

The effect of e-assessment on performance, competency, worklife balance, and motivation on civil servant performance

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Abstract

Purpose: Lousy work by employees often leads to undesirable situations in bureaucracy. This study aims to assess the performance of civil servants employed by the Serdang Bedagai district administration regarding competency, work-life balance, motivation at work, and e-performance evaluation.

Research methodology: The data gathering process involves the application of quantitative approaches.

Results: The research findings show that the implementation of e-performance evaluation has a positive and significant impact on the performance of civil servants in the Serdang Bedagai Regency Government, with a significance level of $0.002 < 0.05$. Additionally, competency had a positive and significant effect on the performance of civil servant employees in the Serdang Bedagai Regency Government, with a significance level of $0.000 < 0.05$. Work-life balance positively and significantly affects civil servant performance in the Serdang Bedagai Regency Government, with a significance threshold of $0.020 < 0.05$. Similarly, work motivation positively and significantly affects government officials' performance in the Serdang Bedagai Regency Government, at a significance level of $0.000 < 0.05$. The concurrent implementation of e-performance evaluation, competency, work-life balance, and work motivation has been found to significantly impact the performance of civil servant personnel in the Serdang Bedagai Regency Government, with a significance level of $0.000 < 0.05$.

Limitations: The research problem only focuses on four variables; therefore, expanding the research to other variables is necessary.

Contribution: This research will provide evidence that several sectors must be considered in government bureaucracy.

Novelty: All research variables influence civil servants in Serdang Bedagai.

Keywords: *E-Performance Assessment, Competency, Worklife Balance, Work Motivation, Employee Performance*

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1. Introduction

A company's ability to expand depends on how well it manages human resources and produces high-quality products. These resources are necessary for companies to compete in the market (Lubis 2022). Therefore, general performance reviews must be held to give employees feedback on how to enhance their work performance and raise organizational productivity (Chien, Mao, Nergui, & Chang, 2020). It explicitly discusses different policies regarding education, training, pay increases, and promotions (Hanifah & Purba, 2021; Lubis, 2022).

The fact that public service organizations' aims and missions may be more precise and multifaceted contributes to their difficulty in being measured (Ahmad & Usman, 2015). To determine work performance and offer work incentives, K. E. Putri, Arfan, and Basri (2014) claim that E-Kinerja is a web-based program that analyzes job requirements, job workload, and the workload of organizational work units. Employee performance can be impacted by competency and e-performance on apparatus performance. A person's competence is an essential quality that either directly affects or accurately predicts exceptional performance (Limbong, Simarmata, Manalu, Rikki, & Rajagukguk, 2020; Rivai, 2009; Siahaan, Anantadjaya, Kurniawan, & Purba, 2022). Because expertise generally significantly affects performance (H. M. Arifin, 2015; Daly, 2015; Makawi, Normajatun, & Haliq, 2015; Rahman, Wahyu Lely, & Soleh, 2014). The issue is that current workers still require training and credentials. Civil Servants (PNS) become domain experts with time (Manik, Suharyanto, & Lubis, 2023; Wahyuni & Irawan, 2020). This indicates that hiring and placement decisions are made independently of the qualifications held by Serdang Bedagai Regency Government civil personnel.

Regulations govern general work discipline, including working hours and leave policies (Ade Galih et al., 2018; Amal, Pasaribu, & Purba, 2022; Manik et al., 2023), as it is a type of assertive leadership in planning and directing (Seneviratne & Colombage, 2023). Nevertheless, there are occasional delays that could be related. Many people arrive late for work for various reasons, including inclement weather and the fact that they are married, which is common among women. According to Annisa and Jadmiko (2023), leadership consistently comprehends incidents sensibly and ensures that their actions do not deteriorate work quality. In terms of discipline, employees follow suitable dress protocols, have a strong work ethic, and have no trouble finishing tasks in the established procedural system, all of which help service users feel satisfied with their performance.

