. , for example a manufacturing company. Organizations are expected to be able to provide supporting facilities in the main implementation of e-performance, such as laptops. The ability of employees to implement the e-performance system is good, especially supported by high competence, but every employee in compiling office work still uses a personal laptop. With these supporting facilities, employee performance can increase.

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