

The Influence of E-Kinerja Implementation, Work Discipline, and Motivation on Employee Performance at the Civil Service and Human Resource Development Agency (BKPSDM) of Pekalongan City

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ABSTRACT

This study aims to examine the effect of E-Kinerja implementation, work discipline, and motivation on employee performance at the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM). A quantitative approach using a survey method was employed, involving 32 employees as the sample. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS software. The results showed that the implementation of E-Kinerja had a positive and significant effect on employee performance. In contrast, work discipline and motivation did not have a significant effect, allegedly due to complex organizational factors and internal dynamics. These findings indicate that the implementation of an electronic performance management information system plays an important role in improving employee performance, while these internal factors need to be studied further. This study provides a theoretical contribution in broadening the understanding of the factors that influence employee performance in the digital era and provides recommendations for local governments to optimize the use of E-Kinerja in efforts to improve apparatus performance.

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1. Introduction

The State Civil Apparatus (ASN) is the main pillar in the implementation of effective government and public services. Employees of the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM) have a strategic role in supporting the management of professional and high-performance civil servant resources.

Based on Peraturan Walikota Pekalongan Nomor 68 Tahun 2021, BKPSDM is tasked with assisting the Mayor in supporting functions for personnel, education, and development of human

resources for the apparatus, including recruitment, placement, training, and development of employee competencies to improve the quality of public services.

In the era of digital transformation, the implementation of electronic-based personnel information systems such as E-Kinerja has become an important need. E-Kinerja has been implemented in Pekalongan City since 2021 to increase transparency, accountability, and objectivity in employee performance assessments. However, the implementation of this system still faces challenges, including the incompatibility between the system and field conditions, which opens up opportunities for further empirical studies.

In addition to external factors, internal factors such as motivation and work discipline also affect employee performance. Motivation is the driving force of employee behavior in achieving organizational goals, while work discipline reflects compliance with regulations and working hours. However, previous studies have shown mixed results regarding the influence of motivation and work discipline on performance. BKPSDM employee attendance data in January–April 2025 showed a high number of absence cases with code L1 (forgot finger but attended on time), indicating challenges in attendance discipline that need to be addressed.

The results of a study conducted by Suryandari et al. (2025) in Cimanggis District showed that e-performance reporting had a significant positive effect on ASN performance. Meanwhile, the results of a study conducted by Syakila & Endang (2023) showed that E-Kinerja had no significant effect on performance. A study conducted by Purnama & Farida (2024) found that motivation and discipline had a significant positive effect on performance. The results of this study are in line with a study conducted by Wibawanto et al. (2021) which showed that motivation and discipline had a significant positive effect on performance. However, the results of this study are not in line with a study conducted by Izhar et al. (2024) which showed that discipline had no significant effect on performance and a study conducted by Cristine (2023) which showed that motivation had no significant effect on performance.

Various studies related to E-Kinerja, motivation, and work discipline show diverse and sometimes contradictory results, both showing significant and insignificant effects on employee performance. This condition creates a research gap that needs to be reviewed in the local context of BKPSDM Pekalongan City, especially with a comprehensive approach that tests the three variables simultaneously.

This research aims to provide theoretical and practical contributions to the development of public administration and to provide strategic policy recommendations to improve the performance of civil servants in the Pekalongan City Government.

2. Literature Review

E-Kinerja

E-Kinerja is a form of information technology implementation in employee performance management which is designed to create transparency, accountability, and effectiveness of performance reporting. According to Peraturan Walikota Pekalongan Nomor 31 Tahun 2021, E-Kinerja is employee performance management information system that contains Employee Performance Targets (SKP) and daily activities that must be inputted periodically. This system aims to increase ASN productivity by providing real-time and standardized reporting instruments.

According to Suryandari et al. (2025) the implementation of the can significantly encourage an increase in the quality of ASN performance through objective and systematic monitoring. In addition,

E-Kinerja creates alignment between organizational targets and individual contributions. Within the framework of performance management theory, this system functions as a strategic tool that facilitates efficient data-based evaluation and feedback. Therefore, the implementation of E-Kinerja is not only administrative, but also becomes an important instrument in the management of public human resources to increase productivity and work effectiveness (Armstrong, 2022).

