

The Effect Of The Implementation Of E-Performance Assessment, Work Environment, Competence, And Motivation On Employee Performance In The Health Office Of Mesuji District

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Abstract

This study aims to analyze the effect of the implementation of the E-Performance System, work environment, competence, and work motivation on employee performance at the Mesuji District Health Office. Employee performance is an important factor in supporting the success of health service delivery, so effective, professional, and performance-based human resource management is needed. The research method used is a quantitative method with a survey approach. The population in this study were all employees of the Mesuji District Health Office with a sampling technique using the census method (total sampling). Data were collected through questionnaires and analyzed using multiple linear regression analysis. Hypothesis testing was carried out through partial tests (t-tests) to determine the effect of each independent variable on employee performance. The results showed that the implementation of the E-Performance System had a positive and significant effect on employee performance with a calculated t value of 3.118 and a significance of 0.003. The work environment also had a positive and significant effect on employee performance with a calculated t value of 2.334 and a significance of 0.023. Competence had a positive and significant effect on employee performance with a calculated t value of 1.198 and a significance of 0.039. In addition, work motivation showed a positive and significant influence on employee performance with a t-value of 2.380 and a significance of 0.025. The implications of this study confirm that strengthening the implementation of the E-Performance System, improving and organizing the work environment, developing employee competencies on an ongoing basis, and increasing work motivation are important factors in improving employee



performance at the Mesuji District Health Office. The results of this study are expected to be a consideration for leaders in formulating human resource management policies to improve the quality of health services to the community.

Keywords: Competence, E-Performance System, Employee Performance, Work Environment, Work Motivation.

INTRODUCTION

Human resources are a key factor in determining the success of an organization, particularly in government agencies that have significant responsibility in providing public services. The success of a public organization is measured not only by the achievements of programs and policies, but also by the ability of the apparatus to carry out tasks effectively, efficiently, and accountably (Mangkunegara 2011). In this context, employee performance is a key indicator that reflects the quality of governance and the professionalism of the state civil apparatus (ASN).

As public demand for transparent and high-quality public services increases, government agencies are required to continuously improve their employee performance management. However, in practice, employee performance in various local government agencies continues to demonstrate a number of issues. This is reflected in suboptimal task completion, inaccurate work schedules, inconsistent service quality, and differences in productivity levels among employees. These issues indicate that the implemented performance management system is not fully capable of encouraging employees to achieve their best performance (Uno, Upe, and Firdaus 2024).

In response to these issues, the government developed an information technology-based performance appraisal system through the implementation of e-performance. The e-performance system is designed to improve the accountability and objectivity of performance appraisals by electronically recording work activities, monitoring performance achievements in real time, and linking work results to reward systems, coaching, and career development (Barusman 2017). The following is a summary of the e-performance of Mesuji District Health Office employees. To understand the factors that impact the negotiation Negotiation skills have numerous benefits



**Figure 1: E-Performance Recapitulation**

Through this system, it is hoped that the performance assessment process will no longer be subjective, but rather based on measurable evidence of work and achievements. However, the implementation of e-performance at the organizational level still faces various obstacles, such as limited employee understanding of performance indicators, low consistency in inputting work activities, and the suboptimal role of superiors in monitoring and evaluating performance (Hidayat, 2020).

In addition to the performance appraisal system, the work environment is also a crucial factor influencing employee performance. The work environment encompasses physical conditions, such as layout, lighting, and facility comfort, as well as non-physical conditions, such as work relationships, communication, and organizational climate. A less-than-conducive work environment can reduce employee concentration, comfort, and morale, thus impacting productivity. High workloads, limited supporting facilities, and less-than-harmonious work relationships have the potential to cause work stress and hinder the achievement of optimal performance (I Putu Angga Wahyudi 2020).

