



THE IMPACT OF E-PERFORMANCE ASSESSMENT AND CAREER PATH ON PERFORMANCE THROUGH WORK DISCIPLINE AS AN INTERVENING VARIABLE IN REGIONAL ORGANIZATION EMPLOYEES IN THE CITY OF SERANG

Asti Dian Sri Wahyuni^{1*}, Ahmad Mukhlis², Angrian Permana³

^{1,2,3}Universitas Bina Bangsa, Indonesia

Email: astidswahyuni@gmail.com¹, ahmuk999@gmail.com², mr.angrianpermana@gmail.com³

Abstrak

Strategically, regional apparatus organizations (OPD) have an important role in the continuity of government, the division of tasks and authority is an effective way to achieve the stated goals. Achieving strategic targets cannot be separated from the employee's performance, so the importance of employee performance in achieving the goals that have been set as a whole by the agency. This research was conducted on employees of regional organizations in Serang City with the aim of knowing and analyzing the effect of performance appraisal on employee performance, career path on employee performance, work discipline on employee performance, E-performance assessment on work discipline, career path on discipline work, E-performance assessment of employee performance through work discipline and levels of employee performance through work discipline.

This research uses a quantitative method with a correlational design with a total population of 3,646 OPD employees in Serang City with sample determination using multiplication of the number of indicators with the highest value on the Likert scale so that the total sample used is 215 employees. The analysis method in this research uses regression analysis with the Smart PLS statistical tool. The results of the H₁ test obtained a P-value of 0.199 > 0.05 and a T-Statistics value of 1.283 < 1.96 so that H₀ was accepted and H_a was rejected, the results of the H₂ test obtained a P-value of 0.000 < 0.05 and the T-value The statistics are 4.851 > 1.96 so that H₀ is rejected and H_a is accepted, the results of the H₃ test show a P-value of 0.000 < 0.05 and a T-Statistic value of 6.996 > 1.96 so that H₀ is rejected and H_a is accepted, the results of the H₄ test are obtained The P-value is 0.000 < 0.05 and the T-Statistic value is 7.354 > 1.96 so that H₀ is rejected and H_a is accepted, the results of the H₅ test show a P-value of 0.001 < 0.05 and a T-Statistic value of 3.182 > 1.96 so H₀ is rejected and H_a is accepted, the results of testing H₆ get a P-Values value of 0.000 < 0.05 and T-Statistics of 3.555 > 1.98 so H₀ is rejected and H_a is accepted, the results of testing H₇ get a P-Values value of 0.000 < 0.05 and T-Statistics of 4.136 > 1.98 so that H₀ is rejected and H_a is accepted. Work discipline influences employee performance, career level influences performance and work discipline, and E-performance assessment and career level influence employee performance through work discipline. The study's findings indicate that while E-performance assessment has no effect on employee performance, it has a significant impact on work discipline.

Kata Kunci: E-Performance Assesment, Career Path, Work Discipline, Employee Performance

INTRODUCTION

Human Resources or State Civil Apparatus (ASN) as part of the State Apparatus have a strategic position in administering government and national development. ASN are State Servants and Community Servants who are required to be fully loyal and obedient to Pancasila and the 1945 Constitution, the unitary state and government, to be sensible and dignified, efficient and successful. To be effective and aware of their responsibilities is a prerequisite for carrying out development and government tasks, therefore the state civil service as one of the elements of the state apparatus which also determines the success of national development must improve good work performance so that state goals can be achieved effectively and efficiently (Widarto et al., 2022). This indicates that the professionalism and performance of ASN is a crucial aspect in moving the wheels of government.

Strategically, the existence of regional apparatus organizations (OPD) is very important in running government at the regional level. OPD has a vital role in the division of tasks, implementation of policies, and achievement of development targets in their respective regions. The existence of OPD in regional government supports and provides effectiveness in achieving targets with coordination carried out at each OPD in Serang City. Therefore, the appropriate division of tasks and authority is an effective way to achieve the targets set by the government. However, in reality, achieving strategic targets is very dependent on employee performance. Employee performance is the main key in determining the success of a public organization in achieving its designed goals. The achievement of key performance indicators (IKU) in regional apparatus organizations in Serang City in 2022 shows that overall they have not achieved maximum results. For this reason, a system is needed that is able to monitor and evaluate employee performance objectively. One of the systems implemented is the E-Kinerja system. The existence of E-Kinerja can influence employee performance at work.

A person's knowledge, experience, sincerity and time determine how well he completes the tasks assigned to him. Three important elements come together to achieve work results: the job and the employee's level of motivation; their capacity to show interest; and their ability and acceptance of explanations regarding task delegation (Purnama & Indrawan, 2023). This shows that the success of employee performance does not only depend on one aspect alone, but is a combination of many factors such as motivation, capacity, and effective work processes.

In terms of carrying out tasks, supporting factors such as work equipment are also things that cannot be ignored. Based on the data obtained, currently only some employees feel that work equipment is supportive, namely 15 people, while 15 others feel that the equipment does not support work activities. Apart from that, the accuracy of implementation was also in the spotlight, where 16 employees stated that implementation did not comply with the process, while 14 others stated that it was appropriate. This data shows that there are differences in perception and implementation in carrying out tasks which have an impact on performance achievement. Another problem that is a challenge is employee discipline. Workplace discipline is a factor that can influence performance; Discipline is very important to an organization or institution's ability to achieve its goals successfully. One of the operational aspects of human resource management is discipline, which is very important because the organization's ability to maintain discipline will improve work performance and produce high-quality personnel. It will be difficult for a business to achieve its goals, including success, if there is no discipline (Nuriyah et al., 2022).

Employee work discipline has been regulated in detail in the Government Regulation of the Republic of Indonesia Number 53 of 2010, especially in Article 3 part one. This article explains the obligations of Civil Servants in detail and emphasizes the importance of the relationship between work commitment, responsibility and compliance with applicable regulations. Self-control as part of discipline reflects the level of individual responsibility for their duties. This encourages the creation of

a positive work environment and helps organizations, employees and society achieve their goals. So, the goal of every manager is to ensure that his staff members are disciplined. Knowing and being willing to follow all company policies and relevant social norms is the meaning of discipline (Marayasa, 2022).

