

Assessing the Impact of Web-Based e-Performance Applications on Employee Motivation and Discipline: A Quantitative Study in Batanghari Regency

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Abstract

This study aims to analyze the effect of using the web-based e-Performance (e-Kinerja) application on the motivation and work discipline of Civil Servants (ASN) in Batanghari Regency. A quantitative approach was employed in this study using an explanatory research design. Data were collected through questionnaires distributed to 187 civil servants across various Regional Government Organizations (OPD), and analyzed using multiple linear regression. The validity and reliability tests showed that all research instruments were valid and reliable. Classical assumption tests also indicated that the data met the requirements of normality, showed no multicollinearity, and were free from heteroscedasticity. The results revealed that the use of the e-Performance application had a positive and significant influence, both simultaneously and partially, on the motivation and work discipline of civil servants. The coefficient of determination (R^2) indicated that 36.2% of the variance in motivation and 32.9% of the variance in work discipline could be explained by the use of the e-Performance variable. This application is considered effective in increasing employee expectations regarding performance incentives and strengthening data-based supervision in shaping more orderly and professional work behavior. Furthermore, e-Performance contributes to the transformation of civil servant work culture towards a more transparent, accountable, and results-oriented bureaucracy. These findings offer theoretical implications for the enhancement of technology-based performance management literature, as well as practical implications for local governments in promoting bureaucratic reform through the digitalization of personnel systems.

Keywords: e-Performance, Civil Servants, Work Motivation, Work Discipline, Digital Performance Management

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1. Introduction

The development of information and communication technology has brought significant transformation to employee performance management in the public sector. As the provider of public services, the government is required to adopt digital systems to deliver services that are efficient, transparent, and accountable (Indrajit, 2020). One such digital transformation is the development of web-based performance applications. This innovation not only facilitates the performance appraisal process but is also expected to enhance civil servants' work motivation and discipline. Motivation among civil servants (Aparatur Sipil Negara or ASN) is a key factor in realizing a productive bureaucracy. However, various studies indicate that civil servant motivation remains a persistent issue in many regions of Indonesia (Prawirosentono, 2018). One strategy to boost motivation is through performance-based incentives, such as Performance Allowances (TPP). These systems are more effective when supported by accurate, objective, and integrated performance management information systems (Utomo & Rochman, 2021).

The e-Performance application used by the Batanghari Regency Government is a modern effort to manage ASN performance systems. It is web-based and designed using a User-Centered Design (UCD) approach, prioritizing user comfort and functional relevance to user needs (Supardianto & Tampubolon, 2020). This application includes features for inputting work targets, performance achievements, supervisor validation, and TPP payment recapitulation. Discipline among civil servants is also a major focus of the e-Performance implementation. With features such as

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attendance recap, leave tracking, and disciplinary violation records, the system is expected to directly influence employee behavior. A study by Ahmad & Salim (2022) showed that system transparency and digital monitoring reduced disciplinary violations among civil servants by up to 27% within one fiscal year.

The web-based e-Performance system in Batanghari integrates several performance evaluation indicators, including discipline (30%), performance achievement (50%), and work behavior (20%), in accordance with Regent Regulation No. 5 of 2022. These proportions reflect the significant influence of the system on ASN motivation and discipline, given its direct connection to financial incentives. Research by Susanto and Dewi (2020) emphasizes that the clarity of application-based reward systems enhances perceptions of organizational justice. Despite the implementation of technology, there is still a lack of evaluation concerning the impact of the e-Performance system on psychological and behavioral aspects of civil servants. Most existing studies focus more on technical design or system implementation rather than quantitatively measuring effects on motivation and discipline (Kurniawan, 2019). This reveals a significant research gap that needs to be addressed.

A quantitative approach is highly relevant for assessing the impact of the application on ASN work behavior. Using survey instruments, researchers can measure employee perceptions of the application's effectiveness and its relationship with levels of motivation and discipline (Handoko, 2021). This method also allows for comparative data across work units and positions. Previous research by Rahman & Efrizon (2019) showed that the implementation of digital performance evaluation systems in universities increased employee participation in performance planning and evaluation. However, generalizing these findings to local governments still requires further testing, especially due to differences in bureaucratic structures and organizational cultures.