Work Discipline

Work discipline is one of the important elements in supporting organizational effectiveness. Discipline reflects employee compliance with regulations, work schedules, and rules that apply in the agency environment. According to Mangkunegara (2017) discipline is a person's attitude and behavior that shows awareness and obedience to the rules and norms that apply in their work environment.

However, the influence of discipline on employee performance does not always show consistent results. Several studies such as by Izhar et al. (2024) show that discipline does not always have a significant effect on performance, depending on the work environment, leadership, and reward system applied. Therefore, it is important to understand the influence of work discipline in a particular organizational context, such as at BKPSDM Pekalongan City.

Motivation

Motivation is an internal and external force that drives individuals to act and behave in achieving certain goals. Robbins & Judge (2013) stated that motivation is closely related to the intensity, direction, and duration of a person's efforts in working. High motivation can produce optimal work productivity, loyalty to the organization, and good performance quality.

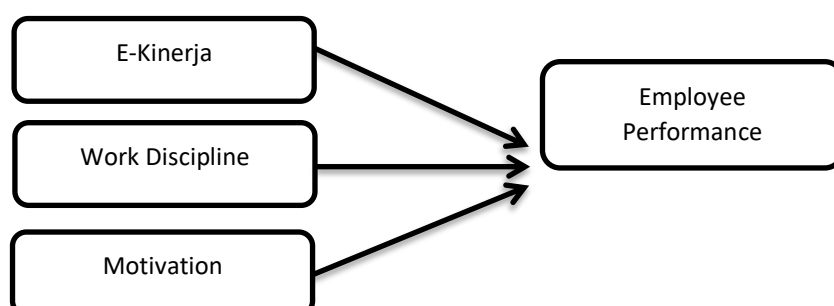
However, research also shows that motivation is not always a direct determinant of performance. As found by Cristine (2023), under certain conditions such as highly structured work systems or influenced by external factors (e.g. technological systems such as E Performance), the role of motivation can be insignificant to performance.

Employee Performance

Employee performance is the overall work result of an individual in carrying out the tasks that are his/her responsibility. According to Mangkunegara (2017), performance is the work result in terms of quality and quantity achieved by an employee in carrying out his/her duties by the responsibilities given. Performance is a benchmark for the success of an organization in achieving its goals.

Employee performance is influenced by various factors, both external such as information systems, workload, and leadership, as well as internal factors such as motivation, competence, and discipline. Research by Purnama & Farida (2024) shows that motivation and discipline play a significant role in influencing employee performance. Therefore, a multidimensional approach is needed to analyze performance comprehensively.

Figure 1. Research Model



Hypothesis :

The research hypothesis can be formulated as follows :

- H1 : E-Kinerja has a positive and significant effect on employee performance at the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM).
- H2 : Work Discipline has a positive and significant effect on employee performance at the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM).
- H3 : Motivation has a positive and significant effect on employee performance at the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM).

3. Method, Data, and Analysis

This study uses a quantitative approach with the aim of obtaining a general picture of the influence of E-Kinerja, work discipline, and motivation on employee performance, as explained Sugiyono (2015). The population of the study was all employees of the Pekalongan City Human Resources Development and Personnel Agency totaling 32 people. The sampling technique used saturated sampling, so that the entire population was used as a research sample.

The main instrument for data collection is a questionnaire with a Likert scale of 1–5 that has been tested for validity and reliability. To measure the variables of E-Kinerja, work discipline, motivation, and employee performance. In addition, semi-structured interviews were conducted to obtain supporting qualitative data and to deepen the phenomena that occur in the field. Researchers provide complete information to respondents regarding the purpose of the study, maintain data confidentiality, and obtain consent before filling out the questionnaire and interview.

Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) which was chosen because it can process data with small sample sizes and complex models, by the guidelines of Hair et al. (2017). SEM-PLS also allows analysis of direct and indirect relationships between variables as well as testing construct validity.

