# The Effect of E-Performance and E-Government on the Employee Performance with Motivation as an Intervening

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**Abstract**

Human Resources is one of the important elements in an organization. Organizations need to pay attention to how to improve employee performance. Currently, the large number of employees (ASN) is a big obstacle in realizing good governance because the efficiency and effectiveness of employee performance is difficult to measure. Because of the difficulties in measuring the performance of public organizations, E-Performance and E-Government have been implemented. The main reason for implementing this application is because the government indicates that there are unscrupulous employees whose work is not in accordance with their main duties, functions and workload, apart from that there are also officials whose positions do not meet the required competence and capacity. E-Performance and E-Government are web-based applications that are used to assess and measure employee performance based on job analysis and workload analysis, as well as being the basis for calculating work performance. With the existence of E-Performance and E-Government, it is hoped that it can motivate employees to improve their performance. The analysis used in this research is a quantitative method using the SPSS Version 24 and Smart PLS 3.0 programs. The analysis technique in this research is Structure Equation Modeling (SEM) using Partial Least Square (PLS) with a significance of 5%. The research results show that E-Performance and E-Government increase employee motivation and performance. Employees feel that it is made easier, thereby creating motivation to improve organizational performance. With good motivation, employees will feel happy and enthusiastic at work, thereby increasing significant development and growth in the organization.

**Keywords:** E – Performance; E – Government; Motivation; Employee Performance

## 1. Introduction

Nowadays, the development and progress of information and communication technology has developed very rapidly. Many modern organizations use information technology in management to move the wheels of their organization. The government is a form of organization, it is natural for the government to follow developments in the world of technology so that it can become a modern government with the aim of serving society and the business world.

Human Resources is one of the important elements in an organization. Organizations need to pay attention to how to improve employee performance. Currently, the large number of employees (ASN) is a big obstacle in realizing good governance because the efficiency and effectiveness of employee performance is difficult to measure. Because of the difficulties in measuring the performance of public organizations, E-Performance and E-Government have been implemented. The main reason for implementing this application is because the government indicates that there are unscrupulous employees whose work is not in accordance with their main duties, functions and workload, apart from that there are also officials whose positions do not meet the required competence and capacity.

E-Performance and E-Government are web-based applications that are used to assess and measure employee performance based on job analysis and workload analysis, as well as being the basis for calculating work performance. With the existence of E-Performance and E-Government, it is hoped that it can motivate employees to improve their performance.

## 2. Literature Review

### 2.1. E-Performance Theory

E-Performance is a web-based application for analyzing job requirements, job workload and workload of organizational units or units as a basis for calculating work performance and providing work incentives (Putri, 2014). Measuring employee performance was previously carried out using DP3 (Job Implementation Assessment List). As time goes by, assessing civil servant work performance using DP3 is no longer relevant. The government sought a solution to this problem by issuing Government Regulation Number 46 of 2011 concerning Civil Servant Job Performance Evaluation which became effective on January 1 2014. Employee assessment has now changed from previously using DP3 to Employee Performance Targets (SKP). E-performance is an example of the application of human resource accounting theories which are summarized in a web-based application. E-performance can measure, identify, convey, provide assessments, and provide rewards in the form of additional income. The success of a system reflects the satisfaction of system users. To measure the success of a system, a model is needed. A good model is a complete but simple model. Nurhayati (2019) states personal technical ability as the user's level of understanding of technology, the tasks and decisions that must be taken, and the socio-political environment. The abilities of each user are different from each other, both in terms of ability to use computers, the internet, and operate e-performance, therefore users expect the system used to be able to serve their needs according to their abilities so that users feel satisfied when using the system. To be able to use the e-performance system, all employees are given training to use the system. Users will feel satisfied using the system if they believe that the training they follow can help them in using the system.

