
EFFECT OF APPLICATION OF PERFORMANCE ASSESSMENT SYSTEM BASED ON E-PERFORMANCE AND COMPETENCY ON WORK ACHIEVEMENT OF STRUCTURAL EMPLOYEES THROUGH JOB SATISFACTION AS INTERVENING VARIABLE (Study on Bondowoso Regency Government)

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ABSTRACT

This research is motivated by several gaps or differences in research results with expert opinions, also supported by data on research problems, namely based on the results of employee performance evaluations in 2020 which were less than optimal, where the realization of performance achievements did not reach 90 at the end of the fiscal year. Evaluation data for filling out the E-application Performance shows that as many as 38% or about 900 employees do not fill in e-performance to 100%. So the phenomenon of this research is the lack of effectiveness of employee performance in increasing competence, especially in the use of IT-based e-performance. The purpose of this study was to determine directly or indirectly the effect of evaluating performance based on the e-performance application and employee competence on employee job performance through job satisfaction as an intervening variable on Structural Employees of the Bondowoso Regency Government. The total population of this study was 2,405 employees, while the number of samples was 168 using purposive sampling technique. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that e-performance based performance appraisal and employee competence have a significant effect on job satisfaction, (2) e-performance based performance appraisal and employee competence and job satisfaction have a significant effect on employee performance, (2) e-performance based evaluation.

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1. INTRODUCTION

The importance of human resources in carrying out their duties on the performance of both the company and the bureaucracy. Human resources must have competence in carrying out their duties and functions. Competence according to [1] said that: "Competence indicates the presence and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity". In

essence, competencies are needed to help organizations create a high-performance culture, the many competencies used by human resources will improve performance [2].

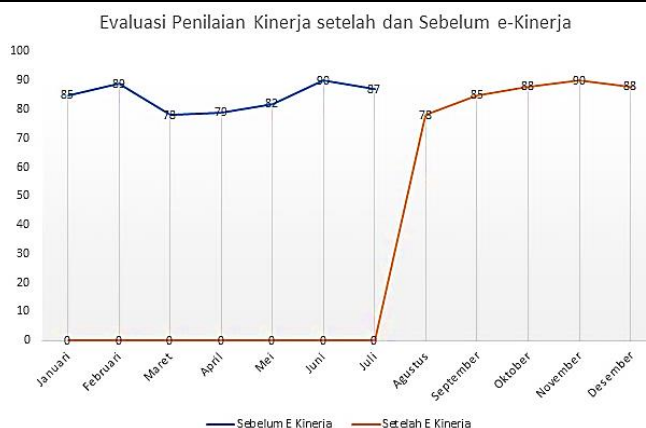
Job satisfaction shows a match between one's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. [3] according to [4] emphasizes that job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. In this case, what is meant by this attitude is all things related to work such as supervision, salary, working conditions, experience with skills, fair and non-discriminatory work assessments, good social relations in work, prompt resolution of complaints. and good treatment from the leadership towards employees.

Employee performance appraisal absolutely must be done to find out the achievements that can be achieved by each employee. Is the achievement achieved by employees is good, moderate, or less? Performance appraisal is important for the company to determine the next policy action. Next [5] said that the performance appraisal means that subordinates get attention from their superiors so that they encourage them to be passionate about work, as long as the appraisal process is honest and objective and there are follow-up actions, it allows employees to be promoted, demoted, developed, and for their services to be increased.

Based on the theory of performance improvement above, there are similar previous research results with insignificant results or research gaps, as for the results of research conducted by [6] and [7] shows that: 1). The performance appraisal variable has no significant effect on employee job satisfaction; 2). The performance appraisal variable has an effect on employee performance, and 3). Job satisfaction has a significant effect on employee performance. For this reason, the Ministry of Religion is advised to be able to implement a performance appraisal program properly for employees so that employees can feel the benefits as feedback on various things such as abilities, strengths, weaknesses, and potentials which in turn are beneficial for their performance. In addition, performance is something important that is influenced by satisfaction, for that employee job satisfaction is maintained properly through an objective performance appraisal.

