

## The Effect Of The E-Performance Application And Competency Assessment System On The Performance of Civil Servants With Job Satisfaction As An Intervening Variable In Bondowoso Regency

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### ABSTRACT

Human Resources (HR) have an important function in determining the success of organizations in facing the challenges of both globalization and digitalization. To face these challenges, organizations are required to prepare superior and competent human resources. Performance appraisal is one of the managerial functions of human resource management. This study aims to test and analyze the direct and indirect effects of training, competence, and work culture on the employee performance in the Regional Government of Bondowoso Regency, Indonesia through job satisfaction as an intervening variable. The research employs an explanatory research method; whereby a population of 2,391 employees is chosen, and a sample of 450 respondents is obtained using purposive sampling techniques. The data is analyzed by employing both descriptive statistics and inductive or inferential statistics, utilizing the path analysis technique with the use of sem-pls 3. This study uses a structured questionnaire instrument with an interval scale to measure the application of the e-Performance and competency assessment systems, job satisfaction, job satisfaction, and performance of civil servants of Bondowoso Regency. The non-probability sampling technique is by using census sampling to sample as many as 450 respondents. collected data was analyzed using descriptive statistics. That is conducted systematically to determine the work results of civil servants and their contribution to organizational performance. Based on the results of the study, it is concluded that (1) training, competence, and work culture have a significant effect on the job satisfaction of employees towards the Regional Government of Bondowoso Regency. Moreover, (2) training, competence, work culture, and job satisfaction have a significant effect on the employee performance. Finally, (3) the study finds that the performance of employees in the Regional Government of Bondowoso Regency is significantly influenced by training, competence, and work culture, mediated by their job satisfactions towards the Regional Government of Bondowoso Regency.

**Keywords :** training, competence, culture, job satisfaction, and performance

### 1. INTRODUCTION

In 2014 the central government established a new compensation system for Civil Servants based on the position and performance of the apparatus as outlined in Law Number 5 of 2014 concerning State Civil Apparatus which stated that Performance Allowances are given following performance achievements and performance allowances must be in line by increasing the performance of the apparatus. Good governance begins with good officials that to realize good governance the country needs qualified and competent human resources in their field (Destari, Lumbanraja, & Absah, 2018).

In Government Regulation Number 58 of 2005 concerning Regional Financial Management in article 63 paragraph 2 states that the Regional Government can provide additional income to the regional civil servants based on objective considerations by taking into account the financial capacity of the region and obtaining the approval of the Regional House of Representatives by the provisions of the regulations. (Wandansari,2019)

Effective personnel and human resource management is crucial for organizations to manage, organize, and utilize their workforce efficiently towards achieving the company's objectives. Thus, Human Resource Management (HRM) involves planning, organizing, executing, and monitoring the procurement, development, reward system, integration, maintenance, and separation of labor to achieve organizational goals (Mangkunegara, 2017). his duties in accordance with the responsibilities given to him (Mangkunegara, 2017).

Performance appraisal is also needed to determine the need for appropriate job training and give appropriate responsibilities to civil servants so that they can perform better work in the future. Performance is the result of the quality and quantity of work carried out by a civil servant in carrying out.

Employees as human resources have a work function in company activities or activities in accordance with the systems, processes, and goals the company wants to achieve. Without good performance from employees, the sustainability of the company will not be achieved. Employee commitment is one of the keys that determine the success or failure of an organization to achieve its goals. Employees who are committed to the organization show a work attitude that is attentive to their duties. They are very responsible for carrying out their duties and are very loyal to the company.

The improvement of employee's work quality cannot be separated from the role of training. Jusmaliani (2011) defines training as the procedure of equipping new employees or those who are equipping new employees or those who are being placed in a new position with the essential skills required to perform their job responsibilities. According to Wilson (2012),

building a training system is a process to maintain or improve the skills of employees to produce effective work. Additionally, according to Simamora in Wilson (2012), training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve the employee performance. Jusmaliani (2011) defines training as a process of developing employees' knowledge, skills, abilities, as well as attitudes and behaviors in their respective fields.