Work motivation in the context of civil servants is influenced by several factors, such as recognition, transparency, fairness, and feedback. With the e-Performance system, employees can monitor their achievements in real-time, which has the potential to enhance their sense of control and achievement (Byars & Rue, 2018). However, this must be supported by technical skills and adequate understanding of the system by all users. Employee discipline as a vital variable in bureaucracy is not only shaped by formal regulations but also by technology-based monitoring mechanisms. Web-based applications allow for digital attendance logging, task reporting, and direct supervisor assessments, all of which can reduce moral hazard (Fauzan & Wahyuni, 2022). Batanghari, as the research location, is known for its active adoption of digital systems in governance. With approximately 4,800 civil servants across 58 OPDs, the use of e-Performance systems has become a strategic solution for streamlining personnel administration and accelerating bureaucratic transformation (Naibaho et al., 2025). However, the system's impact has yet to be extensively analyzed from an empirical perspective.

Beyond technical aspects, the success of the e-Performance system is also highly influenced by organizational support and user training. Without adequate training, civil servants may struggle to operate the application effectively, preventing them from fully communicating their actual performance (Fitriani & Hamid, 2020). This could reduce motivation and lead to dissatisfaction. Recent studies recommend that web-based performance management information systems should not only serve as data recorders but also as strategic tools in decision-making processes, such as promotions, rotations, and work program evaluations (Susilawati & Nurjanah, 2021). Therefore, quantitative analysis of its impact should be a research priority. Given the urgency of improving civil servant motivation and discipline in achieving bureaucratic reform, and the opportunity to leverage technology in supporting such systems, this study is essential. A quantitative design is particularly effective in providing objective, accurate, and measurable insights into the success of the implemented system.

The shift in bureaucratic paradigms from an administrative model to a performance-based model demands that government officials become more adaptive to technology. One widely adopted innovation is the e-Performance system, which emphasizes transparency and work efficiency (Ramdhan & Surya, 2021). This system eliminates the subjectivity often criticized in manual performance assessments. At the same time, the use of digital systems enables real-time work progress tracking and simplifies reporting. Therefore, its integration is not merely administrative but serves as a strategic tool for cultivating a disciplined and productive work culture. A study by Taufik and Rahmi (2022) revealed that web-based performance appraisal applications significantly improved employees' self-awareness regarding their targets and outcomes. When employees know their performance is being documented and can be accessed by supervisors at any time, a sense of accountability and responsibility is heightened. This shows that the technical aspects of information systems also have a strong psychological impact on organizational behavior, including discipline and motivation.

The effectiveness of performance applications is also greatly influenced by the user experience (UX) and user interface (UI) of the system. When the application is user-friendly and aligns with ASN workflows, implementation becomes more effective (Widodo & Aulia, 2023). Thus, adopting a User-Centered Design approach is crucial from the initial

development phase. On the other hand, neglecting user experience often results in functionally sound systems that are underutilized. The digital transformation of ASN performance management also has implications for public accountability. Citizens have the right to receive services from professional and disciplined civil servants, and e-Performance systems act as data-based public control instruments (Mubarok & Zahra, 2021). This application enables systematic and continuous monitoring of ASN performance, thereby fostering a responsive and evaluation-driven bureaucracy.

The impact of using the e-Performance application on work motivation is also reinforced by regular feedback from supervisors via the system. According to Handayani and Supriyanto (2020), employees who receive system-based feedback tend to exhibit higher work commitment than those who do not. Therefore, the system is not merely a recording tool but also a two-way communication medium between employees and supervisors to improve performance and discipline. The digital literacy gap among civil servants also poses a challenge to the implementation of the e-Performance application. Civil servants with limited technological skills may face resistance or difficulties in operating the system (Aminullah & Fitriyani, 2023). This requires regular training and technical assistance to ensure all employees can equally benefit from the system. Without an inclusive approach, the system's positive impact on motivation and discipline may be diminished.

Based on the aforementioned discussion, this study aims to assess the influence of using the web-based e-Performance application on the motivation and discipline of civil servants in Batanghari Regency. The results of this research are expected to provide practical insights for local governments, particularly in formulating data-based policies that support workforce development and bureaucratic reform.

2. Literature Review

2.1. Concept of e-Performance Application

Web-based performance applications, or e-performance applications, are digital systems designed to facilitate electronic performance management processes within organizations, including government institutions. These systems enable employees and supervisors to record, monitor, and evaluate work achievements based on predetermined indicators. According to Kusnandar and Mahmud (2021), the use of e-Performance applications can improve the accuracy of evaluations, administrative efficiency, and transparency in the civil servant incentive system. This technology supports bureaucratic digitalization in line with government reform agendas and the strengthening of good governance principles.

