

## The Effect of Electronic Performance Application and Work Skills on Employee Performance with Job Satisfaction as an Intervening Variable

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### Abstract

The purpose of this study is to test and analyze the impact of the application of electronic performance and work skills on employee performance, with job satisfaction as an intervening variable. The research population consists of all civil servants in the DP3AKKB of Banten Province, totaling 63 people, using employee data from 2024. The sampling technique used is census sampling, which involves collecting data from the entire relevant population. Data were collected through a questionnaire, followed by analysis using a quantitative method processed with SmartPLS software version 4. The results of the study show that *performance elektronik* has a positive and significant effect on employee performance; work skills have a positive but insignificant effect on employee performance; *performance elektronik* has a positive and significant effect on job satisfaction; work skills have a positive and significant effect on job satisfaction; job satisfaction has a positive and significant effect on employee performance; job satisfaction is able to mediate *performance elektronik* on employee performance; and job satisfaction is able to mediate work skills on employee performance.

**Keywords:** Performance electronics, job skills, job satisfaction, employee performance

### INTRODUCTION

Employee performance is the level of individual effectiveness and efficiency in carrying out the tasks and responsibilities given by the organization (Babalola, 2016; Braunerhjelm & Lappi, 2023; Silen, 2016; Thuda et al., 2019; Zhenjing et al., 2022). In the context of government, employee performance is very important because it has a direct impact on the quality of public services. The Government of Indonesia is committed to running a clean and transparent government to prevent corruption, collusion, and nepotism practices as outlined in Constitution Number 30 of 2014.

According to the Central Statistics Agency (2024), around 26.52% of the total workforce in Indonesia and 4,16% of the total workforce in Banten consist of Generation Z individuals born between 1995 and 2010. This phenomenon creates new challenges in human resource management in the public sector, particularly in terms of employee performance assessment and improvement.

In the era of digitalization, many government organizations have switched from manual performance appraisal systems to electronic performance systems (*E-Performance*) (Altarawneh & Tarawneh, 2023; Njeje, 2018; Rifqiansyah & Yuliantini, 2023; Wahyudi, 2022). According to Onibala et al. (2021), *E-Performance* is a website-based application to analyze the needs of positions and workloads in organizational work units, which is the basis for calculating work implementation and providing performance allowances.

DP3AKKB Banten Province has implemented an *E-Performance* system based on Banten Governor Regulation No. 24 of 2023 concerning Performance Management of State

Civil Apparatus Employees. Employee performance predicate data in 2024 shows interesting variations, where the majority of employees receive very good and good predicates, but there are still employees with predicates that need improvement or are even very low.

In addition to the application of technology, work skills are also an important factor in determining employee performance. According to Sehun et al. (2020), job skills refer to the abilities and competencies required to perform tasks effectively in a job. However, previous research has shown mixed results regarding the influence of job skills on employee performance.

Job satisfaction also plays an important role in the dynamics of employee performance. According to Cebotari (2022), job satisfaction is defined as the extent to which an employee is satisfied with the rewards earned from their work. In the context of mediation, job satisfaction can strengthen or weaken the relationship between other factors and employee performance.

Based on the research gap found in previous studies, where there were differences in research results regarding the influence of electronic performance and work skills on employee performance, this study aims to analyze the effect of the application of electronic performance and work skills on employee performance with job satisfaction as an intervening variable in the DP3AKKB of Banten Province.

## **RESEARCH METHODS**

This research used a quantitative approach with a causal research design to test the cause-and-effect relationship between variables (Ferdinand, 2014). The population consisted of all ASN employees of the Banten Province Women's Empowerment, Child Protection, Population and Family Planning Office, totaling 64 people. Census sampling was used, resulting in a sample of 63 respondents (excluding the researcher, who was part of the organization). Data were collected through questionnaires distributed directly to respondents via Google Forms. The questionnaire employed an interval scale from 1 to 10, where 1 indicated "Strongly Disagree" and 10 indicated "Strongly Agree." Data analysis was conducted using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach in SmartPLS version 4.1.0.9. The analysis involved four stages: (1) testing instrument validity and reliability, (2) evaluating the measurement model (outer model), (3) evaluating the structural model (inner model), and (4) testing the hypotheses.

## **RESULTS AND DISCUSSION**

### **Characteristics of Respondents**

Of the 63 respondents, 34 people (53.97%) were women and 29 people (46.03%) were men. The majority of respondents were over 45 years old (60.32%) with a working period of more than 15 years (71.43%) and a S1 education (66.67%).