Competence refers to the traits of knowledge and skills possessed or required by individuals to perform their duties and responsibilities proficiently, thereby enhancing the professional quality standards of their work. Sutrisno (2012) states that competence refers to the capacity to perform tasks and duties in the workplace by applying skills and knowledge supported by work attitudes and their applications, which aligns with the job requirements. Meanwhile, the definition and meaning of competence according to Rivai and Sagala (2013) is the ability of a person that can be observed which includes knowledge, skills, and attitudes in completing a job or task according to the established performance. According to Rosidah (2013), the level of competence is as follows: Skill, Knowledge, Self-concept, Self-Image, Trait, and Motive. Skill is the ability to perform a task well, for example, a computer programmer. Knowledge is the information that a person possesses for a specific field, for example, computer language.

Organizational work culture is management that includes the development, planning, production, and services of a quality product in optimal, economic, and satisfying terms. Gering, Supriyadi, and Triguno (2011) state that work culture is a philosophy based on a way of life as values that become characteristics, habits, and also drivers that are cultivated in a group and reflected in attitudes, behavior, aspirations, opinions, views, and actions that materialize as work. As per Hadari Nawawi (2013), organizational culture entails the repetitive practices employed by employees in an organization; despite the lack of strict penalties for disregarding these practices, organizational members have mutually accepted that adhering to them is imperative for achieving work objectives.

The significance of job satisfaction in the workplace cannot be overstated. Since every individual has unique attributes, their level of job satisfaction varies, and this can result in various outcomes depending on whether their job satisfaction is high or low. Sutrisno (2014) states that job satisfaction is an emotional state experienced by workers in response to their work, which can be either pleasant or unpleasant. Job satisfaction reflects a person's feelings about their work. Furthermore, Priansa (2014) explains that job satisfaction refers to the emotions that workers experience towards their job, whether they find it enjoyable or not. This emotional state is influenced by the interaction between the worker and their work environment, as well as their mental attitude and evaluation of their work. The worker's feelings about their works reflect their attitudes and behaviors in working.

Work performance is the work results achieved by workers in terms of quality and quantity that correspond to their tasks and responsibilities. According to Mangkunegara (2011), "Performance in working is the quality and quantity of work achieved by an employee in carrying out their tasks in accordance with the responsibilities given to them." In addition, performance is the real behavior that everyone displays as work achievement produced by employees according to their role in the company. According to Kaswan (2012), "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives, or criteria that have been predetermined and agreed upon.

Although the aforementioned ideas show the importance of training, competence, or work culture, previous research by Ratnasari, S.L., Sinaga, E.P., & Hadi, M.A. (2021) find the insignificant effect of these independent to the dependent variable which is the employee performance. The research showed that training has no significant effect on the performance of Civil Servants. Supiyanto, Y. (2015) found that competence has no significant effect on employee performance; and job satisfaction has no significant effect on employee performance. Lingga, D.E.L. (2014) found that 1) work culture has no effect on financial employee performance; and 2) motivation has no significant effect on financial employee performance. Nofriyanti, E., & Kuswantoro, A. (2019) found that organizational culture has no significant effect on employee performance of *Putri Hijau* hospital.

Reflecting on this conflicting result, this study tries to analyze the topic further using different research subjects. The subject in this study is the Regional Personnel Agency and Human Resource Development (*BKPSDM* in Indonesia Language) of Bondowoso Regency, focusing on the area of Civil Servant Performance Assessment and Evaluation. The Civil Servant Performance Assessment and Evaluation area has the task for implementing general plans, organizing and implementing policies, as well as monitoring and evaluating the Civil Servant Performance Assessment and Evaluation.

The evaluation data of performance assessment before and after using *E-Kinerja* shows that the use of *E-Kinerja* application has not been able to maximize employee performance, as indicated by the failure to achieve the employee performance target. Furthermore, based on Table 1, the Evaluation of Employee Performance Activities in Bondowoso Regency shows that there are relatively few employees validate their performance data in *E-Kinerja* application. Nonetheless, employee performance assessment using *E-Kinerja* application is a determining factor in assessing their work performances.

