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The Influence of E-Performance, Leadership, and Employee Competence on Employee Performance through Work Motivation as an Intervening Variable at the Ministry of Religion Office, Lumajang Regency

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Abstract

This study aims to identify the influence of e-Performance, Leadership, and Employee Competence on Employee Performance through Work Motivation as an Intervening Variable at the Ministry of Religious Affairs Office in Lumajang Regency. This study uses a quantitative approach to objectively, structured, and measurable relationships between variables through statistical analysis. The research method used is explanatory research. This study utilizes two types of data: primary and secondary data. The population in this study is all State Civil Apparatus (ASN) users of the e-Performance application within the Ministry of Religious Affairs Office in Lumajang Regency. Based on data from the 2025 Civil Servant Information System (SIMPEG), the population was recorded at 641 ASN. Simple random sampling was used to select various types of ASN. Based on these calculations, the ideal sample size for this study was 171 respondents. This study employed a quantitative approach using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method. The results of this study indicate that e-Performance, leadership, and competence are important factors influencing employee performance, both directly and indirectly through work motivation. Thus, work motivation has been shown to act as an important intervening variable in explaining the relationship between these variables and employee performance within the Ministry of Religious Affairs Office in Lumajang Regency.

Keywords: e-Performance, Leadership, Performance, Competence, Motivation

INTRODUCTION

Performance management is a fundamental aspect of human resource management in public sector organizations because it serves as a mechanism to ensure employee contributions align with agency goals. Performance management is understood as a planned process oriented toward achieving targets, measurements, indicators, standards, and performance development through

communication and partnerships between superiors and employees (Rumawas, 2021:10–11). Therefore, performance management not only assesses work results but also guides employee work behavior to ensure consistency and accountability.

The direction of bureaucratic reform in Indonesia reinforces the demand for accountability through regulations on civil servant

performance management. Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 6 of 2022 emphasizes performance management based on work results and work behavior, including the use of performance expectations and continuous feedback as part of the performance improvement mechanism (Permenpan RB, 2022). This strengthened regulation demonstrates that civil servant performance is no longer positioned solely as administrative, but rather as a system with a continuous cycle and organizational control.

The digital transformation of government is a crucial foundation for changing work patterns and public service governance. Presidential Regulation Number 95 of 2018 defines an Electronic-Based Government System (SPBE) as a government system that utilizes information and communication technology to provide services to SPBE users (Presidential Regulation, 2018). This SPBE context is relevant because modern performance management increasingly demands data integration, speed of reporting, and transparency of work processes.

Within the SPBE framework, e-Kinerja is positioned as a digital system that supports the planning, implementation, monitoring, and evaluation of ASN performance. Performance management in Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 6 of 2022 also emphasizes the importance of continuous feedback and periodic and annual evaluations as part of a structured performance cycle (Permenpan RB, 2022). Conceptually, the existence of a digital system such as e-Kinerja is expected to minimize delays, improve data traceability, and clarify individual contributions to organizational achievements.

However, the success of a digital system is not only determined by the existence of the application, but also by its acceptance and effective use by its users. The Technology Acceptance Model explains that technology acceptance is strongly influenced by perceived usefulness and perceived ease of use, which ultimately influence system usage (Davis, 1989). Thus, if ASN perceives e-Performance as complicated, less helpful for work, or increases administrative burdens, then the use of e-Performance has the potential to be suboptimal and its impact on performance will be less than optimal.

In addition to technology adoption, the quality of information systems also determines the benefits perceived by an organization. The Information Systems Success Model emphasizes that system quality, information quality, and service quality influence user usage and satisfaction, which in turn impacts net benefits for both individuals and organizations (DeLone & McLean, 2003). This means that e-Performance is not only seen from its existence, but also from the quality of implementation and the benefits actually felt in the work process.

In practice, the implementation of e-Performance within government agencies, including the Ministry of Religious Affairs, exhibits dynamics that are not always uniform. In the context of the Ministry of Religious Affairs Office in Lumajang Regency, initial observations indicate a tendency for some performance targets to still adopt the provincial-level Work Result Plan (RHK) with local adjustments that are not always optimal. This situation indicates that in certain situations there is still a potential gap between the substantive function of performance management and administrative practices in the field.

On the other hand, challenges in implementing e-Performance also relate to the system usage behavior of superiors and staff. Initial findings indicate that in some situations, superiors are less accustomed to using technology, so the process of inputting or updating data into e-Performance accounts still requires staff assistance. This practice does not necessarily constitute malpractice, but rather indicates that independence in system use is not yet fully ubiquitous and requires strengthening of digital skills, especially among employees who experience limited technological adaptation.

In addition to systemic aspects, leadership is a crucial factor determining the direction and quality of performance policy implementation. Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 6 of 2022 emphasizes the role of performance appraisers or direct superiors in the evaluation and performance rating process. Therefore, the quality of assessment and coaching is significantly influenced by the leadership quality and managerial practices of superiors (Permenpan RB, 2022). Therefore, successful performance management is inextricably linked to the role of leaders in providing direction, clarifying expectations, and providing feedback.

