Article

The Influence of E-Performance System Implementation, Integrity, Organizational Commitment on Employee Performance Through Job Satisfaction as an Intervening Variable (Case Study at the Sidoarjo Regency Industry and Trade Service)

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Abstract: This research aims to analyze the performance of employees at the Sidoarjo Regency Industry and Trade Service. The analysis carried out is on the E-Performance assessment system, employee integrity and organizational commitment to performance. This research also analyzes the influence of job satisfaction as a mediating tool that can influence organizational performance at the Sidoarjo Regency Industry and Trade Service. This research uses samples from a population taken from all government employees in the Sidoarjo Regency Industry and Trade Service. The results of the indirect influence test showed that e-performance had no effect on employee performance through the job satisfaction variable, integrity had an effect on employee performance through job satisfaction and organizational commitment had a significant effect on employee performance through job satisfaction as an intervening variable.

Keywords: E-Performance, integrity, organizational commitment, job satisfaction, performance

1. Introduction

The Sidoarjo Regency Industry and Trade Office has a very important role, namely carrying out government affairs in the industrial and trade sectors as well as assistance tasks given to local governments as stipulated in Sidoarjo Regent Regulation No. 23 of 2022 regarding the organizational structure, duties, functions, and work procedures of the Industry and Trade Office [1]. In carrying out its responsibilities, the Sidoarjo Regency Industry and Trade Office is expected to use the principles of transparency, accountability, effectiveness, and efficiency, in accordance with the principles of good governance, as mandated by law number 28 of 1999 concerning the administration of a clean, corruption-free, collusion, and nepotism state. The birth of Government Regulation (PP) Number 30 of 2019 concerning performance assessment provides solutions for Ministries/Institutions/Agencies (K/L/D) to be responsive and take action quickly in facilitating the development of their human resources, with the aim of improving performance to achieve optimal organizational achievement.

According to Law Number 5 of 2014, the State Civil Servant (ASN) is a public servant or state servant who has responsibility for public services in order to realize welfare community. Related to the public's expectations for the state civil apparatus is the reliable performance provided in public services. One of the aspects that plays an important role in

improving Public Services is the existence of State Civil Servants (ASN) who have qualifications and competencies in providing services to the community. Based on the Law, ASN works based on the principles of commitment, moral integrity, and accountability for their actions and performance as public servants with the basic value of service to the state and the people of Indonesia. Employee performance is a very crucial aspect to achieve the goals, objectives, and continuity of the existence of an organization. In the end, it is comprehensively related to the fulfillment of the main tasks and functions of the organization. The Sidoarjo Regency Government has used the E-Performance application to measure the performance of agencies and ASN performance.

E-Performance within the Sidoarjo Regency Government is an ASN performance management application as a form of improvement of the online SKP (PP 46 of 2011 concerning Work Achievements, Permenpan RB No. 6 of 2022 concerning ASN Performance Management). The Sidoarjo Regency Government, especially the Department of Industry and Trade, has been utilizing the E-Performance Application since 2021 to measure the performance of ASN. The application allows for effective monitoring and evaluation of performance, both at the organizational and individual levels. Historical data available through the application can be the main basis for calculating work performance and determining work incentives for employees Based on the provisions in the Regulation of the Minister of Home Affairs number 4 of 2005 concerning position analysis and the Regulation of the Minister of Home Affairs number 12 of 2008 concerning workload analysis. In addition, the E-Performance System can also be used as a performance monitoring tool for State Civil Apparatus (ASN) employees in real time and is part of the performance management process carried out to anticipate obstacles and effectively supervise the performance of ASN [2]. In addition to e-Performance, employee integrity and organizational commitment that may affect employee performance are still other variables that may affect performance [3], [4], [5], [6] namely job satisfaction. Job satisfaction variables may affect employee performance because there is a complex relationship between job satisfaction and motivation, commitment, well-being and productivity. Employees who are satisfied with their jobs will tend to be more motivated to do their jobs well and can also increase employee commitment to their workplace.

The gap research in this study is that there are still few studies that specifically explore the relationship between the implementation of e-performance, integrity, organizational commitment, job satisfaction, and employee performance simultaneously with the job satisfaction variable as an intervening variable, the use of intervening variables here aims to explain the process of how independent variables affect bound variables that can increase the validity of the research. Meanwhile, the novelty of this novelty lies in a holistic approach to understanding how these factors are interconnected and influence each other in the specific context of the organization of government. This study seeks to explore how factors affect employee performance within the Sidoarjo Regency Industry and Trade Office which includes the implementation of the E-Performance system, employee integrity, and organizational commitment. The purpose of this study is to analyze critical factors in the implementation of the E-Performance System that can affect employee performance, evaluate the role of integrity as an important factor in achieving optimal performance, assess the extent to which organizational commitment can be a motivational factor in improving employee performance and use job satisfaction as an intervening variable that can mediate and help explain the complex relationship between independent variables with dependent variables.

2. Materials and Methods

Type of Research

This study uses a type of causal quantitative design research which aims to find a cause-and-effect relationship between variables. This type of research tries to establish causal relationships and is used to determine the causes of certain behaviors. Quantitative

methods are used when the researcher intends to test the research hypothesis. Research hypotheses can be in the form of descriptive, comparative and associative hypotheses [7].

Population and Sample

The author determined a population of 110 ASN respondents who work at the Sidoarjo Regency Industry and Trade Office out of a total of 154 all ASN. This study uses the *Slovin* formula to estimate the number of samples needed. The definition of the slovin formula is a formula used to find the size of the sample that is considered to be able to represent the entire population and identify the ideal proportion of the population to represent in a study using the formula below:

$$n = \frac{N}{1+Ne^2}$$

Information:

n = Desired sample size

N = Number of population

e = Allowable error rate (usually expressed in decimals, e.g. 0.05 for a 5% error rate)

From the formula above, the sample size used in this study is:

$$n = \frac{152}{1 + 152\,(0{,}05)^2} = 110{,}14$$

The calculation resulted in a total sample value of 110 people using *the "simple random sampling"* technique where the sampling method is carried out randomly from the population, where each individual in the population has the same probability of being selected as part of the sample regardless of its characteristics or position in the population. This approach ensures that the samples taken are representative of the population as a whole, so that the results of the analysis can be applied back to the origin population with a greater degree of confidence.

Data Collection Techniques

In this study, there are two types of data, namely primary data and secondary data. Primary data was obtained through the use of questionnaires (questionnaires) to respondents with a measurement method using a likert scale of 1-5 for each variable, while secondary data was obtained through literature studies, either from written works in the form of books or journals published officially or through online platforms.