In the context of public services, e-performance plays a crucial role as part of e-government implementation strategies. These systems simplify performance reporting processes, reduce the potential for data manipulation, and accelerate data-driven decision-making. Research by Hafidz and Ratnasari (2022) shows that e-performance systems integrated with attendance and routine task data significantly enhance the effectiveness of monthly performance reporting. This indicates that the adoption of digital systems is not merely an administrative tool, but part of a broader transformation of work culture.

The success of e-performance implementation also depends heavily on the system design approach used. One effective method is the User-Centered Design (UCD), which places users at the center of the design process. A study by Yuliana and Prakoso (2023) found that systems developed with UCD principles tend to be more user-friendly and widely accepted by employees. This demonstrates that technical aspects, such as intuitive interfaces and workflows aligned with user needs, significantly influence the system's effectiveness.

In Indonesia, several regions have developed e-Performance systems with varying degrees of success. Batanghari Regency, one such region, has implemented a digital performance reporting system for civil servants. The e-Performance application used in Batanghari includes features for inputting work targets, validating achievements by supervisors, and summarizing performance-based incentive payments (TPP). These features are designed to ensure more objective, measurable performance assessments that directly impact employee motivation and discipline.

Despite its many benefits, the implementation of e-performance systems often faces challenges such as digital literacy gaps among employees, infrastructure limitations, and resistance to change. Therefore, sustainable e-Performance strategies must include training, continuous system improvement based on user feedback, and consistent incentive policies. If these factors are met, web-based performance applications can become strategic tools for strengthening personnel governance, particularly in the areas of motivation and discipline among civil servants.

2.2. Theories and Concepts of Employee Motivation

Work motivation refers to internal and external drives that influence an individual's behavior in carrying out tasks and responsibilities optimally. In public sector organizations, such as government institutions, motivation plays a strategic role in ensuring productivity and successful performance. Classical motivation theories such as those by Maslow, Herzberg, and McClelland have long been used to explain individual needs and workplace achievement. However, in the context of modern bureaucracies—especially with digital technologies—motivation approaches must adapt to new contexts such as performance transparency and digital incentive systems.

One relevant theory for measuring civil servant motivation is Victor Vroom's Expectancy Theory, which posits that individuals are motivated if they believe their efforts will result in good performance and that performance will lead to desired rewards. In the e-Performance system, this principle is reflected in the provision of performance-based allowances (TPP). When civil servants understand that their performance is monitored in real time and directly linked to incentives, their motivation to perform well increases.

Motivation is also influenced by work environment and organizational culture. In local government bureaucracies, motivation is often shaped by leadership, recognition, opportunities for growth, and clarity in workloads and evaluations. e-Performance systems can clarify expectations and enhance motivation, especially if they facilitate constructive performance feedback and promote employee engagement in work planning. However, these systems must be well-managed to avoid becoming mere tools of control.

Contemporary research indicates that civil servant motivation can be enhanced if digital applications like e-Performance include features such as recognition, visualized work progress, and inter-unit transparency. This shows that motivation is not solely individual but also social, as employees feel part of a fair and competitive system. Additionally, motivation can be strengthened through feelings of competence, autonomy, and relatedness, as described in Self-Determination Theory, which is often applied in studies on digital public sector employees.

In the context of Batanghari Regency, civil servant motivation is crucial to support bureaucratic reform and efficient public service delivery. The e-Performance application serves as a primary instrument in strengthening this motivation by directly linking performance to incentives. A study by Riyadi (2023) found a significant positive correlation between perceived fairness in the e-Performance system and civil servant motivation. This suggests that the design of web-based performance systems affects not only work outcomes but also the psychological engagement of employees.

2.3. Concepts and Indicators of Work Discipline

Work discipline refers to attitudes and behaviors that comply with organizational rules, policies, and work standards. In government settings, civil servant discipline is critical as it affects the continuity of public services and the credibility of state institutions. Discipline includes aspects such as attendance, adherence to working hours, task execution as instructed by superiors, and consistent fulfillment of job responsibilities. The level of civil servant discipline reflects the effectiveness of supervision and the quality of human resource management in bureaucracy.