### 2.2. E-Government Theory

The research results of Kurniasih et al. (2013) shows that the implementation of e-Government policies has proven to have a significant effect on the performance of government officials in Cimahi City. The implementation of e-Government policies has an influence of 54.85% on

changes in the performance of government officials in Cimahi City. Even though it is not too big, the implementation of e-Government policy is one of the dominant factors in determining changes in the performance of government officials in Cimahi City. The term "E-Government" or often abbreviated as e-gov can be interpreted as a collection of concepts for all actions in the public sector (both at the Central Government and Regional Government levels) that involve information and communication technology in order to optimize efficient, transparent public service processes. , and effective (Kurniawan, 2006). In general, E-Government is an internet-based public service and information management system. These services are provided by the government to the community. By utilizing the internet, there will be a lot of development of service modes from the government to the community which will enable the community to play an active role where it is hoped that the community can independently register permits, monitor the completion process, carry out each permit and other public services directly. With the help of internet technology, all these things can be done from anywhere and at any time (Abidin, 2000).

### 2.3. Work Motivation Theory

Motivation is defined as a drive or impulse within humans that can give rise to, direct and organize behavior (Darmawan, 2013). George, JM, and Jones (2005, p.175) state that the elements of work motivation consist of behavioral direction, level of effort, and level of persistence. Behavioral direction is the behavior that a person chooses to carry out in the workplace, measured through the desire to complete work and work as well as compliance with regulations. The level of effort regarding how hard a person tries to work in accordance with the behavior that has been chosen, is measured through seriousness in working and the desire to be better than sincerity in working and the desire to be better than before. The level of persistence is how hard employees will continue to try to carry out the behavior that has been chosen, measured through the behavior that has been chosen, measured through the desire to develop abilities and advance the company as well as persistence to work even in an unsupportive environment. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals (Rivai, 2011). These attitudes and values are invisible things that provide the power to encourage individual behavior in achieving goals. According to Hasibuan (2010), motivation is defined as a skill in directing employees and organizations to work successfully, so that employee desires and organizational goals can be achieved, so that employee desires and organizational goals can be achieved simultaneously.

### 2.4. Performance Theory

The success of an organization in achieving organizational goals is determined by employee performance. According to Mangkunagara (2011), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Increasing employee performance will bring progress for the agency (organization) to be able to survive in unstable competition. Sutrisno (2012) said, performance is the work result that a person has achieved from their work behavior in carrying out work activities. Bangun (2012) said that performance is the work results achieved by employees based on job requirements. Meanwhile, according to Silalahi (2013), performance is the level of achievement of individual (employee) work results after trying or working hard or the final result of an activity. Measuring employee performance is important for public service agencies

(Pasolong, 2010). So by knowing the weaknesses and strengths, obstacles and incentives, or various factors for the success of employee and institutional performance, this opens the way for professionalization, namely correcting mistakes that have been made. A leader is tasked with building a work team that efficiently and effectively achieves the goals, objectives and targets of the organization. Meanwhile, carrying out strategies so that goals and targets are achieved and working according to directions is the duty of an employee (Silalahi, 2013). To facilitate employee performance assessment, work standards must be measurable and clearly understood (Bangun, 2012). A job can be measured through 5 dimensions, namely: 1. Quantity of work. This shows the amount of work produced by an individual or group as a requirement for work standards. Carrying out work in accordance with the output target that must be produced per person per hour of work. Perform work according to the number of activity cycles completed. 2. Quality of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job. Carry out work according to the operation manual. 3. Punctuality. Each job has different characteristics, certain types of work must be completed on time, because they are dependent on other jobs. Complete the work according to the specified deadline. Utilize working time optimally to produce the output expected by the company. 4. The existence of a certain type of work requires the presence of employees to do it according to the specified time. Arrive on time. Perform work according to predetermined working hours. 5.Ability to work together. Not all work can be completed by one employee alone, for certain types of work it may have to be completed by two or more employees. Employee performance can be assessed by their ability to work together with other colleagues. Helping superiors by providing suggestions to increase company productivity. Mutual respect for fellow colleagues. Work well with colleagues. Mangkunegara (2011) also said that the dimensions and indicators of performance are as follows: 1. Work quality is how well an employee does what he or she should do. 2. Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3. Responsibilities 5 | The work page is an awareness of the employee's obligations in carrying out the work assigned by the company. 4. Collaboration means employees are able to work together with their colleagues in completing tasks assigned by the organization or agency. 5. Initiative means employees have the ability to carry out tasks and have initiative.