4. Result and Discussion

The following are the test results with SmartPLS:

Tabel 1. Outer Loading

Variabel	Item	Outer Loading	Keterangan
Implementation E-Kinerja	X1_1	0.787	Valid
	X1_4	0.806	Valid
	X1_5	0.801	Valid
	X1_6	0.775	Valid
Work Discipline	X2_1	0.989	Valid
	X2_2	0.972	Valid
	X2_3	0.966	Valid
	X2_4	0.946	Valid
Motivation	X3_1	0.852	Valid
	X3_2	0.823	Valid
	X3_3	0.881	Valid
	X3_4	0.739	Valid
Employee Performance	Y1	0.848	Valid
	Y2	0.833	Valid

Y3	0.763	Valid
Y4	0.814	Valid
Y5	0.787	Valid
Y6	0.780	Valid
Y7	0.718	Valid

Based on the table above, the outer loading values for the variables of E-Kinerja Implementation, Discipline, Motivation, and Employee Performance are each greater than 0.70. This shows that the dimensions in each variable have high validity, so they can be used appropriately to measure these variables. Apart from the outer loading value, it can also be seen from the AVE :

Table 2. AVE Values

Variabel	AVE	Keterangan
E-Kinerja	0,680	Valid
Work Discipline	0,938	Valid
Motivation	0,682	Valid
Employee Performance	0,629	Valid

Based on the results above, it is known that the value average Variance Extracted (AVE) is more than 0.50. This indicates that the convergence of the variables is at an adequate level, which means that one latent variable is able to explain more than half of the variance of its indicators on average (Ghozali, 2016).

Composite reliability

Composite reliability is a reliability test used to measure the consistency of the questionnaire as an indicator of a variable or construct (Ghozali, 2006). In this case, the rho_c and Cronbach's Alpha formulas are used as measures of reliability.

Cronbach's Alpha is a benchmark used to describe the correlation or relationship between items on a variable scale. The instrument used on the variable is said to be reliable if it has a Cronbach's Alpha value of more than 0.60 and a rho_c value of more than 0.70. Thus, the variable can be considered reliable.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
E-Kinerja	0,802	0,803	0,871	0,628
Work Discipline	0,978	0,997	0,984	0,938
Motivation	0,845	0,862	0,895	0,682
Employee Performance	0,901	0,902	0,922	0,629

From the results of the tests that have been carried out, the Cronbach's Alpha value is more than 0.60 and the rho_c value is more than 0.70. So it can be said that all variables have met the reliable requirements.

Inner Model

Testing inner models or structural models is carried out to see the relationship between variables, significance values, and R-square from the research model. In assessing the model with PLS, start by looking at R-Square allows the setiap to depend on the variable.

R-Square

Analysis of Variance (R²) or determination test is conducted to determine the magnitude of the influence of each independent variable on the dependent variable by looking at the r-square value. The higher the r-square value, the better the prediction model of the proposed research. Based on the tests that have been carried out, the following results were obtained:

The test shows that the R² (R square) value is 0.874, and there is an influence of all independent variables on Employee Performance of 0.874 or 87.4%. This shows that there is still a 12.6% influence of other variables that are not discussed in this study.

Hypothesis Test

Hypothesis testing is carried out to determine the relationship or correlation between research variables by carrying out procedures. Bootstrapping by looking at the path coefficient.

Table 4. Path Coeficients

Uraian	Original Sampel (O)	T-Statistics	P Value	Kesimpulan
E-Kinerja → Employee Performance	0.859	8,962	<u>0,000</u>	Hypothesis Accepted
Work Discipline → Employee Performance	0.029	0,290	0,772	Hypothesis Rejected
Motivation → Employee Performance	0.091	0,804	0,422	Hypothesis Rejected

Source : *Output SmartPLS 3.0* (2025)

The Impact of E-Kinerja Implementation on Employee Performance

Based on the SmartPLS test results in Table 4, the influence between E-Kinerja and Employee Performance variables shows a significant relationship with a T-Statistics value of 8.962 which is greater than 1.96 and a significance level smaller than alpha (0.000 < 0.05). Thus, H₀ is rejected and H₁ is accepted, which means that E-Kinerja has a significant positive effect on Employee Performance at the Pekalongan City Human Resources Development and Personnel Agency. This indicates that E-Kinerja plays an important role in improving employee performance. This system facilitates accountability, transparency, and effective monitoring so that employees are more motivated and responsible in carrying out their duties. The results of the study are in line with the research of Suryandari et al. (2025) which explains that E Performance has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

