

THE IMPACT OF THE IMPLEMENTATION OF THE E-PERFORMANCE APPLICATION AND ADDITIONAL EMPLOYEE INCOME ON THE PERFORMANCE OF EMPLOYEES AT THE DEPARTMENT OF PUBLIC WORKS AND SPATIAL PLANNING

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Abstract :

This study aims to examine the effect of attendance, e-performance application, and employee income supplementation on employee performance. Quantitative paradigms and deductive reasoning were used in this study, developing a conceptual model based on previous empirical results and theoretical studies, which was then tested using structural equation modeling. The population in this study was the entire Public Works and Spatial Planning Agency of North Sumatra Province, totaling 985 employees. The sample was determined using the Slovin formula, resulting in a total of 169 respondents. Data were collected using a questionnaire in the form of a Google Form. The data collected in this study were analyzed using the PLS-SEM-based structural equation modeling method, which is a form of structural modeling to explain the patterns of relationships between variables, both directly and partially, and also to test the conceptual framework proposed in the study. The results showed that all proposed hypotheses were accepted. Attendance, e-performance, and employee supplementary income significantly impact employee performance at the Public Works and Spatial Planning Agency of North Sumatra Province, directly or partially.

Keywords : *Attendance, E-Performance, Employee Supplemental Income, Employee Performance*

INTRODUCTION

Employee performance is a key prerequisite for public organizations to achieve service targets, maintain accountability, and ensure that resources are used effectively (Yanti et al, 2023). In the context of government agencies, performance is measured not only by work outputs, but also by compliance with procedures (M Miftakhul Huda et al, 2025), work discipline, and the quality of task execution that supports the delivery of public services (Cornita & Andy, 2025).

The progress of bureaucratic reform has encouraged government agencies to adopt various instruments to strengthen performance, including attendance control (Haloho et al, 2023), digitalization of performance appraisal

through an e-performance application, and the additional employee income allowance policy (TPP) (Arie, 2024). Attendance reflects employees' discipline and adherence to working-hour rules, which in turn can affect continuity of work processes and target achievement (Ongki et al, 2024). Meanwhile, the e-performance system is used to integrate performance planning, reporting, and appraisal in a more measurable and transparent manner (Wulan Dwi Putri et al., 2025). TPP is intended as an incentive that links performance and compliance to compensation, and is therefore expected to promote productivity and work quality (Kusumadewi et al., 2025).

Although these three instruments are normatively intended to improve performance (Wulandari & Fatimah, 2022), empirical findings across various studies often show results that are not always consistent (Manihuruk, 2023). On the one hand, attendance discipline and digital evaluation systems can strengthen monitoring and clarify performance expectations (Praditya et al, 2025). On the other hand, the effectiveness of incentive policies depends on their design, perceptions of fairness, and the quality of implementation. This inconsistency leaves room for further testing in different organizational and regional contexts (Desiyani et al, 2023).

Based on this background, this study analyzes the effects of attendance, the e-performance application, and TPP on employee performance at the Public Works and Spatial Planning Agency (PUPR) of North Sumatra Province. This study contributes by (1) simultaneously testing three key factors commonly used in managing government employee performance, (2) presenting the relative strength of each factor's effect to determine policy priorities, and (3) providing empirical evidence from a regional technical agency with specific job characteristics and service targets. Operationally, the proposed hypotheses are that attendance, e-performance, and TPP have a positive effect on employee performance.

RESEARCH METHOD

Research Design

This study employs a quantitative approach with an explanatory research design to examine the effects of attendance (X1), the e-performance application (X2), and the additional employee income allowance/TPP (X3) on employee performance (Y). Model testing was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 3 software (Husin & Syahreza, 2025).

Research Site and Timeframe

The study was conducted at the Public Works and Spatial Planning Agency (PUPR) of North Sumatra Province. Data collection took place from September 2025 to January 2026.

Population and Sample

The study population comprised all employees at the PUPR Agency of North Sumatra Province, totaling 985 employees. Sample size was determined using the Slovin formula with a 7% margin of error, yielding a sample of 169

respondents. The sampling technique involved distributing questionnaires to respondents who met the criteria as employees of the agency.