One of the human resource subjects that has received a lot of investigation in the era of Industrial Revolution 4.0, is work-life balance. Numerous studies have discovered that enhancing psychological well-being in work-related activities and employees' personal lives requires work-life balance. Maintaining the many roles in life to keep them balanced and ensure that each role's goals are met is often linked to work-life balance (Hill et al., 2016; Purba, Hufad, Negara, Nasrawati, & Ramdani, 2018). Workers' minds, spirit, behavior, and productivity all suffer when they cannot balance their personal and professional lives.

This can happen when work expectations are too great, causing workers to neglect their personal lives, or vice versa. This phenomena is consistent with the idea that a person's ability to effectively manage his time or balance work at work, family life, and personal interests is a critical component of work-life balance (Lumunon, Sendow, & Uhing, 2019; Purba, Hufad, & Sutarni, 2019). The subpar work at the Serdang Bedagai Regent's Office is a sign that several Serdang Bedagai government initiatives still need to be implemented. The leadership instructed and guided staff members to complete the work program to meet their goals. Reports of the non-realization of the work program for each department demonstrate that several employee performance issues still need to be addressed to achieve organizational objectives and work program targets.

Due to workers' lack of accountability and leaders' lack of encouragement, there is a need for teamwork skills. Employee performance may be affected by tardiness or absences from work (Gravina et al. 2021; Jeffrey and Prasetya 2019). When workers show up for work on time, they tackle the assigned chores, resulting in a decline in performance and an unproductive and inefficient workday. This could lead to subpar work output from Serdang Bedagai Regent's office staff members in the long term.

Therefore, the government agency of the Serdang Bedagai Regent's Office must pay attention to and evaluate what should be done to ensure good work results. Thus, bureaucracy may be more effective. In this case, various factors are relevant, and it is essential to consider whether the cause of the performance can work well. Therefore, the importance of this research is to determine how E-Performance Assessment, competency, work-life balance, and work motivation influence the performance of civil servants employed by the Serdang Bedagai Regency Government.

2. Literature review

2.1 Electronic Assessment

Electronic assessment means using information technology for every assessment activity. E-assessment is an assessment carried out using IT-based technology, which includes various tasks, starting from planning, data collection, implementation, and results (Novitasari, Saputra, Magribi, & Waziana, 2021). This web-based assessment application aims to facilitate the preparation of Employee Work Targets (SKP) in an integrated manner, from the top to the staff level.

E-Performance is an application designed to assess employees' daily performance by entering their daily work data into software for superior approval. This application assesses achievement, efficiency, and performance and provides work incentives by referring to local government regulations. The job output is automatically displayed once approved and processed online. Data are presented as the nominal percentage of worker salaries.

Facilitating high personnel performance through system improvements, greater allocation, better dissemination of information and services, and increased efficiency and effectiveness through operating processes or procedures. A standard operating system was provided to improve performance. The latest innovations in public services have emerged to ensure community welfare (Rafita, 2021). The quantity of work and compensation affect the performance of government agencies. One way to encourage employees is to provide awards or rewards. Employee work results must be based on the goals achieved by the organization (Sendawula, Nakyejwe Kimuli, Bananuka, & Najjemba Muganga, 2018). The aim is to maximize work quality and efficiency (R. S. E. Putri & Munandar, 2021).

2.2 Competency

Competencies are: "Fundamental characteristics possessed by a person that directly influences or can predict excellent performance (Prayogi, Lesmana, & Siregar, 2019). Employee involvement, individually and collectively, must be able to support the implementation of organizational strategies and any changes made by the management. In other words, a person's ability to help a work system is based on that of a team (Syahputra & Tanjung, 2020). Competence is the ability to perform a task based on skills and knowledge supported by the attitude required by the job (Rohman, 2020). Competency is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace, which refers to job requirements (Anjani, 2019).

