

The Influence of E-Performance Implementation and Organizational Culture on the Performance of State Civil Apparatus with Job Satisfaction as an Intervening Variable at the Investment and One-Stop Integrated Service Office (DPMPTSP) of North Sumatra Province

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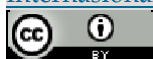
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ABSTRACT

This study aims to examine the effects of e-performance implementation and organizational culture on the performance of Civil Servants (ASN), with job satisfaction serving as an intervening variable at the Investment and One-Stop Integrated Service Office (DPMPTSP) of North Sumatra Province. A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data were collected through questionnaires distributed to ASN and analyzed to examine the relationships among variables. The findings indicate that e-performance implementation and organizational culture have positive and significant effects on job satisfaction. Furthermore, e-performance has a positive but insignificant effect on ASN performance, while organizational culture has a positive and significant effect. Job satisfaction significantly mediates the relationships between e-performance, organizational culture, and ASN performance, highlighting the importance of organizational culture and employee satisfaction in improving sustainable public sector performance.

INTRODUCTION

The ongoing bureaucratic reform and digital transformation have encouraged public sector organizations to improve human resource management, particularly in managing the performance of Civil Servants (ASN). The implementation of electronic performance systems (e-performance) has become an important strategy to replace conventional performance appraisal with a more transparent, measurable, and accountable system. Effective performance management enables organizations to align individual objectives with organizational goals, provide continuous feedback, and establish fair reward mechanisms that ultimately enhance employee performance (Armstrong, 2021). Likewise, Aguinis (2019) argues that performance management should be viewed as a continuous process involving planning, implementation, monitoring, and evaluation to improve employees' contributions toward organizational objectives.

In Indonesia, strengthening ASN performance management constitutes one of the main priorities of bureaucratic reform. This commitment is supported by Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform, Law No. 5 of 2014 on the State Civil Apparatus, Minister of Administrative and Bureaucratic Reform Regulation No. 25 of 2020, and Ministerial Regulation No. 6 of 2022 regarding ASN Performance Management. These regulations require government institutions to implement integrated e-performance systems for planning, monitoring, evaluating, and documenting employee performance. Previous studies have shown that e-performance improves performance standardization, transparency, and accountability within government institutions (Ramadhan et al., 2023).

The Investment and One-Stop Integrated Service Office (DPMPTSP) of North Sumatra Province has adopted the e-performance system to support digital governance and improve public service quality. Nevertheless, several implementation challenges remain, including inconsistent daily performance reporting, inadequate quality of performance narratives, and discrepancies between planned and actual performance achievements. These issues are reflected in the distribution of Additional Employee Income (TPP), where only 32.14% of employees received full TPP, while the majority experienced deductions due to performance, attendance, or behavioral assessment issues. Consequently, TPP provides a more objective representation of ASN performance than conventional performance appraisal scores and strengthens the importance of examining factors influencing employee performance.

Previous empirical findings regarding the effect of e-performance on employee performance remain inconsistent. Several studies reported that e-performance positively and significantly affects employee performance and job satisfaction, with job satisfaction acting as a mediating variable (Putri, 2023; Ismawati, 2022; Putranti & Fitriyah, 2024; Sari et al., 2024). In contrast, Chasanah (2022) found that e-performance had no direct significant effect on employee performance, while Savira (2019) concluded that e-performance implementation was still ineffective because several performance indicators had not been achieved. These contradictory findings indicate an important research gap,

particularly because previous studies generally relied on subjective performance perceptions or SKP scores, whereas this study utilizes TPP as a more objective indicator of ASN performance.

Besides e-performance, organizational culture is another important determinant of employee performance. Robbins and Judge (2022) define organizational culture as a shared system of values that distinguishes one organization from another and influences employees' behavior through innovation, teamwork, result orientation, integrity, and stability. Within the Indonesian public sector, these values are represented by the ASN Core Values "BerAKHLAK." Previous studies consistently demonstrated that organizational culture positively affects ASN performance directly and indirectly through job satisfaction (Ismawati, 2022; Nugroho et al., 2022). However, other studies reported that organizational culture significantly affects job satisfaction but not employee performance directly (Ulum, 2022; Putra et al., 2021), suggesting another unresolved research gap.