Research Variables and Operational Definitions

The model includes three exogenous variables (X1 attendance, X2 e-performance, X3 TPP) and one endogenous variable (Y employee performance) (Astuti & Wajdi, 2025). The operational definitions and key indicators for each variable are summarized in Table 1.

Table 1. Operational definitions of variables and indicators (summary).

No	Variable	Definition	Indicators	Measurement
1	Employee performance (Y)	The results of a specific work process in a planned manner at the time and place of the employee and the related organization.	Quality, Quantity, Reliability, Attitude Source: (Mangkunegara, 2020)	Likert scale
2	Attendance (X1)	Activities carried out by individuals to indicate the presence or absence of employees in an agency	Employee presence at the workplace. Punctuality in arriving. Punctuality in leaving. Attendance when invited to participate in activities or events held by the agency. Source: (Edwin, 2014)	Likert scale
3	E-Performance (X2)	An information system in the form of an Information Technology-based application developed by the National	Program understanding On target On time Achievement of objectives Tangible change Source: (Sutrisno, 2020)	Likert scale

		Civil Service Agency		
4	Additional Employee Income Allowance (X3)	Additional incentives or compensation received by civil servants	Work productivity Work discipline Source: Governor Regulation of North Sumatra Province No. 3 of 2024	Likert scale

Instruments and Data Collection

The study used primary and secondary data. Primary data were collected through a closed-ended questionnaire using a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree) distributed via Google Forms. Secondary data were obtained from agency documents, regulations related to TPP, and scientific literature (books/journals) as the conceptual basis (Septiani, 2025).

Data Analysis Technique (PLS-SEM)

Data analysis was conducted using PLS-SEM in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model) (Sari & Hasanuddin, 2024). For the outer model, construct reliability and validity were assessed using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE), while discriminant validity was assessed using HTMT and the Fornell-Larcker criterion (Afina et al, 2025). For the inner model, the coefficient of determination (R Square), predictive relevance (Q Square), effect size (f Square), and hypothesis testing were evaluated using a bootstrapping procedure with a significance criterion of $p < 0.05$ (Melinda et al, 2024).

Respondent Characteristics

A total of 169 respondents participated in the study. By gender, there were 88 female respondents (52.1%) and 81 male respondents (47.9%). By age, the largest group was 40–50 years, totaling 99 respondents (58.6%). By years of service, respondents with more than 15 years of service totaled 110 (65.1%). By highest education, respondents with a Bachelor's degree (S1) totaled 111 (65.7%). By marital status, 149 respondents were married (88.2%).

Measurement Model Evaluation

Reliability results indicate that all constructs meet the criteria (Composite Reliability > 0.70 and adequate Cronbach's Alpha) (Valentina et al, 2024). The reliability summary is presented in Table 2.

Table 2. Construct reliability (SmartPLS)

Cronbach's Alpha	rho_A	Composite Reliability
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E-Performance	0.958	0.962	0.964
Attendance	0.907	0.912	0.925
Employee Performance	0.926	0.932	0.940
TPP	0.893	0.908	0.918

Convergent validity is achieved, as the AVE values for each construct are > 0.50 (Table 3).

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
E-Performance	0.727
Attendance	0.608
Employee Performance	0.662
TPP	0.654

Discriminant validity was evaluated using HTMT and the Fornell-Larcker criterion (Karin et al, 2025). HTMT values between constructs are below the 0.90 threshold (Table 4), and the square root of AVE (diagonal) is higher than the inter-construct correlations (Table 5), indicating good discriminant validity.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	E-Performance	Attendance	Employee Performance
E-Performance			
Attendance	0.815		
Employee Performance	0.851	0.889	
TPP	0.814	0.739	0.807

Table 5. Fornell-Larcker criterion

	E-Performance	Attendance	Employee Performance	TPP
E-Performance	0.853			
Attendance	0.765	0.780		
Employee Performance	0.804	0.812	0.813	
TPP	0.750	0.679	0.750	0.808

Structural Model Evaluation

The model's explanatory power indicates an R Square for employee performance of 0.777 (Adjusted R Square 0.773), meaning that 77.7% of the variance in employee performance is explained by attendance, e-performance, and TPP (Table 6).