2.3 Worklife Balance

According to Riffay (2019), an analysis of work-life balance boundaries would necessitate a time, involvement, and community membership assessment. Researching the equilibrium between work, the totality of additional responsibilities, and the equilibrium between pairs of duties might be beneficial. Further explanation of work-life balance as a state of equilibrium where the demands of one's personal life and career are equal is provided by Isni, Amalia, and Anindita (2022). Job/life balance from the employee's perspective: The challenge of juggling job commitments with personal and family duties. Rahmawati (2016) elaborates that "work-life balance" is a broad term that involves appropriately prioritizing "work" (career and ambition) and "life" (health, pleasure, leisure, family, and spiritual development) on opposite ends of the spectrum.

2.4 Work Motivation

Motivation encourages someone to perform a particular activity; hence, it is frequently mentioned as a factor that encourages an individual's behavior (Hendijani & Steel, 2020; Hustia, 2020). According to Rivai (2013), motivation is the combination of self-talk and beliefs that encourages an individual to achieve specific goals in line with their objectives. According to Maslow (1974), five levels of human need are classified as motivation indicators. The first level is called physiological need, or the need for a healthy life resulting from physical exertion. This level is the most basic and includes things such as food, water, sleep, energy, and things people need to fulfill to improve themselves.

Furthermore, the need for a Sense of Security includes protecting oneself from harm, slumblng, conflict, and the environment. Fourth, there is a need for social ties or attachment, that is, the need to live in companionship with other people. At the same time, remembering must be respected and appreciated by others. Ministry of Self Actualization refers to maximizing one's potential by utilizing one's abilities, strengths, and resources (Miao, Eva, Newman, & Schwarz, 2019).

3. Research methodology

A quantitative methodology was employed in this investigation. According to Sugiyono (2019), the goals of quantitative research methodologies include hypothesis testing, identifying broadly applicable generalizations with high predictive potential, and establishing correlations between the variables. This method entails researching specific populations or samples, gathering data using research tools, and analyzing quantitative and statistical data to assess preconceived hypotheses. All study participants were government employees employed by the Serdang Bedagai Regency Regent Office. **Overall**, 4690 workers were employed by the Serdang Bedagai Regency Government. The sample size of this study was 5% of the total population, 234.5, or 235 employees. The Yount process was used to round the samples. This study aims to shed light on the interactions between the variables under investigation, competency, work-life balance, motivation, and E-Performance Assessment, and how they affect the productivity of public servants in Serdang Bedagai Regency. The office of the Serdang Bedagai Regent was the site of the investigation.

4. Results and discussions

4.1 Research result

The characteristics of the study participants included age, length of employment, education, and sex. One hundred and nine respondents were female (46.3%) and 126 respondents were male (53.6%). One hundred and seventy-eight respondents (75.7% of the total) were over 30 to 50. A total of 36 respondents (13.6 %), 25 (10.6 %), and less than 30. This description suggests that the Serdang Bedagai Regency Government's civil servants are of working age and available for employment.

4.2 Descriptive statistics

The methods used to gather and present data in a manner that makes sense are known as descriptive statistics. As seen in Table 1, descriptive statistical tests seek to ascertain the average, maximum, minimum, and standard deviation of the research data.

Table 1. Descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
E-performance assessment	235	25.00	65.00	48.3787	10.30627
Competence	235	15.00	62.00	41.2085	10.64035
Worklife balance	235	23.00	65.00	48.5915	9.75529
Work motivation	235	26.00	70.00	49.9915	11.85813
Performance	235	18.00	57.00	37.5702	9.32087
Valid N (listwise)	235				

Source: SPSS Processing Results

The average answer score of the performance evaluation variable was 48.38, its maximum score was 65, its minimum score was 25, and its standard deviation was 10.31, as shown in the table above. The

competency variable had an average answer score of 41.21, maximum score of 62, minimum score of 15, and standard deviation of 10.64. With a standard deviation of 9.76, the work-life balance variable had an average answer score of 48.59, a maximum score of 65, and a minimum score of 23. The work motivation variable had an average answer score of 49.99, a maximum value of 70, a minimum value of 26, and a standard deviation of 11.85. With a standard deviation of 9.32, the average employee performance was 37.57; the number was 57, and the lowest was 18.