### **Validity and Reliability Tests**

The results of the validity test showed that all indicators had a loading factor of  $> 0.70$  and an AVE value of  $> 0.50$ , thus meeting the criteria for convergent and discriminant validity. The reliability test showed Cronbach's Alpha and Composite Reliability values  $> 0.70$  for all variables, so the research instrument was declared reliable.

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## Structural Model Evaluation

The R-square value for job satisfaction is 0.462 (moderate category) and employee performance is 0.750 (strong category). This shows that the model has good predictive capabilities.

## Hypothesis Testing Results

**Table 1. Hypothesis Testing Results (Direct Effect)**

| Hypothesis                     | Original Sample | T Statistics | P Values | Information |
|--------------------------------|-----------------|--------------|----------|-------------|
| H1: EK → KNP                   | 0,300           | 3,379        | 0,000    | Accepted    |
| H2: KT → KNP                   | 0,055           | 0,682        | 0,248    | Rejected    |
| H3: European Championship → KP | 0,483           | 3,486        | 0,000    | Accepted    |
| H4: KT → KP                    | 0,340           | 2,828        | 0,002    | Accepted    |
| H5: KP → KNP                   | 0,622           | 6,364        | 0,000    | Accepted    |

Description: EK = Performance Electronics, KT = Job Skills, KP = Job Satisfaction, KNP = Employee Performance

**Table 2. Hypothesis Testing Results (Indirect Effect)**

| Hypothesis        | Original Sample | T Statistics | P Values | Information |
|-------------------|-----------------|--------------|----------|-------------|
| H6: EK → KP → KNP | 0,300           | 3,538        | 0,000    | Accepted    |
| H7: KT → KP → KNP | 0,211           | 2,396        | 0,008    | Accepted    |

## The Influence of Performance Electronics on Employee Performance

The results of the study showed that electronic performance had a positive and significant effect on employee performance (H1 accepted). This is in line with the research of Sumardjo et al. (2022) and Niswaty et al. (2023) which states that the implementation of the E-Performance system can increase transparency, accountability, and effectiveness of employee performance assessments.

## The Influence of Job Skills on Employee Performance

Job skills have a positive but insignificant influence on employee performance (H2 rejected). These results indicate that although employees are well-skilled, other factors such as rigid bureaucratic structures and less flexible standard operating procedures may limit the scope for employees to apply their skills to the fullest.

## The Influence of Performance Electronics on Job Satisfaction

Electronic performance has a positive and significant effect on job satisfaction (H3 accepted). The E-Performance System provides transparency in performance assessment, so employees feel more satisfied because they can see firsthand the development of their performance.

## The Effect of Job Skills on Job Satisfaction

Job skills have a positive and significant effect on job satisfaction (H4 accepted). Employees who have work skills that are in accordance with the demands of the job will feel satisfaction because they feel competent in carrying out their duties.

### **The Effect of Job Satisfaction on Employee Performance**

Job satisfaction has a positive and significant effect on employee performance (H5 accepted). Employees who feel satisfied with their jobs tend to show better performance, in line with research by Gazi et al. (2022).

### **The Role of Job Satisfaction Mediation**

Job satisfaction is able to partially mediate the electronic influence of performance on employee performance (H6 accepted) and fully mediate the influence of work skills on employee performance (H7 accepted). This shows the importance of job satisfaction as a factor that strengthens the relationship between organizational factors and employee performance.

### **CONCLUSION**

The research concluded that electronic performance has a positive and significant effect on both employee performance and job satisfaction, while job skills positively influence job satisfaction but do not directly impact employee performance. Job satisfaction plays a crucial mediating role between electronic performance, work skills, and employee performance, highlighting the importance of integrating technology with employee well-being to enhance organizational effectiveness. To optimize outcomes, DP3AKKB Banten Province should continue improving the E-Performance system with regular updates and user-friendly features, streamline procedures to better leverage employee skills, and conduct frequent job satisfaction surveys addressing key concerns such as career development. Future research could extend to other government agencies and examine additional variables like motivation and organizational culture. Policymakers are encouraged to standardize E-Performance systems across departments and provide targeted training programs. This combined focus on technology, skill development, and job satisfaction offers a comprehensive strategy for improving performance and creating a more dynamic, satisfying work environment in the public sector.

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