In addition to the theoretical explanations that have been discussed, this study also refers to several empirical studies that are used as references. Empirical studies include research [8] concluded in his research that competence has no significant effect on job satisfaction but has a significant effect on employee performance. Compensation has a significant effect on job satisfaction but has no significant effect on employee performance, and job satisfaction has a significant effect on employee performance. A study [9] stated that competence and compensation have a significant effect on job satisfaction. Motivation and competence have no significant effect on employee performance while work environment, compensation, and job satisfaction have a significant effect on performance. according to [10] shows that motivation and leadership have a significant effect on employee performance variables, but job satisfaction variables have no significant effect on employee performance. A study [11] shows that e-performance-based performance appraisal has a positive and significant effect on employee performance. Performance assessment based on e-performance has a positive and significant effect on employee job satisfaction. Job Satisfaction has positive and significant influence on employee performance. Research result [6] concluded that the performance appraisal variable had no significant effect on employee job satisfaction. contradicts research conducted by [11].

Some of the benefits that will be obtained if the e-performance system is implemented properly and as well as possible will not only be felt by ASN and agencies. With the monitoring of work through e-performance, it can also indirectly have a good impact on the community or the public. These are some of the benefits that will result from the implementation of the e-performance system properly, services to the public or the community will be better as a result of the increasing quality of work of ASN; The implementation of the government system within the agency or OPD will be more efficient and effective so that it is expected to get better outputs; Supervision of the performance and activities of ASN will be easier and more structured; It is easier to evaluate the work and achievements of ASN which will later be used to provide rewards and punishments to those concerned; As the basis for determining the amount of salary, automatic promotion (KPO) and also the automatic retirement process (PPO) for ASN; Assist in the creation of good and clean governance or good governance within government agencies and OPD; Assisting administrative transparency because all non-confidential letters must be uploaded to the e-performance website; Facilitate the provision of allowances to ASN whose amount will be determined based on the results of the assessment and achievements contained in e-performance; Stimulating ASN to be able to work better, more professionally and with dignity.



Source: BKD Kab. Bondowoso. (2021)

Figure 1. Graph 1 2020 Performance Appraisal Evaluation

The results of the performance appraisal evaluation show that the achievement of employee performance realization which should be 100% is still not optimal, this is also shown based on the results of the evaluation data on filling out structural employee performance activities throughout Bondowoso Regency carried out by the BKD Kab. Bondowoso is as follows:

Table 1 Evaluation Data for Filling in Structural Employee Performance Activities throughout Bondowoso Regency in August – December 2020.

No	Range of achievements in the use of Structural employee e-performance at 58 OPD	Usage Actual e-performance (100%)
1	0%-19.9%	6% Employee
2	20%-39.9%	4% Employee
3	40%-59.9%	11% Employee
4	60%-79.9%	17% Employee
5	80%-100%	62% Employees

Source: BKD Kab. Bondowoso. (2021)

Based on Graph 1 of performance appraisal evaluation data Before and after using e-performance, it can be seen that the use of the e-performance Application is still not able to maximize employee performance as indicated by the failure to achieve employee performance targets, besides that it is also seen based on table 1 Evaluation of Filling Structural Employee Performance Activities All of Bondowoso Regency shows that relatively few structural employees have validated performance data into the e-performance application. In addition, evaluating employee performance using the e-performance application is a determining factor in assessing their work performance.

Based on Government Regulation (PP) Number 46 of 2011 concerning Assessment of Civil Servant Work Performance. The assessment in the SKP covers aspects of quantity, quality, time, and cost, according to the characteristics, nature, and types of activities in each work unit. Assessment of work behavior includes aspects of service orientation, integrity, commitment, discipline, and cooperation. PNS Performance Assessment is a combined value of SKP assessment and work behavior assessment with a ratio of 60% and 40%. The results of the performance appraisal of civil servants are used as study material to ensure the objectivity and development of civil servants, and are used as requirements for appointments, promotions, providing allowances and sanctions, and others. According to Government Regulation (PP) Number 30 of 2019 concerning the Performance Assessment of Civil Servants (PNS),

1. Very Good, if the civil servant has: 1) scores with the numbers 110 (one hundred and ten) – 120 (one hundred and twenty); and 2) creating new ideas and/or new ways of improving performance that benefit the organization or country;
2. Good, if the civil servant has a score of 90 (ninety) – 110 (one hundred and twenty);
3. Enough, if the civil servant has a score of 70 (seventy) <- number 90 (ninety);
4. Less, if the civil servant has a score of 50 (fifty) – 70 (seventy); and
5. Very Less, if the civil servant has a score of <50 (fifty).