4.3 Validity test

The r_{count} value was compared with r_{table} to perform the validity test. The correlation coefficient between the statement items and respondents' total replies is indicated by the r value. The significance level was 5% with $n = 30$; therefore, the table value was 0.361. If r_{count} is positive and $r_{\text{count}} > r_{\text{table}}$, then the item is valid, whereas if $r_{\text{count}} < r_{\text{table}}$, the item is invalid. Table 2 presents the results of the statement validity test for work motivation.

Table 2. Validity Test of Variables for Implementing e-Performance Assessment (X_1)

Statement	r_{count}	r_{table}	Validity
1	0,731	0,361	Valid
2	0,585	0,361	Valid
3	0,650	0,361	Valid
4	0,577	0,361	Valid
5	0,806	0,361	Valid
6	0,590	0,361	Valid
7	0,539	0,361	Valid
8	0,548	0,361	Valid
9	0,664	0,361	Valid
10	0,666	0,361	Valid
11	0,487	0,361	Valid
12	0,581	0,361	Valid
13	0,679	0,361	Valid
14	0,441	0,361	Valid

Source: SPSS Processing Results

According to the test results, every statement regarding the employee empowerment variable was deemed valid. This satisfies the validity standards, meaning that every question can be included in the regression test. Table 3 shows the results of the validity test for the competency variable.

Table 3. Competency Variable Validity Test (X_2)

Statement	R_{Count}	r_{table}	Validity
1	0,777	0,361	Valid
2	0,513	0,361	Valid
3	0,694	0,361	Valid

Statement	R _{Count}	r _{table}	Validity
4	0,680	0,361	Valid
5	0,769	0,361	Valid
6	0,654	0,361	Valid
7	0,643	0,361	Valid
8	0,327	0,361	Valid
9	0,864	0,361	Valid
10	0,749	0,361	Valid
11	0,605	0,361	Valid
12	0,762	0,361	Valid
13	0,753	0,361	Valid

Source: SPSS Processing Results

The test results show that all competency variable statements are declared valid and meet the validity requirements, so that all questions can be included in the regression test. The validity test of the statement for the work-life balance variable is shown in Table 4.

Tabel 1. Uji Validitas Variabel *Worklife balance* (X₃)

Statement	R _{count}	r _{table}	Validity
1	0,600	0,361	Valid
2	0,592	0,361	Valid
3	0,697	0,361	Valid
4	0,728	0,361	Valid
5	0,435	0,361	Valid
6	0,716	0,361	Valid
7	0,783	0,361	Valid
8	0,606	0,361	Valid
9	0,654	0,361	Valid
10	0,708	0,361	Valid
11	0,632	0,361	Valid
12	0,838	0,361	Valid
13	0,707	0,361	Valid
14	0,531	0,361	Valid

Source: SPSS Processing Results

According to the test results, every statement about the work-life balance variable was deemed valid. This satisfies the validity standards, meaning that every question can be included in the regression test. Table 5 shows the results of the statement validity test for the work motivation variable.

Table 5. Validity Test of Work Motivation Variables (X4)

Statement	R _{count}	r _{table}	Validity
1	0,686	0,361	Valid
2	0,801	0,361	Valid
3	0,664	0,361	Valid
4	0,603	0,361	Valid
5	0,688	0,361	Valid
6	0,834	0,361	Valid
7	0,430	0,361	Valid
8	0,480	0,361	Valid
9	0,699	0,361	Valid
10	0,786	0,361	Valid
11	0,647	0,361	Valid
12	0,735	0,361	Valid
13	0,768	0,361	Valid
14	0,644	0,361	Valid
15	0,727	0,361	Valid

Source: SPSS Processing Results

From the test results, all statements for the work motivation variable were declared valid and met the validity requirements, so that all questions could be included in the regression test. Table 6 presents the validity test of the statements for the employee performance variable.