Variable Operational Definition

E-Performance (X1)

According to [8] ,The effectiveness of a performance appraisal system refers to a series of stages applied to measure and assess aspects of work, behavior, and outcomes, with the aim of identifying the extent to which an employee's level of productivity is in line with the organization's expectations. There are five criteria that show performance evaluation indicators that are used to assess whether the system is successful or not. These indicators include :

1. Relevance

Relevance indicates that there must be a clear relationship between the performance standards of a job and the goals of the organization. The measurement system must be in line with the description of the duties of the State Civil Apparatus (ASN) and the objectives of the organization where the ASN works, so that it can provide effective information about operational activities. In addition, a clear relationship between the components of the work and the aspects assessed in the assessment sheet is required. The performance

evaluation system is used to measure the performance of employees who have a relationship with the tasks carried out by each ASN.

2. Sensitivitas

Sensitivity indicates that the performance appraisal system must have the capacity to identify the difference between employees who work with high productivity levels and employees who work with low productivity levels. This is very important so as not to harm the motivation of other employees. Therefore, the assessment system used must be able to provide an accurate picture of the effectiveness of civil servants.

3. Reliability

By using assessment elements based on Employee Performance Goals (SKP) and work behavior, the use of the E-Performance application is a reliable option. Although, the usability issue of the app arises, as per the previous information. Civil servants are generally familiar with the use of SKP components and work behavior assessments for evaluation. However, the application is less familiar to its users because the lack of proficiency in operating the application will hinder efficiency in measuring performance.

4. Acceptability

All stakeholders involved in the effectiveness assessment must take into account the acceptable implementation of the system. Every organization that implements a performance evaluation system by involving the State Civil Apparatus (ASN) as a user in the effectiveness measurement process. Through performance evaluation, organizations can determine the extent to which ASN fulfills its responsibilities in achieving the expected results. In addition, the performance evaluation received by ASN or personnel being evaluated must also receive approval from the party conducting the evaluation process.

5. Practical

The practicality of the performance evaluation system indicates that the performance assessment instrument must be simple and understandable by both the assessor and the individual being assessed. In this context, relevance, sensitivity, and reliability are actually the technical elements of a performance appraisal system designed to assist in decision-making related to ASN performance.

Employee Integrity (X2)

Employee integrity is the basis for building optimal performance and achievements for the organization [9] Here are the integrity indicators according to [10] :

1. Loyalty to the small things.

Loyalty to the small things is a willingness or commitment to remain consistent, faithful, and caring about small details, routines, or responsibilities that may be taken for granted or less important by others. This includes consistency in completing small tasks, paying attention to detail, and paying full attention to the little things that build the foundation of one's reliability and integrity.

2. Have responsibility

Having responsibility at work means holding a commitment to complete a given task or obligation with dedication and consistency. It includes a willingness to take initiative, take responsibility for the results of the work, and strive to make the best contribution within the scope of the Assigned Task. Workplace Responsibility also involves accountability for mistakes and efforts to correct them, as well as maintaining professionalism in carrying out tasks in accordance with company standards or expectations given.

3. Have a commitment to keep promises

ASN with integrity means having a strong willingness and determination to fulfill and maintain the trust given in their work environment. This includes adhering to promises made to the public, superiors, co-workers, or other related parties with consistency, honesty, and reliability. The integrity of civil servants requires loyalty to

ethical values, professionalism, and legal and administrative obligations imposed in their duties and responsibilities.

4. Have a concern for the greater good

This is in the form of an attitude of care, care, and action to support or promote things that have a broad positive impact, not only for personal interests or small groups, but also for the common welfare, society, or the environment in general.

5. Be honest and humble

This includes two important aspects, namely showing consistency in providing true and accurate information, and not misleading or hiding relevant facts. An honest ASN will maintain his integrity by providing clear and transparent reports in carrying out his duties. Meanwhile, humility can be interpreted as being aware of one's own limitations, respecting the contributions of colleagues, and being willing to learn and receive input from others.

Organizational Commitment (X3)

According to Robbins (2003), organizational commitment can be interpreted as a situation where an employee shows support for a certain organization along with its goals and has the intention to maintain its membership in the organization. [11] . The three main components that form the organization's commitment are:

1. *Affective commitment*

Affective commitment is a form of emotional involvement between a person and the organization he or she works for, where the individual feels a strong bond with his or her organization. There are three main aspects of affective commitment, namely: a) Believing and accepting the organization's goals and values. b) Readiness to exert maximum effort on behalf of the organization. c) A strong and deep desire to remain a part of his organization.

2. Continuity commitment

Continuous commitment means the motivation that an individual has to stay in an organization, as individuals feel it is important to stay connected to the organization. This level of commitment depends on the employee's assessment of the potential costs or losses they may face if they decide to leave the organization. Employees who have a strong ongoing commitment will continue to maintain their involvement in the organization because they feel the need to stay engaged in the organization they work for.

3. *Normative commitment*

Normative commitment refers to the feeling of obligation received by individuals to remain within an organization. It involves an employee's view of the responsibilities he or she should give to the organization, and it is considered the right course of action to take. Employees who have a strong normative commitment will continue to participate in the organization because they feel they have fulfilled the responsibilities that are considered sufficient for their lives.

Organizational commitment is the result of three dimensions of behavior that are used to evaluate the tendency of employees to stay in the organization or build a long-term career in it (Sopiah, 2008) in [12]. It reflects the employee's attitude of loyalty to the organization and the ongoing process by which members of the organization show concern for the organization [13]. Organizational commitment arises through trust, willingness, and drive to achieve certain goals, so that the organization can maintain its existence, both in favorable and difficult conditions (Sutrisno, 2018).

Job Satisfaction (Y1)

The term job satisfaction can be defined as a positive feeling that is the result of an evaluation of its characteristics (Herzberg, 2003). Job satisfaction is an individual thing.

Factors or indicators that affect a person's job satisfaction (Bintaro and Daryanto, 2003) include:

1. Psychological factors

   It relates to the psychological aspect of a person, by involving the dimensions:

   1) Interest
   2) Peace of mind at work
   3) Attitude towards work
   4) Talents and skills

2. Social factors

   Related to social interaction, which involves dimensions:

   1) Relationships with colleagues
   2) Relationship with the leadership
   3) Relationships with colleagues of different types of work

3. Physical factors

   It relates to the physical condition of the work environment and the physical condition of employees, with the dimensions of:

   1) Type of work
   2) Determination of work schedules and rest periods
   3) Equipment needed to work
   4) Factors such as room conditions, temperature, lighting, air circulation, member health, and a person's age.