With the advancement of information technology, employee discipline is increasingly measured digitally through online attendance systems, daily task reporting, and direct supervisor validation. These systems offer transparency and reduce opportunities for manipulation of attendance and daily work data. In Batanghari, the e-Performance application includes attendance recapitulation features that track leave, illness, holidays, and tardiness, thereby easing supervisor oversight and individual accountability. This makes discipline one of the key indicators for awarding performance-based incentives (TPP).

Discipline indicators in civil servant performance evaluations typically include elements such as attendance rate, tardiness, early departures, break-time attendance, and minimum monthly working hours. These indicators provide an objective basis for organizations to assess discipline comprehensively, rather than relying solely on subjective supervisor evaluations. The e-Performance system also stores historical data, enabling trend analysis and long-term performance evaluation.

However, the use of digital systems for discipline monitoring is not without challenges. These include proxy attendance manipulation and weak integration between attendance systems. Therefore, e-Performance systems should be integrated with biometric verification or personal authentication to ensure data validity. A study by Hakim (2022) revealed that

the use of biometric attendance systems integrated with performance evaluation reduced civil servant absenteeism by up to 35% within six months.

Conceptually, strong work discipline results from a combination of effective supervision, clear incentive systems, and consistent leadership. Web-based e-Performance systems serve as bridges linking policies, oversight, and motivation. Through these systems, discipline becomes more than just an administrative burden—it becomes part of a productive and accountable organizational culture. Thus, leveraging technology to manage civil servant discipline is a strategic move in strengthening meritocracy within the public sector.

3. Methods

3.1. Type and Research Approach

This study employs a quantitative approach with an explanatory research design. The purpose of this approach is to examine the influence of the independent variable—namely the use of the e-Performance application—on two dependent variables: work motivation and employee discipline. The study adopts a cross-sectional design, where data is collected once during a specific period to identify the relationships between variables simultaneously. The research model used is a causal model tested through multiple linear regression analysis.

3.2. Research Location and Population

This research was conducted within the Government of Batanghari Regency, Jambi Province, which is one of the regions that has fully implemented the e-Performance application. The population in this study consists of all civil servants (ASN) actively using the e-Performance application, particularly those working in 10 selected Regional Government Organizations (OPDs). Based on data from the Batanghari Regency Personnel and Human Resource Development Agency (BKPSDMD), the total number of civil servants actively using the application in the selected OPDs is approximately 350 individuals.

3.3. Sampling Technique

The sampling technique used is proportional stratified random sampling, to ensure representation from each OPD included in the population. The sample size was calculated using the Slovin formula with a 5% margin of error, resulting in a total of 187 respondents. Each respondent was randomly selected based on the list of active e-Performance application users within each OPD.

3.4. Data Collection Techniques

Primary data was obtained through the distribution of a closed-ended questionnaire constructed using a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The questionnaire consisted of three main sections: (1) questions regarding the intensity and perception of e-Performance application usage, (2) questions related to work motivation based on internal and external dimensions, and (3) questions concerning aspects of work discipline such as punctuality, compliance with regulations, and responsibility. In addition, secondary data in the form of policy documents and civil servant statistics were obtained from the Communication and Information Office (Diskominfo) and BKPSDMD of Batanghari Regency.

3.5. Instrument Validity and Reliability Testing

To test the validity of the instrument, construct validity testing was conducted using Pearson Product Moment correlation analysis. A statement is considered valid if it has a correlation coefficient (r count) greater than 0.30 and is statistically significant at the 5% level. Reliability testing was conducted using Cronbach's Alpha coefficient, where an alpha value greater than 0.70 indicates a reliable instrument. Validity and reliability tests were carried out on a pilot group of 30 respondents prior to distributing the main questionnaire.

3.6. Data Analysis Technique

Data analysis was conducted quantitatively using the latest version of the SPSS software. The analysis technique used was multiple linear regression to assess the effect of the independent variable on the two dependent variables, both simultaneously and partially. An F-test was used to determine the simultaneous effect, while t-tests were used to evaluate the partial effect of each independent variable. Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity, were also conducted to ensure the validity of the regression model.

Table 1. Hypotheses Formulation

No	Hypothesis Code	Hypothesis Statement
1	H1	The use of the web-based e-Performance application has a positive effect on the work motivation of civil servants (ASN) in Batanghari Regency.
2	H2	The use of the web-based e-Performance application has a positive effect on the work discipline of civil servants (ASN) in Batanghari Regency.