Table 6. Validity Test of Employee Performance Variables (Y)

Statement	R _{count}	r _{table}	Validity
1	0,757	0,361	Valid
2	0,647	0,361	Valid
3	0,694	0,361	Valid
4	0,612	0,361	Valid
5	0,775	0,361	Valid
6	0,735	0,361	Valid
7	0,640	0,361	Valid

Statement	R _{count}	t _{table}	Validity
8	0,368	0,361	Valid
9	0,796	0,361	Valid
10	0,689	0,361	Valid
11	0,581	0,361	Valid
12	0,755	0,361	Valid

Source: SPSS Processing Results

The test results show that all employee performance variable statements are declared valid and meet the validity requirements, so that all questions can be included in the regression test.

4.4 Reliability Test

In this study, reliability analysis used Cronbach's alpha to determine the degree to which the questionnaire questions were related to one another. Table 7 displays the results of the reliability tests for each variable employed in this study.

Table 7. Data Reliability Test

Variable	Alpa	<i>Cronbach alpha</i>	Reliability
Implementation of e-performance assessment (X1)	0,865	0,6	Reliable
Competency (X2)	0,904	0,6	Reliable
Worklife balance (X3)	0,897	0,6	Reliable
Work motivation (X4)	0,915	0,6	Reliable
Employee Performance (Y)	0,886	0,6	Reliable

Source: SPSS Processing Results

As the Cronbach's alpha reliability test yielded an alpha value greater than 0.6, which indicates that all study variables are dependable, the measurement tool satisfies the reliability test requirements.

4.5 Normality test

The Kolmogorov–Smirnov test was used to determine whether the data were regularly distributed. If the significance value (Sig.) is greater than 0.5, then the conditions for normalcy are considered to be met. The findings of the normalcy test were as follows:

Table 8. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Res1
N			235
Normal Parameters ^{a,b}	Mean		5.0032
	Std. Deviation		3.60780
Most Extreme Differences	Absolute		.083
	Positive		.081
	Negative		-.083
Kolmogorov-Smirnov Z			1.269
Asymp. Sig. (2-tailed)			.080

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS Processing Results

The one-sample Kolmogorov–Smirnov test findings show that the significance value of 0.080 is greater than 0.05, indicating that the data are regularly distributed. To ascertain whether the data are standard, one can also examine the residual histogram and the distribution of points on the P-plot's diagonal axis. The regression model satisfies the normality assumption if the data are distributed around the diagonal line and follow its direction or if the histogram graph shows a typical distribution pattern. The P-plot and histogram are shown in Figure 2.

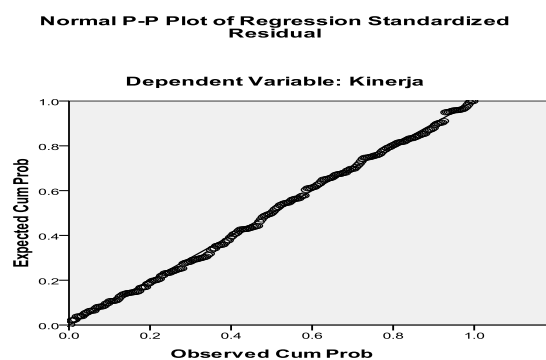


Figure 2. Data Normality

4.6 Multicollinearity Test

The multicollinearity test aims to determine whether the regression model correlates with independent variables. The results of the multi-linearity test for the independent variables are presented in Table 9.

Table 2. Multicollinearity Test Results

Coefficients^a

	Collinearity Statistics	
	Tolerance	VIF
Performance assessment	.367	2.725
Competence	.806	1.240
Worklife_balance	.415	2.409
Work motivation	.352	2.843

a. Dependent Variable: Performance

Source: SPSS Processing Results

As can be seen from the above, there is no multicollinearity interference between the two independent variables because the tolerance values for the variables implementing work-life balance, e-performance assessment, competency, and work motivation are 0.367, 0.806, 0.415, and 0.352, respectively, which are more significant than 0.10.

4.7 Heteroscedasticity Test

One way to determine whether heteroscedasticity is present or missing in a dependent variable is to examine the graphic plot between the residual value and the predicted value of the dependent variable. Heteroscedasticity is absent if a specific pattern exists, such as dots above and below Y-axis numbers. Based on the data processing outcomes, Figure 3 shows the findings of the heteroscedasticity test.