4. Financial factors

   Related to efforts to protect and ensure the welfare of employees, involving the dimensions of:

   1) The system and the amount of salary
   2) Social security
   3) Allowances or facilities provided
   4) Promotion

Employee Performance (Y2)

Performance refers to work achievements that can be achieved by individuals or groups in an organization, in line with their responsibilities and authority, with the intention of achieving organizational goals legally and in accordance with applicable laws, and following the principles of capital and ethics [14]. Employee performance can be measured and used as a basis for increased efficiency, effectiveness, accountability, and decision-making with controllable risks.

Indicators used to measure individual employee performance [15] are:

I. Quality

Performance quality measurement can be understood from the perspective of employee perception of the results of the work produced, as well as the perfection of the task that reflects the skills and abilities of employees.

II. Quantity

Quantitative measurement refers to the amount of production of activities produced. This approach involves calculating the output of a process or the implementation of activities carried out. The measurement of such quantities is usually expressed in terms such as the number of units or the number of activity cycles successfully completed.

III. Timeliness

The description reflects the concept of efficiency, which is the level of activities that are successfully completed at the beginning of a predetermined time. Efficiency involves coordinating with output results and efforts to maximize the use of available time for other activities.

IV.   Effectiveness

The description refers to the concept of productivity, which is the level at which the resources used in an organization such as labor, finance, technology, and raw materials must be maximized with the aim of increasing the yield of each unit in the use of these resources. Productivity aims to achieve optimal results by utilizing available resources effectively and efficiently.

V.   Independence

The description refers to the concept of independence in the context of employee performance. Independence reflects the degree at which an employee is able to carry out his or her job functions in accordance with the work commitments he has. It also shows that the employee has a commitment to his or her agency or organization, and bears responsibility for the duties and obligations that exist in the office.

Table 1. Variable Operational Definition

Variable	Dimension		Indicator
E-performance (X₁) (Cascio, 2010)	Relevance	1	The Effectiveness of the measurement system
		2	The Relevance to organizational goals
	Sensitivity	3	Accurate measurement system of work effectiveness
	Reliability	4	User's ability to use the application
		5	Assessment system must be reliable and consistent
	Acceptability	6	The assessment system is acceptable to users
	Practical	7	Performance appraisal instruments are easily understood by appraisers and appraised.
Variable	**Dimension**		**Indicator**
Integrity (X₂) (Sinambela, 2019)	Loyalty to the little things (X2.1)	8	Committed, loyal and caring
	Having responsibility (X2.2)	9	Committed to completing tasks
		10	Willingness to take initiative
		11	Responsible for work results
		12	Make the best contribution within the scope of assigned tasks
		13	Maintain professionalism
	Having a commitment to keep promises (X2.3)	14	Loyalty to ethical values and professionalism
		15	Pro-active action for the common interest
	Honest and humble (X2.5)	16	Consistency in providing correct information
		17	willing to accept and admit mistakes
Organization commitment (X₃) (Alen & Meyer 2013)	Affective Commitment (X3.1)	18	Belief and acceptance of organizational goals and values
		19	Willingness to exert effort on behalf of the organization
		20	Strong desire to remain in the organization

	Continuing Commitment (X3.2)	21	The desire that individuals have to stay in the organization
		22	Pro-active action for the common good
	Normative Commitment (X3.3)	23	Moral responsibility for the success of the organization
		24	Having the responsibility to make additional contributions to help the organization achieve its goals and mission.
		25	Adherence to organizational values
Job satisfaction (Z) (Bintaro dan Daryanto, 2017)	Psychological Factors (Z1)	26	Interest
		27	Peace of mind at work
		28	Work attitude
		29	Talent and skills
	Social Factors (Z2)	30	Interaction with fellow employees
		31	Interaction with superiors
		32	Interaction with members of different types of work
	Physical Factors (Z3)	33	Type of work
		34	Time and rest arrangements
		35	Work equipment
		36	Environmental conditions of the workplace
	Financial Factors (Z4)	37	Salary system and amount
		38	Social Security
		39	Assortment of facilities provided
		40	Promotion
Performance (Y) (Robbins, 2006)	Quality (Y1)	41	Work neatness
		42	Thoroughness
		43	Time management
	Quantity (Y2)	44	Productivity
		45	Total output
	Timeliness (Y3)	46	Discipline and commitment to time
		47	Punctuality in carrying out tasks
	Effectiveness (Y4)	48	Quality of output
		49	Cost efficiency
		50	Goal achievement
	Independence (Y4)	51	Work commitment
		52	Responsibility for work

Data Analysis Techniques

In this study, the author uses the Partial Least Squares (PLS) method, which is a statistical method used in regression analysis and modeling of structural equations. PLS is often used in multivariate data analysis, especially when the data set has a high dependence between variables. PLS is often used in the development of prediction models, especially in cases where the sample size is relatively small or when the assumption of

normality is not met. The analysis in this study uses SmartPLS software that runs on a computer. Partial Least Square (PLS) is a variation-focused structural equation analysis (SEM) method, allowing simultaneous testing of measurement and structural models. The PLS-SEM analysis consists of two sub-models, namely the measurement model or outer model and the structural model or inner" model.

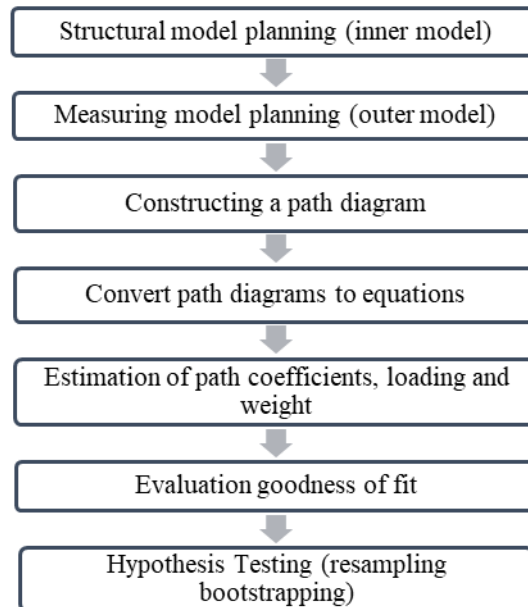The modeling steps of the PLS method are as follows :

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┌─────────────────────────────────────────────┐
│  Structural model planning (inner model)    │
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                      ↓
┌─────────────────────────────────────────────┐
│  Measuring model planning (outer model)     │
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┌─────────────────────────────────────────────┐
│  Constructing a path diagram                │
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┌─────────────────────────────────────────────┐
│  Convert path diagrams to equations         │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Estimation of path coefficients, loading and│
│  weight                                      │
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┌─────────────────────────────────────────────┐
│  Evaluation goodness of fit                 │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Hypothesis Testing (resampling             │
│  bootstrapping)                             │
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Figure 1. PLS steps

Research Hypotheses

E-Performance to Performance

E-Performance is a special application created to monitor and assess employee performance directly. The way it works involves inputting daily work data into the software, which further requires approval from the supervisor for validation [16]. This E-Performance application also provides a variety of complete modules to organize employee data. The concept of the E-Performance application involves several main processes, including the input of performance data which is then inventoried into the database information system. The data can later be checked and validated by leaders in each relevant regional apparatus organization [17] The application of E-Performance as a realization of the concept of e-government can be used to improve the performance and welfare of employees, including those who work in the government and private sectors. The E-Performance System is a web-based application built to analyze the needs of positions, the workload of a position and the workload of work units in an organization. This function is the basis for calculating the value of work performance and to determine the appropriate incentives to be given to employees [18].