## 3. Materials and Methods

The method used in this research is a quantitative method. According to Sugiyono (2018; 13) quantitative data is a research method that is based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, which is related to the problem being studied to produce a conclusion.

### 3.1. Design Studies

Human Resources are one of the most important elements in an organization. Organizations must really pay attention to Human Resources issues as well as possible, especially how to improve the performance of their employees. Organizations need to pay attention to the variables that influence employee performance. Of the several variables that influence performance, the author is interested in researching e-performance, e-government, and work motivation. The author chose the research object, namely the State Civil Apparatus (ASN) at the Financial and Development Supervisory Agency (BPKP).

This research aims to determine the effect of implementing e-performance and e-government systems on the performance of state civil servants (ASN) with motivation as an intervening variable. This research explains the relationship between influencing and being influenced by

the variables to be studied. This research uses a quantitative approach to analyze the relationship between variables because the data to be used is expressed using numbers or a numerical scale. The research sample has been determined so that relative events, distribution and relationships between variables can be found. The research method used in this research is a survey method with an approach that involves relationships between variables and the dependent variable. In this study, respondents can provide their answers to the questionnaire by giving a value according to the range 1-5 that has been given.

### 3.2. Data Analysis

In this research, the data obtained was quantitative data in the form of numbers which were processed using the Partial Least Square (PLS) analysis method and assisted with the SmartPLS v3 and SPSS v24 (Statistical Package for Social Science) programs. The analysis technique in this research is Structure Equation Modeling (SEM) using Partial Least Square (PLS) with a significance of 5%, so the critical value set for the t-statistic is 1.96 with reference to the determination of the statistical value >1.96, so the hypothesis the level of significance is acceptable.

The R-square value is a goodness-fit model (GOF) test, where the structural model test of the R-square value ($R^2$) is used to assess how much the value of a particular dependent latent variable is explained by the independent latent variable. 1) If the $R^2$ value = 0.75, it means that the independent latent influence on the dependent latent variable can be identified as large. 2) If the $R^2$ value = 0.50, it means that the independent latent influence on the dependent latent variable can be identified. 3) If the $R^2$ value = 0.25, it means that the independent latent influence can be identified on the small dependent latent variable.

According to Cepeda et al., (2017), to analyze mediation effects you are required to look at changes in the influence of direct effects and indirect effects, where there are two categories to analyze, namely: 1. Analysis of Direct Effects. direct) In analyzing direct effects, this is to test the hypothesis of the independent variable on the dependent variable, where the criteria are as follows: a. Path Coefficients, where 1) If the path coefficient value is positive, then the influence of an independent variable on the dependent variable is in the same direction, but if the value of an independent variable increases, the value of the dependent variable will also increase. 2) If the path coefficient value is negative, then the influence of an independent variable on the dependent variable is opposite, but if the value of an independent variable decreases, then the value of the dependent variable will also decrease. b. Probability/Significance Value (P-Value), where 1) If the p-value is 0.05, then the influence on the variable is not significant. 2. Indirect Effect Analysis In this indirect effect analysis, it is testing the hypothesis of the indirect influence of an independent variable on the dependent variable which is mediated by an intervening variable. This indirect effect can be seen from the results of boosting the specific indirect effect column by knowing the purpose of how the role of the intervening variable influences the independent variable on the dependent variable.