Furthermore, employee competency plays a strategic role in determining performance quality. Competency, encompassing knowledge, skills, and work attitudes, is a key prerequisite for employees to carry out their duties professionally. Competency disparities among employees, particularly in technical task mastery, digital administration, and understanding of work procedures, often lead to delays in work completion and increased dependence on specific employees. This situation not only impacts individual performance but also the overall performance of the organization (Budianto, A., & Katini 2015).

Work motivation factors cannot be ignored in efforts to improve employee performance. Motivation acts as an internal driver that influences employee enthusiasm, commitment, and sincerity in carrying out their work. Fluctuating work motivation, especially due to a suboptimal link between performance achievements and the reward system, can reduce employee enthusiasm and initiative. When employees feel that their efforts and contributions are not commensurate with the rewards received, the tendency to work simply to fulfill obligations will increase (Budianto, A., & Katini 2015).

Based on the above description, it can be understood that employee performance is the result of the interaction of various factors, namely the implementation of e-performance assessment, work environment, competence, and work motivation. Suboptimality of any one of these factors has the potential to affect employee performance as a whole. Therefore, a comprehensive empirical study is needed to analyze the influence of these four factors on employee performance, especially at the Mesuji Regency Health Office as an agency that has a strategic role in public health services. This research is expected to provide scientific contributions in the development of public sector human resource management and become a basis for consideration for agency leaders in formulating policies to improve employee performance in a sustainable manner

LITERATURE REVIEW

Employee Performance

Employee performance is the work results achieved by an employee in carrying out the tasks and responsibilities assigned to him in accordance with the standards and objectives of the organization (Mangkunegara, 2017). Performance reflects the level of success of employees in completing work in terms of quality, quantity, timeliness, effectiveness, independence, and the ability to work together. Mangkunegara states that performance is the work results in terms of quality and quantity achieved by employees in accordance with the responsibilities given, while Armstrong views performance as a function of ability, motivation, and work opportunities. In public organizations, especially government agencies, employee performance is an important indicator of the success of public services because it is directly related to the achievement of organizational goals, the effectiveness of public services, and the level of public trust (Civil et al. 2021). Employee performance is influenced by various internal and external factors, such as competence, work motivation, work environment, discipline, leadership, reward systems, and the availability of work facilities and infrastructure. Employees with high performance

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are generally able to work professionally, responsibly, disciplined, and consistently in achieving targets set by the organization (Armstrong 2014).

Competence

Competence is a basic characteristic possessed by an individual related to the ability to carry out work effectively and efficiently. Competence includes knowledge, skills, attitudes, and work behaviors that support the achievement of optimal performance (Rivai 2018). Spencer and Spencer define competence as a fundamental characteristic of a person that is directly related to superior performance, while Rivai states that competence is an individual's ability to carry out tasks based on a combination of knowledge, skills, and work attitudes (Hasibuan 2019). In the context of government organizations, employee competence is the main foundation because employees are required to be able to carry out administrative and technical tasks in accordance with public service standards. Employee competence includes technical competence related to mastery of the task field, managerial competence which includes planning, decision-making, and collaboration skills, and socio-cultural competence related to attitudes, ethics, and the ability to interact in society. Employees with high competence tend to be able to work more quickly, precisely, and accurately, while employees with low competence will experience difficulties in completing work, depend on others, and potentially reduce organizational performance (Mangkunegara, 2017).

Work Motivation

Sedarmayanti (2017) states that work motivation is an internal and external drive that influences a person's enthusiasm, direction, and persistence in carrying out work to achieve organizational goals. Sedarmayanti explains that motivation is a force that drives employees to work optimally through fulfilling needs and providing fair rewards. Motivation can come from within the individual (intrinsic), such as pride in work, the desire to achieve, and inner satisfaction, or from outside the individual (extrinsic), such as salary, benefits, awards, job promotions, and a conducive work environment. Motivation theories such as Maslow's hierarchy of needs, Herzberg's two factors, and Vroom's expectancy theory emphasize that work motivation arises when employees feel their needs are met, their efforts are appreciated, and they have opportunities for development. In government agencies, work motivation plays an important role in maintaining consistent employee performance, discipline, and commitment. Motivated employees will demonstrate high enthusiasm, initiative, and responsibility, while low motivation can lead to decreased work

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enthusiasm, increased passive behavior, and decreased overall performance (Sedarmayanti 2018).