Low work discipline has an impact on reducing employee performance. According to Leiden in Ma'rifatullah et al. (2021), enforcing discipline can overcome the problem of low performance and improve employee behavior in the organization. Appropriate discipline prevents deteriorating performance and improves public services. Merdayanty et al. (2023) states that discipline indicators include punctual attendance, correct implementation of tasks, obedience to superiors, and use and maintenance of work tools. However, there are still many employees who ignore this. In the industrial era 4.0, the web-based E-Kinerja system is used by the government to objectively assess ASN performance (Pratama et al., 2020). However, implementing E-Kinerja also faces challenges, especially in terms of effectiveness, ease of use and employee understanding. Based on the pre-survey, 16 employees stated that E-Kinerja was not effective in assessing, 18 employees stated that it was not easy to use, and 17 employees felt that it was not easy to understand how this system works. In fact, according to Cascio (2003), a good E-Kinerja system must be in accordance with ASN job descriptions, organizational goals, easy to use, reliable, and able to provide objective assessments.

Table 1 Research Gap Research

Types of Gap Research	Researcher	Research result
There is a gap between the results of previous research related to E-Kinerja and Employee Performance	Wandanasari (2020)	Sometimes the e-mail performance appraisal system means that civil servants do not actually make employees actively work but only display the results of the civil servant's work without knowing the process.
	Niswati (2016)	Employees are able to achieve targets and realize work goals. Employee performance increases with the implementation of e-performance appraisal
There is a gap between the results of previous research relating to career levels and employee performance	Prim Andaryansu, Zefriyenni and Lusiana (2022)	Career level does not have a significant effect on performance
	Iis et al (2022)	Career level has a significant effect on performance
There is a gap between the results of previous research related to work discipline and employee performance	Widarto, Irawanto, Saputra and Hayaty (2022)	Discipline has no significant effect on performance
	Costinot and Oskooee (2021)	Discipline has a significant effect on performance

Source: Previous Journal Mapping Results by Researchers (2024).

Based on this description, it can be concluded that work discipline has an important role in improving employee performance, especially in providing optimal public services. Consistent enforcement of discipline is able to overcome various problems related to low performance and

establish a positive and productive work ethic. Work discipline is reflected in punctual attendance, correct implementation of tasks, obedience to superiors' orders, and optimal use and maintenance of work equipment. However, in reality there are still many employees who have not shown the discipline they expect. In the era of industrial revolution 4.0, the use of technology through digital systems such as E-Kinerja is one solution in assessing, monitoring and improving the performance of state civil servants objectively and transparently.

LITERATURE REVIEW

Employee Performance

Employee performance is the ability of individuals or groups in an organization to carry out tasks in accordance with the responsibilities and authority they have in order to achieve organizational goals legally, ethically and according to the rules. According to Miao et al. (2019), performance is the degree of success of an individual or group in completing tasks based on predetermined standards or goals. Sedarmayanti (2017) and Sutrisno (2017) emphasize that performance is related to carrying out tasks in accordance with ethics and law. Hasibuan (2021) states that performance is influenced by skill, experience and seriousness. Mangkunegara (2017) assesses performance as the result of employee work. While Lie et al. (2021) and Sazly & Permana (2020) added that employee contributions and work achievements greatly determine the success of the organization. With indicators, namely: 1) Input, 2) Process, 3) Output, 4) Input or results, 5) Group Benefits, 6) Group Impact

E-Performance Assessment

E-Kinerja is an online tool used to objectively assess employee performance, record work activities, and become the basis for providing incentives. This system helps report the daily activities of Civil Servants and manages the work of individuals and organizations with information technology (Fatmawati & Nurwani, 2023). According to Minister of Home Affairs Regulation Number 4 of 2005 and Minister of Home Affairs Regulation Number 12 of 2008, e-performance is used to assess workload and position requirements. Al-Raisi et al. (2011) emphasized that this system assesses employee achievements and competencies. Grading is automated (Meral, 2020), allowing for immediate feedback (Rondeau, 2018). E-SKP also helps with daily work planning (Nugroho et al., 2023), and is used for evaluation and providing performance allowances (Rifqiansyah & Yuliantini, 2023; Niswaty, 2023). According to Wayne F. Cascio (2003), there are five (five) indicators, namely: relevance, sensitivity, reliability, acceptability and practicality.

Career path

Career path is very important for employees because it is related to financial and non-financial benefits such as increasing authority and status. Maher in Obeidat et al. (2022) refer to career paths as vertical trajectories through promotions or horizontal trajectories through transfers. Career paths reflect improvements achieved based on performance. According to Saputri et al. (2021), career paths offer opportunities to develop a clinical, educational, research, or managerial focus, as well as measure achievement. Sutrisno (2017) stated that career paths aim to increase professionalism by placing employees according to their competencies. Joseph et al. (2012) defines career as a position that a person takes throughout his life towards a desired goal. The indicators are: Work experience, Competency and Communication Skills

Work Discipline

Discipline is obedience that arises from awareness of carrying out responsibilities appropriately (Rekawani et al., 2022). Work discipline is important to improve performance and achieve organizational goals. The etymology of “discipline” comes from Latin *disciple*, means follower, which develops into obedience to rules. According to Mangkunegara (2017), discipline guarantees work quality. Sutrisno (2017) emphasized readiness to comply with the rules. Hasibuan (2021) states discipline as awareness of complying with company policies. Rivai et al. (2018) see it as a manager's strategy to increase compliance. Discipline is effective if it is accompanied by sanctions for violations of the rules. The indicators are Time Discipline, Discipline and Clothing Rules, and Work Responsibility Discipline.