Previous result [18] explained that that the implementation of E-Performance has a significant effect on employee performance. Meanwhile, other research proves that the effectiveness of the implementation of e-performance in improving the performance of state civil servants at the Maluku Provincial Regional Civil Service Agency has not been effective and the results of the research prove that the implementation of e-performance has a negative effect on employee performance [19]. Results from [3] shows that E-Performance and integrity have a small significant influence on employee performance.

H_1 : E-Performance Affects Performance.

Integrity to Performance

Integrity requires individuals to always be honest and open without sacrificing customer confidentiality, service, and public trust, and prohibits sacrificing these values

for personal gain [3]. A person's level of integrity can affect the quality of their performance, therefore, organizations that want to improve the integrity of their employees can achieve it by committing to keeping promises, showing humility, being responsible, being thoughtful, professional in their work, and obeying the rules of leadership. Performance that reflects strong integrity is reflected in a focus on the quantity and quality of work, the ability to empower group work, adherence to deadlines, and adherence to work procedures [20].

The results of previous research stated that the E-Performance and integrity variables had a small significant influence on employee performance [3], Meanwhile, the integrity variable did not have a significant effect on performance [21] On the other hand, integrity can also have a significant effect on performance [22], [14], [23], [24].

H$_2$: Integrity Affects Employee Performance.

Organizational Commitment to Performance

Organizational commitment involves the ability and willingness to align individual behavior with the organization's needs, priorities, and goals. This includes efforts to develop goals or meet organizational needs, by prioritizing the organization's mission as the primary goal rather than personal interests. Organizational commitment is not just loyalty but also includes active contributions to achieving goals and involving the entire organization in its implementation, so that organizational commitment has a significant impact on employee performance. The application of organizational commitment refers more to the entire organization than just to work tasks so that organizational commitment is considered a key element that must be followed by all employees in the organization to achieve success in performance.

Organizational commitment affects performance in accordance with the results of research from [6] , [25]. In addition, organizational commitment can affect performance [26], [27], [28], [29], [25], [30]. On the other hand, in other studies, organizational commitment may also not affect performance [6], [31].

H$_3$: Organizational Commitment Affects Employee Performance.

Job Satisfaction vs. Performance

Job satisfaction refers to how a worker or employee feels related to his or her job, which includes feelings of pleasure or displeasure as a result of an individual's assessment of his or her job [30]. Job satisfaction reflects a person's feelings towards their job. Job satisfaction is an attitude that individuals have regarding their work, this results from their perception of their work based on work environment factors, such as supervisory styles, policies and procedures, work group affiliation, working conditions and benefits [12] is also defined as a person's positive attitude towards the results of their work, and is individual. High levels of job satisfaction in individuals are reflected in positive assessments of their jobs, while low levels of satisfaction or dissatisfaction are reflected in negative assessments of jobs [32].

Several previous studies have shown that job satisfaction has a positive and significant influence on employee performance[33], as well as the results of research from [12], [13] proving the results of the same research, that job satisfaction has a positive and significant effect on employee performance. Meanwhile, other studies also show that job satisfaction has no effect on performance [34] and job satisfaction has a non-significant effect on performance [35].

H$_4$: Job satisfaction affects performance.

E-Performance on Job Satisfaction

The implementation of e-performance is a motivation for employees to improve their performance and make employees more motivated and competitive. The implementation of e-performance also aims to improve employee welfare based on the calculation of workload which is converted into employee income allowance (TPP), the application

produces good employee work documentation and also standardizes the use of an employee performance database monitoring system which will automatically increase employee job satisfaction [36]. The e-performance system provides clear and objective performance measurements that can clarify expectations and provide feedback that can improve job satisfaction. Previous research has stated that e-performance implementation factors have an effect on job satisfaction [16], [37].

H_5 : E-Performance affects job satisfaction.

Integrity to Job Satisfaction

Integrity has an influence on job satisfaction. Several studies show that integrity has a positive and significant effect on job satisfaction, the results of this study explain that if integrity increases, job satisfaction will also increase, on the other hand, if integrity decreases, job satisfaction will also decrease [20] However, there is also research that states that integrity does not have a significant effect on job satisfaction [38].

H_6 : Integrity affects job satisfaction.

Organizational Commitment to Job Satisfaction

Job satisfaction in an organization concerns the attention of the boss, the work environment, the appropriate remuneration, and the level of difficulty of the job all affect a person's performance. So even though the work done is risky and the work pressure is quite high, if the employee is satisfied, then everything done will get maximum results. The results of the research conducted by [12], [39] it can be concluded that organizational commitment is positively related to job satisfaction. The higher the commitment of an employee to his organization, the higher the job satisfaction he experienced. However, research from commitment[40] shows the lack of influence of organizational commitment on job satisfaction.

H_7 : Commitment affects job satisfaction.

E-Performance on performance through job satisfaction variables

The E-Performance variable has an insignificant influence on performance through job satisfaction as an intervening variable in contrast to the results of the study [36]. This shows that job satisfaction plays an important role in mediating the relationship between the E-Performance variable and employee performance. Effective implementation of the E-Performance application will increase job satisfaction. In addition, increased job satisfaction will have a positive impact on employee performance, so it can be concluded in accordance with previous research [41] that the E-Performance variable can affect performance through job satisfaction as an intervening variable.

H_8 : E-Performance affects Performance through job satisfaction variables.

Integrity to Performance through Job Satisfaction Variables

Integrity is something that is directly related to individuals, not groups or organizations, so people with integrity are people who can be trusted, trusted, and exemplified. Integrity has an influence on performance through job satisfaction variables, as found in several studies conducted. One of them is research conducted by [20] The research shows that integrity has a positive and significant effect on job satisfaction and employee performance. Other research conducted by [22], [41] The integrity variable affects performance and satisfaction as well as job satisfaction as evidenced by the mediating variable between leadership and integrity on performance.