A preliminary survey conducted at DPMPTSP North Sumatra indicates that organizational culture has not been fully internalized. Only 62% of employees stated that the BerAKHLAK values had been consistently implemented, while appreciation for high-performing employees and result-oriented work culture remained relatively low. These conditions may reduce employees' work experiences and ultimately influence job satisfaction. According to Luthans (2006), job satisfaction reflects employees' positive emotional responses toward their work, while Robbins and Judge (2022) explain that higher job satisfaction is associated with greater productivity, organizational commitment, and organizational citizenship behavior.

Job satisfaction also appears to be a critical mediating variable linking organizational factors to employee performance. Previous studies confirmed that job satisfaction mediates the relationship between e-performance, organizational culture, and employee performance (Putri, 2023; Ismawati, 2022; Moha, 2024; Nugroho et al., 2022). Nevertheless, the preliminary survey at DPMPTSP revealed moderate levels of job satisfaction, particularly regarding compensation, career development opportunities, supervisory support, and fairness of TPP distribution. These findings suggest that improving job satisfaction remains essential for enhancing ASN performance in the institution.

Based on the identified organizational problems and inconsistent empirical findings, this study addresses three research gaps. First, it measures ASN performance using TPP as a more objective indicator than subjective performance perceptions or SKP scores. Second, it focuses on DPMPTSP, a public service institution where studies on e-performance and organizational culture remain limited. Third, it simultaneously examines the influence of e-performance implementation and organizational culture on ASN performance through job satisfaction as an intervening variable. Therefore, this study is expected to contribute both theoretically to public sector performance management literature and practically to improving e-performance implementation, organizational culture, job satisfaction, and ASN performance within DPMPTSP North Sumatra Province.

THEORETICAL REVIEW

Civil Servant (ASN) Performance

Civil Servant (ASN) performance refers to the quality and quantity of work achieved by employees in fulfilling their duties and organizational responsibilities (Mangkunegara, 2017). Performance is regarded as a core element of human resource management because it aligns individual objectives with organizational goals through continuous evaluation, feedback, and fair reward systems (Armstrong, 2021). Aguinis (2019) conceptualizes performance as observable behaviors that contribute to organizational effectiveness through task, contextual, and adaptive performance, while Rivai (2018) and Pudjiarti (2023) emphasize that performance reflects employees' achievement against predetermined standards and their ability to support organizational transformation. In the public sector, Minister of Administrative and Bureaucratic Reform Regulation No. 6 of 2022 defines ASN performance based on work targets (SKP) and work behavior.

E-Performance Implementation

E-performance implementation refers to the application of an electronic performance management system that enables government institutions to plan, monitor, evaluate, and document Civil Servants' (ASN) performance through an integrated digital platform (Putri, 2023). The system is designed to improve transparency, accountability, objectivity, and efficiency in performance appraisal by facilitating the preparation of Employee Performance Targets (SKP), daily performance reporting, periodic monitoring, feedback, and performance evaluation (Ismawati, 2022; Ramadhan et al., 2023).

Organizational Culture

Organizational culture is a shared system of values, beliefs, and norms that shapes employees' behavior and influences organizational effectiveness and long-term performance (Robbins & Judge, 2022). Schein (2010) explains that organizational culture consists of shared assumptions developed through organizational experiences and internalized as appropriate ways of thinking and acting. Within the public sector, a strong organizational culture promotes integrity, collaboration, innovation, public service orientation, and commitment to bureaucratic reform (Sudarmaji, 2023; Ismawati, 2022). In Indonesia, these values are embodied in the **BerAKHLAK** Core Values for Civil Servants, established through the Circular Letter of the Minister of Administrative and Bureaucratic Reform No. 20 of 2021, which serves as the foundation for building a professional and service-oriented bureaucracy.