Work Environment

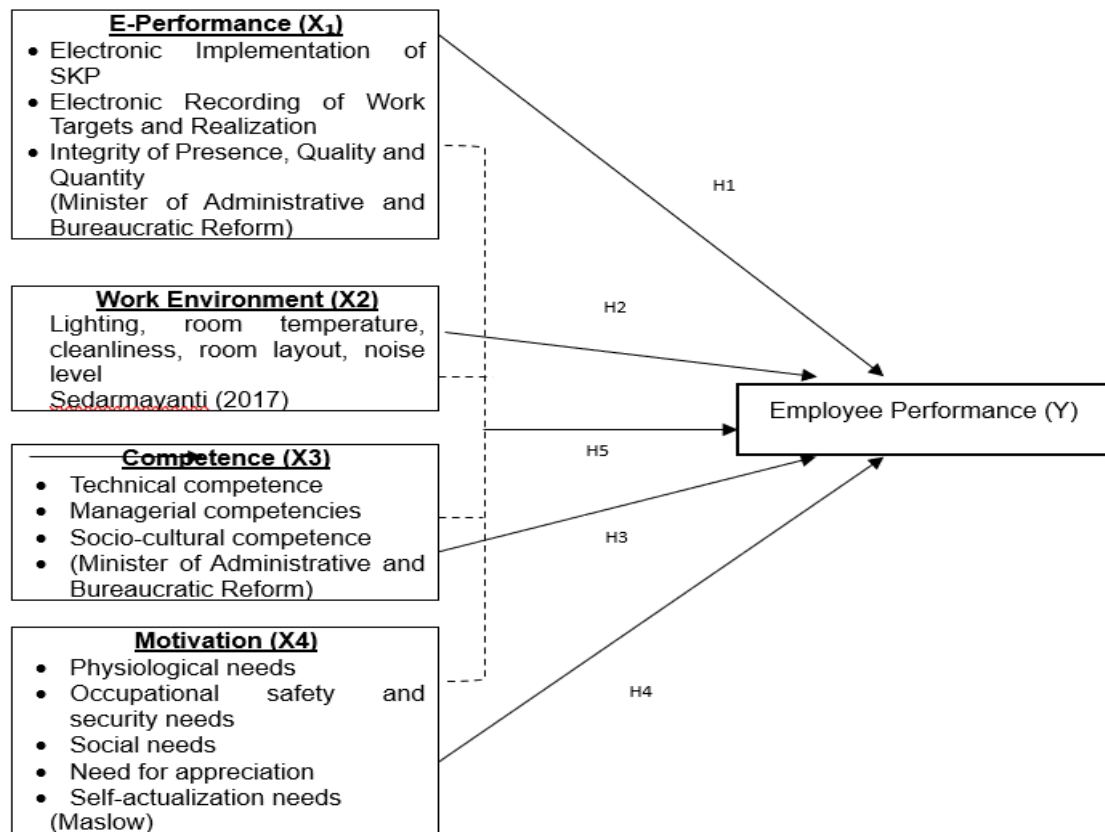
Robbins and Coulter (2018), the work environment is all conditions that exist around employees while carrying out work that can affect comfort, safety, and work effectiveness. The work environment consists of physical and non-physical work environments. The physical work environment includes the condition of the work space, lighting, temperature, cleanliness, layout, noise, and the availability of work facilities and equipment, while the non-physical work environment includes relationships between employees, work communication, leadership support, organizational culture, and the overall work climate. According to Mangkunegara and Sedarmayanti, a conducive work environment will create a sense of comfort and security so that employees are able to work more focused, productively, and efficiently. Conversely, a less supportive work environment can cause stress, fatigue, conflict, and reduce employee motivation and performance. In government agencies, especially the health care sector, a good work environment is essential to support the implementation of administrative and technical tasks that require accuracy, coordination, and timeliness (Mangkunegara, 2017).