Leadership also influences the creation of a work climate that encourages employees to consistently implement performance management systems. When leaders are able to communicate clear targets and build mutual understanding regarding them, performance management becomes more meaningful because employees understand the purpose of performance reporting and assessment (Rumawas, 2021:10–11). Conversely, if the direction and coaching functions are less than optimal, e-Performance may be perceived as merely an administrative obligation, rather than a tool for improving performance.

Another equally important factor is civil servant competency, a prerequisite for the merit system. Regulation of the Minister of Administrative and Bureaucratic Reform (Permenpan RB) Number 38 of 2017 emphasizes that civil servant job competency consists of technical competency, managerial competency, and socio-cultural competency (Permenpan RB, 2017). Within this framework, competency is not only defined as technical work skills, but also as the ability to manage work, interact, and adapt within a government organizational environment.

Competence has direct implications for employees' ability to utilize digital systems and perform their tasks effectively. In practice, employees with better technical and managerial competencies tend to be better able to understand performance measurement, manage targets, prepare supporting evidence, and operate application-based reporting systems. Therefore, differences in competency between employees and work units have the potential to influence performance variations, even when using the same e-Performance system.

In addition to these structural factors, work motivation acts as a psychological factor that drives an individual's intensity, direction, and persistence in working. Motivation is defined as a process that explains the intensity, direction, and persistence of an individual's efforts to achieve goals (Robbins & Judge, 2013:202).

Motivation is also understood as a process that begins with psychological or physiological needs that activate behavior and direct individuals toward specific goals or incentives (Luthans, 2011:157). Thus, if employees perceive a performance system as

fair, rewarding, and acknowledging, motivation tends to increase; conversely, if the system is perceived as too formalistic or insufficiently supportive of the work, motivation can weaken even if digital tools are available.

Conceptually, the relationship between e-Performance, leadership, and competence and employee performance is not always direct, but can occur through psychological mechanisms such as work motivation. In this sense, e-Performance, perceived as easy and beneficial (Davis, 1989), leadership that provides expectations and feedback (Permenpan RB, 2022), and adequate competence (Permenpan RB, 2017), have the potential to first increase work motivation before ultimately impacting performance improvement. Therefore, placing work motivation as an intervening variable is relevant and consistent with organizational behavior theory.

Although initial observations indicate a number of challenges in the implementation of e-Performance, the relationships between variables in this study still need to be tested empirically because employee perceptions of the system, leadership, and competence may differ from the initial observational findings. Therefore, this study does not solely start from the assumption that the implementation of e-Performance is problematic, but from the need to empirically verify the extent to which e-Performance, leadership, and competence influence employee performance through work motivation.

Based on the empirical phenomena and theoretical foundation, this research is important to be conducted in the Lumajang Regency Ministry of Religious Affairs Office to obtain a more accurate picture of the influence of e-Performance, leadership, and competence on employee performance through work motivation as an intervening variable. The research findings are expected to not only enrich the development of public sector human resource management theory, but also provide practical recommendations for strengthening e-Performance implementation, the role of leaders, and ASN competence so that performance management is more effective, meaningful, and supports organizational performance.

LITERATURE REVIEW

Leadership

Leadership is a key factor in determining organizational effectiveness, particularly in the public sector, which demands high accountability and a focus on public service. From a classical perspective, leadership is defined as the ability to influence others to collectively achieve specific goals (Northouse, 2021:6). This definition emphasizes that leadership is not merely a formal position, but rather a social interaction process involving influence, direction, and collective goals. Robbins and Judge (2019:370) define leadership as the ability to influence a group toward achieving a predetermined vision or set of goals. This definition emphasizes that leadership is related to driving the behavior of organizational members through a clear vision and strategic direction. Therefore, leadership is not merely administrative but also visionary in shaping the work orientation of subordinates.

Employee Competence

Employee competency is the main foundation of modern human resource management systems, particularly in public sector organizations that implement the principles of professionalism and merit systems. Competence does not refer solely to technical abilities, but reflects the combination of knowledge, skills, attitudes, and personal characteristics that enable an individual to

perform their job effectively. Armstrong (2020:121) states that competency is a combination of knowledge, skills, and behaviors required to effectively carry out a role according to the standards set by the organization. In the context of the state civil service, the concept of competency has been formalized through regulations. Regulation of the Minister of Administrative and Bureaucratic Reform Number 38 of 2017 concerning Civil Servant Job Competency Standards stipulates that every civil servant must possess technical competency, managerial competency, and socio-cultural competency in accordance with the position they hold (Permenpan RB, 2017).