Table 2. Research Variables, Sub-Variables, and Indicators

No	Variable	Sub-variable / Dimension	Indicator
1	Use of e-Performance Application	Frequency and Feature Utilization	Frequency of application use
			Ease of access
			Understanding of application features
			Satisfaction with the system
2	Work Motivation	Intrinsic & Extrinsic Motivation	Work enthusiasm
			Work initiative
			Expectations for incentives
			Commitment to tasks
3	Work Discipline	Obedience and Responsibility	Punctuality
			Obedience to superior's instructions
			Timely completion of tasks
			Compliance with work rules

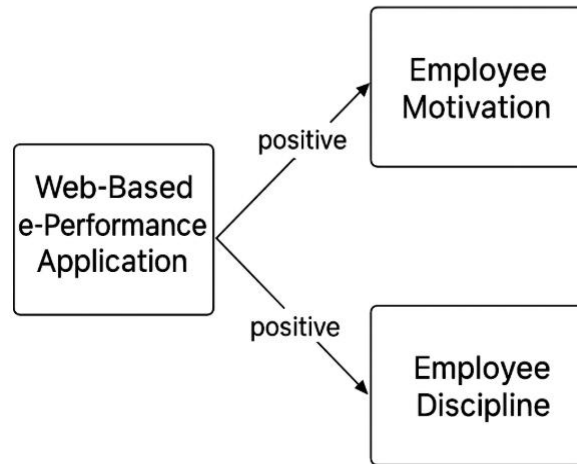


Figure 1. Research Method

4. Result and Discussions

4.1. Result

4.1.1 Descriptive Results

Based on Table 1, the average score for the use of the e-Performance application is 20.32 with a standard deviation of 2.87. The minimum score recorded is 13 and the maximum is 25, based on a maximum scale of 5 points per item. This indicates that the majority of civil servants (ASN) in Batanghari Regency use the features of the e-Performance application quite intensively and consistently. The moderate variability ($SD < 3$) suggests that the score distribution is relatively even, with no extreme deviations.

Employee work motivation also shows a relatively high average score, which is 24.67 out of a maximum of 30 points, with a standard deviation of 3.12. This indicates that most respondents feel fairly motivated in carrying out their civil service duties. This motivation may be influenced by the clarity of the incentive system through TPP, which is directly linked to performance results recorded in the digital system.

Table 3. Descriptive Statistics of Research Variables

Variable	N	Minimum Score	Maximum Score	Mean	Standar Deviation
Use of e-Kinerja Application	187	13	25	20.32	2.87
ASN Work Motivation	187	15	30	24.67	3.12
ASN Work Discipline	187	14	28	22.94	3.45

For the work discipline variable, the mean value was recorded at 22.94 with a standard deviation of 3.45. Although slightly lower than motivation, this figure still shows a tendency for good discipline among ASNs. The range of values (min = 14, max = 28) reflects the variation among employees which can be further explained through the role of technology utilization and work culture in each OPD.

In general, the three research variables are in the high and stable category, indicated by averages close to the maximum value of the scale and a moderate spread of data. This is an early indication that the use of e-Kinerja application may have a positive contribution to aspects of employee motivation and discipline. However, the causal relationship between variables will be further tested through regression analysis in the next section.

4.1.2 Instrument Validity and Reliability Test Results

Table 4. Instrument Item Validity Test

Variable	Number of Items	Range of r-count	r-tabel ($\alpha = 0.05$)	Description
Use of e-Kinerja Application	5	0.534 – 0.741	0.361	Valid
ASN Work Motivation	5	0.487 – 0.776	0.361	Valid
ASN Work Discipline	5	0.463 – 0.729	0.361	Valid

Table 5. Instrument Reliability Test

Variabel	Number of Items	Cronbach's Alpha	Description
Use of e-Kinerja Application	5	0.812	Reliabel
ASN Work Motivation	5	0.865	Reliabel
ASN Work Discipline	5	0.832	Reliabel

The validity test was conducted on 30 test respondents using Pearson Product Moment correlation. Based on Table 2, all items on the three variables have an r-count value above the r-table (0.361), with a range between 0.463 to 0.776. This shows that all items in the questionnaire have a significant relationship with the total score, so they are declared valid and suitable for use in measuring each construct. The research instrument was also tested for reliability using the Cronbach's Alpha method. As a result, all variables show Alpha values above 0.80 (see Table 3), which indicates high reliability according to Nunnally's (1978) standards. The highest value is found in the work motivation variable (0.865), followed by work discipline (0.832) and the use of e-Kinerja application (0.812). This indicates that the instrument produces consistent and reliable data. High validity and reliability reflect that the questionnaire instrument is able to accurately capture the essence of the variables under study. In addition, the items also show strong internal stability, so that the research results can be interpreted with a good level of confidence. Thus, all instruments can proceed to the regression analysis stage.