Implementation of E-Performance Assessment

Rivai (2015), The implementation of e-performance assessment is an information technology-based employee performance assessment system designed to improve objectivity, transparency, and accountability of performance. The e-performance system requires employees to plan, implement, and report work activities digitally in accordance with established targets and performance indicators. The implementation of e-performance is in line with the concept of modern performance management which emphasizes performance planning, achievement measurement, continuous evaluation, and providing feedback for employee development. In government organizations, e-performance is an important instrument in supporting bureaucratic reform and the merit system, because it is able to minimize the subjectivity of assessments and increase employee discipline and responsibility.



Conceptual Framework



RESEARCH METHODOLOGY

This study uses a quantitative approach with a survey method that aims to empirically analyze the effect of the implementation of e-performance assessment, work environment, competency, and work motivation on employee performance at the Mesuji Regency Health Office. The quantitative approach was chosen because this study focuses on testing the causal relationship between variables that can be measured objectively through numerical data. The population in this study were all employees working at the Mesuji Regency Health Office, with the sampling technique using the census method (total sampling), so that all members of the population became research respondents (Moelong, 2019). The census method was used so that the research results

can describe the overall condition of employee performance without any generalization errors due to sampling. Data collection was carried out using a closed questionnaire instrument compiled based on the indicators of each research variable and measured using a five-level Likert scale to obtain respondents' perceptions in a structured and measurable manner. The independent variables in this study include the implementation of e-performance assessment, work environment, competency, and work motivation, while the dependent variable is employee performance. The implementation of e-performance assessment is measured through indicators of clarity of work targets, suitability of performance indicators, ease of use of the system, timeliness and accuracy of work activity input, transparency of the assessment process, and the availability of performance feedback from superiors. The work environment is measured through physical and non-physical work environment aspects, which include room temperature conditions, lighting, cleanliness, workspace layout, availability of work facilities, relationships between employees, work communication, leadership support, and the work atmosphere perceived by employees. Employee competence is measured through mastery of main tasks and functions, understanding of standard operating procedures, technical and administrative skills, ability to use technology and work applications, and the ability to solve work problems independently. Work motivation is measured through the drive to achieve, the need for appreciation and recognition, a sense of security in work, opportunities for self-development and career, and enthusiasm in completing tasks according to set targets. Employee performance as the dependent variable is measured through indicators of work quality, work quantity, timeliness of task completion, effectiveness of resource use, level of independence in work, and the ability to collaborate with colleagues and superiors. The collected data was then analyzed using descriptive and inferential statistics, with the aid of multiple linear regression analysis, to determine the extent of each independent variable's influence on employee performance. Prior to hypothesis testing, The data were first tested through instrument validity and reliability tests to ensure the accuracy and consistency of the measuring instrument, as well as classical assumption tests including normality tests, multicollinearity tests, and heteroscedasticity tests to ensure that the data met the requirements of regression analysis. Hypothesis testing was carried out through partial tests (t-tests) to determine the effect of each independent variable individually on employee performance and simultaneous tests (F-tests) to determine the effect of independent variables together on employee performance, while the coefficient of determination was used to determine how much contribution the implementation of e-performance assessment, work environment,



competence, and work motivation had in explaining variations in employee performance at the Mesuji District Health Office.