Work motivation

Work motivation is a psychological factor that determines a person's level of intensity, direction, and persistence in carrying out tasks. In public sector organizations, motivation plays a strategic role because employee performance is influenced not only by systems and competencies but also by the internal drive to achieve optimal work results. Robbins and Judge (2019:202) define motivation as a process that explains an individual's intensity, direction, and persistence in achieving goals. Luthans (2011:157) states that motivation is a process that begins with physiological or psychological needs that drive behavior or drives aimed at achieving specific goals or incentives. This perspective emphasizes that motivation originates from an individual's internal needs and then drives work behavior. In the context of civil servants, these needs can include the need for recognition, job security, or professional achievement.

Employee Performance

Employee performance is the work results achieved by individuals in carrying out their duties and responsibilities in accordance with the standards set by the organization. In the context of the public sector, performance not only reflects individual productivity but also serves as an indicator of the organization's success in providing services to the public. Mangkunegara (2017:67) defines performance as the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Mathis and Jackson (2019:314) state that performance is what employees do or do not do that influences their contribution to the organization. In the context of the state civil service, employee performance is an integral part of the merit system as regulated in Permenpan RB Number 6 of 2022.

E-Performance

E-Kinerja is an electronic-based performance management system used by government agencies to plan, implement, monitor, and evaluate the performance of State Civil Apparatus (ASN) in a digital and integrated manner. In the context of Indonesian bureaucracy, e-Kinerja is part of the transformation of the Electronic-Based Government System (SPBE) which aims to improve the efficiency, transparency, and accountability of public services (Presidential Decree No. 95 of 2018).

METHODOLOGY

This study uses a quantitative approach because it aims to measure the relationships between variables objectively, in a structured and measurable manner through statistical analysis. The type of research used is explanatory research, which aims to explain the causal relationships between independent variables, intervening variables, and dependent variables.

This study used two types of data: primary and secondary data. Data collection in this study was conducted through observation,

interviews, questionnaires, and documentation, all complementing each other to obtain comprehensive data.

The population in this study was all State Civil Apparatus (ASN) users of the e-Kinerja application within the Ministry of Religious Affairs Office in Lumajang Regency. Based on official data from the Civil Service Information System (SIMPEG) in 2025, the number of ASN was recorded at 641 people. All ASN were spread across several work units, including the Ministry of Religious Affairs Office in Lumajang Regency, the Religious Affairs Office (KUA) in each sub-district, public and private madrasahs, Islamic Religious Counselors, and Madrasah and Islamic Religious Education Supervisors.

SIMPEG data shows that all work units have registered as users of the e-Kinerja application, with varying levels of active use across units. The distribution of the number of civil servants and the level of active e-Kinerja use within each work unit is as follows:

Table 1. Distribution of ASN and Active e-Performance Users Based on Work Units

Work unit	Number of ASN	Users Active e-Performance (%)
Ministry of Religion Office Regency Lumajang	50	100%
KUA throughout the Regency of Lumajang	116	89%
State/ Private Madrasah	329	83%
Islamic Religious Instructor	99	78%
Madrasah & PAI Supervisor	47	95%
Total	641	—

Source: SIMPEG 2025 Data

Based on Table 1, it can be seen that the largest number of ASN is in the madrasah work unit with 329 employees, while the smallest number is in the Madrasah Supervisors and Islamic Religious Education (PAI) with 47 employees. Overall, the study population was 641 ASN registered as e-Kinerja application users, thus all of them met the criteria as a population.

The sampling technique used in this study was probability sampling, which is a sampling technique that provides an equal opportunity for each member of the population to be selected as a research sample (Sugiyono, 2019:120). Of the various types of probability sampling, this study used simple Random sampling. Based on the calculation results, the ideal sample size for this study was 193 respondents. This number is considered representative enough to describe the population of e-Kinerja employees within the Ministry of Religious Affairs of Lumajang Regency with a 94% confidence level. However, during the fieldwork, only 171 respondents were successfully obtained and met the eligibility criteria for processing.

This study uses a quantitative approach with the Partial Least Square – Structural Equation Modeling (PLS-SEM) method. The use of PLS-SEM was chosen because this research model involves several independent variables (e-Performance, leadership, and competence), one dependent variable (employee performance), and one intervening variable (work motivation) for simultaneous direct and indirect relationship analysis.

RESULTS AND DISCUSSION

Overview of Research Institutions

This research was conducted at the Lumajang Regency Ministry of Religious Affairs Office, which is one of the vertical agencies of the Ministry of Religious Affairs of the Republic of Indonesia at the district level. The Lumajang Regency Ministry of Religious Affairs Office is tasked with carrying out some government duties in the field of religion within the Lumajang Regency area based on policies established by the Ministry of Religious Affairs of the Republic of Indonesia.

In carrying out its duties, the Lumajang Regency Ministry of Religious Affairs Office oversees various work units, including the Religious Affairs Office (KUA) in each sub-district, state and private madrasahs, Islamic religious instructors, and madrasa and Islamic education supervisors. Each work unit plays a role in providing public services in the areas of religion, education, and community development.