Table 6. Coefficient of determination (R Square)

	R Square	Adjusted R Square
Employee Performance	0.777	0.773

Effect size (f Square) results show that the largest contribution comes from attendance (0.315), followed by e-performance (0.153), and TPP (0.085) (Table 7).

Table 7. Effect size (f Square)

	Employee Performance
E-Performance	0.153
Attendance	0.315
Employee Performance	
TPP	0.085

Predictive relevance (Q Square) for employee performance is 0.495 (>0), indicating that the model has good predictive capability (Table 8).

Table 8. Predictive relevance (Q Square)

	SSO	SSE	Q ² (=1-SSE/SSO)
E-Performance	1690.000	1690.000	
Attendance	1352.000	1352.000	
Employee Performance	1352.000	683.183	0.495
TPP	1014.000	1014.000	

Hypothesis Testing

Path testing (bootstrapping) indicates that all hypotheses are accepted. Attendance, e-performance, and TPP have positive and significant effects on employee performance ($p < 0.05$). The path coefficient summary is presented in Table 9.

Table 9. Path coefficients (Path Coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
E-Performance -> Employee Performance	0.329	0.341	0.084	3.919	0.000
Attendance -> Employee Performance	0.424	0.430	0.083	5.136	0.000
TPP -> Employee Performance	0.215	0.195	0.082	2.632	0.009

The results indicate that attendance has the strongest effect on employee performance ($\beta = 0.424$; $p = 0.000$), followed by e-performance ($\beta = 0.329$; $p = 0.000$) and TPP ($\beta = 0.215$; $p = 0.009$). Accordingly, strengthening attendance discipline and improving the quality of e-performance implementation should be the main priorities for enhancing employee performance in the studied agency (Utami et al, 2025).

RESULTS AND DISCUSSION

Results

Measurement Model Evaluation (Outer Model)

The measurement model evaluation shows that the instrument meets the criteria for reliability and validity. Construct reliability is indicated by Composite Reliability values above the commonly accepted threshold (>0.70) and adequate Cronbach's Alpha values. The reliability summary is presented in Table 1.

Table 1. Construct reliability

	Cronbach's Alpha	rho_A	Composite Reliability
E-Performance	0.958	0.962	0.964
Attendance	0.907	0.912	0.925
Employee Performance	0.926	0.932	0.940
TPP	0.893	0.908	0.918

Convergent validity is achieved because the Average Variance Extracted (AVE) values for all constructs are above 0.50 (Table 2).

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
E-Performance	0.727
Attendance	0.608
Employee Performance	0.662
TPP	0.654

Discriminant validity is considered good based on two criteria. First, HTMT values between constructs are below 0.90 (Table 3). Second, the Fornell-Larcker criterion shows that the square root of AVE (diagonal values) is greater than the correlations between constructs (Table 4).

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	E-Performance	Attendance	Employee Performance
E-Performance			
Attendance	0.815		
Employee Performance	0.851	0.889	
TPP	0.814	0.739	0.807

Table 4. Fornell-Larcker criterion

	E-Performance	Attendance	Employee Performance	TPP
E-Performance	0.853			
Attendance	0.765	0.780		

Employee Performance	0.804	0.812	0.813	
TPP	0.750	0.679	0.750	0.808

Structural Model Evaluation (Inner Model)

The model's explanatory power is assessed through the coefficient of determination (R Square). The R Square value for employee performance is 0.777 (Adjusted R Square 0.773), meaning that 77.7% of the variance in employee performance is explained by attendance, e-performance, and TPP (Table 5).

Table 5. Coefficient of determination (R Square)

	R Square	Adjusted R Square
Employee Performance	0.777	0.773

The contribution of each predictor is evaluated using effect size (f Square). The results show the largest contribution comes from attendance (0.315; moderate category), followed by e-performance (0.153; small-to-moderate), and TPP (0.085; small) (Table 6).

Table 6. Effect size (f Square)

	Employee Performance
E-Performance	0.153
Attendance	0.315
Employee Performance	
TPP	0.085

The model's predictive capability is tested using Q Square (predictive relevance). The Q Square value for employee performance is 0.495 (>0), indicating that the model has good predictive relevance (Table 7).