Based on the SmartPLS test results in Table 4, the influence between the variables of Work Discipline and Employee Performance shows an insignificant relationship with a T-Statistics value of 0.254 which is smaller than 1.96 and a significance level greater than alpha (0.290 > 0.05). Thus, H₀ is accepted and H₂ is rejected, which means that Work Discipline has a positive but insignificant effect on Employee Performance at the Pekalongan City Human Resources Development and Personnel Agency. This finding indicates that although discipline is important, other factors such as organizational culture, workload, and internal policies are more dominant. This also shows the need for a holistic approach in HR development that does not only emphasize discipline. The results of the study are in line with the research of which states that discipline has no significant effect on employee performance.

The Influence of Motivation on Employee Performance

Based on the results of the SmartPLS test in Table 4, the influence between the Motivation and Employee Performance variables shows an insignificant relationship with a T-Statistics value of 0.804

which is smaller than 1.96 and a significance level greater than alpha ($0.422 > 0.05$). Thus, H₀ is accepted and H₃ is rejected, which means that Motivation has a positive but insignificant effect on Employee Performance at the Pekalongan City Human Resources Development and Personnel Agency. Dominant factors such as the effective implementation of E-Kinerja can reduce the influence of individual motivation in improving quantitatively measured performance. Differences in subjective motivation levels may also be less reflected in formal performance evaluations. The research results are in line with Cristine (2023) which explains that motivation has no significant effect on employee performance.

The findings of this study confirm that E-Kinerja is the main variable that drives increased employee performance. On the other hand, psychological and behavioral factors such as motivation and discipline, although important, must be understood in a broader organizational context and supported by conducive work policies and cultures. This indicates the need for an integrative HR development strategy, combining technology, culture formation, and strengthening internal employee factors.

In addition, the insignificant results on work discipline and motivation indicate that the model can still be developed by including other variables such as job satisfaction, work environment, or organizational culture to gain a more comprehensive understanding of the factors that influence performance.

5. Conclusion and Suggestion

Conclusion

Based on the results of data processing and analysis using SmartPLS, several conclusions were obtained regarding the influence of the variables of E-Kinerja implementation, work discipline, and motivation on employee performance at the Pekalongan City Human Resources Development and Personnel Agency (BKPSDM), as follows:

1. The implementation of E-Kinerja has a positive and significant effect on employee performance, with a T-statistics value of 8.962 and a significance of 0.000 (< 0.05). This shows that E-Kinerja that is implemented consistently can increase accountability, productivity, and achievement of employee work targets. These results are in line with the research of Suryandari et al. (2025) which also shows a positive effect of E-Kinerja on employee performance.
2. Work Discipline has no significant effect on employee performance, with a T-statistics value of 0.290 and a significance of 0.772 (> 0.05). This means that although discipline is an important aspect in the world of work, at the Pekalongan City BKPSDM, this variable has not become a dominant factor in influencing employee performance. The results of the study are in line with the research of Izhar et al. (2024) which states that Work Discipline has no significant effect on employee performance.
3. Motivation has no significant effect on employee performance, with a T-statistics value of 0.804 and a significance of 0.422 (> 0.05). This shows that motivation is not statistically strong enough to influence employee performance achievement, possibly because there is already an electronic-based measurement system that is structural and measurable. This result is also in line with Cristine (2023) research which states that motivation has no significant effect on employee performance.

Suggestion

The findings of this study can provide practical implications for the development of human resource management in the government environment. The Pekalongan City BKPSDM is advised to continue optimizing the implementation of E-Kinerja, especially by strengthening the system integration of rewards, feedback, and continuous monitoring in order to encourage employee performance consistently. Although the variables of work discipline and motivation do not show a significant influence, the employee management approach still needs to consider these aspects strategically, for example through strengthening work culture, value-based training, and more personalized coaching. For further research, it is recommended to add other variables such as leadership, organizational culture, or job satisfaction, and use a mixed approach.

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