The following is data on the performance appraisal of structural employees in Bondowoso Regency.

No	Assessment criteria	Percentage	Number of Employees
1	Very good (110-120)	4.7%	114
2	Good (90-110)	68.6%	1650
3	Enough (70-90)	23.0%	552

4	Less (50-70)	3.7%	89
5	Very Poor (< 50)	0%	0
Total		100	2.405

Source: Bondowoso Regency BKD (2021)

Based on table 2, it can be seen that from 2,405 employees there are still employees who have work performance less than the provisions, namely as many as 29 employees or 3.7% of the total number of employees. Also, employees who have very good performance achievements are still minimal, namely as many as 114 employees which generally consist of echelon II officials b. It can be concluded that the work performance of structural employees in the Bondowoso Regency is not optimal. so the researchers tried to raise some of the problems found in structural employees regarding the competence and use of e-performance. The phenomenon in this study is "the lack of effectiveness of employee performance in increasing competence, especially in the use of IT-based e-performance".

States Internal behavior is behavior that is believed to be influenced by an individual's personal control. Meanwhile, behavior that is caused externally is considered as a result of external causes, that is, the individual has behaved in such a way that is caused by a certain situation. Attribution theory refers to the cause of an event or results obtained based on individual perceptions [12]. In this study, attribution theory explains the effect of performance appraisal, employee competence, and job satisfaction on job performance.

1.1 Performance assessment

Performance appraisal is the most important part of work behavior carried out in an organization [13]. Performance appraisal is a result obtained from activities and job functions within a certain period of time and is stated in a note [14]. Performance appraisal is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [15]. As long as employees work in an organization, an assessment of their performance must be held. according to [16], performance appraisal is a systematic assessment of the performance results and potential of employees in an effort to develop themselves for the benefit of the organization.

1.2 Competence

Stated that competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the work requirements set [14]. Definition and meaning of competence according to is a person's ability that can be observed which includes knowledge, skills, and attitudes in completing a job or task by the specified performance. according to [2] Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job.

1.3 Job satisfaction

Job satisfaction shows a match between one's expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement, and motivation. [3] according to [4] emphasizes that job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. In this case, what is meant by this attitude is all things related to work such as supervision, salary, working conditions, experience with skills, fair and non-discriminatory work assessments, good social relations in work, prompt resolution of complaints. and good treatment from the leadership towards employees [17].

1.4 Work performance

According to [18] Work performance is a systematic evaluation of the work that has been done by employees and is intended for development. Next [19] states that work performance is a formal procedure carried out within the organization to evaluate employees and the contributions and interests of employees. Whereas [20],[21] argues that work performance is a comparison between the actual perception of subordinates with the standards set in the first step, involving several types of forms of appreciation.

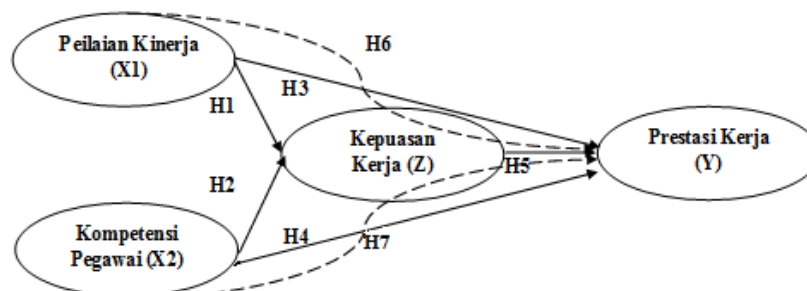


Figure 2. conceptual framework

2. RESEARCH METHOD

2.1 Variable Identification

This study using descriptive and quantitative research methods. [22] argued that the method that serves to describe or provide an overview of the object under study through data or samples that have been collected as they are, without conducting generally accepted analysis and conclusions. “Quantitative method is a research method based on the philosophy of positivism, used to research on a particular population or sample [22]. The quantitative design is used to prove the causal relationship or the relationship affecting and being influenced by the variables studied, in this study the influence of performance appraisal, employee competence, and job satisfaction, on the work performance of Structural employees of the Bondowoso Regency Government.