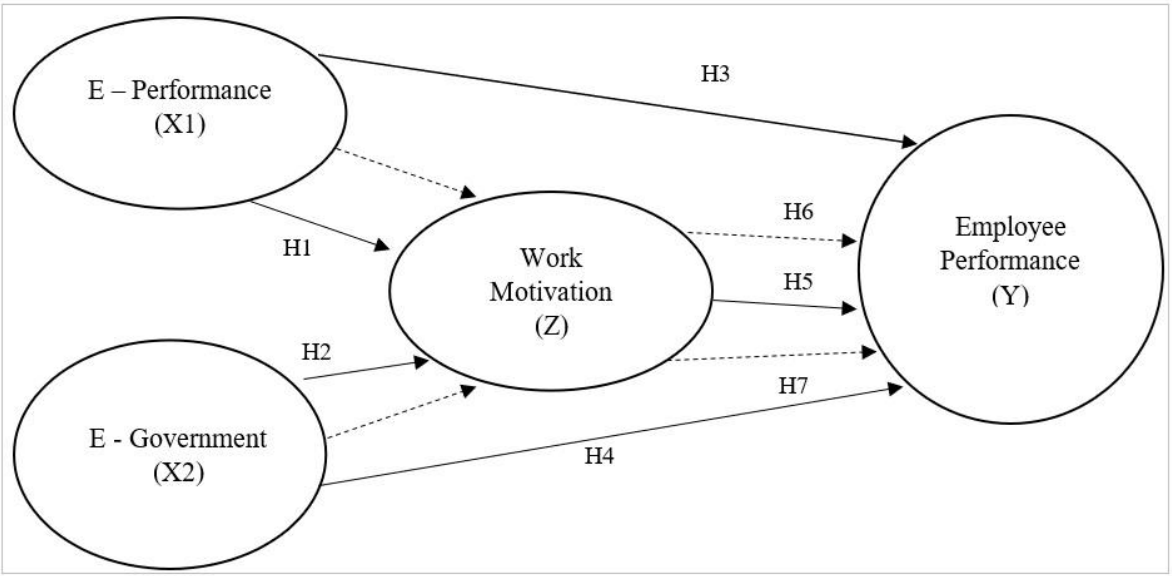



**Figure 1 Research Model**

## 4. Results

In this study, data was collected using a questionnaire, which was given to 102 respondents with a Likert scale.

### 4.1.Path Analysis (Sub Structure Model and Path Coefficient)

In rare path analysis the first is to test sub structure 1 and sub structure 2.

**1. Testing the influence of e-performance, e-government and work motivation on employee performance (Sub Structure 1)**

Based on data processing for sub structure 1, the following results were obtained:

Sub Structure Coefficient 1

| Coefficients | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 7,700 | 1,822 | | 4,226 | 0,000 | | |
| | x1 | 0.392 | 0.073 | 0.447 | 5,363 | 0,000 | 0.932 | 1,073 |
| | x2 | 0.247 | 0.069 | 0.298 | 3,576 | 0.001 | 0.932 | 1,073 |
| a. Dependent Variable: z | | | | | | | | |

The calculation results (output) of the structural equation in sub-structure chapter 1 are as follows:

$$Z = 0.447X1 + 0.298X2$$

Based on the structural equation in sub structure 1 above, it can be interpreted as follows:

**a. Hypothesis Test 1 Effect $X_1$ on Z**

H1o:$\beta zx_1$= 0 (partially there is no significant direct effect of e – performance on work motivation)

H1a: 0 (partially there is a significant direct effect of e-performance on work motivation)$\beta zx_1 \neq$

After testing the research hypothesis above and based on the results, a significant value of 0.000 was smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.447. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-performance on work motivation

**b. Test Hypothesis 2 Effect of X2 on Z**

H2o:$\beta zx_2$= 0 (partially there is no significant direct effect of e-government on work motivation)

H2a: 0 (partially there is a significant direct effect - government on work motivation)$\beta zx_2 \neq$

After testing the research hypothesis above and based on the results, a significant value of 0.001 was obtained, which is smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.298. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-government on work motivation

The magnitude of the simultaneous influencee – performance, e-government and work motivation on employee performance, the results of data processing can be seen in the following table:

Coefficient of Determination

| **Model Summary** | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,599a | 0.359 | 0.346 | 1.98312 | 2,105 |
| a. Predictors: (Constant), x2, x1 | | | | | |
| b. Dependent Variable: z | | | | | |

The Adjusted R Square figure is 0.359, this figure shows that the influence of e-performance and e-government simultaneously on employee performance is 35.9%. The remaining 74.1% is influenced by other factors