H_9 : Integrity affects performance through job satisfaction variables.

Organizational Commitment to Performance through Job Satisfaction Variables

Dessler (2005:253) in highlighting the importance of commitment with the belief that commitment can encourage the formation of employee habits that support the company's performance effectively. In order for internal commitments to be improved, companies

need to articulate and communicate the company's mission clearly, create a sense of togetherness, and provide support for employee development.

Job satisfaction has an influence on performance through organizational commitment variables, as found in several studies conducted. Research conducted by several researchers shows that job satisfaction has a positive and significant effect on employee performance through organizational commitment [42].

H_{10} : Organizational commitment affects performance through job satisfaction variables.

Framework of Thought

[7] explain that a hypothesis is an initial response formulated based on a research question that has been arranged by the researcher. Research questions are usually expressed in the form of questions. A hypothesis is considered a provisional answer because the statement is made based on a theory, so it is necessary to test the hypothesis to confirm or reject it. The framework of thought in this study can be presented in the figure below.
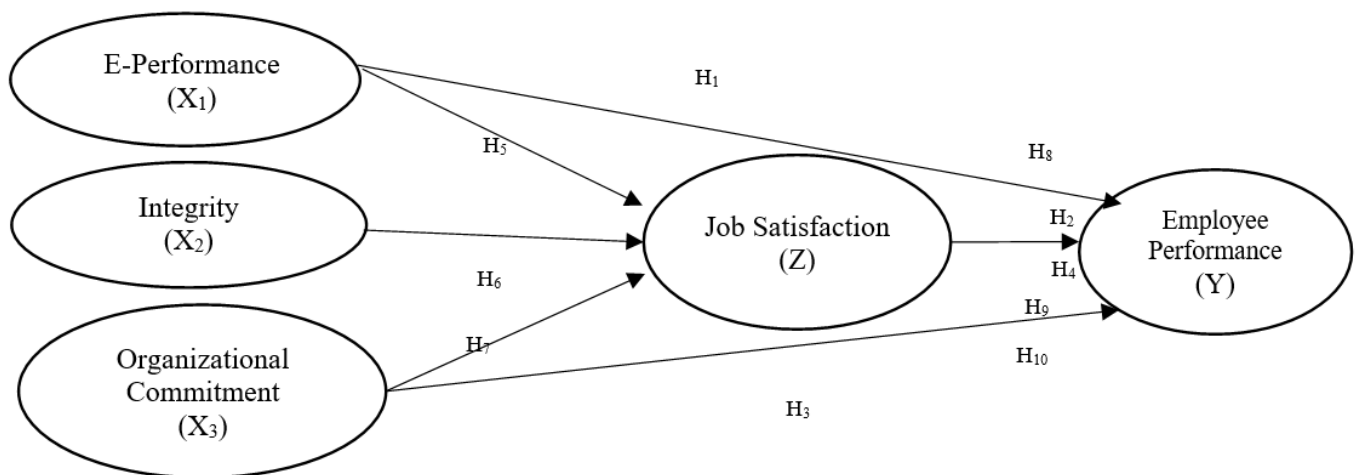

Figure 2. Research Theoretical Framework

3. Results and Discussion

This research was carried out at the Sidoarjo Regency Industry and Trade Office. The sampling technique uses a simple random sampling method and sample determination using saturated samples. Based on calculations with a saturated sample, the sample to be studied is 110 Employees of the Industry and Trade Office. which consists of 88 male employees and 88 female employees. The diversity of respondents by age can be shown in the following Table 2:

Table 2. Number of respondents by gender, age, education level and length of service

No.	Variable	Classification	Number (people)	Percentage (%)
1	Sex/ gender	Male	88	80%
		Female	22	20%
		Total	**110**	**100%**
2	Age	20-30	4	3.64%
		31-40	1	0.91%
		41-50	32	29.09%
		51-60	73	66.36%
		Total	**110**	**100%**

3	Education	Graduates Of Elementary School / Mi / Equivalent	6	5.45%
		Junior High School / Mts / Equivalent Graduates	10	9.09%
		High School / Vocational School / Equivalent Graduates	74	67.27%
		Graduate Of College D1/D2/D3/D4/S1	18	16.36%
		Graduate And Post-Graduate S2/S3	2	1.82%
		Total	**110**	**100%**
4	Working Period	1 – 5 years	6	5.45%
		6 – 10 years	3	2.73%
		11 – 15 years	32	29.09%
		>15 years	69	62.73%
		Total	**110**	**100%**

Based on the age characteristics of the respondents in Table 2, it can be seen that the most respondents are in the age range between 51-60 years old with a percentage of 66.36% of the number of respondents and from table 2 it can be concluded that the number of employees with a high school / vocational / equivalent education level occupies the highest number of 67.27% This will certainly affect performance.

The main data sources used in this study were collected directly through questionnaires distributed to selected groups of respondents who served as research samples. Each item on the questionnaire is designed to assess various study variables using the Likert scale. The Likert scale aims to measure the subject's level of approval or disagreement with each statement, which is organized into five levels of score: 5 for Strongly Agree (SS), 4 for Agree (S), 3 for Neutral (N), 2 for Disagree (TS), and 1 for Strongly Disagree (STS).

The statistical method used to test the hypothesis in the study is Partial Least Square (PLS). PLS is an alternative method of analysis with variation-based Structural Equation Modelling (SEM). The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples. In Structural Equation Modeling, there are two types of models formed, namely the measurement model (outer model) and the structural model (inner model). The measurement model describes the proportion of variants of each manifest variable (indicator) that can be explained in the latent variable. Through the measurement model, it will be known which indicators are dominant in the formation of latent variables. After the measurement model of each latent variable is described, then a structural model is described that will examine the influence of each exogenous latent variable on the endogenous latent variable.

Outer Model Analysis

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability.