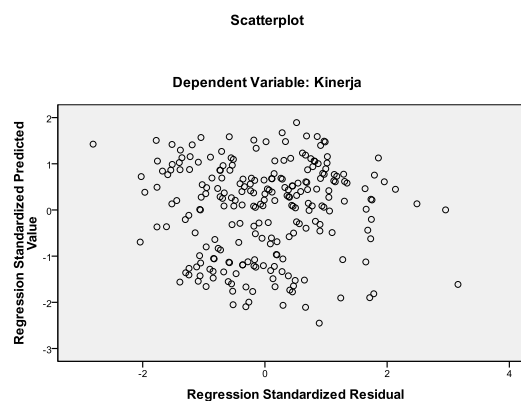


Figure 3. Heteroscedasticity test

Heteroscedasticity was **absent** in the above image because there was no discernible pattern, and the points were dispersed above and below 0 on the Y-axis.

4.8 Autocorrelation Test

The purpose of the **autocorrelation test** is to determine whether confounding errors in period t and period t-1 (before) are correlated in the linear regression model. An autocorrelation problem arises when

correlation is present. The Durbin-Watson test was used to identify autocorrelation issues. To determine if autocorrelation existed, the Durbin-Watson (DW) test was used.

Table 10. Durbin-Watson Values

Model Summary^b

Model	Durbin-Watson
1	1.712 ^a

a. Predictors: (Constant), Work_Motivation, Competency, Worklife_balance, Performance_evaluation

b. Dependent Variable: Performance

Source: SPSS Processing Results

The Durbin-Watson test is used to assess if autocorrelation exists based on Table 10. The criteria from the Durbin-Watson table indicate that the dw value is 1.712, **which** is at the value $dl < dw < du$ on the Durbin-Watson diagram. Therefore, a value of $1.67 < 1.712 < 1.738$, or $dl < dw < du$ indicates that there is no positive autocorrelation.

4.9 Multiple Linear Regression Analysis

Table 11 displays the findings of a multiple linear regression study examining the impact of e-performance assessment implementation, competency, work-life balance, and work motivation on employee performance.

Table 11. Multiple Linear Regression Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Model	.664	2.307		.288	.774
(Constant)	.199	.065	.221	3.057	.002
E-performance assessment	.168	.043	.192	3.944	.000
Competence	.152	.065	.159	2.346	.020
	.259	.058	.329	4.469	.000

a. Dependent Variable: Work

Source: SPSS Processing Results

Based on Table 11, the multiple linear regression equation obtained was as follows:

$$Y = 0,664 + 0,199 X_1 + 0,168 X_2 + 0,152 X_3 + 0,259 X_4$$

- The results show that the constant value of the research was 0.664. The influence of the independent and dependent variables was one-way when the sign was positive. This means that if all the independent variables—e-performance assessment implementation (X1), competency (X2), work-life balance (X3), and work motivation (X4)—have a value of 0 percent or have not changed, then employee performance equals 0.664.
- The first hypothesis states that 0.199% of the employee performance variable is positively impacted by a 1% change in the implementation of e-performance assessment. The variable implementing the e-performance assessment of employee performance effects is 0.199.

- c. According to Hypothesis 2, a 1% change in the competency variable partially influenced 0.168% of the employee performance variable, indicating a positive effect. The competency variable for employee performance is 0.168.
- d. As per Hypothesis 3, a 1% alteration in the work-life balance variable partially influences 0.152% of the employee performance variable. This indicates that the work-life balance variable **positively affects** employee performance, as it influences 0.152.
- e. According to Hypothesis 4, a 1% change in the work motivation variable partially influences 0.259% of the employee performance variable, indicating a positive effect. Work motivation influenced employee performance by 0.259.

4.10 Individual Parameter Significance Test (t-Test)

A t-test was used to determine the extent to which an independent variable contributed to explaining fluctuations in the dependent variable. The output in the table below was produced using the statistical analysis of the SPSS program.