Simultaneous Test Results X1 and X2 against Z

| **ANOVA** | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 217,678 | 2 | 108,839 | 27,675 | ,000b |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Residual | 389,342 | 99 | 3,933 | | |
| | Total | 607.020 | 101 | | | |
| a. Dependent Variable: z | | | | | | |
| b. Predictors: (Constant), x2, x1 | | | | | | |

Ho:$\beta z\varepsilon_1$= 0 (Simultaneously there is no significant effecte – performance and e - government on employee performance)

Ha:$\beta z\varepsilon_1$ ≠0 (Simultaneously there is a significant influencee – performance and e - government on employee performance

After testing the research hypothesis above and based on the results above, a significant F value of 0.000 was obtained which was smaller than the real rate or 0.000 < 0.05. So it can be concluded that Ho is rejected and Ha is accepted. This proves that simultaneously there is a significant influence betweene – performance and e - government on employee performanceon employee performance

**2. Testing the influence of e-performance and e-government on employee performance with work motivation as an intervening variable (Sub Structure 2)**

Based on data processing for sub-structural 2, the following results were obtained:

Coefficient Sub Structure 2

| **Coefficients** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 6,990 | 1,937 | | 3,609 | 0,000 | | |
| | x1 | 0.181 | 0.081 | 0.182 | 2,224 | 0.028 | 0.722 | 1,385 |
| | x2 | 0.677 | 0.072 | 0.721 | 9,435 | 0,000 | 0.825 | 1,212 |
| | Z | -0.164 | 0.098 | -0.144 | -1,665 | 0.099 | 0.641 | 1,559 |
| a. Dependent Variable: y | | | | | | | | |

The calculation results (output) of the structural equation in sub structure 2 are as follows:

Y = 0.182X1 + 0.721X2 – 0.144Z

**c. Test Hypothesis 3 Effect on $YX_1$**

H3o:$\beta yx_1$= 0 (partially there is no significant direct effect of e-performance on employee performance)

H3a: 0 (partially there is a significant direct effect of e-performance on employee performance)$\beta zx_1 \neq$

After testing the research hypothesis above and based on the results, a significant value of 0.028 was greater than the real rate or 0.028 < 0.05. By obtaining a coefficient value of 0.182. Therefore it can be concluded that Ho is accepted and Ha is rejected. So partially there is no significant influence between e-performance on employee performance.

**d. Hypothesis Test 4 Effect on $YX_2$**

H4o:$\beta yx_2$= 0 (partially there is no significant direct effect of e-government on employee performance)

H4a: 0 (partially there is a significant direct effect of e-government on employee performance)$\beta zx_2 \neq$

After testing the research hypothesis above and based on the results, a significant value of 0.000 was smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.721. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-government on employee performance.

**e. Hypothesis Test 5 Effect of Z on Y**

Ho:$\beta yz$ = 0 (partially there is no significant direct effect of work motivation on employee performance)

Ha:$\beta yz$ ≠0 (partially there is a significant direct effect of work motivation on employee performance)

After testing the research hypothesis above and based on the results, a significant value of 0.099 or greater than the real rate of 0.099 > 0.05 was obtained. By obtaining a coefficient value of - 0.144, it can be concluded that Ho is accepted and Ha is rejected. So partially there is no significant influence between work motivation and employee performance.

The magnitude of the influence is simultaneouse – performance, e-government, work motivation on employee performance obtained from data processing which can be seen in the following table:

Coefficient of Determination

| **Model Summary** | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .727a | 0.528 | 0.514 | 1.93990 | 1,986 |
| a. Predictors: (Constant), z, x2, x1 | | | | | |
| b. Dependent Variable: y | | | | | |

The Adjusted R Square figure is 0.514, this figure shows that the influence of e-performance, e-government, work motivation on employee performance simultaneously is 51.4%. The remaining 48.6% is influenced by other factors. In other

words, employee performance variables can be explained using the variables e - performance, e - government, and work motivation on employee performance by 51.4%, while the influence of 48.6% is explained by other variables outside this research model.