Analysis Partial Least Squares (PLS)

1. Measurable Model (Outer Model)

Validity Test

a. Convergent Validity

Convergent validity is used to measure the extent to which an indicator can explain the construct being measured. An indicator is considered valid if its outer loading value is >0.70 . The test results are shown in the following table:

Table 2. Convergent Validity Results

Indicator	X1	X2	X3	Y	Z
X01.01	0.833				
X01.02	0.923				
X01.03	0.926				
X01.04	0.922				
X02.01		0.705			
X02.02		0.859			
X02.03		0.825			
X02.04		0.865			
X02.05		0.882			
X02.06		0.897			
X02.07		0.895			
X02.08		0.806			
X02.09		0.843			
X02.10		0.791			
X03.01			0.887		
X03.02			0.928		
X03.03			0.933		
X03.04			0.827		
X03.05			0.882		
X03.06			0.821		

Y01.01				0.851	
Y01.02				0.842	
Y01.03				0.832	
Y01.04				0.727	
Y01.05				0.895	
Y01.06				0.884	
Y01.07				0.878	
Y01.08				0.885	
Y01.09				0.797	
Y01.10				0.857	
Z01.01					0.755
Z01.02					0.806
Z01.03					0.870
Z01.04					0.872
Z01.05					0.907
Z01.06					0.873
Z01.07					0.778
Z01.08					0.732

Based on table known that all over indicator own mark outer loading bigger than 0.70, so that all over indicator declared valid convergent validity.

b. Average Variance Extracted (AVE)

Convergent validity can also be seen through mark Average Variance Extracted (AVE). A construct is said to have good convergent validity if the AVE value is > 0.50.

Table 3. Results of Average Variance Extracted (AVE)

Variables	AVE
e-Performance (X1)	0.814
Leadership (X2)	0.703
Competence (X3)	0.776
Employee Performance (Y)	0.716
Motivation Work (Z)	0.683

Based on the table, it is known that all variables have an AVE value above 0.50, so that each construct in this study has good convergent validity.

c. Fornell-Larcker Criterion

Discriminant validity testing was also conducted using the Fornell-Larcker Criterion. In this method, discriminant validity is met if the square root of the AVE value for each construct is greater than the correlation of that construct with other constructs. The test results are in Table 4 below.

Table 4. Fornell-Larcker Criterion Results

Variables	X1	X2	X3	Y1	Z1
X1 e-Performance	0.902				

X2 Leadership	0.569	0.839			
X3 Competency	0.537	0.542	0.881		
1 Employee Performance	0.731	0.759	0.702	0.846	
Z1 Motivation Work	0.638	0.595	0.600	0.794	0.826

Based on Table 4, it can be seen that the diagonal values for each construct, namely 0.902; 0.839; 0.881; 0.846; and 0.826, are greater than the correlations between the constructs and other variables. Thus, all constructs in this study meet discriminant validity.

d. Cross Loadings

Further discriminant validity testing was conducted using cross-loadings. The test results are shown in Table 5 below.

Table 5. Cross Loadings Values

	X1	X2	X3	Y1	Z1
X01.01	0.833	0.357	0.363	0.542	0.475
X01.02	0.923	0.524	0.504	0.692	0.629
X01.03	0.926	0.557	0.476	0.665	0.569
X01.04	0.922	0.589	0.573	0.720	0.610
X02.01	0.493	0.705	0.508	0.653	0.543
X02.02	0.458	0.859	0.477	0.630	0.499
X02.03	0.461	0.825	0.359	0.575	0.453
X02.04	0.486	0.865	0.407	0.614	0.500
X02.05	0.496	0.882	0.497	0.661	0.500
X02.06	0.571	0.897	0.554	0.692	0.561
X02.07	0.494	0.895	0.502	0.677	0.516
X02.08	0.392	0.806	0.389	0.597	0.464
X02.09	0.491	0.843	0.434	0.662	0.492
X02.10	0.402	0.791	0.376	0.570	0.438
X03.01	0.411	0.444	0.887	0.583	0.515
X03.02	0.490	0.458	0.928	0.635	0.534
X03.03	0.539	0.523	0.933	0.673	0.586
X03.04	0.422	0.414	0.827	0.582	0.501
X03.05	0.476	0.545	0.882	0.648	0.516
X03.06	0.493	0.472	0.821	0.583	0.511
Y01.01	0.556	0.667	0.603	0.851	0.646
Y01.02	0.577	0.683	0.607	0.842	0.620
Y01.03	0.581	0.689	0.608	0.832	0.705
Y01.04	0.497	0.520	0.426	0.727	0.540
Y01.05	0.654	0.655	0.631	0.895	0.691
Y01.06	0.687	0.664	0.646	0.884	0.735
Y01.07	0.654	0.650	0.584	0.878	0.696
Y01.08	0.705	0.622	0.620	0.885	0.743

Y01.09	0.596	0.562	0.528	0.797	0.636
Y01.10	0.652	0.687	0.656	0.857	0.678
Z01.01	0.442	0.386	0.405	0.501	0.755
Z01.02	0.456	0.366	0.406	0.534	0.806
Z01.03	0.574	0.488	0.463	0.650	0.870
Z01.04	0.573	0.546	0.486	0.694	0.872
Z01.05	0.553	0.523	0.509	0.711	0.907
Z01.06	0.591	0.544	0.519	0.744	0.873
Z01.07	0.484	0.543	0.531	0.676	0.778
Z01.08	0.508	0.488	0.607	0.672	0.732

Based on Table 5, all indicators have the highest loading values on the constructs they measure compared to other constructs. This indicates that all indicators in this study have met discriminant validity based on the cross-loading criteria.