Job Satisfaction

Job satisfaction is a strategic psychological construct that influences employees' motivation, organizational commitment, and job performance. Luthans (2006) defines job satisfaction as a positive emotional state resulting from employees' evaluation of their work experiences, including satisfaction with the job itself, compensation, promotion opportunities, supervision, and relationships with coworkers. Similarly, Robbins and Judge (2022) describe job satisfaction as

a positive feeling about one's job derived from evaluating its characteristics. In the public sector, job satisfaction is shaped by both organizational factors, such as organizational culture, performance management systems, compensation, and work environment, and personal factors, including career expectations and competencies (Sudarmaji, 2023; Nugroho et al., 2022).

Additional Employee Income (TPP)

Additional Employee Income (TPP) is a performance-based financial incentive provided to Indonesian Civil Servants (ASN) in addition to their basic salary and other allowances, considering workload, working conditions, job performance, and regional fiscal capacity (Puteri, 2023). The implementation of TPP reflects the **pay-for-performance** principle, whereby employees receive financial rewards proportional to their actual performance and contributions. The provision of TPP is regulated under Government Regulation No. 12 of 2019 on Regional Financial Management, while in North Sumatra Province its implementation is further governed by Governor Regulation No. 3 of 2024, which closely links TPP to attendance, daily e-performance achievements, and supervisors' assessments of work behavior (Anggraini, 2023).

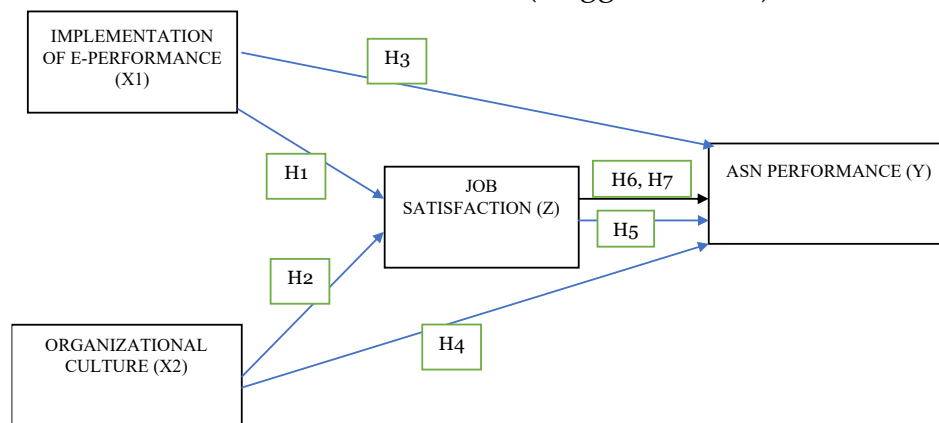


Figure 1. Conceptual Framework of Research

Source: Developed from Putri (2023), Ismawati (2022), Pratiwi & Santoso (2023), Siregar & Manurung (2023).

METHODOLOGY

This study employed a quantitative associative research design to examine the relationships among e-performance implementation, organizational culture, job satisfaction, and Civil Servant (ASN) performance, operationalized through Additional Employee Income (TPP). A quantitative approach was selected because it enables statistical hypothesis testing using numerical data collected through structured questionnaires (Sugiyono, 2019; Sekaran & Bougie, 2016). The research was conducted at the Investment and One-Stop Integrated Service Office (DPMPSTP) of North Sumatra Province, Indonesia, from February to July 2026, involving all active Civil Servants who were registered as TPP recipients under Governor Regulation of North Sumatra No. 3 of 2024. Since the population consisted of only 82 employees, a total sampling (census) technique was applied, allowing all members of the population to participate in the study (Sugiyono, 2019). Primary data were collected through self-administered questionnaires

using a five-point Likert scale, while secondary data were obtained from institutional documents, government regulations, and relevant literature. The research examined two independent variables, namely e-performance implementation and organizational culture, one intervening variable, job satisfaction, and one dependent variable, ASN performance represented by TPP. Before the main survey, the research instrument comprising 49 measurement items was tested on 30 respondents with similar organizational characteristics to evaluate its validity and reliability.