Simultaneous Test Results X1, X2, and Z against Y

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 412,547 | 3 | 137,516 | 36,542 | ,000b |
| | Residual | 368,796 | 98 | 3,763 | | |
| | Total | 781,343 | 101 | | | |
| a. Dependent Variable: y | | | | | | |
| b. Predictors: (Constant), z, x2, x1 | | | | | | |

Ho:$\beta y\varepsilon_2 = 0$ (Simultaneously there is no significant effecte – performance, e – government, work motivation on employee performance)

Ha:$\beta y\varepsilon_2 \neq 0$ (Simultaneously there is a significant influencee – performance, e – government, work motivation on employee performance)

After testing the research hypothesis above and based on the results above, a significant F value of 0.000 was obtained which was smaller than the real rate or 0.000 < 0.05. So it can be concluded that Ho is rejected and Ha is accepted. This proves that there is an influence simultaneouslysignificant e-performance, e-government, work motivation on employee performance**.**

**3. Sobel Test**

The Sobel test is intended to test the significance of indirect effects, by calculating the t value of the coefficient of the independent variable and the mediating variable, the calculated t value is compared with the t table. If the calculated value < table t value. So it can be concluded that there is an intervening influence. The Sobel test carried out in this research is as follows:

**f. Hypothesis Test 6 X1 against Y through Z (e - performance against employee performance through work motivation)**

To determine the effect of e-performance on employee performance through work motivation, it can be tested using the Sobel test as follows:

Sobel test results X1 against Y through Z

| **Inputs:** | | |
|---|---|---|
| a. 0.447 | **Sobel test statistics** | **-1.42882465** |
| b. – 0.144 | **One-tailed probability** | **0.07652732** |
| $S_a$0.073 | **Two-tailed probability** | **0.15305464** |
| $S_b$0.098 | | |

The calculation results obtained a p-value of-1.42882465smaller than the real rate or-1.42882465< 0.05. So it can be concluded that there is an intervening influence between e-performance on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-performance on employee performance where H6o is rejected, H6a is accepted.

**g. Hypothesis Test 7 X2 on Y through Z (e – government on employee performance through work motivation)**

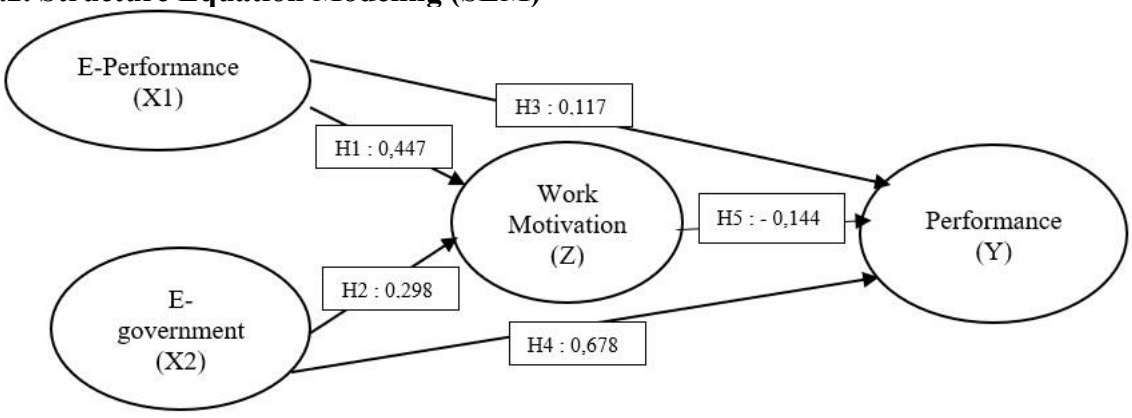
To determine the effect of e-government on employee performance through work motivation, it can be tested using the Sobel test as follows:

Sobel test results X2 against Y through Z

| **Inputs:** | | |
|---|---|---|
| a. 0.447 | **Sobel test statistics** | **-1.39107986** |
| b. – 0.144 | **One-tailed probability** | **0.08210061** |
| $S_a$0.073 | **Two-tailed probability** | **0.16420121** |
| $S_b$0.098 | | |