Thinking Framework

The empirical model of the framework in this research is:

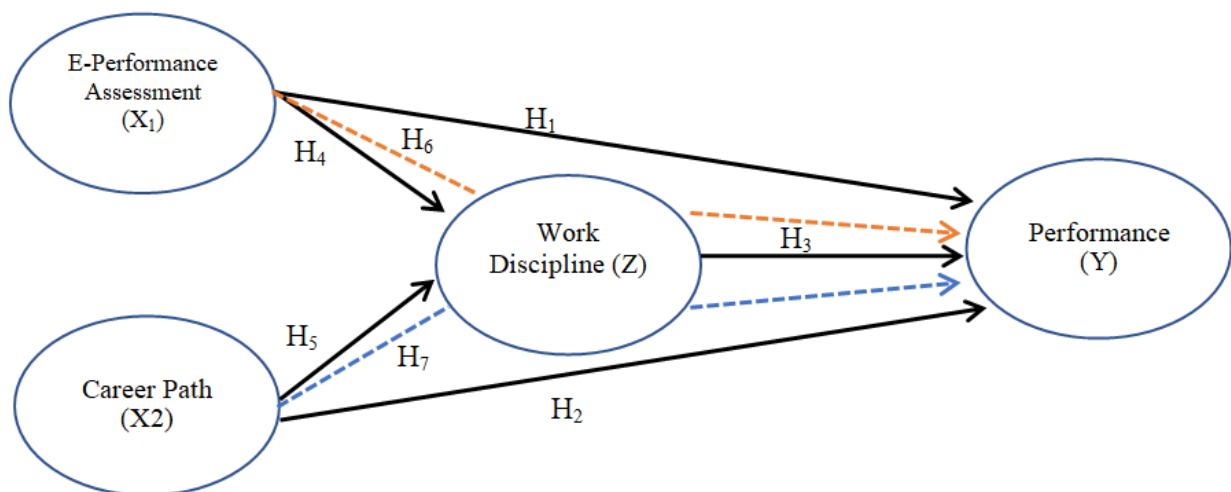


Figure 1. Research Thinking Framework

Research Hypothesis

Based on the empirical research model that has been built, the researcher concludes about the research hypothesis as follows:

- H₁: It is suspected that there is a positive and significant influence of E-Kinerja Assessment on employee performance
- H₂: It is suspected that there is a positive and significant influence of career path on employee performance
- H₃: It is suspected that there is a positive and significant influence of Work Discipline on employee performance
- H₄: It is suspected that there is a positive and significant influence of E-Kinerja Assessment on Work Discipline
- H₅: It is suspected that there is a positive and significant influence of career path on work discipline
- H₆: It is suspected that there is a positive and significant influence of E-Kinerja assessment on employee performance through work discipline
- H₇: It is suspected that there is a positive and significant influence of E-Kinerja assessment on employee performance through work discipline

METHOD

Research Approach and Design

The aim of the research approach is to design activities to answer problems through conclusions. A quantitative approach with a correlational design was used in this research (Sugiyono, 2018). This research collects data through questionnaires to certain samples to analyze the relationship between variables. The SmartPLS application is used for data analysis using the variance-based structural equation modeling (VB-SEM) method. The Goodness of Fit (GoF) test is carried out to evaluate the suitability of the model to the observation data, through three stages: outer model, inner model, and significance test. PLS allows the use of small samples (30-100), in contrast to CB-SEM which requires large samples (200-800).

Research Place and Time

This research was carried out at the Regional Apparatus Organization in Serang City. The time for conducting the research begins in April 2024 and is planned to be completed in September 2024. This research aims to examine various factors that influence performance in regional government organizations during the specified period.

Population and Sample

The population in this study consisted of Regional Apparatus Organizations (OPD) in Serang City, with a total of 3,646 registered civil servants. Samples were taken using the technique *simple*

random sampling, with the sample size calculated based on the number of existing indicators. Based on Sugiyono's (2017) formula, Sugiyono (2017:138) revealed that determining the number of samples for each management is calculated proportionally using the formula:

$$s = \frac{n}{N} \times S$$

The number of samples required is 215 samples. The sample is calculated proportionally according to the population size of each OPD (Sugiyono, 2017). Table 3.2 shows details of the sample size for each OPD involved in this research.

Data Types and Sources

This research uses quantitative data with a cross-sectional design and a Likert scale to examine the relationship between exogenous, intervening and endogenous variables (Ariani, 2014). Data sources are divided into two, namely primary and secondary data. Primary data was obtained through a survey with a questionnaire distributed using Google Form to OPD employees. Secondary data was obtained from official Serang City Government reports, related literature, as well as national and international journals.

Method of collecting data

Quantitative field research methods are used in this research to obtain real data that occurs according to phenomena in the field. Data collection was carried out through surveys with questionnaires distributed using Google Forms to facilitate data collection. The type of questionnaire used is a closed questionnaire, where the answers have been provided by the researcher, and respondents only choose the available answers (Sugiyono, 2018).

Data Analysis Methods

This research uses an inferential or inductive analysis method, starting with facts in the field which are then adjusted to existing theory. Data were analyzed using SPSS for descriptive analysis and SmartPLS to test the inner model, outer model and hypothesis. Descriptive analysis aims to describe the characteristics of respondents, such as gender, age, education and length of work, by calculating index values based on a formula adapted from Ferdinand (2014). The outer model tests validity and reliability, including convergent and discriminant validity, as well as composite reliability and Cronbach's alpha. The inner model describes the relationship between latent variables, by testing the path coefficient and R² to measure the strength of the influence of the variables. The significance test was carried out by testing the T-Values and Z-Score values, as well as calculating the direct and indirect effects between variables (Ferdinand, 2013). This testing model uses SEM as the main analysis tool.

RESULTS AND DISCUSSION

Research result

Analysis Results *Outer Model PLS (PLS Algorithm)*

The results of inferential tests using SEM PLS were tested *outer*. The analysis model first uses the PLS Algorithm module to test the validity and reliability of each indicator item used to measure its respective variable. Three criteria are used in validity testing: discriminant validity, average variance extracted (AVE), and convergent validity. Cronbach's alpha and composite reliability (CR) are two measures used to measure test reliability.