4.3.1.2. Reliability Test

Reliability testing is conducted to determine the level of consistency of indicators in measuring research variables. In this study, reliability testing was conducted using Composite Reliability and Cronbach's Alpha. A variable is considered reliable if its Composite Reliability and Cronbach's Alpha values are greater than 0.700.

a. Composite Reliability

Table 6. Calculation Results Composite Reliability

Variables	Score	Rule of Thumb	Information
e-Performance (X1)	0.946	0.700	Reliable
Leadership (X2)	0.959	0.700	Reliable
Competence (X3)	0.954	0.700	Reliable
Employee Performance (Y)	0.962	0.700	Reliable
Motivation Work (Z)	0.945	0.700	Reliable

Based on Table 6, all variables study own mark Composite Reliability above 0.700. So, all variables in study This stated reliable.

b. Cronbach's Alpha

The Cronbach's Alpha calculations for each research variable are presented in Table 7 below.

Table 7. Calculation Results Cronbach's Alpha

Variables	Score	Rule of Thumb	Information
e-Performance (X1)	0.923	0.700	Consistent
Leadership (X2)	0.952	0.700	Consistent
Competence (X3)	0.942	0.700	Consistent
Employee Performance (Y)	0.955	0.700	Consistent
Motivation Work (Z)	0.933	0.700	Consistent

Based on Table 7 it is known that all over variables study own mark Cronbach's Alpha is above 0.700. Thus, all variables are declared consistent.

4.3.2. Structural Model (Inner Model)

a. R-Square (R^2)

The square value is used to measure the extent to which exogenous variables explain endogenous variables. The higher the R-square value, the better the model's ability to explain endogenous variables. The results of the R-square test are presented in Table 8 below.

Table 8. R-Square Test Results

Endogenous Variables	R Square	R Square Adjusted
Employee Performance (Y)	0.818	0.814
Motivation Work (Z)	0.536	0.527

Based on Table 8, it is known that the R Square value for the employee performance variable is 0.818. This indicates that the e-Performance, leadership, competence, and work motivation variables are able to explain the employee performance variable by 81.8%, while the remaining 18.2% is explained by other variables outside the research model.

R-square value for the work motivation variable is 0.536. This indicates that e-Performance, leadership, and competence variables can explain 53.6% of work motivation, while the remaining 46.4% is explained by other variables outside the research model. Thus, the structural model in this study has strong explanatory power for employee performance and moderate for work motivation.

a. F-Square (F^2)

The F Square value is used to see the magnitude of the influence of each exogenous on the endogenous variable.

Table 9. F-Square Test Results

Relationship between variables	F Square	Information
e-Performance → Employee Performance	0.143	Small
e-Performance → Motivation Work	0.156	Currently
Leadership → Employee Performance	0.308	Currently
Leadership → Motivation Work	0.078	Small
Competence → Employee Performance	0.135	Small
Competence → Motivation Work	0.106	Small
Motivation Work → Employee Performance	0.290	Currently

Based on Table 9, the influence of leadership on employee performance has an F-square value of 0.308, thus falling into the moderate category. The influence of work motivation on employee performance has an F-square value of 0.290, which is also in the moderate category.

Furthermore, the influence of e-Performance on work motivation has an F-Square value of 0.156, so it is categorized as moderate. The influence of e-Performance on employee performance, leadership on work motivation, competence on employee performance, and competence on work motivation are in the small category. Thus, it can be concluded that the variables that have a

relatively stronger influence contribution are leadership on performance, motivation on performance, and e-Performance on work motivation.

b. Q-Square (Q^2)

Stage furthermore testing Q-Square (Q^2). Values in the range $0 < Q^2 < 1$, where the closer the number is to one, the better the predictive level of the research model.

Table 10. Q-Square Test Results

Variables	SSO	SSE	$Q^2 (=1-SSE/SSO)$
X1 e-Performance	684,000	684,000	-
X2 Leadership	1710,000	1710,000	-
X3 Competency	1026,000	1026,000	-
Employee Performance (Y)	1710,000	723,455	0.577
Motivation Work (Z)	1368,000	889,715	0.350

Based on Table 10, the Q-Square value for the employee performance variable is 0.577, while the work motivation variable is 0.350. Because both values are greater than zero, this research model has good predictive relevance.

c. Multicollinearity Test (VIF)

A multicollinearity test is conducted to determine whether there is a high correlation between exogenous variables in the structural model. This test uses the Variance Inflation Factor (VIF) value.