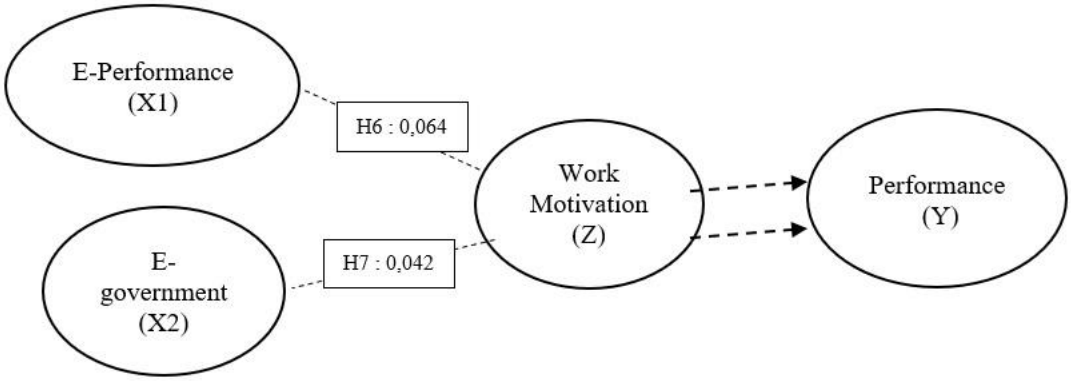
The calculation results obtained a p-value of-1.39107986smaller than the real rate or-1.39107986< 0.05. So it can be concluded that there is an intervening influence between e-government on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-government on employee performance where H7o is rejected, H7a is accepted.

## 4.2. Structure Equation Modeling (SEM)




Based on the path diagram in the image above, the direct influence, indirect influence and total influence can be explained as follows:

1. Direct influence (direct effect)
   a. The effect of e – performance on work motivation is = $0.447\beta zH_1$
   b. The effect of e-government on work motivation is = $0.298\beta zH_2$
   c. The effect of e – performance on employee performance is = $0.117\beta zH_3$
   d. The influence of e-government on employee performance is = $0.678\beta zH_4$
   e. The effect of work motivation on employee performance is = $0.052\beta yH_5$




2. Indirect influence (indirect effect)
   a. The effect of e – performance on employee performance through work motivation is (0.447) x (-0.144) = 0.064$\beta zH_1\beta yz$
   b. The effect of e-government on employee performance through work motivation is (0.298) x (-0.144) = 0.042$\beta zH_2\beta yz$
3. Total influence (total effect)
   a. Direct effect of e – performance on employee performance = 0.447. The indirect effect of e-performance on employee performance through work motivation is 0.064, so the total effect is (0.447 + 0.064) = 0.511.$\beta zH_1$
   b. Direct effect of e-government on employee performance = 0.298. The indirect effect of e-government on employee performance through work motivation is 0.042, so the total effect is (0.298 + 0.064) = 0.340.$\beta zH_2$

## 5. Discussion

This research shows that e-performance and e-government influence employee performance through work motivation as an intervention. Previous research has indicated that work motivation can be an intervening influence on employee performance as a dependent variable with e-performance and e-government as independent variables.

### 5.1. The Influence of E-Performance on Work Motivation

After testing the research hypothesis, the significant value was 0.000, which was smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.447. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-performance on work motivation.

### 5.2. The Influence of E-Government on Work Motivation

After testing the research hypothesis, the significant value was 0.001, which was smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.298. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-government on work motivation.

### 5.3. The Effect of E-Performance on Performance

After testing the research hypothesis, the significant value was 0.028, greater than the real rate or 0.028 < 0.05. By obtaining a coefficient value of 0.182. Therefore it can be concluded that Ho is accepted and Ha is rejected. So partially there is no significant influence between e-performance on employee performance.

### 5.4. The Influence of E-Government on Performance

After testing the research hypothesis, the significant value was 0.000, which was smaller than the real rate or 0.000 < 0.05. By obtaining a coefficient value of 0.721. Therefore it can be concluded that Ho is rejected and Ha is accepted. So partially there is a significant influence between e-government on employee performance.