Convergent Validity

The convergent validity of a measurement model with a reflective indicator can be determined through the correlation between the score of an item or indicator and its construct score. An indicator is considered reliable if it has a correlation value of more than 0.70. However, in the research stage of scale development, the loading value between 0.50

and 0.60 is still acceptable. Based on the results of the outer loading measurement, there is an indicator that shows the loading value is below 0.60 and is not significant.
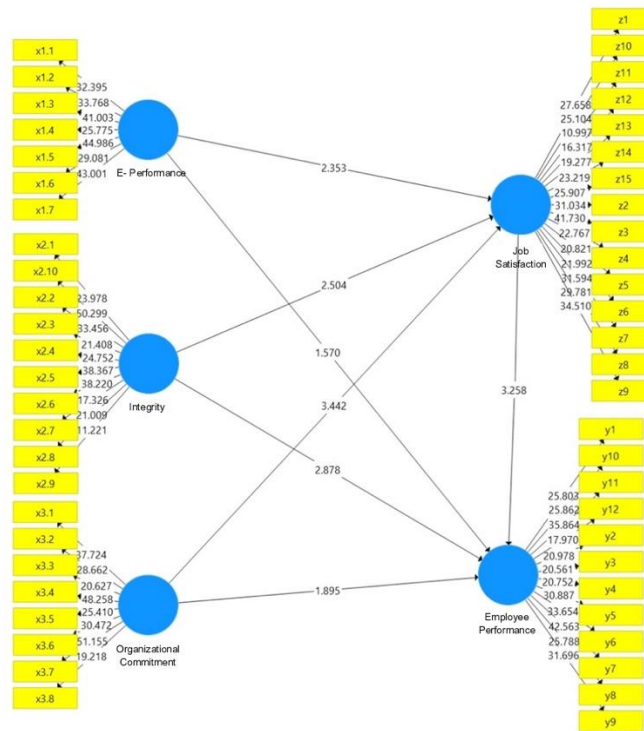

Figure 3. Outer Model

Table 3. Smart PLS output for loading factor

	e-performane	integrity	Organizational Commitment	Job satisfaction	Employee Performance
x1.1	0.903				
x1.2	0.913				
x1.3	0.918				
x1.4	0.891				
x1.5	0.929				
x1.6	0.893				
x1.7	0.933				
x2.1		0.875			
x2.10		0.944			
x2.2		0.923			
x2.3		0.828			
x2.4		0.912			
x2.5		0.932			
x2.6		0.93			
x2.7		0.866			
x2.8		0.884			
x2.9		0.817			
x3.1			0.917		

x3.2	0.897		
x3.3	0.877		
x3.4	0.926		
x3.5	0.872		
x3.6	0.898		
x3.7	0.933		
x3.8	0.882		
y1			0.876
y10			0.893
y11			0.921
y12			0.863
y2			0.869
y3			0.892
y4			0.852
y5			0.921
y6			0.904
y7			0.929
y8			0.885
y9			0.908
z1		0.879	
z10		0.88	
z11		0.826	
z12		0.881	
z13		0.873	
z14		0.885	
z15		0.895	
z2		0.899	
z3		0.924	
z4		0.838	
z5		0.867	
z6		0.853	
z7		0.905	
z8		0.903	

Source : Smart PLS Program Output, 2024

In the diagram and table above, all indicators have a loading factor < 0.7, meaning that the indicator is a valid indicator in measuring its construction.

Discriminant Validity

The table below explains the results of the discrimination validity test conducted using cross loading values. An indicator is said to meet the validity of discrimination if the cross-loading value on the original variable is higher than the value on other variables. The following is the cross loading value of each indicator:

Table 4. Discriminant Validity

	e-Performance	integrity	Organizational Commitment	Job satisfaction	Employee performance
x1.1	0.903	0.842	0.779	0.846	0.83
x1.2	0.913	0.85	0.809	0.863	0.864
x1.3	0.918	0.838	0.802	0.814	0.84
x1.4	0.891	0.771	0.737	0.759	0.75
x1.5	0.929	0.802	0.753	0.814	0.817
x1.6	0.893	0.749	0.782	0.764	0.762
x1.7	0.933	0.82	0.795	0.826	0.852
x2.1	0.789	0.875	0.802	0.808	0.808
x2.10	0.831	0.944	0.872	0.883	0.881
x2.2	0.82	0.923	0.878	0.863	0.859
x2.3	0.732	0.828	0.83	0.821	0.823
x2.4	0.802	0.912	0.783	0.834	0.831
x2.5	0.806	0.932	0.87	0.866	0.862
x2.6	0.842	0.93	0.844	0.875	0.88
x2.7	0.781	0.866	0.786	0.798	0.815
x2.8	0.826	0.884	0.852	0.836	0.86
x2.9	0.702	0.817	0.805	0.774	0.8
x3.1	0.785	0.868	0.917	0.869	0.867
x3.2	0.788	0.893	0.897	0.882	0.878
x3.3	0.724	0.823	0.877	0.807	0.79
x3.4	0.778	0.847	0.926	0.856	0.859
x3.5	0.717	0.742	0.872	0.787	0.805
x3.6	0.764	0.834	0.898	0.822	0.816
x3.7	0.773	0.829	0.933	0.854	0.841
x3.8	0.827	0.88	0.882	0.858	0.868
y1	0.82	0.875	0.849	0.877	0.876
y10	0.832	0.845	0.821	0.877	0.893
y11	0.847	0.896	0.886	0.905	0.921
y12	0.801	0.874	0.794	0.818	0.863
y2	0.707	0.773	0.823	0.806	0.869
y3	0.745	0.809	0.802	0.844	0.892
y4	0.71	0.743	0.763	0.775	0.852
y5	0.883	0.855	0.855	0.865	0.921
y6	0.816	0.866	0.825	0.864	0.904
y7	0.8	0.879	0.869	0.878	0.929
y8	0.811	0.844	0.879	0.854	0.885
y9	0.827	0.847	0.839	0.871	0.908
z1	0.791	0.837	0.813	0.879	0.847
z10	0.766	0.784	0.755	0.88	0.828
z11	0.756	0.73	0.74	0.826	0.744

z12	0.814	0.822	0.815	0.881	0.834
z13	0.782	0.788	0.791	0.873	0.822
z14	0.778	0.785	0.777	0.885	0.794
z15	0.839	0.822	0.816	0.895	0.85
z2	0.766	0.818	0.846	0.899	0.85
z3	0.87	0.913	0.914	0.924	0.914
z4	0.755	0.802	0.864	0.838	0.85
z5	0.783	0.86	0.844	0.867	0.833
z6	0.732	0.812	0.823	0.853	0.841
z7	0.811	0.875	0.855	0.905	0.87
z8	0.781	0.866	0.844	0.903	0.875
z9	0.759	0.854	0.845	0.896	0.861

Based on Table 4 it can be seen that there are several indicators in the research variable that have a cross loading value greater than 0.70 which means that there is no correlation between the variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Result

	R-Square	**R-Square Adjusted**
Job satisfaction	0.918	0.916
Employee Performance	0.939	0.937

Table 5 shows that the R Square value for the Job Satisfaction variable is 0.918. The achievement explained that the percentage of job satisfaction was 91.8%. This means that the variables e-performance, integrity, and organizational commitment affect job satisfaction by 91.8% and the remaining 8.2% are influenced by other variables. Meanwhile, the R Square value for the performance variable is 0.939. The achievement explained that the percentage of employee performance was 93.7%. This means that the variables e-performance, integrity, organizational commitment and job satisfaction affect employee performance by 93.7% and the remaining 6.3% are influenced by other variables.