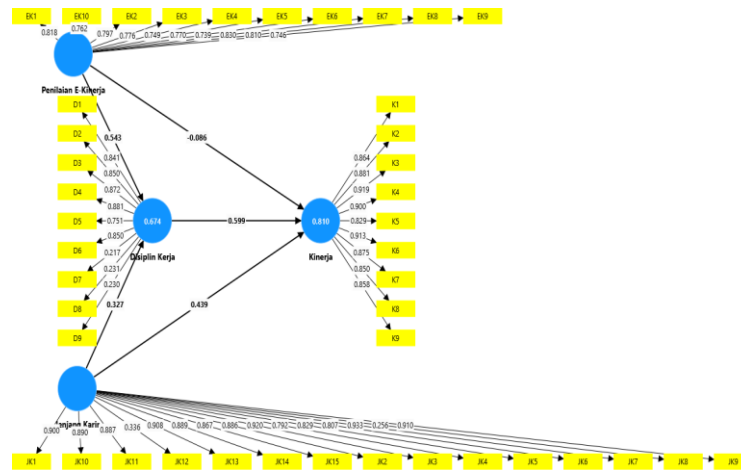


Figure 2 Analysis Model (PLS Algorithm)

Results of Convergent Validity Parameter Analysis

The following table summarizes the results of the convergent validity test for each variable indicator, both exogenous variables, intervening variables and endogenous variables: Not all indicators have factor loading values greater than 0.70, this shows that each indicator has good validity in measuring each latent variable.

Table 2 Results *Drawing Loading Factor*

Item	Outer loadings
D1 <- Work Discipline	0,841
D2 <- Work Discipline	0,850
D3 <- Work Discipline	0,872
D4 <- Work Discipline	0,881
D5 <- Work Discipline	0,751
D6 <- Work Discipline	0,850
D7 <- Work Discipline	0,217
D8 <- Work Discipline	0,231
D9 <- Work Discipline	0,230
EK1 <- E-Performance Assessment	0,818
EK10 <- E-Performance Assessment	0,762
EK2 <- E-Performance Assessment	0,797
EK3 <- E-Performance Assessment	0,776
EK4 <- E-Performance Appraisal	0,749

Item	Outer loadings
EK5 <- E-Performance Appraisal	0,770
EK6 <- E-Performance Assessment	0,739
EK7 <- E-Performance Assessment	0,830
EK8 <- E-Performance Assessment	0,810
EK9 <- E-Performance Assessment	0,746
JK1 <- Career Path	0,900
JK10 <- Career Path	0,890
JK11 <- Career Path	0,887
JK12 <- Career Path	0,336
JK13 <- Career Path	0,908
JK14 <- Career Path	0,889
JK15 <- Career Path	0,867
JK2 <- Career Path	0,886
JK3 <- Career Path	0,920
JK4 <- Career Path	0,792
JK5 <- Career Path	0,829
JK6 <- Career Path	0,807
JK7 <- Career Path	0,933
JK8 <- Career Path	0,256
JK9 <- Career Path	0,910
K1 <- Performance	0,864
K2 <- Performance	0,881
K3 <- Kiner	0,919
K4 <- Kiner	0,900
K5 <- Performance	0,829
K6 <- Kiner	0,913
K7 <- Performance	0,875
K8 <- Performance	0,850
K9 <- Performance	0,858

Based on Results *drawing PLS Algorithm* It was found that the Work Discipline variable had a loading factor value below 0.7, namely indicators D7, D8, and D 9, for the Career Path variable there were two indicator items that were less than 0.7, namely JK12 and JK8, so these indicator items were omitted or not included and can be seen in the following analysis model:

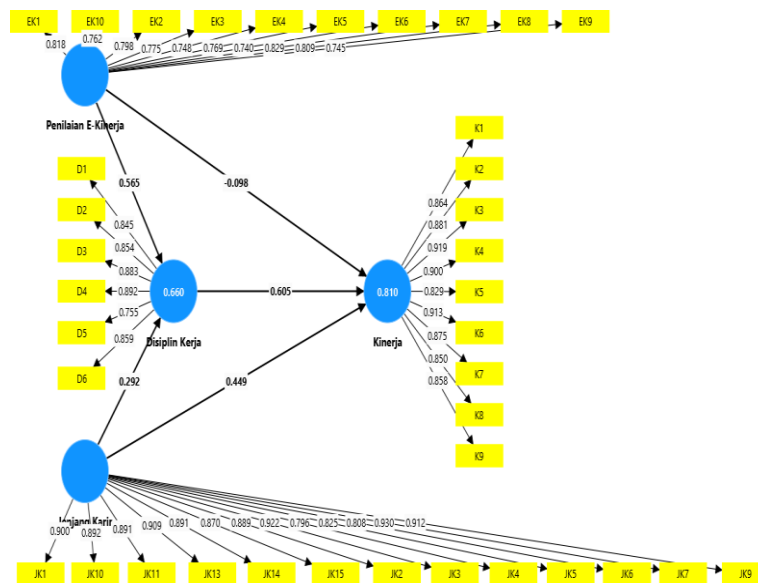


Figure 3 Outer Model Analysis Results Using Factor Loading Parameters

Source: PLS SEM Data Processing Results (2024)

Based on the results of drawing factor loadings after several latent variables have been removed or not included, the factor loading values for each variable are obtained as follows:

Table 3 Results *Drawing Loading Factor*

Item	Outer loadings
D1 <- Work Discipline	0,845
D2 <- Work Discipline	0,854
D3 <- Work Discipline	0,883
D4 <- Work Discipline	0,892
D5 <- Work Discipline	0,755
D6 <- Work Discipline	0,859
EK1 <- E-Performance Assessment	0,818
EK10 <- E-Performance Assessment	0,762
EK2 <- E-Performance Assessment	0,798
EK3 <- E-Performance Assessment	0,775
EK4 <- E-Performance Appraisal	0,748
EK5 <- E-Performance Appraisal	0,769
EK6 <- E-Performance Assessment	0,740
EK7 <- E-Performance Assessment	0,829
EK8 <- E-Performance Assessment	0,809
EK9 <- E-Performance Assessment	0,745
JK1 <- Career Path	0,900
JK10 <- Career Path	0,892
JK11 <- Career Path	0,891
JK13 <- Career Path	0,909
JK14 <- Career Path	0,891
JK15 <- Career Path	0,870
JK2 <- Career Path	0,889
JK3 <- Career Path	0,922
JK4 <- Career Path	0,796
JK5 <- Career Path	0,825
JK6 <- Career Path	0,808

Item	Outer loadings
JK7 <- Career Path	0,930
JK9 <- Career Path	0,912
K1 <- Performance	0,864
K2 <- Performance	0,881
K3 <- Kiner	0,919
K4 <- Kiner	0,900
K5 <- Performance	0,829
K6 <- Kiner	0,913
K7 <- Performance	0,875
K8 <- Performance	0,850
K9 <- Performance	0,858

All indicators have a factor loading value greater than 0.70, which shows that each indicator has good validity for measuring each latent variable, based on the results of the convergent validity test of the indicators for each variable, both exogenous variables, intervening variables and endogenous variables.