RESULTS

Outer Model Analysis

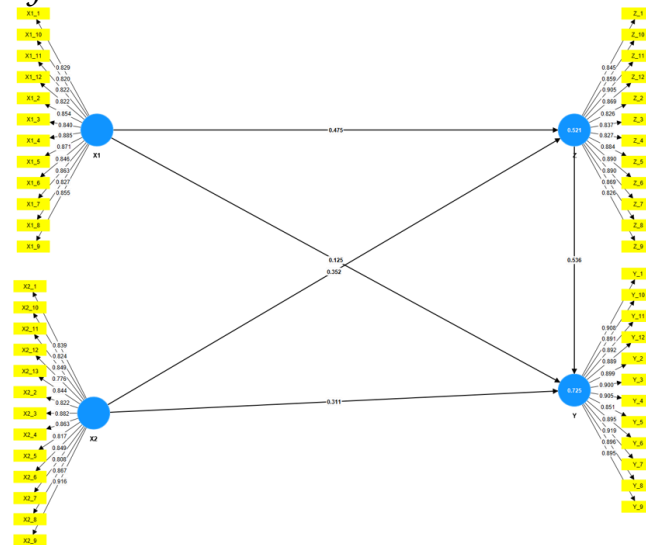


Figure. 2 Outer Model Path Diagram (PLS Algorithm)

Source: Processed using SmartPLS 4.0 software.

Figure 2 illustrates the first-order analysis conducted for each research construct to evaluate the suitability of the indicators representing their respective latent variables. This analysis ensures that the indicators reliably and accurately measure the intended constructs, thereby improving the precision of the structural model in predicting the relationships among variables. The outer model diagram indicates that the constructs of E-Performance Implementation (X1), Organizational Culture (X2), Job Satisfaction (Z), and Civil Servant (ASN) Performance (Y) are adequately reflected by their corresponding indicators.

Convergent Validity Based on Outer Loading

Overall, the results of outer loading showed that all indicators on variables X1, X2, Z, and Y had met the requirements for convergent validity at the indicator level. According to Ghozali (2021), if all indicators have an outer loading above 0.70, then the indicator is considered strong in reflecting the measured construct, so it does not require elimination. This strengthens the conclusion that the measurement model in this study is good and can be extended to AVE testing, construct reliability, and discriminant validity.

Table 1. Results Outer loading algorithm

Indicator	E-Performance Implementation	Organizational Culture	Job Satisfaction	ASN/TPP Performance
X1.1	0.845	-	-	-
X1.2	0.714	-	-	-
X1.3	0.768	-	-	-
X1.4	0.843	-	-	-
X1.5	0.823	-	-	-
X1.6	0.817	-	-	-
X1.7	0.813	-	-	-
X1.8	0.818	-	-	-
X1.9	0.811	-	-	-
X1.10	0.776	-	-	-
X1.11	0.805	-	-	-
X1.12	0.805	-	-	-
X2.1	-	0.784	-	-
X2.2	-	0.846	-	-
X2.3	-	0.749	-	-
X2.4	-	0.779	-	-
X2.5	-	0.793	-	-
X2.6	-	0.817	-	-
Z1	-	-	0.848	-
Z2	-	-	0.833	-
Z3	-	-	0.793	-
Z4	-	-	0.754	-
Z5	-	-	0.811	-
Z6	-	-	0.842	-
Z7	-	-	0.819	-
Z8	-	-	0.782	-
Z9	-	-	0.828	-
Z10	-	-	0.808	-
Y1	-	-	-	0.761
Y2	-	-	-	0.793
Y3	-	-	-	0.813
Y4	-	-	-	0.794
Y5	-	-	-	0.853
Y6	-	-	-	0.869
Y7	-	-	-	0.784
Y8	-	-	-	0.837
Y9	-	-	-	0.829
Y10	-	-	-	0.880
Y11	-	-	-	0.840