According to Government Regulation Number 46 of 2011 concerning Performance Assessment of Civil Servants, assessment in the Employee Performance Targets (*SKP* in Indonesia Language) includes aspects of quantity, quality, time, and cost, in accordance with the characteristics, nature, and type of activities in each unit of work. Assessment of work behavior includes aspects of service orientation, integrity, commitment, discipline, and cooperation. Performance assessment of civil servants is a combined value of *SKP* assessment and work behavior assessment with a comparison of 60% and 40%. The results of civil servant performance assessment are used as a study material to ensure objectivity and civil servant development, and are used as requirements for appointment, promotion, provision of allowances and sanctions, and others. According to Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants, the assessment of civil servant performance is expressed in numbers and designations or predicates as follows: 1). **Very Good**, if a civil servant has: 1) a score between 110 (one hundred and ten) - 120 (one hundred and twenty); and 2) creates new ideas and/or new ways to improve performance that benefits the organization or the country;

2). **Good**, if a civil servant has a score between 90 (ninety) - 110 (one hundred and ten); 3) **Fair**, if a civil servant has a score between 70 (seventy) - 90 (ninety); 4) **Poor**, if a civil servant has a score between 50 (fifty) - 70 (seventy); and 5). **Very Poor**, if a civil servant has a score < 50 (fifty).

#### Performance Appraisal System

E-Performance is a website-based application that is used to analyze the position's needs, the workload of the office and the workload of the organization as the basis for calculating work performance and providing employee's additional income (Zulystiawati, 2014). This application is part of the E-Government relations type which is included in the G2E (Government to Employees) type of relationship where the application is intended to bridge the government's relationship with its employees (Njeje, Chepkilot, & Ochieng, 2018). The application of the performance appraisal system through the e-performance application is expected to be able to accommodate the reporting of all activities carried out by each Civil Servants (Zulystiawati, 2014). In its practice, this application will record any daily activities carried out on that day which are then accumulated in one month. Then, to anticipate fictitious reports, direct superiors or leaders will immediately become the filter (Akter & Husain, 2016).

## 2. LITERATURE REVIEW

### E-Performance Appraisal System

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According to Al-Raisi, Amin, & Tahir (2011), the basis of the E-Performance appraisal system indicators is as follows: First, Appraisal Indicators, where there are indicators of appraisal indicators as follows: a.) Result oriented; b.) Behaviour work; c.) Personal traits. Second, Appraiser, where there are indicators of appraiser as follows: a.) Ability of the appraiser; b.) Objective appraisal results; c.) Appropriate appraisal procedures. Third, Appraisal Methods, where there are indicators of the appraisal methods of the task as follows: a.) Relevance; b.) Acceptability; c.) Practically; d.) Sensitivity; e.) Validity; f.) Reliability.

### Additional Income of Civil Servant

Additional income of civil servant is an addition provided to employees relating to attendance and performance. According to the Regulation of the Head of National Civil Service Agency Number 20 of 2011, performance allowances are additional income given to Civil Servants, the amount of which is based on the results of job evaluation and employee performance achievements (Erdinal, 2018). Okeke, Nwele, & Achilike (2017) said that regional performance allowance is a refinement of existing allowances and will be a specific allowance to spur performance while ensuring fairness in the provision of additional income. The granting of regional performance allowances carries out bureaucratic reform in line with the rapid development of the times and increasingly complex problems faced by the state (Ismajli & Qosja, 2012).

According to Rizal, et. al. (2014), the indicator for granting additional income of civil servant will be given based on: First, the class of position is determined based on the results of the evaluation of the position as a process of human resource management that is used to assess a position systematically using the criteria referred to as position factor. Second, the work discipline is carried out based on the recapitulation of employee attendance, both the attendance of employees at work, after work and the absence of employees. Third, the appraisal of work productivity is carried out based on a.) individual performance achievements; b.) organizational performance achievements; c.) the assessment of individual and organizational performance achievements.