2.2 Population and Sample

The population in this study were all employees of the Regional Government of Bondowoso Regency, amounting to 2,405 people. The sample in this study was Structural Employees in Bondowoso Regency, by observing and distributing questionnaires. The theoretical basis used to determine the number of samples to be used in this study is based on the theory according to Roscoe quoted [27] provide a general reference for determining sample sizes greater than 30 and less than 500 are appropriate for most provide a general reference for determining sample sizes greater than 30 and less than 500 are appropriate for most studies. Referring to the opinion above and based on the considerations that have been put forward, the number of samples used in this study was 168 respondents. The sampling technique used in this study is non-probability sampling, namely the purposive sampling method.

Purposive sampling is a sampling technique based on certain considerations, where samples are obtained from a certain target group who can provide the desired information because they do have the information and they meet the criteria determined by the researcher [22]. The considerations used in selecting respondents are based on the provisions that,

Table 3 Sample Determination Procedure

Stage	Criteria	Number of Respondents
1	Structural employee of Bondowoso Regency Government	2405
2	Employees who have attended e-performance workshops	336
3	Have a tenure of > 5 years	247
4	Respondents who have echelon III and IV positions	168

Source: Primary data processed 2021

3. RESULTS AND ANALYSIS

3.1. Outer Model Evaluation

3.1.1 Validity test

The validation test criteria is to use the loadings factor criteria (cross-loadings factor) with a value of more than 0.70. The results of WarpPLS 5.0 are as follows:

Table 4 Combined loadings and cross-loadings

	Appraisal	Competent	Satisfaction	achievement	Type (a)	SE	P value
X1.1	0.722	0.651	-0.286	-0.030	Reflect	0.066	<0.001
X1.2	0.799	0.273	0.056	-0.765	Reflect	0.065	<0.001
X1.3	0.794	-0.482	0.069	0.272	Reflect	0.065	<0.001
X1.4	0.811	-0.377	0.131	0.514	Reflect	0.065	<0.001
X2.1	-0.049	0.837	-0.137	-0.063	Reflect	0.065	<0.001
X2.2	-0.056	0.887	-0.050	-0.061	Reflect	0.064	<0.001
X2.3	-0.242	0.751	-0.268	1.155	Reflect	0.066	<0.001
X2.4	-1.149	0.792	0.844	0.375	Reflect	0.066	<0.001
X2.5	-1.063	0.713	0.294	1,587	Reflect	0.065	<0.001
X2.6	0.629	0.795	0.313	-1,229	Reflect	0.065	<0.001
Z1.1	0.359	-0.320	0.724	-0.532	Reflect	0.066	<0.001
Z1.2	-0.903	0.258	0.711	0.163	Reflect	0.068	<0.001
Z1.3	0.134	0.402	0.728	-0.280	Reflect	0.066	<0.001
Z1.4	-0.346	-0.808	0.755	1,506	Reflect	0.067	<0.001
Z1.5	0.668	0.492	0.730	-0.788	Reflect	0.068	<0.001
Y1.1	-0.124	0.627	0.269	0.800	Reflect	0.065	<0.001

Y1.2	0.092	0.614	-0.035	0.772	Reflect	0.066	<0.001
Y1.3	0.051	-0.892	-0.038	0.715	Reflect	0.066	<0.001
Y1.4	-0.176	-0.240	0.549	0.733	Reflect	0.066	<0.001
Y1.5	-0.720	-0.462	-0.599	0.703	Reflect	0.067	<0.001
Y1.6	-0.012	-0.233	-0.550	0.732	Reflect	0.066	<0.001
Y1.7	0.882	0.463	0.360	0.721	Reflect	0.066	<0.001

The results of the WarpPLS 5.0 calculation in table 4 show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met.

3.1.2 Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can present the measurement of the concept consistently without any bias. The results of WarpPLS 5.0 data processing are as follows:

Table 5 Reliability Test

Variable	Composite reliability	Cronbach's alpha
Performance assessment	0.863	0.788
Employee competence	0.786	0.790
Job satisfaction	0.803	0.793
Work performance	0.894	0.862

The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in table 5 show that the questionnaire instrument in this study has met the requirements of the reliability test.