Source: SmartPLS 4.0 data processing results

Average Variance Extracted (AVE)

Based on the test results, the AVE score for E-Performance Implementation was 0.714, Organizational Culture was 0.711, Job Satisfaction was 0.801, and ASN Performance was 0.741. All of these values were well above the minimum threshold of 0.50, which means that all constructs in this study have met convergent validity at the construct level. The high AVE value also strengthens the evidence that the indicators in each variable are well formed and have a considerable contribution to the main construct.

Table 2. Average Variance Extracted (AVE) Results

Construct	AVE
E-Performance Implementation	0.714
Organizational Culture	0.711
Job Satisfaction	0.801
ASN/TPP Performance	0.741

Source: SmartPLS 4.0 data processing results

Construct Reliability

The results of the reliability test in this study showed that the E-Performance Implementation had Cronbach's Alpha of 0.964, rho_a of 0.966, and rho_c of 0.968. Organizational Culture has Cronbach's Alpha of 0.966, rho_a of 0.969, and rho_c of 0.970. Job Satisfaction has Cronbach's Alpha of 0.977, rho_a of 0.978, and rho_c of 0.980. The ASN Performance has Cronbach's Alpha of 0.968, rho_a of 0.969, and rho_c of 0.972. All of these values are above 0.70, so that all constructs can be declared reliable with a very high level of internal consistency.

Table 3. Construct Reliability Results

Construct	Cronbach's alpha	CR (rho_a)	CR (rho_c)
E-Performance Implementation	0.964	0.966	0.968
Organizational Culture	0.966	0.969	0.970
Job Satisfaction	0.977	0.978	0.980
ASN/TPP Performance	0.968	0.969	0.972

Source: SmartPLS 4.0 data processing results

Discriminant Validity

The HTMT test results showed that all construct pairs had values below 0.90. The highest score was found in the ASN Job Satisfaction and Performance pair of 0.822, which is still within safe limits. Other pairs also showed relatively low values, such as the relationship between E-Performance Implementation and Organizational Culture of 0.523, and E-Performance Implementation and Job Satisfaction of 0.647. This shows that each construct in the research model is indeed interconnected, but still has clear conceptual boundaries.

Table 4. Discriminatory Validity Results

Construct	E-Performance Implementation	Organizational Culture	Job Satisfaction	ASN/TPP Performance
E-Performance Implementation	-	0.523	0.647	0.669
Organizational Culture	0.523	-	0.708	0.610
Job Satisfaction	0.647	0.708	-	0.822
ASN/TPP Performance	0.669	0.610	0.822	-

Source: SmartPLS 4.0 data processing results

Evaluation of Structural Models (Inner Model)

The internal evaluation of the model was carried out to test the causal relationship between latent variables in the research, namely the influence of E-Performance Implementation and Organizational Culture on Job Satisfaction and ASN Performance, as well as the role of Job Satisfaction as an intervening variable. The assessment of the structural model was carried out through the determination coefficient (R^2), R^2 adjusted, effect size (f^2), and path significance testing using the bootstrapping method to determine the model's ability to explain the relationships between variables and test the research hypothesis.