Parameter Analysis Results *Average variance extracted (AVE)*

The average variance extracted (AVE) value strengthens the validation test for each research model indicator, meaning that every AVE value greater than 0.50 indicates that the variance of each indicator in the latent variable captured by that variable is greater than the variance due to measurement error. as seen in table 4 below:

Table 4 Analysis Results *Average variance extracted (AVE)*

Variable	<i>Average variance extracted (AVE)</i>
Work Discipline	0,721
Career path	0,775
Performance	0,769
E-Kiner	0,608
Installment-Instalment AVE	0,718

Source: PLS SEM Data Processing Results (2024)

Results of Discriminant Validity Parameter Analysis

From the results of discriminant validity, it was found that the factor loading value of each indicator had the greatest value for the latent variable it constructed compared to the cross loading value for other variables as seen in table 5 below:

Table 5 Discriminant Validity Results

Item	Work Discipline	Career path	Performance	E-Kiner
D1	0,845	0,630	0,707	0,667
D2	0,854	0,614	0,718	0,645
D3	0,883	0,593	0,732	0,714

Item	Work Discipline	Career path	Performance	E-Kiner
D4	0,892	0,645	0,731	0,659
D5	0,755	0,584	0,684	0,701
D6	0,859	0,640	0,774	0,641
EK1	0,773	0,662	0,723	0,818
EK10	0,425	0,453	0,386	0,762
EK2	0,740	0,611	0,681	0,798
EK3	0,519	0,524	0,477	0,775
EK4	0,390	0,487	0,383	0,748
EK5	0,488	0,513	0,463	0,769
EK6	0,789	0,627	0,650	0,740
EK7	0,671	0,761	0,647	0,829
EK8	0,639	0,722	0,588	0,809
EK9	0,397	0,482	0,383	0,745
JK1	0,686	0,900	0,767	0,709
JK10	0,657	0,892	0,718	0,652
JK11	0,580	0,891	0,672	0,692
JK13	0,656	0,909	0,724	0,691
JK14	0,657	0,891	0,721	0,646
JK15	0,629	0,870	0,715	0,702
JK2	0,622	0,889	0,691	0,669
JK3	0,654	0,922	0,721	0,745
JK4	0,554	0,796	0,619	0,687
JK5	0,650	0,825	0,732	0,590
JK6	0,632	0,808	0,703	0,657
JK7	0,685	0,930	0,782	0,695
JK9	0,655	0,912	0,727	0,699
Q1	0,736	0,753	0,864	0,599
K2	0,774	0,710	0,881	0,600
K3	0,799	0,737	0,919	0,642
K4	0,791	0,734	0,900	0,629
K5	0,712	0,667	0,829	0,646
K6	0,798	0,708	0,913	0,607
K7	0,733	0,752	0,875	0,730
K8	0,670	0,698	0,850	0,691
K9	0,716	0,657	0,858	0,599

Source: PLS SEM Data Processing Results (2024)

Parameter Analysis Results *Composite Reliability (CR)*

The composite reliability value of each latent variable is shown by the composite reliability results of the research model. Table 6 below displays the findings for each latent variable composite reliability:

Table 6 Parameter Analysis Results *Composite Reliability (CR)*

Variable	<i>Composite Reliability</i>
----------	------------------------------

Work Discipline	0,922
Career path	0,977
Performance	0,964
E-Kiner	0,942

Source: PLS SEM Data Processing Results (2024)

A value above 0.90 in the test results shows that each latent variable indicator measures its latent variable with very good consistency.

Parameter Analysis Results Alpha Cronbachs

The following table illustrates how the analysis values *alpha Cronbach* strengthen the reliability of each latent variable:

Table 7 Parameter Analysis Results Alpha Cronbachs

Variable	Alpha Croanbach
Work Discipline	0,922
Career path	0,976
Performance	0,962
E-Kiner	0,931

Source: PLS SEM Data Processing Results (2024)

Each sign of the latent variable has dependent consistency, as shown by research findings where each Cronbach's alpha is higher than 0.60.

Analysis Results Inner Model PLS (PLS Bootstrapping)

The following results were achieved based on the results of the PLS analysis *Bootstrapping* empirical model:

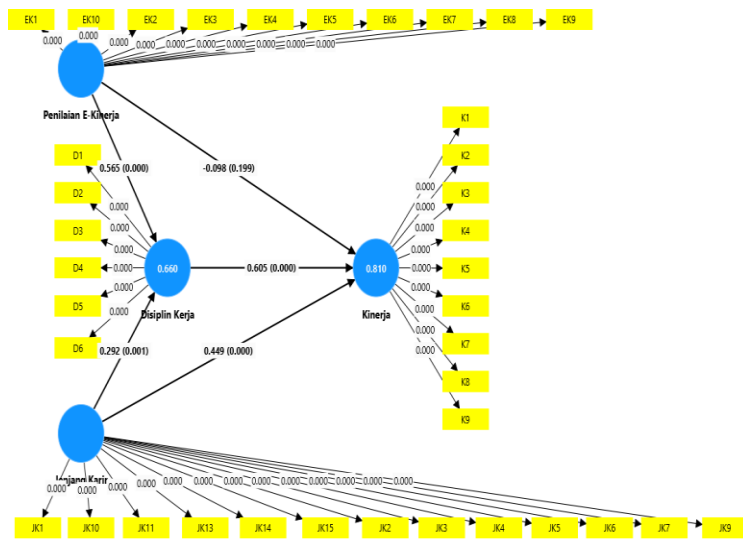


Figure 4 Inner Model Results (bootstrapping)

Parameter Analysis Results Path Coefficient (Path Coefficient)

The results of the Bootstrapping analysis obtained path coefficient values for each relationship, the path coefficient results are summarized in table 7 below:

Table 8 Results of Path Coefficient Parameter Analysis (*Path Coefficient*)