Table 11. Inner VIF Test Results

Relationship between variables	VIF
e-Performance → Employee Performance	1,922
e-Performance → Motivation Work	1,662
Leadership → Employee Performance	1,804
Leadership → Motivation Work	1,674
Competence → Employee Performance	1,759
Competence → Motivation Work	1,590
Motivation Work → Employee Performance	2,153

Based on Table 11, it is known that all VIF values are below 5.00. The highest VIF value is found in the relationship between work motivation and employee performance at 2.153, while the lowest value is found in the relationship between competence and work motivation at 1.590. Thus, it can be concluded that this research model does not experience multicollinearity problems.

d. Goodness of Fit (SRMR)

Goodness of fit test used for know to what extent the research model is built in accordance with empirical data.

Table 12. Calculation Results Goodness of Fit

Criteria	Saturated Model	Estimated Model
SRMR	0.064	0.064
d_ULS	3,063	3,063
d_G	2,334	2,334

Chi-Square	1899,176	1899,176
NFI	0.755	0.755

Based on Table 12 it is known that that SRMR value in saturated model and estimated model of 0.064. This value more small from 0.08, so that can conclude that the research model This own level good fit. Thus, the structural model of this study is suitable for use in hypothesis testing.

4.3.3. Path Diagram Construction

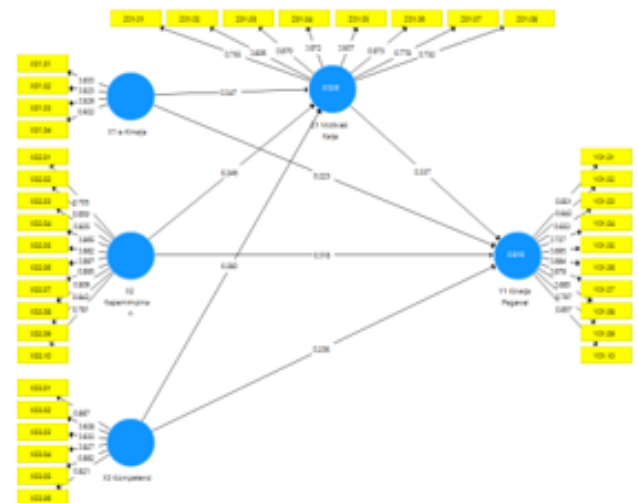


Figure 1. Path Diagram Construction

Figure 1 shows the R-square value for the work motivation variable of 0.536 and for the employee performance variable of 0.818, which means that the research model is able to explain variations in work motivation and employee performance quite well.

4.3.4. Hypothesis Testing

Hypothesis testing is conducted to determine the direct and indirect influences between research variables.

a. Influence Direct Effects

Direct influence testing shows the direct influence of the independent variable on the dependent variable without the intermediary of another dependent variable.

Table 13. Results of the Direct Effect Hypothesis Test

Relationship between variables	OS	T Statistics	P Values	Decision
e-Performance → Employee Performance	0.223	4,160	0,000	Accepted
Leadership → Employee Performance	0.318	5,789	0,000	Accepted
Competence → Employee Performance	0.208	4,337	0,000	Accepted
e-Performance → Motivation Work	0.347	4,245	0,000	Accepted
Leadership → Motivation Work	0.246	3,328	0,001	Accepted
Competence → Motivation Work	0.280	3,650	0,000	Accepted

Motivation Work → Employee Performance	0.337	5,179	0,000	Accepted
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Based on Table 13, all direct effect hypotheses are accepted, as the t-statistics are greater than 1.96 and the p-values are less than 0.05. These results indicate that e-Performance, leadership, and competence have a positive and significant effect on employee performance, both directly and through their influence on work motivation.

b. Indirect Effects

Indirect influence testing shows the indirect influence of the independent variable on the dependent variable through the intermediary of another dependent variable.

Table 14. Results of the Indirect Effect Hypothesis Test

Indirect Relationship	OS	T Stat	P Values	Decision
e-Performance → Work Motivation → Employee Performance	0.117	3,192	0.002	Accepted
Leadership → Work Motivation → Employee Performance	0.083	2,671	0.008	Accepted
Competence → Work Motivation → Employee Performance	0.094	2,962	0.003	Accepted

Based on Table 14, all indirect effect hypotheses are also accepted, as the t-statistics are > 1.96 and p-values are < 0.05. This indicates that work motivation can mediate the influence of e-Performance, leadership, and competence on employee performance. In other words, increasing e-Performance, leadership, and competence will encourage increased work motivation, which in turn will improve employee performance.