Table 12. Coefficients t test results^a

	Unstandardized Coefficients		Standardized Coefficients	t	
	B	Std. Error	Beta		
(Constant)	.664	2.307		.288	.774
E-performance assessment	.199	.065	.221	3.057	.002
Competence	.168	.043	.192	3.944	.000
Worklife balance	.152	.065	.159	2.346	.020
Work motivation	.259	.058	.329	4.469	.000

a. Dependent Variable: work

Source: SPSS Processing Results

Based on the above table, this can be explained as follows.

- a. The variable implementing e-performance evaluation had a computed t-value of 3.057 with a significance value of $0.002 < 0.05$, according to the t-test results. Thus, employee performance is significantly affected by the use of e-performance assessments. Employee performance directly affects the quality of the implementation of e-performance evaluation.
- b. Based on the results of the t-test, it can be seen that the competency variable has a computed t-value of 3.944 with a significant value of $0.000 < 0.05$. **Employee** performance is significantly affected by expertise. An employee performs better when **they are more competent**.
- c. Based on the results of the t-test, it can be seen that the work-life balance variable has a computed t-value of 2.346 with a significant value of $0.020 < 0.05$. Thus, employee performance is significantly impacted by work-life balance. Employee performance will increase with a **better** work-life balance.
- d. The work incentive variable has a computed t-value of 4.469 with a significance value of $0.000 < 0.05$, according to the t-test results. Thus, employee performance was significantly affected by motivation. Employee performance increased in proportion to their level of work-related motivation.

4.11 F test

The results of the statistical analysis of data obtained using SPSS are shown in the table below.

Table 13. F Test Results

ANOVA^b

	Sum of Squares	df	Mean Square	F	Sig.
Regression	11401.177	4	2850.294	73.425	.000 ^a
Residual	8928.414	230	38.819		
	20329.591	234			

a. Predictors: (Constant), Work Motivation, Competence, Worklife balance, e-performar assessment

b. Dependent Variable: Work

Source: SPSS Processing Results

The **above** results **demonstrate** that the concurrent application of e-performance assessment, competency, work-life balance, and work motivation **significantly impacts** employee performance, with the F-calculation number being 72.494 and the Sig. Equal to $0.000 < 0.05$.

4.12 Coefficient of Determination Test (R^2)

The coefficient of determination analysis is intended to determine the significance of the relationship between the independent variables.

Table 14. Coefficient of Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.553	6.23051

a. Predictors: (Constant), Work Motivation, Competence, Worklife balance, Assessment e-kinerja

b. Dependent Variable: Work

Source: SPSS Processing Results

The coefficient of determination (R Square) in this study was 0.632. This indicates that implementing e-performance assessments, competency, work-life balance, and work motivation influences employee performance by 56.10%. Nevertheless, the other variables not covered by this study accounted for 56.10% (43.90 %) of the remaining 100%.

4.14 The Effect of Implementing e-Performance Assessment on the Performance of Civil Servants

The findings demonstrate that e-performance assessment deployment significantly affects worker performance. According to Rani and Mayasari (2015), workers who received performance reviews from their supervisors performed better. Nurhayati (2017) also demonstrated that the e-performance implementation variable, which affects employee performance directly without the need for motivation as an intermediary variable, is the most significant performance assessment variable affecting employee performance (Anoke et al., 2023). According to Dessler (2015), performance reviews aim to increase staff productivity. This finding indicates a strong correlation between employee performance and a company's performance evaluation. Employee performance increases with improved performance assessment.

4.15 The Influence of Competency on the Performance of Civil Servants

The results of the study show that competency has a significant influence on civil officials' performance in the Serdang Bedagai Regency Government. The term "competence" describes an individual's knowledge, skills, talents and any personal traits that directly affect on how well they perform at work. A person's competence is a fundamental quality that determines whether or their performance is effective in a given task or circumstance. Depending on the criteria or standards applied, competencies can be used to forecast performance, that is, those who perform well and those who do not. This demonstrates that proficiency increases motivation, which in turn increases performance. Professional workers must be experts in their lines of work. Competency is the capacity of an employee to correctly perform tasks. In this case, worker competency affects worker output and improves quality. How employees perform significantly influences how their work is implemented. It defines competence as the underlying trait that characterizes behavior and explains the knowledge, abilities, self-concepts/values, motivations, and personal traits that a superior worker brings to the job (Yeye & Egbunike, 2023; Palan (2007).