Goodness of Fit (GoF) Assessment

To test the goodness of fit of the model, we can look at the Normed Fit Index (NFI) value. A model is considered fit if its NFI value is greater than or equal to 0.662. Based on the data that has been processed using the SmartPLS 3.0 program, the Model Fit values obtained are as follows:

Table 6. Fit Model

	Saturated Model	Estimated Model	Model
SRMR	0.048	0.048	Fit
d_ULS	3.15	3.15	Fit
d_G	11.648	11.648	Fit
Chi-Square	4344.375	4344.375	Fit
NFI	0.636	0.636	Fit

The results of the goodness of fit test of the PLS model are shown in table 6. The following shows that the NFI value is 0.636 which means FIT. Thus, from these results, it can be concluded that the model in this study has a high goodness of fit and is suitable to be used to test research hypotheses.

Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the T-Statistics value > 1.96 and the P-Values < 0.05. The following are the results of Path Coefficients direct influence:

Table 7. Direct Effect Testing

	Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
H1	e-performance -> employee performance	0.132	0.134	0.084	1.57	0.119	**Rejected**
H2	integrity -> employee performance	0.254	0.244	0.088	2.878	0.005	**Accepted**
H3	Organizational commitment -> employee performance	0.184	0.178	0.097	1.895	0.061	**Rejected**
H4	Job satisfaction -> employee performance	0.428	0.441	0.131	3.258	0.001	**Accepted**
H5	e-performance -> job satisfaction	0.228	0.233	0.097	2.353	0.02	**Accepted**
H6	integrity -> job satisfaction	0.337	0.323	0.135	2.504	0.014	**Accepted**
H7	Organizational Commitment -> Job Satisfaction	0.426	0.437	0.124	3.442	0.001	**Accepted**

Table 7 shows that of the seven hypotheses that have a direct effect, there are 2 (two) hypotheses that were rejected, namely H1 and H3 because the TStatistics value < 1.96 and P-Values > 0.05 while the other 5 (five) hypotheses, namely H2, H4, H5, H6, H7 were accepted because the results of the T-Statistics value > 1.96 with P-Values < 0.05.

Table 8. Indirect Effect Testing

	Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (│O/STDEV│)	P Values	Result
H1	e-performance -> job satisfaction -> employee performance	0.098	0.101	0.051	1.911	0.059	**Rejected**
H2	integrity -> job satisfaction -> employee performance	0.144	0.141	0.072	2.01	0.047	**Accepted**
H3	Organizational Commitment -> Job Satisfaction -> Employee Performance	0.182	0.196	0.089	2.06	0.042	**Accepted**

Based on the above statistical test, both acceptance and rejection of the hypothesis can be understood with the following explanation:

1. Hypothesis 1, the e-performance variable through job satisfaction does not have a significant influence on the improvement of the performance of employees of the Sidoarjo Regency Industry and Trade Office. Based on the table above, it can be seen that the P-Values are 0.059 and the T-Statistic is 1.911. because the P-Value value is >0.05, H1 (hypothesis 1) is rejected. So, the e-performance variable does not have a positive and significant influence on employee performance through job satisfaction as an intervening variable.

2. Hypothesis 2, The integrity variable through job satisfaction has a significant influence on the improvement of the performance of employees of the Sidoarjo Regency Industry and Trade Office. Based on the table above, it can be seen that the P-Values are 0.047 and the T-Statistic is 2.01 because the P-Value is <0.05 and the T-Statistic is >1.96, so it can be concluded that the integrity variable has a significant effect on employee performance through job satisfaction as an intervening variable.

3. Hypothesis 3, The variable of organizational commitment through job satisfaction has a significant influence on the improvement of the performance of employees of the Sidoarjo Regency Industry and Trade Office. Based on the table above, it can be seen that the P-Values are 0.0427 and the T-Statistic is 2.06 because the P-Value is <0.05 and the T-Statistic is >1.96 so it can be concluded that the job satisfaction variable has a significant effect on employee performance through job satisfaction as an intervening variable.

4. Discussion

The discussion is more emphasized on the results of indirect influences to see how much the influence of job satisfaction variables is as an intervening in mediating the rela-

tionship between variables. Intervening variables are variables that mediate the relationship between independent variables and bound variables, thus intervening variables act as a link [43]. The use of intervening variables is an important strategy in statistical analysis and research because it helps us understand the relationships between variables, improves model accuracy, and provides insight into the underlying processes. From the results of the analysis of research related to e-performance, integrity, organizational commitment with job satisfaction as an intervening variable in improving the performance of employees of the Sidoarjo Regency Industry and Trade Office by using Partial Least Square (PLS) as an analysis tool, it can be explained as follows:

1. **E-performance has no effect on employee performance through job satisfaction variables**

In the results of statistical processing, it was found that the job satisfaction variable was not able to mediate between the performance variable e and the employee performance variable. The Sidoarjo Regency Industry and Trade Office, in other words, that the influence of e-performance on employee performance through the job satisfaction variable does not have a significant influence with a track coefficient of 0.098 and a P-Value of 0.059, which is above 0.05 (not significant). In accordance with the results of the data obtained from the direct influence test of e-performance on employee performance which did not have a significant effect. The existence of a job satisfaction variable cannot change the result of the decision to reject H0.

Results of previous research conducted by [37] It was found that there was a significant influence between e-performance and job performance through the job satisfaction variable. The research was conducted on employees of the Makassar City Communication and Information Service where the largest employees based on the age of respondents were between the ages of 24-35 years old with a total of 39 people, then the age of respondents between 35-50 was 19 people. It can be concluded that most of the employees who work at the Makassar City Communication and Information Service are dominated by the age between 24-35 years which is the productive age at work, so the results of the study e-performance have an effect on work performance, both in direct tests and indirect tests through job satisfaction variables. Other research conducted by [41] It also shows that there is a positive and significant relationship between e-Performance variables on employee performance through job satisfaction at the Pati Regency Regional Secretariat because each employee can carry out e-Performance at the Pati Regency Regional Secretariat Office well by achieving Employee Performance Targets (SKP), high integrity in the quantity and quality of work applied in e-Performance and being able to record targets and realization work in accordance with the main duties and functions. The better the implementation of e-Performance to achieve the Employee Performance Goals (SKP), integrity of tenure, quantity, and quality of work, the more employee performance in being responsible for producing work quantity and quality.