### Job Satisfaction

Job satisfaction is a positive feeling about a job that results from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about their job, while a person with low job satisfaction has negative feelings about their job (Robbins & Judge, 2018). According to Kaswan (2017), job satisfaction is a driver of the results of civil servants and organizations because job satisfaction is the result of the perception of civil servants about how well their work provides things that are considered important. Also, job satisfaction is a mix of positive and negative feelings about a person's job or work experience. These feelings come from a person's evaluation of their job or work experience.

Aspects of job satisfaction according to Herzberg (in Robbins & Judge, 2018) presents several aspects of job satisfaction, among others: Job performance, recognition, the job itself, responsibility, advancement, and individual potential development. Aspects of job satisfaction are further presented by Kaswan (2017), namely: personality, values, work situations, and social influences. Meanwhile, according to Munandar (2012), the factors that affect work are: intrinsic characteristics, salary, supervision, supportive colleagues, and supportive working conditions.

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work situations, and social influences. Meanwhile, according to Munandar (2012), the factors that affect work are: intrinsic characteristics, salary, supervision, supportive colleagues, and supportive working conditions. According to Luthan (in Kaswan, 2012), there are six dimensions of job satisfaction that have been identified to represent the most important job characteristics where civil servants have an affective response. These dimensions are: job itself, salary, promotional opportunities, supervision, coworkers, and working conditions.

Prasad & Kumar (2014) defined that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. Mehrad & Fallahi (2015) said that job satisfaction is an emotional attitude that is fun and loves work, where this attitude is manifested in work morale, work discipline, and work performance. Job satisfaction can be achieved if all expectations within employees can be fulfilled in the implementation of their duties (Mariati and Mauludin, 2018). This is closely related to the rewards they get after doing a job (De Menezes, 2012; Inuwa, 2016). Javed, Balouch, & Hassan (2014) suggested that job satisfaction has 5 dimensions which include: 1.) The work itself, related to the characteristics of work and the complexity of the work performed is fun and satisfying and gives challenges to employees; 2.) Pay where the system of remuneration based on job demands, individual skill levels and wage standards will create Job Satisfaction; 3.) The opportunity of promotion in which the process of change from one job to another in the hierarchy of authority and responsibility is higher than the authority and responsibilities that have been given in the previous time or in other words given the opportunity to advance in the organization; 4.) Supervision carried out by superiors in a fair, open and willing to cooperate with subordinates will affect employees in working; 5.) Coworkers where colleagues work in organizations and their interactions are cooperative in work.

In Ritonga and Ganyang (2020), Locke considers job satisfaction as a pleasant and optimistic employee emotional statement from the evaluation of one's job performance or work experience, where employees value certain aspects of the job. Meanwhile, Matthews, Daigle, and Houston (2018) reveal that job satisfaction as an overall attitude towards individual work is an aspect that is indispensable in organizational behavior because it is positively related to an employee's performance. According to Wibowo (2014), there are two suggested models for measuring job satisfaction: The Minnesota Satisfaction Questionnaire (MSQ) and the Job Descriptive Index. 1. MSQ (The Minnesota Satisfaction Questionnaire) measures satisfaction with: a. Working Conditions b. Chances of Advancement c. Freedom to use one's judgment (Freedom to use one's own) d. Praise for doing an excellent job e. Feelings of Accomplishment. 2. The Job Descriptive Index measures job satisfaction by a. The work itself, the work itself, includes responsibility, interest, and growth (responsibility, interest, and growth) b. Quality of Supervision, the quality of supervision that provides for technical assistance and social support (technical help and social support) c. Relationship with co-workers, relationships with co-workers that include social harmony and respect d. Promotion opportunities, promotion opportunities, including options for further advancement, e. Pay, payment in the form of the adequacy of pay and feelings of justice towards others (adequacy of compensation and perceived equity with others).