Discussion of Results

The Influence of e-Performance on Employee Performance

Based on the research results, it was found that e-Performance has a positive and significant effect on employee performance at the Ministry of Religious Affairs Office of Lumajang Regency. This is indicated by the results of statistical tests, namely a path coefficient value of 0.223, a t-statistic value of 4.160, and a p-value of 0.000. Thus, the alternative hypothesis that e-Performance has an effect on employee performance is accepted, while the null hypothesis is rejected. The results of this study are in line with the Technology Acceptance Model proposed by Davis (1989), that a technology system will be more easily accepted and have a positive impact on work behavior if users perceive the system as easy to use and useful. This finding also supports the view of DeLone and McLean (2003) that a successfully implemented information system can improve the quality of use, the quality of information, and ultimately have a positive impact on individuals and organizations.

The Influence of Leadership on Employee Performance

Based on the research results, it was found that leadership has a positive and significant effect on employee performance at the Ministry of Religious Affairs Office in Lumajang Regency. This is proven by the results of statistical tests, namely a path coefficient

value of 0.318, a t-statistic value of 5.789, and a p-value of 0.000. Thus, the alternative hypothesis that leadership influences employee performance is accepted. The results of this study are in line with the leadership theory proposed by Yukl (2013), which states that leadership is the process of influencing others to understand and agree on what needs to be done to achieve common goals. In line with this, Northouse (2021) explains that leadership is the process of influencing a group of people to achieve common goals. In public sector organizations, effective leadership is reflected in providing direction, building communication, making decisions, providing support, and being a role model for subordinates.

The Influence of Competence on Employee Performance

Based on the research results, it was found that competence has a positive and significant effect on employee performance at the Ministry of Religious Affairs Office in Lumajang Regency. This is indicated by the results of statistical tests, namely a path coefficient value of 0.208, a t-statistic value of 4.337, and a p-value of 0.000. P-values smaller than 0.05 and t-statistics values greater than 1.96 indicate that the influence of competence on employee performance is proven significant. Thus, the alternative hypothesis stating that competence influences employee performance is accepted.

The results of this study align with Ministerial Regulation No. 38 of 2017, which emphasizes that civil servant competencies encompass technical, managerial, and socio-cultural competencies. These three dimensions form the basis of an employee's ability to carry out their duties. Theoretically, employees with strong competencies will be better able to understand tasks, adapt to procedures, solve problems, and work effectively.

The Influence of e-Performance on Work Motivation

Based on the research results, it was found that e-Performance has a positive and significant effect on work motivation at the Ministry of Religious Affairs Office of Lumajang Regency. This is proven through the results of statistical tests, namely a path coefficient value of 0.347, a t-statistic value of 4.245, and a p-value of 0.000. Thus, the alternative hypothesis of e-Performance's effect on work motivation is accepted, while the null hypothesis is rejected. The results of this study are in line with Davis's Technology Acceptance Model (1989), which explains that the perception of ease of use and usefulness of a technology will influence user attitudes and behavior. In the context of this study, when employees perceive e-Performance as easy to use and useful, it encourages higher work motivation. These results are also in line with the views of DeLone and McLean (2003) who stated that the success of information systems can have a positive impact on individuals, including aspects of work attitudes and performance.

The Influence of Leadership on Work Motivation

Based on the research results, it was found that leadership has a positive and significant effect on work motivation at the Ministry of Religious Affairs Office in Lumajang Regency. This is indicated by the statistical test results, namely a path coefficient of 0.246, a t-statistic of 3.328, and a p-value of 0.001. Thus, the alternative hypothesis stating that leadership influences work motivation is accepted. The results of this study are in line with the leadership theory proposed by Yukl (2013), which states that leaders play a role in influencing, directing, and facilitating individual and group efforts to achieve goals. Northouse (2021) also explains that leadership is the process of influencing a group of people to achieve a common goal. Thus, the results of this study indicate that

leadership plays a crucial role in building employee work motivation.

The Influence of Competence on Work Motivation

Based on the research results, it was found that competence has a positive and significant effect on work motivation at the Ministry of Religious Affairs Office in Lumajang Regency. This is proven by the statistical test results in Table 4.19, namely a path coefficient value of 0.280, a t-statistic value of 3.650, and a p-value of 0.000. Thus, the alternative hypothesis stating that competence influences work motivation is accepted. These results indicate that the higher the employee's competence, the higher their work motivation. The results of this study are in line with Permenpan RB Number 38 of 2017 which emphasizes that employee competence includes technical, managerial, and socio-cultural competencies.

The Influence of Work Motivation on Employee Performance

Based on the research results, it was found that work motivation has a positive and significant effect on employee performance at the Ministry of Religious Affairs Office in Lumajang Regency. This is indicated by the results of statistical tests, namely a path coefficient value of 0.337, a t-statistic value of 5.179, and a p-value of 0.000. These values indicate that the influence of work motivation on employee performance is significant, so the alternative hypothesis stating that work motivation influences employee performance is accepted. The results of this study are in line with Herzberg's two-factor theory (1959) which emphasizes that motivating factors such as achievement, recognition, responsibility, and advancement can encourage better work. Thus, the results of this study confirm that motivation is an important factor in improving employee performance.