3.2 Inner Model Evaluation

3.2.1 Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows the direct and indirect effect of e-performance-based performance appraisal (X1) and employee competence (X2) on job satisfaction (Z) and employee performance (Y) Structural Local Government of Bondowoso Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient values can be seen in the following table:

Table 6 Coefficient Value of Direct Effect Path

No.	Variable Free	Variable Bound	Path coefficient (β)	-value	Information
1.	Performance assessment	Satisfaction	0.153	0.021	Significant
2.	Competence	Satisfaction	0.658	0.001	Significant
3.	Performance assessment	Performance	0.195	0.005	Significant
4.	Competence	Performance	0.343	0.001	Significant
5.	Job satisfaction	Performance	0.447	0.001	Significant

- The results of testing the performance appraisal variable based on e-performance (X1) on job satisfaction obtained a Path coefficient value of 0.153 with an -value of 0.021. Because the -value is smaller than ($0.021 < 0.05$), thus there is a significant effect of e-performance-based performance appraisal (X1) on job satisfaction (Z).
- The results of testing the employee competency variable (X2) on job satisfaction (Z) obtained a Path coefficient value of 0.658 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then there is a significant effect of employee competence (X2) on job satisfaction (Z).
- The results of testing the performance appraisal variable based on e-performance (X1) on employee work performance (Y) obtained a Path coefficient value of 0.195 with an -value of 0.005. Because the -value is smaller than ($0.005 < 0.05$), thus there is a significant effect of e-performance-based performance appraisal (X1) on employee performance (Y).
- The results of testing the employee competency variable (X2) on employee work performance (Y) obtained a Path coefficient value of 0.343 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$) then there is a significant effect of employee competence (X2) on employee performance (Y).
- The results of testing the job satisfaction variable (Z) on employee work performance (Y) obtained a Path coefficient value of 0.447 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), thus there is a significant effect of job satisfaction (Z) on employee performance (Y).

3.2.2 Indirect Influence Pathway

Indirect effect testing is done by looking at the results of the path tested, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect effect path coefficients are presented in Table 7

Table 7 Coefficient of Indirect Effect Path

Variable Free	Variable Intervention	Variable Bound	Path coefficient	-value	Note.
Evaluation	Satisfaction	Performance	0.068	0.003	Significant
Competence	Satisfaction	Performance	0.294	0.001	Significant

The indirect effect of e-performance-based performance appraisal (X1) on the employee performance variable (Y) through the job satisfaction intervening variable (Z) of 0.068 which value is smaller than the direct effect of e-performance-based performance appraisal variable (X1) on employee performance variable (Y) that is equal to 0.195. The indirect effect of the employee competence variable (X2) on employee performance (Y) through the intervening variable job satisfaction (Z) of 0.294, which is smaller than the direct influence of the employee competence variable (X2) on the employee performance variable (Y), namely of 0.343.

3.2.3 Total Effect Path Coefficient Calculation

The calculation of the total effect or total effect is to add up the value of direct and indirect effects. The total influence path coefficient is presented in Table 8

Table 8 Total Effects

No.	Variable Free	Variable Bound	Direct	Indirect	Total Effects
1.	Performance assessment	Satisfaction	0.153	-	0.153
2.	Competence	Satisfaction	0.658	-	0.658
3.	Performance assessment	Performance	0.195	0.068	0.263
4.	Competence	Performance	0.343	0.294	0.637
5.	Job satisfaction	Performance	0.447	-	0.447

Based on the results of the path coefficient calculation, it appears that:

- The total effect of e-performance-based performance appraisal (X1) on employee performance (Y) is 0.263 with details of the direct effect of 0.195 and the indirect effect of 0.068.
- The total influence of employee competence (X2) on employee performance (Y) is 0.637 with details of the direct effect of 0.343 and the indirect effect of 0.294.

From the above calculation, the independent variable that has the strongest influence on the job satisfaction variable (Z) is the employee competence variable (X2), which is 0.658. While the independent variable that has the strongest influence on the employee performance variable (Y) is job satisfaction (Z) which is 0.447. And the independent variable that has an influence on the employee performance variable (Y) through the intervening variable job satisfaction (Z) is the employee competence variable (X2), which is 0.294.

3.2.4 Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of the job satisfaction variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of the employee's work performance.