Path	Original Sample (O)
Work Discipline -> Performance	0,605
Career Path -> Work Discipline	0,292
Career Path -> Performance	0,449
E-Performance Assessment -> Work Discipline	0,565
E-Performance Assessment -> Performance	-0,098

Source: PLS SEM Data Processing Results (2024)

The form of the first structural equation that connects the three predictor variables (X1, X2 and Z) to the Employee Performance variable (Y) is as follows:

$$\eta_1 = a\varepsilon_1 + b\varepsilon_2 + c\varepsilon_3$$

So the structural equation for the competitive advantage variable is obtained as follows:

$$\eta_1 = -0,098 \varepsilon_1 + 0,449 \varepsilon_2 + 0,605 \varepsilon_3$$

Based on the path coefficient results, it can be concluded that the partial influence of E-Kinerja on Employee Performance is -9.8%, Career Path on Employee Performance is 44.9% and Work Discipline on Employee Performance is 60.5%. This means that the Work Discipline variable is more dominant in influencing the Employee Performance variable, while the weakest variable that influences Employee Performance is E-Kinerja.

The form of the second structural equation that connects the predictor variables (X1, X2) to the Work Discipline variable (Z) is as follows:

$$\eta_2 = a\varepsilon_1 + b\varepsilon_2$$

So the equation for the Employee Performance variable is obtained as follows:

$$\eta_2 = 0,565 \varepsilon_1 + 0,292 \varepsilon_2$$

Based on the results of the path coefficient, it can be concluded that the partial influence of E-Kinerja on Work Discipline is 56.5%, Career Path on Work Discipline is 29.2%. This means that the Work Discipline variable is more dominantly influenced by the Career Path variable, while the weakest variable that influences Work Discipline is E-Kinerja.

R Parameter Analysis Results²

The PLS Bootstrapping results obtained an R-Square value for each competitive advantage variable of 0.769 and organizational performance of 0.792 as seen in table 9 below:

Table 9 Results of R Parameter Analysis²

Variable	R Square
Work Discipline	0,660
Employee Performance	0,810
Rate-Rata	0,735

Source: PLS SEM Data Processing Results (2024)

From the results above, the R-value is obtained *square* for the Work Discipline variable it is 0.660 where this value describes the quality of the model or *goodness of fit* which is good and this value illustrates that Work Discipline is influenced by E-Performance and Career Path by 66%. Meanwhile, the R-square value of the Employee Performance variable is 0.810, where this value illustrates that employee performance is influenced by E-Kinerja, career path and work discipline by 81%.

Parameter Analysis Results Stone Geysler Value (Q²)

This model has excellent predictive relevance value, as proven by the Blindfolding study of the Q² predictive relevance obtained for each endogenous latent variable, which shows that the results are > 0. The following are the results of the Q² analysis for each variable:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2) \dots$$

$$Q^2 = 1 - (1 - 0,660) (1 - 0,810)$$

$$Q^2 = 0,935$$

Based on the research Q-Square calculation results of 0.935 or 93.5%, it can be said that the model has a useful predictive value and can take into account 93.5% of the information in the research data.

Parameter Analysis Results Goodness of Fit Index (GoF Index)

Analysis results *AVE Communnality* obtained was 0.718 and the R value² an average of 0.735 up to *Goodness of Fit Index* on the model as a whole, the following results were obtained:

$$\text{GoF Index} = \sqrt{0,718 \times 0,735} = \sqrt{0,527} = 0,726$$

Tenenhau (2004) states that there are three groups within the range of GoF Index values: Therefore, with a GoF Index value of 0.527, the model is in the high category, which indicates that the research model is very precise or there is no difference (discrepancy) between the model's expected values and the observed values. The values for the small, medium, and high categories are 0.00-0.24, 0.25-0.37, and 0.38-1.00 respectively.

Parameter Analysis Results Effect Size (f²)

The degree of partial influence of exogenous latent variables on endogenous variables in a structural order is called *effect size*. The value of f² used to calculate the magnitude of the effect size. When calculating the f value², R value² the whole model (R² included) and R² removed (R² when the latent variable being assessed is not included) is required. Chin (2013) divides f² into 3 categories including 0.00-0.20 category *small effect*, 0.21-0.50 moderate effect category and 0.51-1.00 category *strong effect*. Results f² each variable as follows:

Table 10 Parameter Analysis Results *Effect Size* (f^2)

	Work Discipline	Employee Performance
Work Discipline		0,656
Career path	0,102	0,390
Performance		
E-Kiner	0,380	0,015

Source: PLS SEM Data Processing Results (2024)

Based on the effect size results in the table above, it can be interpreted as follows: the effect of the E-Kinerja variable on Work Discipline is 0.380, meaning that E-Kinerja has a high impact on Work Discipline while E-Kinerja on Employee Performance has a value of f^2 of 0.015, which means that the impact of E-Kinerja on Employee Performance in the Serang City OPD is small (*small*). Results f^2 for the Career Path variable on Work Discipline it is 0.102, which means that Career Path has a small impact on Work Discipline. Meanwhile, the results of f^2 The Career Path variable on Employee Performance is 0.390, which means that Career Path has a high impact on Employee Performance in the Serang City OPD.

Hypothesis Test Results

A model that experimentally shows seven influences between the estimated variables is produced by the results of the significance test/hypothesis test analysis shown in table 4.17. According to table 4.17 below, of the seven relationships between variables shown in the complete model analysis, the results show that six hypotheses have a significant influence, allowing the research hypothesis to be accepted, while one hypothesis does not have a significant influence, leading to the rejection of the hypothesis.

Table 11 Results of Significance Test/Hypothesis Test

	T Statistics (O/STDEV)	P Values
Work Discipline -> Performance	6,996	0,000
Career Path -> Work Discipline	3,182	0,001
Career Path -> Performance	4,851	0,000
E-Performance Assessment -> Work Discipline	7,354	0,000
E-Performance Assessment -> Performance	1,283	0,199
Career Path -> Work Discipline -> Employee Performance	3,555	0,000
E-Kinerja -> Work Discipline -> Employee Performance	4,136	0,000

Source: PLS SEM Data Processing Results (2024)

Based on Table 11, the results of the significance test of the seven hypotheses show that one hypothesis is rejected while the other six hypotheses are accepted.