Job satisfaction is also one of the variables that affect job performance or productivity of employees other than motivation, stress levels, physical working conditions, compensation, and aspects of economic, technical, and other behavioral. Productivity can be increased by increasing job satisfaction. Job satisfaction is a result of productivity or otherwise. High productivity led to increased job satisfaction only if workers perceive that what they have accomplished by what they received (salary/wages) is fair and reasonable and is associated with superior job performance. In other words, that indicates job performance of an employee satisfaction level because the company can know aspects of the expected success rate. (Setyo, 2017)

## **Training**

Rivai, Veithzal, and Basri in Andianto and Sugiyanto (2019) explain that training is personal (generally one-to-one), an on-the-job approach used by managers and trainers to help develop their skills and ability levels. Wayne and Mondy in Adiyanto and Sugiyanto (2019) explain that training is designed to provide learners with the knowledge and skills needed for their current job. Gomes in Nursalim and Sulastri (2020).

Human resource development is an effort to improve the ability of employees about economic activities that can help employees in understanding practical knowledge and its application to enhance the skills, skills, and attitudes needed by the organization in achieving its objectives as well as the work demands that an employee must carry out through human resource development (Setyo, 2017)

According to Mangkunegara (2016), the dimensions and indicators of training are as follows: 1. Instructor: Considering that trainers are generally oriented towards skill improvement, then the trainers who are selected to provide training materials must have adequate qualifications according to their fields, are personal and competent, besides that the instructor's education must be suitable for conducting training. 2. Participants: Training participants must of course be selected based on specific requirements and appropriate qualifications, besides that the trainees must also have a high enthusiasm for participating in the training. 3. Materials: Human resource training materials are materials or curricula that are in accordance with the objectives of human resource training to be achieved by the company and the training materials must also be updated so that participants can understand the problems that occur in the current conditions. 4. Method: The training method will ensure that practical human resource training activities take place if they are in accordance with the type of material and components of the training participants. 5. Training objectives: These are defined goals, mainly related to the preparation of action plans (action plan) and target setting, as well as the expected results of the training to be held, besides that the training objectives must also be socialized beforehand to the participants so that participants can understand the training that. 6. Goals: The training objectives must be determined with detailed and measurable criteria. As well as the expected results of the training that will be held, besides that, the objectives

of the training must also be socialized beforehand to the participants so that participants can understand the training. 6. Goals: The training objectives must be determined with detailed and measurable criteria. As well as the expected results of the training that will be held, besides that, the objectives of the training must also be socialized beforehand to the participants so that participants can understand the training. 6. Goals: The training objectives must be determined with detailed and measurable criteria.

### **Competency**

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 (Wibowo, 2016). Thus, competence is a person's ability to produce at a satisfactory level at work, including transferring and applying information and knowledge in new situations and increasing agreed benefits. Competence also shows the characteristics of knowledge and skills possessed or needed by each individual, enabling them to perform their duties and responsibilities effectively and raise professional quality standards in their work. According to Kandula (2013), the dimensions and indicators of competency are as follows: 1. Achievement and action-oriented: a. Passion for achievement and to achieve work targets. b. Attention to quality and accuracy of work. c. Proactive and initiative d. Searching for information. 2. Helping and serving others: a. Empathy. b. Customer oriented. 3. Ability to influence and create impact: a. The extent of impact and influence. b. Organizational awareness. c. Build working relationships. 4. Managerial ability: a. develop others. b. the ability to direct or give orders. c. group cooperation. d. lead the group. 5. Cognitive ability: a. analytical thinking. b. conceptual thinking. c. technical, professional, or managerial skills. 6. Ability of personal effectiveness: a. self-control b. confidence. c. flexibility. d. organizational commitment.