4.16 The Influence of Worklife Balance on the Performance of Civil Servants in the Serdang Bedagai Regency Government

The results of the study show that work-life balance has a significant impact on civil servant performance in the Serdang Bedagai Regency Government. Employees must have a work-life balance to preserve a healthy quality of life between their personal and professional lives. The ability of a person to maintain a healthy balance between their personal and professional obligations is known as work-life balance. When this balance is reached, employees are more likely to be passionate about their work and feel satisfied with the opportunity to follow their interests. Work-life balance has a significant 85.10% impact on employee performance (M. Arifin & Muharto, 2022).

4.17 The Influence of Work Motivation on the Performance of Civil Servants

According to research findings, employee performance is highly impacted by work motivation. An employee's motivation at work dramatically affects their performance. While employees with low motivation outperform those with high motivation, individuals with high motivation perform well at work. All of this is manifested in how the worker approaches their job; these behaviors include but are not limited to low morale at work, growing bored quickly, missing work frequently, being late, and so forth. These factors ultimately contribute to lower productivity. Danim (2012) asserts that poor motivation will reduce group output. Members who behave in a manner that solely serves their demands or interests will make other members feel less satisfied. Conflict will so occur. Therefore, there is conflict between selfish impulses and production. One of the elements that determine group productivity is the work environment (Mondal et al., 2023). Human resource behavior that boosts labor productivity can be developed by offering solid motivators. Work motivation is an important topic because it is functionally linked to the efficiency of human resources through improved performance.

Employee morale will be boosted by motivation, making employees eager to put in much effort and give them all to achieve the organization's objectives. When leaders inspire their team members to work hard, they will foster an environment where hard effort is rewarded (Mondal, Akter, & Polas, 2023). Employees must be highly motivated to continuously produce high-performance results. According to Mangkunegara and Prabu (2005), motivation is the primary component of performance development; as a result, applying pay or salaries based on an individual's performance will boost motivation and present opportunities for performance improvement.

4.18 The Effect of Implementing e-Performance, Competency, Worklife Balance and Work Motivation Assessments on the Performance of Civil Servants

The F test results indicate that the simultaneous application of e-performance evaluation, competency, work-life balance, and work motivation highly impacts the performance of the Serdang Bedagai Regency Government. Enhancing a worker's work-life equilibrium will raise their competency. Competent workers completed their work swiftly and on schedule, demonstrating a fair degree of professionalism. This will be reinforced even more by the organization's incentives to its staff.

Employees' excitement to increase performance is further stimulated by having a particular motivation. One element that may improve employee performance is motivation. Motivational support is contingent upon agency or organization (Wijaya, 2020). Organizations typically use rewards and incentives to encourage staff members to perform well.

5. Conclusions

Based on the research results, the following conclusions were drawn:

1. With a significance level of $0.002 < 0.05$, the introduction of e-performance assessment positively and substantially impacted the performance of civil servants in the Serdang Bedagai Regency Government.
2. With a significance level of $0.000 < 0.05$, competence has a positive and substantial impact on the performance of Civil Servant personnel in the Serdang Bedagai Regency Government.
3. At a significance level of $0.020 < 0.05$, work-life balance has a favorable and substantial impact on civil servant performance in the Serdang Bedagai Regency Government.
4. With a significance level of $0.000 < 0.05$, work motivation positively and substantially impacts civil servant performance in the Serdang Bedagai Regency Government.
5. At a significance level of $0.000 < 0.05$, the introduction of e-performance evaluation, competency, work-life balance, and work motivation all had a significant impact on the performance of Civil Servant personnel in the Serdang Bedagai Regency Government.

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