DISCUSSION

1. The Influence of E-Kinerja on Employee Performance in the Serang City OPD.

Based on the results of the analysis, the P-value is $0.199 > 0.05$ and the T-Statistic is $1.283 < 1.96$, so the hypothesis that E-Performance has a significant effect on employee performance is rejected, meaning that there is no significant effect in the Serang City OPD. E-Kinerja actually had a negative impact of -9.8% on performance. This is in line with Wandanasari (2020) who states that e-performance systems tend to assess results, not processes. However, these results contradict the research of Niswaty et al. (2022), Pratiwi et al. (2021), and Fatmawati & Nurwani (2023). In Serang City, employees consider E-Kinerja to be insensitive and difficult to understand, which has an impact on reducing employee performance.

2. The Influence of Career Path on Employee Performance in the Serang City OPD.

Based on the analysis, the P-value is $0.000 < 0.05$ and the T-Statistic is $4.851 > 1.96$, indicating that career path has a significant effect on employee performance in the Serang City OPD, with a positive impact of 44.9%. This means that H_0 is rejected and H_a is accepted. These results are in line with research by Obeidat, Al-Omari and Aljawarneh (2022), Iis et al. (2022), Dialoke & Nkechi (2017), and Reny et al. (2022) which shows that there is a significant influence between career level and performance. A clear career path can motivate employees to work better, because they feel there are opportunities to advance in their careers. Agencies that have appropriate career development programs will encourage increased performance. On the other hand, a mismatch in career paths can reduce employee performance. Therefore, a good career path is important as a basis for evaluation in increasing employee motivation and overall performance.

3. The Influence of Work Discipline on Employee Performance in the Serang City OPD.

Analysis of the third hypothesis in the Serang City OPD shows that work discipline has a significant effect on employee performance. The P value is $0.000 < 0.05$ and the T-Statistics is $6.996 > 1.96$, so that H_0 is rejected and H_a is accepted. Work discipline has a positive impact of 60.5% on employee performance. These results are in line with research by Malik et al. (2023), Ardiansyah et al. (2023), and Ma'rifatullah & Akhmad (2021) who state that work discipline can significantly influence performance. Employees who are disciplined, such as arriving on time and obeying regulations, tend to show better performance and contribute to achieving agency goals. Discipline also makes employees more aware and obedient to regulations. Therefore, OPD leaders need to give appreciation to employees who have a high level of discipline, because discipline is an important aspect in human resource management to achieve optimal work results.

4. The Influence of E-Kinerja on Work Discipline in the Serang City OPD.

The fourth hypothesis analysis shows that E-Performance has a significant effect on Work Discipline in the Serang City OPD, with a P value of $0.000 < 0.05$ and a T-Statistic of $7.354 > 1.96$. This result causes H_0 to be rejected and H_a to be accepted, with a positive impact of 56.5%. This finding is in line with research by Rekawani, Lubis & Utami (2020), and Nugroho, Christian

& Sardjiyo (2023), which shows that E-Kinerja is able to increase employee discipline because this system allows monitoring attendance and performance through daily reporting. Web-based E-Kinerja facilitates performance evaluation, workload calculation, and awarding. The effectiveness of this system encourages employees to work optimally according to written targets. Mangkunegara (2018) also stated that work discipline is employee awareness in obeying organizational regulations, which has a major impact on individual and institutional performance. Discipline needs to be used as a coaching tool with a more modern supervision system approach.

5. The significant influence of career path on work discipline in the Serang City OPD.

The fifth hypothesis analysis shows that career level has a significant effect on work discipline in the Serang City OPD, with a P-value of $0.001 < 0.05$ and a T-Statistic of $3.182 > 1.96$. This indicates that H_0 is rejected and H_a is accepted. This finding is in line with research by Andykhatria et al. (2022), Marayasa (2022), and Tachyan et al. (2021) which states that the more disciplined employees are, the greater their opportunities to develop their careers. The performance appraisal system implemented supports this process by providing daily evaluation tools, such as a daily activity journal which is summarized at the end of each month. The performance assessment application makes it easier for employees to fill in targets and realize Employee Performance Targets (SKP). The final SKP score is calculated automatically and combined with the work discipline assessment to produce a final performance score. This system encourages discipline while opening up opportunities for career advancement for employees.

6. The Effect of E-Kinerja on Employee Performance in Mediating Work Discipline among Employees in the Serang City OPD

Analysis of the sixth hypothesis shows that *E-Performance* has a significant effect on Employee Performance through Work Discipline in the Serang City OPD, with a P-Value of $0.000 < 0.05$ and T-Statistic $3.555 > 1.98$. This means that H_0 is rejected and H_a is accepted. These findings prove that Work Discipline mediates the influence *E-Kiner* on Employee Performance. Even if directly *E-Kiner* does not have a significant effect on performance, but through Work Discipline, this effect becomes significant. This shows that *E-Kiner* and Work Discipline form a single unit in predicting employee performance. *E-Kiner* It also functions as a supervisory tool for leadership, so that delays or work non-conformities can be directly monitored. In this way, employees become more disciplined and punctual, which has a positive impact on achieving organizational targets, especially in the Serang City OPD environment.

7. The Influence of Career Path on Employee Performance in Mediating Work Discipline among Employees in the Serang City OPD.

Based on the seventh hypothesis analysis, Career Path has a significant effect on Employee Performance through Work Discipline in the Serang City OPD, with a P-Value of $0.000 < 0.05$ and T-Statistic $4.136 > 1.98$. This shows that H_0 is rejected and H_a is accepted. This means that Work

Discipline mediates the influence of Career Path on Employee Performance. Discipline and career path, both directly and indirectly, can improve employee performance. In line with this, career path is an encouragement for employees to work more disciplined, such as arriving on time, being loyal to their tasks, and completing work even if they have to go home late. The higher an employee's desire to be promoted, the greater their commitment and performance to the agency. Ultimately, this not only has an impact on improving individual performance, but also contributes to achieving organizational goals in the Serang City OPD.