DISCUSSION

The Effect of E-Performance on Employee Performance at the Mesuji Regency Health Office

The results indicate that e-performance has a positive and significant effect on employee performance (Sig. 0.003 < 0.05). This finding suggests that the optimal implementation of an e-performance system can significantly improve employee performance. These results are consistent with the concept of a *performance management system* proposed by Armstrong (2009) and the *goal-setting theory* by Locke and Latham (2002), which emphasize the importance of clear targets, transparent performance evaluation, and continuous monitoring. Previous studies (Sisi Wahyuni, 2020; Sari & Taufik, 2021) also confirm that e-performance systems enhance discipline, accountability, and the quality of public services. Thus, e-performance serves as a strategic instrument for improving performance in the public sector.

The Effect of Work Environment on Employee Performance at the Mesuji Regency Health Office

The work environment has a positive and significant effect on employee performance (Sig. 0.023 < 0.05). A comfortable and conducive work environment enables employees to work more effectively and productively. This finding is in line with Sedarmayanti (2017) and ergonomic theory, which highlight the importance of both physical and non-physical aspects of the work environment. Previous studies (Yamin, 2021; Topan, 2020) also demonstrate that a supportive work environment enhances work motivation and employee effectiveness. Therefore, the work environment plays a crucial role in supporting employee performance in public sector organizations.

The Effect of Competence on Employee Performance at the Mesuji Regency Health Office.

The results show that competence has a positive and significant effect on employee performance (Sig. 0.039 < 0.05). This finding is consistent with the competency theory proposed by Spencer and Spencer (1993) and the human capital concept, which states that knowledge, skills, and work attitudes are key organizational assets in improving performance. Eladira (2024) also found that employees with higher



competence levels demonstrate better adaptability and performance. Thus, competence is a strategic factor in enhancing employee performance and improving public service quality.

The Effect of Motivation on Employee Performance at the Mesuji Regency Health Office

Work motivation has a positive and significant effect on employee performance (Sig. $0.025 < 0.05$). This finding supports Maslow's hierarchy of needs theory (1943) and Herzberg's two-factor theory (1959), which emphasize the role of motivation in fostering work enthusiasm, commitment, and responsibility. Barusman (2023) also found that highly motivated employees tend to achieve better performance outcomes. Therefore, work motivation is a critical factor in driving employee performance in public sector organizations.

The Simultaneous Effect of E-Performance, Work Environment, Competence, and Motivation on Employee Performance at the Mesuji Regency Health Office

The simultaneous test results indicate that e-performance, work environment, competence, and motivation collectively have a positive and significant effect on employee performance (Sig. < 0.05). This finding aligns with Armstrong's (2009) performance management concept and human capital theory, which emphasize the integration of systems, environment, and individual factors. Employee performance can be optimized when supported by a clear e-performance system, a conducive work environment, adequate competence, and high work motivation. Therefore, improving employee performance requires a comprehensive and integrated approach rather than partial or isolated efforts.

CONCLUSION

The results of this study demonstrate that e-performance plays a significant role in improving employee performance, as indicated by a significance value of 0.003, which is below the 0.05 level, suggesting that the implementation of an effective e-performance system contributes to clearer performance targets, better monitoring, and increased accountability. Likewise, the work environment shows a positive and significant effect on employee performance, with a significance value of 0.023, indicating that supportive physical and non-physical working conditions enhance employee comfort, focus, and productivity. Employee competence is also found to have a positive and significant



influence on performance, as reflected by a significance value of 0.039, implying that employees' knowledge, skills, and work attitudes directly contribute to the quality and effectiveness of task completion. Furthermore, work motivation significantly affects employee performance, as evidenced by a significance value of 0.025, highlighting that motivated employees tend to exhibit higher levels of commitment, responsibility, and work enthusiasm. In addition to these individual effects, the results of the simultaneous (F-test) analysis confirm that e-performance, work environment, competence, and motivation jointly have a positive and significant impact on employee performance, with a significance value below 0.05, indicating that employee performance is optimally enhanced through the integrated interaction of system effectiveness, environmental support, individual capability, and motivational factors.

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