### **Work culture**

Work culture is a philosophy based on a view of life and reflected in the attitude of the members of the organization. By having a work culture, its members will have the same ideals in achieving organizational goals. In addition, a work culture will encourage employees to work better and have high motivation. In the line with: Guidelines for the Development of State Apparatus Work Culture”, issued by the State Ministry for Administrative Reform (2012:15); Schein (2014:17, Gering, Supriyadi dan Triguno, (2011:7), Hadari Nawawi (2013;

## **3. RESEARCH METHODOLOGY**

The method used in this study is descriptive and verification method with a quantitative research approach. According to Sugiyono (2015). The method used is a quantitative research method with the type of descriptive research through observation and questionnaires. The distribution of the instrument's distribution is a questionnaire with a Likert scale with five alternative answers. This research uses the data analysis method using the Structural Equation Modeling (SEM) strategy. Data analysis with descriptive analysis with percentages and evaluation of the measurement model or outer model. In this study, the authors collect data by distributing questionnaires distributing questionnaire instruments. The research sample is 450 people. The data were randomly analyzed and compiled through the Structural Equation Modeling (SEM) Smart PLS 3 calculation results. The data analysis method used in this study is the Component or Variance Based Structural Equation Model, where the data processing uses the Partial Least Square (Smart-PLS) version 3.2.8 PLS program. PLS (Partial Least Square) is an alternative model of covariance-based SEM. PLS is a method of solving structural equation modeling (SEM), which is more precise than other SEM techniques in this case (according to the research objectives

### **Population**

The population of this research is all employees of the Bondowoso Regency Government, totaling 2,391 people. Therefore, a sample was taken for this research.

### **Sample**

Roscoe (1975), cited by Sekaran (2006), provides general guidelines for determining sample size, where a sample size of more than 30 and less than 500 is appropriate for most research. According to Arikunto (2017), if the subject is less than 100, the entire population becomes the research sample, but if the subject is more than 100, 10-15% or 15-25% can be taken. Referring to the above opinions and based on the considerations that have been presented, the number of samples used in this study is 450 respondents.

The sampling technique used is Non-probability sampling, namely purposive sampling method. Purposive sampling is a sampling technique based on certain considerations, where samples are obtained from a specific target group that can provide the desired information because they have the information and meet the criteria specified by the researcher (Sugiono, 2012). The considerations used in selecting respondents are based on the following provisions:

- a) Respondents who have positions at echelon III & IV.
- b) Have a length of service in their position > 5 years.
- c) Employees who have attended the e-Performance evaluation workshop.

The target population in this study were government official Bondowoso or Employment employees who participated in the research. Collecting data in this study using a questionnaire distribution technique in the form of a questionnaire. The analysis used for research data includes descriptive analysis, partial least square analysis, which provides for measurement model test (outer model), structural model test (inner model), and hypothesis testing. Descriptive analysis to describe and communicate raw data in the form of distribution tables. From raw processing data on partial least squares, the mean, median, mode, standard deviation, and theoretical values of each variable are obtained to obtain a measure of concentration, distribution, and prediction of data normality.

Before testing the hypothesis, the measurement model test (outer model) was tested, namely the convergent validity test, discriminant validity test, and reliability test. The structural model test (Inner model), namely the coefficient of determination test, Cohen effect test blindfolding test, and model fit test. . Bootstrapping testing to test the

hypothesis using path analysis. The use of bootstrapping test to get the calculation and hypothesis testing technique of path analysis. Tests were carried out using the Smart PLS statistical program.

#### 4. RESULT AND DISCUSSION

##### Outer Model Test

Outer Model Test consist of convergence validity and discriminant validity

##### Convergen Validity test (outer loading indicator,

The results of the **outer loading value** for each indicator have a value of  $> 0.70$ . There are 4 indicators that have a value  $< 0.70$ , namely indicator X2.3; X3.5; X3.6; X3.8, but according to Chin (1998) in the early stages of research, the development of a measurement scale for a loading value of 0.5 to 0.6 was considered sufficient (Ghozali, 2014). So that at this stage there is 1 invalid indicator, namely X3.5.

The next stage is measurement 2 where in this stage invalid indicators are removed from the model.

Measurements in stage 2 show all outer loading values for each indicator  $> 0.5$ , so that all indicators are declared valid.