CONCLUSION

Based on the results of the analysis of the impact of E-Kinerja and Career Path on Performance through Work Discipline as an intervening variable for Serang City OPD employees, several conclusions were obtained as follows:

First, E-Kinerja has no significant effect on employee performance ($P = 0.199 > 0.05$; $T = 1.283 < 1.96$), so H_0 is accepted. This means that the objectivity of the E-Kinerja assessment is not enough to improve performance. Second, career path has a significant effect on employee performance ($P = 0.000 < 0.05$; $T = 4.851 > 1.96$). High career expectations encourage increased performance. Third, Work Discipline has a significant effect on employee performance ($P = 0.000$; $T = 6.996$), indicating that the higher the discipline, the better the employee's performance. Fourth, E-Kinerja also has a significant effect on work discipline ($P = 0.000$; $T = 6.996$), so that objective assessments can improve discipline. Fifth, career path has a significant effect on work discipline ($P = 0.001$; $T = 3.182$). Expectations of a higher career path encourage work discipline.

So for indirect influence, Sixth, Work Discipline mediates the influence of E-Kinerja on employee performance ($P = 0.000$; $T = 3.555$), meaning that the combination of E-Kinerja and discipline supports increased performance. Seventh, Discipline also mediates the effect of Career Path on employee performance ($P = 0.000$; $T = 4.136$), which shows that high career expectations and good discipline together improve employee performance.

DAFTAR PUSTAKA

- Ariani, D. W. (2014). *Hubungan Antara Kepuasan Kerja, Komitmen Organisasional, dan Kinerja Karyawan*. Yogyakarta: Graha Ilmu.
- Costinot, A., & Bahmani-Oskooee, M. (2021). The Increasing of Employee Performance Through Discipline, Motivation, and Organizational Culture. *International Journal of Business and Management*, 16(1), 1–10. DOI: 10.31219/osf.io/356383691
- Fatmawati, L. N., & Nurwani. (2023). Efektivitas Penilaian E-Kinerja Pegawai Negeri Sipil di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kota Medan. *Jurnal Ilmu Sosial dan Pendidikan (JISIP)*, 7(1), 1–10.
- Ferdinand, A. (2013). *Metode Penelitian Manajemen: Pedoman Penelitian untuk Skripsi, Tesis dan Disertasi Ilmu Manajemen*. Semarang: Badan Penerbit Universitas Diponegoro.

- Ferdinand, A. (2014). *Structural Equation Modeling dalam Penelitian Manajemen*. Semarang: BP Undip.
- Iis, R., & Sari, D. P. (2022). Pengaruh Jenjang Karir terhadap Kinerja Pegawai Negeri Sipil di Lingkungan Pemerintah Kota Surakarta. *Jurnal Administrasi Publik*, 6(1), 1–10. DOI: 10.31219/osf.io/1830.
- Marayasa, I. K. (2022). Disiplin Kerja Pegawai Negeri Sipil di Masa Pandemi COVID-19 di Tinjau dari Peraturan Pemerintah RI No. 94 Tahun 2021 tentang Disiplin Pegawai Negeri Sipil. *Jurnal Ilmiah Ilmu Administrasi Publik*, 12(1), 1–10. DOI: 10.31219/osf.io/370626634
- Ma'rifatullah, H., Sari, R. P., & Sari, D. P. (2021). Pengaruh Disiplin Kerja terhadap Kinerja Pegawai di Kantor Kecamatan Gunungsitoli Utara. *Jurnal Administrasi Publik*, 5(1), 1–10. DOI: 10.31219/osf.io/370626634
- Merdayanty, N., & Sari, D. P. (2023). Pengaruh Disiplin Kerja terhadap Kinerja Pegawai Pemerintahan di Kantor Kecamatan Gunungsitoli Utara. *Jurnal Administrasi Publik*, 6(1), 1–10. DOI: 10.31219/osf.io/370626634.
- Miao, Q., Newman, A., Sun, Y., & Xu, L. (2013). Participative Leadership and the Organizational Commitment of Civil Servants in China: The Mediating Effects of Trust in Supervisor. *British Journal of Management*, 24(S1), S76–S92.
- Niswati, A. (2016). Pengaruh E-Kinerja terhadap Kinerja Pegawai Negeri Sipil di Lingkungan Pemerintah Kota Surakarta. *Jurnal Administrasi Publik*, 2(1), 1–10.
- Nuriyah, S., Qomariah, N., & Setyowati, T. (2022). Pengaruh Pengembangan Karir dan Disiplin Kerja terhadap Kinerja Karyawan pada PT. XYZ. *Jurnal Ilmiah Riset Manajemen*, 11(2), 6086. DOI: 10.31219/osf.io/6086
- Obeidat, B. Y., Al-Dmour, R. H., & Masa'deh, R. (2022). The Relationship Between Career Path and Organizational Commitment: The Mediating Role of Job Satisfaction. *International Journal of Business and Management*, 17(2), 45–58.
- Prim Andaryansu, Z., Zefriyenni, & Lusiana. (2022). Pengaruh Jenjang Karir terhadap Kinerja Pegawai Negeri Sipil di Lingkungan Pemerintah Kota Surakarta. *Jurnal Administrasi Publik*, 6(1), 1–10. DOI: 10.31219/osf.io/1830.
- Purnama, R., & Indrawan, R. (2023). Pengaruh Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan pada PT. Altraco Utama Nusantara di Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 11(1), 42884.
- Pratama, D. W., Murwaningsih, T., & Subarno, A. (2020). Penerapan E-Kinerja di Dinas Perdagangan Kota Surakarta. *Jurnal Informasi dan Komunikasi Administrasi Perkantoran*, 4(2), 1830. DOI: 10.31219/osf.io/1830
- Rekawani, R., Sari, D. P., & Putri, N. A. (2022). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai. *Jurnal Ilmu Manajemen*, 10(2), 123–130.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Wandanasari, R. (2020). Pengaruh E-Kinerja terhadap Kinerja Pegawai Negeri Sipil di Lingkungan Pemerintah Kota Surakarta. *Jurnal Administrasi Publik*, 4(2), 1–10.
- Widarto, I., Irawanto, D. W., Saputra, R. W., & Hayaty, R. (2022). Pengaruh Beban Kerja, Disiplin Kerja, dan Lingkungan Kerja terhadap Kinerja Pegawai pada Biro Organisasi Setda Provinsi Sulawesi Selatan. *Jurnal Paradoks*, 5(2), 1–15. DOI: 10.33096/paradoks.v5i2.1069