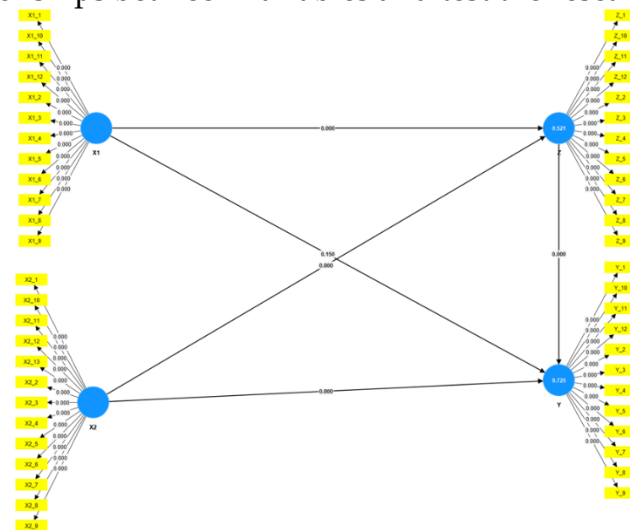


Figure 3. Inner Model Path Diagram (PLS Algorithm/Bootstrapping)

Source: SmartPLS 4.0 data processing results

The image shows that the structural model of this study consists of two exogenous constructs, namely E-Performance Implementation (X1) and Organizational Culture (X2), one mediator construct, namely Job Satisfaction (Z), and one main endogenous construct, namely ASN Performance (Y). In the image, the value of R^2 in endogenous constructs, namely 0.521 in Job Satisfaction and 0.725 in ASN Performance.

Coefficient of Determination (R-square)

Table 5. Determination Coefficient Results

Endogenous constructs	R-square	R-square adjusted	Interpretation
ASN/TPP Performance	0.725	0.715	Strong
Job Satisfaction	0.521	0.508	Moderate

Source: SmartPLS 4.0 data processing results

Based on the Value Table R^2 in ASN Performance of 0.725 shows that 72.5% variation in ASN performance can be explained by a combination of E-Performance Implementation (X1), Organizational Culture (X2), and Job Satisfaction (Z). Thus, only 27.5% of the variation in ASN performance was influenced by other factors outside the model. This value is relatively strong and indicates that the research model has a high ability to explain the performance of ASN.

Effect Size (f-square)

Table 6. Effect Size Results

Predictor → Endogenous	F-Square	Categories
X1 → Y	0.031	Small
X2 → Y	0.217	Medium
X1 → Z	0.346	Approaching big
X2 → Z	0.190	Medium
Z → Y	0.501	Large

Source: SmartPLS 4.0 data processing results

Based on the results table, Job Satisfaction (Z) has the largest contribution to ASN Performance (Y) with a value of $f^2 = 0.501$, which belongs to the large category. This means that job satisfaction is the most dominant predictor practically in explaining the performance of ASN. These findings are very important because they show that the improvement in apparatus performance is more strongly influenced by job satisfaction conditions than by just formal systems or structures.

Summary of Hypothesis Results

Based on the results of the direct influence and indirect influence test, the answer to the research hypothesis is obtained which will be described as follows:

Table 7. Summary of Hypothesis Testing Results

Code	Hypothesis	Types of influence	Coefficient (O)	T-statistic	P-value	Verdict
H1	X1 → Y	Live	0.125	1.440	0.150	Rejected
H2	X1 → Z	Live	0.475	6.296	0.000	Accepted
H3	X2 → Y	Live	0.311	3.640	0.000	Accepted
H4	X2 → Z	Live	0.352	3.863	0.000	Accepted
H5	Z → Y	Live	0.536	6.362	0.000	Accepted

H6	$X1 \rightarrow Z \rightarrow Y$	Indirect	0.254	4.649	0.000	Accepted
H7	$X2 \rightarrow Z \rightarrow Y$	Indirect	0.188	3.020	0.003	Accepted

Source: SmartPLS 4.0 data processing results

DISCUSSION

Implementation of E-Performance on ASN Performance

The results of the study show that the implementation of e-performance has a positive but not significant effect on the performance of ASN, so the hypothesis of direct influence is not supported. These findings indicate that e-performance has not been able to improve performance directly because it is still influenced by user readiness, digital literacy, perception of system benefits, and consistency of implementation, so that the effectiveness of e-performance depends more on the quality of implementation and employee adaptation to the system.