These results support the appropriateness of the quantitative methods used in this study, while also reinforcing the integrity of the data collected. Validity and reliability are not only technical aspects of instrument development, but also important foundations for the legitimacy of the results and policy recommendations generated from this study.

4.1.3 Classical Assumption Test Results

The normality test was conducted using the Kolmogorov-Smirnov Test on the residuals of the two dependent variables. The results show that the significance values for work motivation (0.087) and work discipline (0.064) > 0.05. This indicates that the data is normally distributed, so linear regression modeling can be applied without residual distribution bias. Multicollinearity test aims to determine whether there is a relationship between independent variables that is too high. From Table 5, it is known that the Tolerance value is 0.842 (>0.10) and VIF is 1.188 (<10). These results indicate that there is no multicollinearity, which means that the independent variables stand alone and do not affect each other strongly.

Table 6. Classical Assumption Test

Dependent Variable	Sig Value. (Asymp. Sig. 2-tailed)	Description
ASN Work Motivation	0.087	Normal
ASN Work Discipline	0.064	Normal

Table 7. Multicollinearity Test

Independent Variable	Tolerance	VIF
Use of e-Performance App	0.842	1.188

Table 8. Heteroscedasticity Test

Independent Variable	Sig. Motivation	Sig. Discipline
Use of e-Performance App	0.415	0.527

The heteroscedasticity test was carried out using the Glejser method. The results show that the significance values for both models (motivation and discipline) are above 0.05, specifically 0.415 and 0.527. This indicates that there is no uneven distribution of residuals, and thus the regression model does not violate the homoscedasticity assumption. Overall, the three classical assumptions have been met, confirming that the data in this study are statistically eligible for multiple linear regression analysis. These results support the validity of the hypothesis testing presented in the following section.

4.1.4 Multiple Linear Regression Test Results

The F-test results show that the use of the e-Performance application simultaneously has a significant effect on civil servants' (ASN) work motivation and discipline in Batanghari Regency ($F = 31.217$; sig. = 0.000). The significance value being less than 0.05 indicates that the regression model as a whole is appropriate and has a meaningful effect on both dependent variables.

The t-test was conducted to determine the partial effect of the use of the e-Performance application on each dependent variable. The results indicate that the use of the e-Performance application significantly affects ASN work motivation ($t = 6.109$; sig. = 0.000) and work discipline ($t = 5.743$; sig. = 0.000). This suggests that the more intensively and effectively the application is used, the higher the employees' motivation and discipline levels.

Table 9. F-Test Results (Simultaneous Test)

Model	F Value	Sig. (p-value)	Description
e-Performance → Motivation & Discipline	31.217	0.000	Significant (simultaneous effect)

Table 10. t-Test Results (Partial Test)

Independent Variable	Dependent	t Value	Sig. (p-value)
e-Performance	Work Motivation	6.109	0.000
e-Performance	Work Discipline	5.743	0.000

Table 11. Coefficient of Determination (R^2)

Model	R-Square	Description
e-Performance → Motivation	0.362	36.2% of motivation variation explained by e-Performance
e-Performance → Discipline	0.329	32.9% of discipline variation explained by e-Performance

The coefficient of determination (R^2) indicates how much of the variation in the dependent variables can be explained by the independent variable. As shown in Table 9, 36.2% of the variation in work motivation and 32.9% of the variation in work discipline can be explained by the use of the e-Performance application. The remaining variation is influenced by other factors outside the model, such as work environment, leadership, or organizational culture.

These results demonstrate that the use of a digital performance system functions not only as an administrative tool but also has a direct impact on the work behavior of civil servants. Employees who feel monitored and recognized through the system tend to be more motivated and disciplined in carrying out their duties. This finding is consistent with motivation and organizational behavior theories that emphasize the importance of fair, transparent, and performance-based systems.