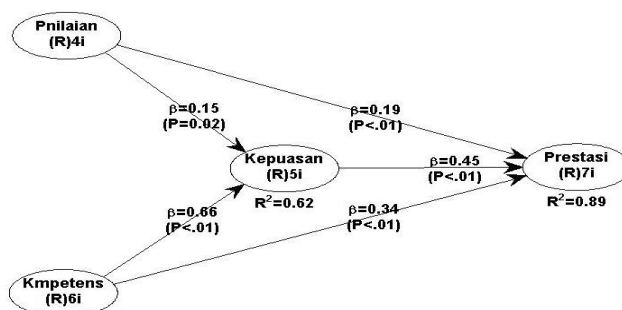


Figure 3 Path Analysis Results

3.2.5 Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R2) on each endogenous construct, the path coefficient value, the t value, and the p-value for each path relationship

between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R² is used to measure the degree of variation in the endogenous variables explained by a number of variables that affect [23].

The results of the analysis of the effect of e-performance-based performance appraisal and employee competence on satisfaction work, shows the coefficient of determination or R² of 0.620, from these results it means that all independent variables (e-performance-based performance assessment and employee competence) have a contribution of 62.0% to the dependent variable (job satisfaction), and the remaining 38.0% influenced by other factors not included in the study.

3.3 Discussion

3.3.1 Effect of e-performance-based performance appraisal on job satisfaction

Based on the results of testing the performance appraisal variable based on e-performance on job satisfaction, the coefficient value is 0.153 with an -value of 0.021. Because the value of -value is smaller than ($0.021 < 0.05$), then H₀ is rejected so that there is a significant effect of e-performance-based performance appraisal on job satisfaction. This means that e-performance-based performance appraisal has a significant effect on job satisfaction. The structural local government of Bondowoso Regency is proven true or H₁ is accepted.

Performance appraisal is a result obtained from activities and job functions within a certain period of time and is stated in a note [14]. As long as employees work in an organization, an assessment of their performance must be held.

The e-performance application-based employee performance appraisal is a form of local government innovation with the aim of making the assessment of the structural employee performance of the Bondowoso Regency Government more effective and efficient. So it is hoped that performance appraisal using this application can have a positive impact on employees in seeking to get additional employee income so that it creates a feeling of satisfaction with the work assigned.

3.3.2 The Influence of Employee Competence on Job Satisfaction

Based on the results of testing the employee competence variable on job satisfaction, the coefficient value is 0.658 with an -value of 0.001. Because the value of -value is smaller than ($0.001 < 0.05$) then H_a is rejected so that employee competence has a significant effect on job satisfaction. This means that employee competence has a significant effect on job satisfaction. The structural local government of the Bondowoso Regency is proven to be true. according to [14] Competence is a basic characteristic of a person that allows employees to produce superior performance in their work. Competence according to [1] indicates the attainment and maintenance of a level of understanding and knowledge that enables a member to provide services with ease and ingenuity.

Employee Structural Local Government of Bondowoso Regency must have qualified competence by demonstrating skills or knowledge characterized by professionalism in a particular field of work. Employee competence has a great influence on job satisfaction either directly or indirectly.

3.3.3 Effect of e-performance-based performance appraisal on employee performance

Based on the results of testing the performance evaluation variable based on e-performance on employee performance, the coefficient value is 0.195 with an -value of 0.005. Because the -value is smaller than ($0.005 < 0.05$), then H₀ is rejected, thus there is a significant effect of e-performance-based performance appraisal on employee performance. This means that the e-performance-based performance appraisal has a significant effect on the work performance of the Bondowoso Regency Structural Government employees, which is proven true or H₃ is accepted.

Stated that if the performance appraisal and ongoing processes have been carried out well and the results of the performance appraisal show that employee performance has increased, then in general the organization's performance is successful [24]. The need for performance appraisal is to determine the quantity and quality of performance that has been carried out by an employee. In addition, to find out the attitudes and constraints experienced by employees with the existence of these employees in an organization.

3.3.4 The Influence of Employee Competence on Employee Performance

Based on the results of testing the employee competence variable on employee performance, the coefficient value is 0.343 with an -value of 0.001. Because the -value is smaller than ($0.001 < 0.05$), then H₀ is rejected, thus there is a significant effect of employee competence on employee performance. Based on the fourth hypothesis, employee competence affects employee performance. This means that employee competence has a significant effect on the work performance of Structural employees of the Bondowoso Regency Government, proven true or H₄ is accepted.