Table 7. Predictive relevance (Q Square)

	SSO	SSE	Q ² (=1-SSE/SSO)
E-Performance	1690.000	1690.000	
Attendance	1352.000	1352.000	
Employee Performance	1352.000	683.183	0.495
TPP	1014.000	1014.000	

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure. The results show that all hypotheses are accepted; attendance, e-performance, and TPP have positive and significant effects on employee performance ($p < 0.05$). The path coefficient summary is presented in Table 8.

Table 8. Path coefficients (Path Coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
E-Performance	0.329	0.341	0.084	3.919	0.000

-> Employee Performance						
Attendance	0.424	0.430	0.083	5.136	0.000	
-> Employee Performance						
TPP	-> 0.215	0.195	0.082	2.632	0.009	
Employee Performance						

In summary, the largest effect on employee performance is shown by attendance ($\beta = 0.424$; $p = 0.000$), followed by e-performance ($\beta = 0.329$; $p = 0.000$) and TPP ($\beta = 0.215$; $p = 0.009$).

Discussion

Effect of Attendance on Employee Performance

The results show that attendance has a positive and significant effect on employee performance. This finding indicates that compliance with work schedules, punctuality, and consistency of attendance are the main foundations for productivity and service quality (Magfiroh, 2025). In the context of public organizations, good attendance increases the likelihood of completing tasks on time (Silvia et al, 2024), strengthens coordination between units, and reduces uneven workloads caused by absenteeism (Rifai & Haryoto, 2025). The magnitude of the attendance effect size ($f^2 = 0.315$) confirms that improving the attendance management system is likely to have the most tangible impact on performance improvement compared with the other two variables (Tantri et al, 2025).

Effect of E-Performance on Employee Performance

The e-performance application is proven to have a positive and significant effect on employee performance (Putri et al., 2025). Substantively, e-performance facilitates target planning, activity recording, achievement monitoring, and evidence-based accountability (Yuliyanty et al, 2024). When the e-performance system is used consistently, the organization gains performance transparency and faster feedback, allowing corrections to target deviations to be made earlier. However, the e-performance effect size is smaller than attendance ($f^2 = 0.153$), suggesting that the benefits of e-performance depend heavily on implementation quality (e.g., input compliance, supervisor validation, and alignment of indicators with actual tasks). In other words, e-performance is not only about system availability, but also about governance of use and performance culture (Daeli et al., 2024).

Effect of TPP on Employee Performance

TPP has a positive and significant effect on employee performance, but its contribution is relatively the smallest ($f^2 = 0.085$). This can be understood because financial incentives generally act as reinforcement that encourages motivation, but they do not automatically increase output if not accompanied by a fair appraisal mechanism and a direct linkage to work achievements (Muhamad Ilham & Nurul Azizah, 2025). When the TPP design becomes

routine, employees may perceive it as a fixed income component, thereby reducing its marginal motivational effect (Aditya et al., 2024). Therefore (Mirawati et al, 2024), TPP effectiveness will increase when paired with a credible appraisal system (based on e-performance) and attendance discipline, making the reward-consequence principle more salient (Mita et al, 2025).

Practical Implications

Based on the ordering of effect strengths, the recommended policy priorities are strengthening attendance management through updated rules, supervision, and consistent enforcement, improving the quality of e-performance implementation through training, indicator standardization (Azfa & Solihah, 2025), input audits, and the role of supervisors as validators, and refining the TPP design to be more performance-based, for example by strengthening the linkage between TPP amounts and target achievement as well as compliance with performance administration (Warongan et al, 2022).

Limitations and Suggestions for Future Research

This study is cross-sectional and uses a self-report questionnaire, which may introduce perceptual bias. The scope is also limited to a single agency, so generalization should be made with caution (Ulfiana et al, 2025). Future research is recommended to incorporate objective performance data (e.g., service output achievements or assignment records) and to expand the study sites across multiple regional agencies (OPD) to test the consistency of the model (Adzansyah et al., 2023).

CONCLUSION

Based on the results of the analysis and discussion, this study concludes that attendance has a significant effect on employee performance at the Public Works and Spatial Planning Agency of North Sumatra Province. In addition, the e-performance system is also proven to have a significant effect on employee performance at the agency. Furthermore, the additional employee income allowance (TPP) has a significant effect on employee performance at the Public Works and Spatial Planning Agency of North Sumatra Province, indicating that these three factors play an important role in improving employee performance.

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