Thus, the hypotheses H1 and H2 in this study are statistically accepted. The e-Performance application is proven to have a significant positive effect on the motivation and discipline of civil servants in Batanghari. These findings provide empirical support for local governments to continue strengthening the use of information technology in personnel management systems and to further optimize application features that positively influence employee work behavior.

4.2 Discussion

4.2.1 The Relationship Between the Use of the e-Performance Application and Civil Servant (ASN) Work Motivation

The findings of this study indicate that the use of the e-Performance application has a positive and significant influence on the work motivation of civil servants in Batanghari Regency. This result is consistent with the regression test showing a t-value of 6.109 with a significance level of 0.000, indicating that the more optimal the use of the e-Performance application, the higher the employee motivation level.

Theoretically, this finding supports Vroom's Expectancy Theory, which states that work motivation is influenced by individuals' expectations regarding work outcomes and the perceived value of those outcomes. In the context of e-Performance, employees can directly see the link between achieved performance and the rewards received, such as performance-based allowances (TPP). This strengthens their expectations and the value of performance outcomes, ultimately boosting their work motivation.

Previous studies also support this finding. For example, research by Indrawan (2021) at the Klungkung District Office showed that the implementation of e-Performance significantly improved employee motivation. Supporting factors in the implementation of e-Performance—such as clear policy standards and targets, adequate resources, and smooth inter-organizational communication—contributed to increased employee motivation.

Additionally, research by Sari et al. (2022) at the Department of Industry, Trade, Cooperatives, and MSMEs in Rembang Regency found that the implementation of e-Performance, along with work discipline and TPP, significantly influenced civil servant performance. This demonstrates that e-Performance not only directly affects motivation but also contributes to improving overall employee performance.

In conclusion, optimal use of the e-Performance application can increase civil servant motivation through heightened expectations and value placed on performance outcomes. Therefore, it is important for government institutions to continue developing and optimizing e-Performance as a tool to enhance employee motivation and performance.

4.2.2. The Relationship Between the Use of the e-Performance Application and Civil Servant (ASN) Work Discipline

The regression analysis results show that the use of the e-Performance application has a positive and significant effect on the work discipline of civil servants in Batanghari Regency. A t-value of 5.743 with a significance level of 0.000 indicates that the more effectively the e-Performance application is used, the higher the level of employee discipline. This confirms that the e-Performance application functions not only as an administrative tool but also as an instrument that promotes disciplined behavior among civil servants.

Theoretically, this aligns with organizational control theory, which states that effective monitoring systems can improve employee discipline. The e-Performance application enables transparent, real-time monitoring of employee performance, creating a more orderly and structured work environment. Employees who are aware that their performance is systematically monitored tend to be more disciplined in fulfilling their duties.

Previous research supports these findings. Sipayung (2023), in a study at the Simalungun District Health Office, found that the application of e-Performance effectively improved employee discipline. Although there were initial adaptation and technical challenges, over time, the application increased employee awareness of the importance of work discipline.

Furthermore, research by Syakila and Syahriani (2025) at the Bireuen District Department of Public Works and Spatial Planning (PUPR) showed that the implementation of e-Performance significantly influenced employee discipline. They found that e-Performance contributed 7.9% to the improvement of work discipline, which in turn positively impacted overall employee performance.

Thus, it can be concluded that the optimal use of the e-Performance application enhances civil servant work discipline through transparent and real-time monitoring systems. Therefore, it is important for government agencies to continue developing and optimizing e-Performance as a tool to improve employee discipline and performance.

4.2.3. The Contribution of e-Performance to Transforming Civil Servant Work Culture

The e-Performance application serves not only as an administrative tool but also as a catalyst for transforming the work culture of civil servants (ASN). By integrating the BerAKHLAK values—Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative—e-Performance encourages civil servants to internalize these values in their daily activities. This aligns with government efforts to create a professional and integrity-based work culture.

The implementation of e-Performance has demonstrated a positive impact on improving civil servant productivity. For example, a study at LPP TVRI Gorontalo Station showed that following the implementation of e-Performance, there was a significant increase in the broadcast hours of educational and cultural programs, as well as an improvement in the quality of broadcast content. This reflects how e-Performance can drive civil servants to work more efficiently and effectively, while enhancing public service quality.