Competence is said to be one of the factors that affect performance. Competence is needed to help organizations to create a high performance culture. The number of competencies used by human resources will improve performance [2]. [25] expressed his opinion that the performance and effectiveness of

employees in carrying out their duties is largely determined by the competencies required by the field of work.

3.3.5 Effect of job satisfaction on employee performance

Based on the results of testing the job satisfaction variable on employee performance, the coefficient value is 0.447 with an t -value of 0.001. Because the t -value is smaller than $0.001 < 0.05$ then H_0 is rejected, thus there is a significant effect of job satisfaction on employee performance. This means that job satisfaction has a significant effect on the work performance of Structural Local Government employees of Bondowoso Regency which is proven true or H_5 is accepted.

Emphasizes that job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others [4]. In this case, what is meant by this attitude is all things related to work such as supervision, salary, working conditions, experience with skills, fair and non-discriminatory work assessments, good social relations in work, prompt resolution of complaints. and good treatment from the leadership towards employees. according to [26] Job satisfaction is one of the variables that can affect the productivity or work performance of employees. Other variables that can also affect employee productivity include motivation to work, level of work stress experienced by employees, physical conditions of work, compensation, and other economic, technical and behavioral aspects.

3.3.6 Effect of e-performance-based performance appraisal on employee job performance through job satisfaction

Based on the sixth hypothesis, e-performance-based performance appraisal affects employee performance through job satisfaction. After testing and analyzing the data, the results showed that the indirect effect of e-performance-based performance appraisal (X_1) on the variable of employee performance (Y) through the intervening variable of job satisfaction (Z) of 0.005 which is smaller than the direct effect of the e-performance-based performance appraisal variable (X_1) on the variable of employee performance (Y) which is 0.195. Total the effect of e-performance-based performance appraisal (X_1) on employee performance (Y) is 0.263 with details of the direct effect of 0.195 and the indirect effect of 0.005.

It can be concluded that if e-performance-based performance appraisal affects job satisfaction and job satisfaction affects the work performance of Structural employees of the Bondowoso Regency Government. So it can be concluded that e-performance-based performance appraisal influences performance through job satisfaction. If the Structural employees of the Bondowoso Regency Government have good competence and job satisfaction, then they should be able to improve their performance.

3.3.7 The influence of employee competence on employee performance through job satisfaction

Based on the seventh hypothesis, employee competence affects employee performance through job satisfaction. After testing and analyzing the data, the results show that the indirect effect of the employee competence variable (X_2) on employee performance (Y) through the intervening variable job satisfaction (Z) is 0.294, which is smaller than the direct effect of the employee competence variable (X_2) on the employee performance variable (Y) which is 0.343. The total influence of employee competence (X_2) on employee performance (Y) is 0.54 with details of the direct effect of 0.343 and the indirect effect of 0.294.

It can be concluded that if the work environment affects job satisfaction and job satisfaction affects the work performance of Structural employees of the Bondowoso Regency Government. So it can be ascertained that the work environment indirectly influences performance through job satisfaction. If the Structural employees of the Bondowoso Regency Government have a good work environment and job satisfaction, then they should be able to improve their performance.

4. CONCLUSION

Based on the research findings that have been described in the discussion and results, the conclusions in this study are as follows:

- a. The test results prove that the e-performance-based performance appraisal has a positive and significant effect on the job satisfaction of Bondowoso Regency Structural Government employees.
- b. The test results prove that employee competence has a positive and significant effect on job satisfaction of Structural Regional Government employees of the Bondowoso Regency.
- c. The test results prove that the e-performance-based performance assessment has a positive and significant effect on the work performance of the Bondowoso Regency Government Structural employees.
- d. The test results prove the competence of employees, has a positive and significant effect on the work performance of Structural employees of the Bondowoso Regency Government.
- e. The test results prove job satisfaction, has a positive and significant effect on the work performance of Structural employees of the Bondowoso Regency Government.

- f. The test results prove that there is an indirect effect of education level on employee work performance variables through the intervening variable of employee job satisfaction Structural Local Government Bondowoso Regency whose value is smaller than the direct influence.
- g. The test results prove the indirect effect of the employee competence variable on employee work performance through the intervening variable of job satisfaction of the Structural Regional Government of Bondowoso Regency which is smaller than the direct effect.

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