##### Discriminant Validity

The cross loading value for each indicator shows that all loading values for all indicators are greater than all cross loading values for other constructs. So it can be concluded that all constructs have fulfilled the discriminant validity test. Based on the table above, it shows that each construct has a Cronbach's alpha value and composite reliability above 0.70. The results obtained from the construct reliability and validity test show that the indicators used in the variables in this study are said to be reliable.

Based on the table above regarding the results of the  $R^2$  value in the job satisfaction variable of 0.830 or 83% influenced by job training, competency and work culture variables, while the remaining 17% is influenced by other variables so that it can be concluded that the structural model formed is good because the  $R^2$  value is greater than 0.67. The results of the  $R^2$  value on the employee performance variable of 0.873 or 87% are influenced by job training, competency and work culture variables, while the remaining 13% is influenced by other variables so that it can be concluded that the structural model is well formed because the  $R^2$  value is greater than 0.67.

##### Composite reliability

Based on the table above, it shows that each construct has a Cronbach's alpha value and composite reliability above 0.70. The results obtained from the construct reliability and validity test show that the indicators used in the variables in this study are said to be reliable.

Inner Model Testing

	R Square	R Square Adjusted
Work Satisfaction (Z)	0,830	0,829
Employee performance (Y)	0,873	0,872

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##### Hypothesis test

##### Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Work culture (X3) -> Work satisfaction (Z)	0,5332	0,5320	0,0728	7,3230	<b>0,0000</b>	accepted
Work culture (X3) -> Employee performance (Y)	0,2972	0,2988	0,0526	5,6476	<b>0,0000</b>	accepted
Work Satisfaction (Z) -> Employee performance (Y)	0,1786	0,1759	0,0425	4,2039	<b>0,0000</b>	accepted
Competency (X2) -> Work satisfaction (Z)	0,3302	0,3318	0,0592	5,5784	<b>0,0000</b>	accepted
Competency (X2) -> Employee performance (Y)	0,2456	0,2463	0,0526	4,6682	<b>0,0000</b>	accepted
Work training -> Work satisfaction (Z)	0,0719	0,0717	0,0454	1,5845	<b>0,1137</b>	rejected

<b>Work training (X1) -&gt; Employee performance (Y)</b>	0,2618	0,2621	0,0344	7,6196	<b>0,0000</b>	accepted
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**1. Work training (X1) -> Work satisfaction (Z)**

Hypothesis testing shows a t-statistic value of 1.5845 < 1.96 and a P-Value of 0.1137 > 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is rejected.

Based on the parameter coefficient value for job training on job satisfaction of 0.0719 which indicates there is a positive influence between job training on job satisfaction.

**2. Competency (X2) -> Work satisfaction (Z)**

Hypothesis testing shows a t-statistic value of 5.5784 > 1.96 and a P-Value of 0.0000 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted.

Based on the parameter coefficient value for competency on job satisfaction of 0.3302 which indicates that there is a positive influence between competence on job satisfaction.

**3. Work Training (X1) -> Work performance (Y)**

Hypothesis testing shows a t-statistic value of 7.6196 > 1.96 and a P-Value of 0.0000 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted

Based on the parameter coefficient value for job training on employee performance of 0.2618 which indicates there is a positive influence between job training on employee performance.

**4. Competency (X2) -> Work performance (Y)**

Hypothesis testing shows a t-statistic value of 4.6682 > 1.96 and a P-Value of 0.0000 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted

Based on the parameter coefficient value for competency on employee performance of 0.2456 which indicates there is a positive influence between competence on employee performance.

**5. Work culture (X3) -> Work performance (Y)**

Hypothesis testing shows a t-statistic value of 5.6476 > 1.96 and a P-Value of 0.0000 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted

Based on the parameter coefficient value for work culture on employee performance of 0.2972 which indicates there is a positive influence between work culture on employee performance.

**Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Keterangan
Work Culture (X3) -> Work satisfaction (Z) -> Employee performance (Y)	0,0952	0,0934	0,0260	3,6618	0,0003	accepted
Competency (X2) -> Work satisfaction (Z) -> Employee performance (Y)	0,0590	0,0582	0,0170	3,4645	0,0006	accepted
Work training (X1) -> Work satisfaction (Z) -> Employee performance (Y)	0,0128	0,0129	0,0090	1,4198	0,1563	rejected

**1. Work culture (X3) -> Work satisfaction (Z) -> Employee performance (Y)**

Hypothesis testing shows a t-statistic value of 3.6618 > 1.96 and a P-Value of 0.0003 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted

**2. Competency (X2) -> Work satisfaction (Z) -> Employee performance (Y)**

Hypothesis testing shows a t-statistic value of 3.4645 > 1.96 and a P-Value of 0.0006 < 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is accepted

**3. Work training (X1) -> Work satisfaction (Z) -> Employee Performance (Y)**

Hypothesis testing shows a t-statistic value of 1.4198 < 1.96 and a P-Value of 0.1563 > 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is rejected.

**Total Impact**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
<b>Work culture (X3) -&gt; Work satisfaction (Z)</b>	0,5332	0,5320	0,0728	7,3230	0,0000	<b>Significant</b>
<b>Work culture (X3) -&gt; Employee performance (Y)</b>	0,3924	0,3922	0,0455	8,6301	0,0000	<b>Significant</b>
<b>Work satisfaction (Z) -&gt; Employee performance (Y)</b>	0,1786	0,1759	0,0425	4,2039	0,0000	<b>Significant</b>

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values	Description
Competency (X2) -> Work satisfaction (Z)	0,3302	0,3318	0,0592	5,5784	0,0000	Significant
Competency (X2) -> Employee performance (Y)	0,3046	0,3045	0,0497	6,1310	0,0000	Significant
Work training (X1) -> Work satisfaction (Z)	0,0719	0,0717	0,0454	1,5845	0,1137	Not Significant
Work training (X1) -> Employee performance (Y)	0,2746	0,2750	0,0363	7,5666	0,0000	Significant

According Hypothesis both Direct effect and Indirect effect total impact

#### Direct impact

Work training (X1) -> Work satisfaction (Z)

Hypothesis testing shows a t-statistic value of 1.5845 < 1.96 and a P-Value of 0.1137 > 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is **rejected**.

#### Indirect impact

Work training (X1) -> Work satisfaction (Z) -> Employee Performance (Y)

Hypothesis testing shows a t-statistic value of 1.4198 < 1.96 and a P-Value of 0.1563 > 0.05. Based on the results of the hypothesis testing, it can be concluded that the hypothesis is **rejected**.

Total impact

Work training to work satisfaction is **not significant**.

## 5. CONCLUSION AND RECOMMENDATIONS

### Conclusion

Based on the results of the study, it is concluded that as direct impact (1) training, competence, and work culture have a significant effect on the job satisfaction of employees towards the Regional Government of Bondowoso Regency. Except work training to work satisfaction. Due to *the additional income of civil servant has positive and significant effect on job satisfaction*

Moreover, *as indirect effect*; (2) training, competence, work culture, and job satisfaction have a significant effect on the employee performance. This means that job satisfaction is a variable that can intervene in the effect of the additional income of civil servant on performance

Finally, as the total impact: (3) the study finds that the performance of employees in the Regional Government of Bondowoso Regency is significantly influenced by training, competence, and work culture, mediated by their job satisfactions towards the Regional Government of Bondowoso Regency. *This means that e- performance appraisal system affects the job satisfaction*

### Recommendations

Recommendations for further research

1. Future research should consider other factors that also affect job satisfaction and employee performance, such as leadership, compensation/incentives, and work discipline.
2. Future research can also expand the research orientation to a larger organizational scope or a larger population, such as involving employees. e-performance appraisal system has positive and significant effect on job satisfaction, Additional income is applied to all classes of civil servants, Information on a valid nominal amount based on valuation output; .) Work discipline improvement according to the applicable regulations to support the assessment indicators, Work productivity is increasing because the enthusiasm and passion of work also increase, synergy and strong work commitments are needed for every civil servant

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