### 5.5. The Influence of Work Motivation on Performance

After testing the research hypothesis, the significant value was 0.099 or greater than the real rate of 0.099 > 0.05. By obtaining a coefficient value of - 0.144, it can be concluded that Ho is accepted and Ha is rejected. So partially there is no significant influence between work motivation and employee performance.

**5.6. The Effect of E-Performance on Performance through Work Motivation**

The calculation results obtained a p-value of-1.42882465smaller than the real rate or-1.42882465< 0.05. So it can be concluded that there is an intervening influence between e-performance on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-performance on employee performance where H6o is rejected, H6a is accepted.

**5.7. The Influence of E-Government on Performance through Work Motivation**

The calculation results obtained a p-value of-1.39107986smaller than the real rate or-1.39107986< 0.05. So it can be concluded that there is an intervening influence between e-government on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-government on employee performance where H7o is rejected, H7a is accepted.

## 6. Conclusions, Implications, Recommendations

### 6.1. Conclusion

1. E – performance has a positive and significant effect on work motivation. This means that the higher the level of e-performance, the more it will affect work motivation.
2. E-government has a positive and significant effect on work motivation. This means that the higher the level of e-government, the more influence it will have on work motivation.
3. E – performance has no effect on employee performance. This means that e-performance has an insignificant influence on employee performance. This is because there are still many employees who do not understand the changes using e-performance.
4. E-government has a positive and significant effect on employee performance. This means that the higher the level of e-government, the more influence it will have on employee performance.
5. Work motivation does not affect employee performance. This means that motivation does not have an impact on employee performance.
6. There is an intervening influence between e-performance on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-performance on employee performance where H6o is rejected, H6a is accepted. Because the existence of e-performance makes it easier to carry out work activities so that it creates motivation to do work and can improve employee performance.
7. There is an intervening influence between e-government on employee performance through work motivation. In accordance with the results in the table above, work motivation can be a mediator of e-government on employee performance where H7o is rejected, H7a is accepted. Because the existence of e-government provides convenience, can cut work bureaucracy, provide effectiveness and very good time efficiency in carrying out work activities so that it creates motivation to do work and can improve employee performance.

### 6.2 Implications

1. The first policy implication is related to e-performance affecting employee work motivation. From the research results, it can be concluded that increasing employee work motivation can be done by increasing e-performance.

2. The second policy implication that management can implement is related to the research results which state that work motivation influences employee performance is to increase employee work motivation by paying special attention to the dimensions of work motivation that have the highest value in this research.
3. The work motivation variable is also a good intervening variable for the e-performance variable in improving employee performance. Employee performance can improve with clarity regarding the ongoing implementation of e-performance. The work motivation variable is also a good intervening variable for e-government variables in improving employee performance. Employee performance can improve with clarity regarding ongoing e-performance activities.
4. The fourth implication is that if you want to partially improve performance, you can do so through e-performance. By implementing e-performance, employees will feel cared for and given the opportunity to have a better career.
5. The fifth policy implication is that if you want to partially improve performance, you can do so through work motivation. In this study, the work motivation that received the highest attention from respondents was regarding work performance.
6. The next policy implication that can be considered is the influence of e-government on performance with work motivation as an intervening variable. With e-government being implemented now, it will be possible to increase employee work motivation, which will ultimately improve employee performance.
7. The e-performance variable has an influence on performance if it involves work motivation as an intervening variable. The e-performance program that has been designed by management will be successful if it is accompanied by providing motivation first.

### 6.3 Recommendation

1. For Employees

Employees are the spearhead for the running of organizations, including government agencies. Employees who have good performance will certainly have a positive impact on organizations, namely government agencies.

2. For Policy Makers

Direct encouragement is needed from the leadership, in this case the policy makers in government agencies. Work motivation is really needed by employees in carrying out their work. A leader sometimes needs to give praise for achievements.

3. For Further Researchers

For further, more in-depth research regarding matters relating to work motivation and employee performance with various other supporting variables that have not been analyzed in this research, it is hoped that the resulting impact will be more optimal and objective in the future.

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