The Influence of e-Performance on Employee Performance through Work Motivation

Based on the research results, it was found that e-Performance has a positive and significant effect on employee performance through work motivation at the Ministry of Religious Affairs Office of Lumajang Regency. This is proven through the results of statistical tests, namely the indirect effect coefficient value of 0.117, the t-statistics value of 3.192, and p-values of 0.002. Thus, the alternative hypothesis stating that work motivation mediates the effect of e-Performance on employee performance is accepted. The results of this study are in line with the Technology Acceptance Model proposed by Davis (1989), that the perception of ease of use and usefulness of a technology system will influence user attitudes and behavior. In the context of this study, e-Performance that is perceived as easy to use and useful is able to increase work motivation, which then contributes to improved employee performance. These results are also in line with the information system success model from DeLone and McLean (2003) which emphasizes that a good information system will have a positive impact not only technically, but also on individuals and organizations.

The Influence of Leadership on Employee Performance through Work Motivation

Based on the research results, it was found that leadership has a positive and significant effect on employee performance through work motivation at the Ministry of Religious Affairs Office in Lumajang Regency. This is indicated by the results of statistical tests, namely an indirect effect coefficient of 0.083, a t-statistic of 2.671, and a p-value of 0.008. Thus, the alternative hypothesis stating that work motivation mediates the effect of leadership on employee performance is accepted. The results of this study are in

line with the leadership theory according to Yukl (2013), which states that leaders not only direct work but also influence the behavior, attitudes, and commitment of subordinates in achieving organizational goals. Northouse (2021) also emphasized that leadership is the process of influencing others to achieve common goals. In this context, the influence of leadership on performance does not always work directly, but often first affects the psychological state of subordinates, namely work motivation.

The Influence of Competence on Employee Performance through Work Motivation

Based on the research results, it was found that competence has a positive and significant effect on employee performance through work motivation at the Ministry of Religious Affairs Office in Lumajang Regency. This is proven through the results of statistical tests, namely the indirect effect coefficient value of 0.094, the t-statistics value of 2.962, and p-values of 0.003. Thus, the alternative hypothesis that work motivation mediates the effect of competence on employee performance is accepted. The results of this study are in line with Permenpan RB Number 38 of 2017 which emphasizes that technical, managerial, and socio-cultural competence are the basis of ASN's ability to carry out job duties. Employees with good competence are not only better able to complete their work, but also confident, better prepared to face work demands, and motivated to achieve good results.

CONCLUSION

Based on the results of research and discussion on the influence of e-Performance, leadership, and competence on employee performance through work motivation as an intervening variable at the Office of the Ministry of Religious Affairs of Lumajang Regency, the following conclusions can be drawn: 1) e-Performance has a positive and significant effect on employee performance; 2) Leadership has a positive and significant effect on employee performance; 3) Competence has a positive and significant effect on employee performance; 4) e-Performance has a positive and significant effect on work motivation; 5) Leadership has a positive and significant effect on work motivation; 6) Competence has a positive and significant effect on work motivation; 7) Work motivation has a positive and significant effect on employee performance; 8) Work motivation is able to mediate the influence of e-Performance on employee performance; 9) Work motivation is able to mediate the influence of leadership on employee performance; 10) Work motivation is able to mediate the influence of competence on employee performance.

Overall, the results of this study indicate that e-Performance, leadership, and competence are important factors influencing employee performance, both directly and indirectly through work motivation. Thus, work motivation has been shown to act as an important intervening variable in explaining the relationship between these variables and employee performance within the Ministry of Religious Affairs Office in Lumajang Regency.

The main recommendation of this study is that improving employee performance within the Ministry of Religious Affairs Office in Lumajang Regency needs to be implemented in an integrated manner through strengthening the e-Performance system, improving leadership quality, enhancing employee competency, and developing continuous work motivation.

Research Limitations

This study has several limitations. First, the study was conducted only at the Ministry of Religious Affairs Office in Lumajang

Regency, so generalizing the results to other public institutions requires caution. Second, this study used questionnaire data based on respondents' perceptions, so the results obtained reflect respondents' formal perceptions and do not fully capture actual work practices in the field. Third, the cross-sectional research design is not capable of depicting changes in the relationships between variables over time. Fourth, this research model only covers the variables of e-Performance, leadership, competence, work motivation, and employee performance, so it's possible that other variables influence employee performance.

Directions for Further Research

Further research is recommended to expand the research object to other public agencies or regions to provide broader generalizability. Furthermore, future research could employ a mixed methods or longitudinal approach to gain a deeper and more dynamic understanding. The addition of other variables such as organizational culture, job satisfaction, workload, work discipline, or organizational support is also recommended to make the research model more comprehensive. Future research could also combine perceptual data with objective data, such as performance achievements or actual use of the e-Performance system, to strengthen the research results.

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