The age of employees and the level of education will also greatly affect employee performance, this is due to the age factor of employees who are the majority close to retirement age and the education level of employees who are dominant graduates of high school education, if employees lack adequate training in using the e-performance system or lack understanding how the system can help them improve performance, then the implementation of e-performance on the performance of the employee will be become less effective. The composition of employees at the Sidoarjo Regency Industry and Trade Office with the age of 51-60 years is the largest and also the education level of the dominant employees are high school / vocational school / equivalent graduates so that older employees who have low education and work as implementers in regional market units may have a lower level of technological skills than a small number of younger or more educated employees. This can affect their ability to use the e-performance system. Therefore, it is im-

portant for organizations to provide adequate training on the use of the system to employees. Contextual and individual factors can also play a role in the relationship between the variables in this study. Every organization has unique dynamics, and there may be specific factors that affect employee performance.

2. **Integrity affects employee performance through job satisfaction variables**

The integrity variable affects employee performance through job satisfaction as an intervening variable according to the results of the statistical test that the track coefficient value is 0.144 with a P-Values value of 0.047 (<0.05) in accordance with the results of the previous study which stated that the study showed that integrity had a positive and significant effect on job satisfaction and employee performance [22], [38]. Integrity has a positive impact on employee performance through job satisfaction. Employees who have high integrity tend to feel more satisfied with their work. Job satisfaction then helps improve employee performance by creating a positive work environment, where employees feel motivated, committed, and able to achieve improved performance better.

Integrity can also be an indicator in predicting behavior such as corruption which has become a common problem in Indonesia [44], [45]. It is a necessity where employees are required to be honest, courageous, wise, and responsible. A person's level of integrity can also be reflected in employee behavior, and the higher the level of integrity, the better the performance that can be produced by the employee [45]. The relationship between integrity and employee work behavior is very close, because work behavior includes every action, attitude, or behavior that is or is not carried out by Civil Servants in accordance with the provisions of laws and regulations [5].

3. **Organizational commitment affects employee performance through job satisfaction variables**

The test results showed that the organizational commitment variable had a significant influence on the employee performance variable with job satisfaction as an intervening variable according to the results of the statistical test which showed a path coefficient of 0.812 with a P-value of 0.042 (<0.05) so that H0 was accepted. The results of this study support previous research [42] which states that the better the organization's commitment, the better the work performance through employee job satisfaction. This also means that the job satisfaction variable is able to mediate the influence between the variables of organizational commitment to performance, because in direct testing the results obtained have not had an effect.

Job satisfaction in this study is described in four dimensions, namely psychological factors, social factors, physical factors, and financial factors. Psychological factors which include aspects such as a sense of accomplishment, recognition, and personal growth at work. Civil servants who feel achievements and progress in their work tend to feel more psychologically satisfied. Social factors that include aspects such as a sense of accomplishment, recognition, and personal growth at work. Civil servants who feel achievements and progress in their work tend to feel more psychologically satisfied. Physical factors It includes aspects such as a sense of accomplishment, recognition, and personal growth in the job. ASNs who feel achievements and progress in their work tend to feel more psychologically satisfied and financial factors include the compensation and financial rewards received by ASNs for their work. Although it is not the only factor that affects job satisfaction, fair and adequate compensation can contribute to ASN's job satisfaction. So it can be concluded that job satisfaction can intervene in the relationship between organizational commitment to the performance of ASN of the Sidoarjo Regency Industry and Trade Office.

5. Conclusion

The results of data analysis and discussion using the Partial Least Square (PLS) analysis approach in this study can be concluded that:

1. The results of the analysis also found that the influence of the e-performance variable (X1) on employee performance (Y) through the job satisfaction variable did not have a significant influence. This means that the existence of the job satisfaction variable cannot change the result of the decision to reject H0. This can be because the composition of employees, most of whom have an education level equivalent to high school 67.27% and almost retired age of around 66.36%, older and poorly educated employees will eventually affect their level of mastery of technology.

2. The integrity variable (X2) affects employee performance (Y) through job satisfaction (Z) as an intervening variable. In accordance with the results of subsequent research which stated that the study showed that integrity had a positive and significant effect on job satisfaction and employee performance [22], [38]. Individuals who uphold integrity tend to be more satisfied with their work because they feel that they are doing their job right, in accordance with the moral and ethical values they hold. They feel that they are contributing positively to the organization and achieving meaningful results, which increases their job satisfaction. High job satisfaction tends to increase an individual's motivation to do a good job. When employees are satisfied with their jobs, they are more likely to improve their performance.

3. The organizational commitment variable (X3) has a significant effect on the employee performance variable (Y) through job satisfaction (Z) as an intervening variable, The results of this study support previous research [42] which states that the better the organization's commitment, the better the work performance through employee job satisfaction. This also means that the job satisfaction variable is able to mediate the influence between the variables of organizational commitment on performance, because in direct testing the results obtained by these variables have no effect. For this reason, the government must be able to focus more on increasing ASN job satisfaction, because it is an important key in improving ASN performance. Civil servants who are satisfied with their jobs tend to have higher motivation to work better. They are more motivated to achieve work targets and provide quality public services to the community.

Recommendation

1. Future research is expected to accommodate several other variables to get a deeper interpretation of how to improve the performance of employees, especially ASN.

2. Further research can analyze the performance of ASN at different age levels, such as older or younger age levels, also by analyzing factors that support ASN performance, organizational behavior and organizational culture, performance appraisal system, compensation and punishment, suitability of performance appraisal with the results achieved, ASN performance in different organizations, different positions, different environments and generations.

3. The next research is to be able to provide more specific and in-depth information on how to improve ASN performance.

4. This research only focuses on one agency, namely the Sidoarjo Regency Industry and Trade Office, which may have a unique context that cannot be generalized to other organizations. The results of research on other government organizations or the private sector can have different results.

5. The Sidoarjo Regency Government, especially the Department of Industry and Trade, can provide training related to the e-performance system to ensure more effective implementation and improve employee performance.

6. Based on the results of the study, it can be concluded that job satisfaction is an important factor in improving employee performance. The Sidoarjo Regency Government should be able to focus more on factors that can increase job satisfaction, such as providing constructive feedback and providing career development opportunities.

7. The Sidoarjo Regency Government can review the policy of adjusting diplomas and give ASN group III and below the opportunity to be able to develop their careers. The government can also provide training, effective communication and implement clear policies so that regional apparatus organizations can build organizational integrity and commitment which in turn will improve the performance of ASN.

8. The use of the survey method can have a tendency to have a biased response, respondents may be wrong in filling in because they do not understand the context of the question given so that the next research can use a mix method in the survey, which is a combination of questionnaires and direct interviews.

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