In addition, the application of e-Performance facilitates effective monitoring of civil servant performance. At the Bireuen District Secretariat, the use of e-Performance has helped improve quality, quantity, punctuality, attendance, and teamwork among civil servants. Although challenges such as inadequate network infrastructure remain, the benefits of this system in shaping a better work culture are still significant.

The transformation of work culture through e-Performance is also supported by government policies emphasizing the importance of BerAKHLAK values in all aspects of civil servant duties. The Ministry of Administrative and Bureaucratic Reform (PANRB), for instance, has hosted a national webinar themed "Transforming ASN Work Culture in the New Work System" to encourage civil servants to adopt these values in facing the challenges of the digital era.

Therefore, e-Performance plays a vital role in shaping an adaptive, transparent, and results-oriented work culture among civil servants. Through this system, civil servants are encouraged to continuously improve their performance, ultimately contributing to better public service quality and increased public trust in the bureaucracy.

4.2.4. Theoretical and Practical Implications of Research Findings

Theoretically, the findings of this study reinforce the concept that digitalizing performance management systems, such as e-Performance, can serve as an effective tool to enhance civil servant motivation and discipline. This supports Vroom's Expectancy Theory, which emphasizes the importance of expectations and outcome value in influencing individual motivation. With e-Performance, civil servants can directly observe the relationship between their performance and the rewards received—such as TPP—thereby increasing both expectation and perceived value of their work outcomes.

Practically, the implementation of e-Performance positively impacts the efficiency and effectiveness of civil servant work. A study by Uno et al. (2025) at LPP TVRI Gorontalo Station showed that the implementation of e-Performance and a strong work culture significantly influenced civil servant productivity. This demonstrates that e-Performance serves not only as an administrative tool but also as a mechanism for promoting more productive and disciplined work behavior.

The application of e-Performance also drives the transformation of civil servant work culture toward a more adaptive, transparent, and results-oriented model. This aligns with the core values of BerAKHLAK promoted by the government. Through e-Performance, civil servants are encouraged to internalize these values in their daily activities, creating a more professional and integrity-driven work environment.

However, challenges remain in implementing e-Performance, including resistance to change and limitations in technological infrastructure. Therefore, appropriate strategies are required, such as providing adequate training for civil servants, ensuring sufficient infrastructure, and securing leadership support. With such strategies in place, e-Performance can be effectively implemented and deliver positive impacts on civil servant performance.

Overall, the findings of this study provide a meaningful contribution to the development of theory and practice in civil servant performance management. With effective e-Performance implementation, improvements in civil servant motivation and discipline can be achieved, along with the transformation of work culture toward greater adaptability and result orientation. Ultimately, this will contribute to enhancing public service quality and increasing public trust in the bureaucracy.

5. Conclusions

This study aims to examine the influence of using a web-based e-Performance (e-Kinerja) application on the motivation and work discipline of Civil Servants (ASN) in Batanghari Regency. Using a quantitative approach and multiple linear regression analysis on 187 ASN respondents, the study found that the use of the e-Performance application has a significant influence—both simultaneously and partially—on the two dependent variables. This indicates that properly implemented digital technology can serve as an effective tool in supporting employee performance management systems.

Specifically, the regression test results show that the use of e-Performance has a positive effect on ASN work motivation. This supports expectancy theory, which emphasizes the importance of perceived relationships between effort, performance, and outcomes. In this context, e-Performance functions as a monitoring and recognition tool that can enhance work enthusiasm, initiative, and employees' commitment to their duties and responsibilities.

Moreover, the e-Performance application also proves to have a significant effect on ASN work discipline. This real-time and transparent system encourages employees to comply with work rules, be punctual, and complete tasks responsibly. These findings demonstrate that digital systems can strengthen non-manual supervision and contribute to the development of more disciplined and structured work behavior.

The study also highlights that the e-Performance application is not merely a technical tool but also holds a strategic dimension in shaping a professional work culture. Through features integrated with performance-based allowances (TPP) and objective performance indicators, this application fosters the development of an adaptive, accountable, and results-oriented organization. Consequently, the work culture of civil servants is gradually shifting from mere administrative compliance to performance-based achievement.

Therefore, the study concludes that optimizing the use of the e-Performance application is a strategic step toward improving the quality of bureaucracy. Local governments are encouraged to continuously develop the e-Performance system through participatory approaches, enhance ASN capacity in digital literacy, and integrate data across work units. This study also opens opportunities for further research on other factors influencing the effectiveness of digital applications in managing ASN performance.

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