Implementation of E-Performance on Job Satisfaction

The implementation of e-performance has been proven to have a positive and significant effect on job satisfaction because it is able to create a more transparent, objective, and structured work system. Clarity of targets, assessment processes, and linkages with the provision of TPP increase the perception of fairness and job certainty, so that employees feel more satisfied even though the direct influence on performance is not significant.

Organizational Culture on ASN Performance

Organizational culture has a positive and significant effect on the performance of ASN, showing that organizational values such as morality, integrity, cooperation, and service orientation are able to form productive work behavior. A strong organizational culture encourages coordination, accountability, and quality of public services so that it is one of the main factors in improving the performance of ASN in the DPMPTSP of North Sumatra Province.

Organizational Culture towards Job Satisfaction

Organizational culture also has a positive and significant influence on job satisfaction because a harmonious, supportive, and service-oriented work environment is able to create a sense of comfort and increase employee attachment to the organization. Thus, organizational culture not only directs work behavior, but is also an important factor in building ASN job satisfaction.

Job Satisfaction with ASN/TPP Performance

Job satisfaction has been proven to have a positive and significant effect on the performance of civil servants, so that it is the strongest factor in improving employee discipline, productivity, responsibility, and work quality. Employees who feel satisfied with their work, reward system, employment relations, and organizational conditions tend to show more optimal performance in carrying out their duties.

Job Satisfaction Mediation

Job satisfaction has been proven to mediate the influence of the implementation of e-performance and organizational culture on ASN performance. These findings show that e-performance and organizational culture will be more effective in improving performance if they are first able to create job satisfaction, so that job satisfaction becomes an important mechanism that connects the work system and organizational culture with improving employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of data processing, statistical analysis, and discussions that have been carried out, it can be concluded that the performance of civil servants at the Investment and One-Stop Integrated Services Office (DPMPTSP) of North Sumatra Province is influenced by a combination of e-performance implementation, organizational culture, and job satisfaction. The implementation of e-performance has been proven to have a positive but not significant effect on the performance of ASN, so the existence of the system has not been able to improve performance directly. Nevertheless, the implementation of e-performance has a positive and significant effect on job satisfaction, which shows that a transparent, objective, and clear assessment system can increase employee satisfaction. In addition, organizational culture has been proven to have a positive and significant effect on both ASN performance and job satisfaction. This shows that organizational values such as integrity, responsibility, collaboration, and service orientation have an important role in shaping work behavior and creating a conducive work environment.

Furthermore, job satisfaction has been proven to have a positive and significant effect on ASN performance, as well as acting as a mediating variable in the relationship between the implementation of e-performance and organizational culture on ASN performance. These findings show that improving employee performance does not only depend on the implementation of technology-based work systems and strengthening organizational culture, but also on the ability of these two factors to create employee job satisfaction. Thus, job satisfaction is a strategic factor that connects the work system and organizational culture with improving the performance of ASN. Therefore, efforts to improve the performance of ASN in the DPMPTSP of North Sumatra Province need to be carried out comprehensively through strengthening the implementation of e-performance, the formation of a positive organizational culture, and policies that are able to increase employee job satisfaction.

Recommendations

on the results of the research, the North Sumatra Province DPMPTSP is recommended to strengthen the implementation of e-performance through more structured coaching, assistance in the preparation of SKPs and filling out performance reports, as well as the implementation of a consistent feedback mechanism from superiors to subordinates. In addition, transparency in performance appraisals and the provision of Employee Income Supplement (TPP) needs to be improved so that employees understand the relationship between

performance achievements, work behaviors, and awards received. Agencies also need to strengthen the digitization of documents and proof of work to support accountability and facilitate the process of monitoring and evaluating performance on an ongoing basis.

FURTHER STUDY

The researcher can also test a broader model by placing job satisfaction as a mediating variable in other public service organizations that have different employee characteristics and work systems, so that the results of the study will be richer and can be compared across contexts.

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