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The Influence of the Quality of E-Performance Consulting Services and the Satisfaction of Human Resource Managers of Regional Agencies on the Utilization of the E-Performance Application of the State Civil Service Agency (Study on the Work Area of Regional Office XI of the State Civil Service Agency)

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Abstract. The purpose of this study was to analyze the effect of the quality of e-Performance consultation services (X1) and the satisfaction of regional agency human resource managers (X2) on the utilization of the e-Performance application (Y). This study examines the utilization of the e-Performance application of the State Civil Service Agency (BKN) in an effort to modernize the performance governance of the State Civil Apparatus (ASN) in Indonesia, which is designed in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 6 of 2022. This research uses a type of field research with a quantitative approach through inferential statistical processing of results. Data collection using questionnaires through area sampling techniques (cluster sampling) with 320 respondents. Hypothesis testing uses a Structural Equation Model (SEM) based on Partial Least Square (PLS) with the SmartPLS version 4.0.9.9 application to test the relationship model between variables, including the effect of causality and intercorrelation. The results showed that the quality of e-Performance consultation services (X1) and satisfaction of regional agency human resource managers (X2) partially and simultaneously had a positive and significant effect on the utilization of the BKN e-Performance application (Y), with service quality having a substantial effect (path coefficient 0.611) and both variables being able to explain 62.2% of the variation in application utilization. The discussion of the research results consistently shows that the quality of e-Performance consultation services (X1) and the satisfaction of regional agency human resource managers (X2) have a positive and significant influence on the utilization of BKN's e-Performance application (Y). Service quality proves to be a dominant factor, where physical and interpersonal aspects greatly influence user perceptions. Meanwhile, manager satisfaction is driven by motivator factors such as achievement and recognition, which confirms the relevance of the two-factor theory in a bureaucratic context, although hygiene factors such as compensation still require attention. Simultaneously, these two variables, along with the dimensions of Technology Acceptance and Use Theory such as performance expectancy, effort expectancy, social influence, and facility conditions, are able to explain the shift in public administration towards a more humanistic and adaptive approach (New Public Service).

Keywords. Quality of Consultation Services, Satisfaction of Human Resource Managers, Utilization of E-Performance Applications

A. INTRODUCTION

The utilization of the e-Performance application of the State Civil Service Agency (BKN) marks a fundamental breakthrough in the modernization of civil service governance in Indonesia. As a strategic digital initiative, the application is not just a tool, but a comprehensive solution designed to address various inefficiencies and shortcomings inherent in the conventional State Civil Apparatus (ASN) employee performance appraisal system. Previous performance appraisal methods were often criticized for their lack of transparency, slow process, and high subjectivity, which potentially reduced the accountability and objectivity of ASN performance evaluation. With the arrival of BKN's e-Performance, the performance appraisal process is transformed to be more structured, real time, and measurable, enabling significant improvements in accountability and objectivity. Moreover, this application effectively facilitates the performance of individual ASNs to contribute cascadingly to organizational performance, starting from the leadership performance contract to the lowest level of employees. Thus, BKN's adoption of e-Performance goes far beyond mere technology implementation; it is a manifestation of the government's commitment to creating a more modern, transparent, and results-oriented performance management system, which directly supports the achievement of organizational goals [1].

The development of the BKN e-Performance application by BKN itself has been based on the principles of the Electronic-Based Government System (SPBE), in line with the mandate of the Minister of Communication and Information Technology Regulation Number 5 of 2018 concerning Guidelines for Preparing the SPBE Master Plan. Within this framework, the application is designed to support the comprehensive digital governance of civil servant performance, from planning, monitoring, to performance evaluation. It is important to note that this application also emphasizes the sharing economy principle, which is vital in the government ecosystem. This principle aims to avoid wasteful duplication of system development and increase efficiency between agencies, creating an integrated and synergistic digital ecosystem [2].

The utilization of the BKN e-Performance application is specifically given to be shared by all government agencies, both central and regional, throughout Indonesia. This reflects the government's vision to create a uniform and integrated standardization of performance appraisal systems throughout the bureaucracy [3]. With this standardization, personnel managers in various agencies can conduct ASN performance assessments more efficiently, consistently, and based on objective and measurable indicators. This application also allows regional agencies to access performance data in real-time, facilitating their ability to monitor progress, identify areas of improvement needed, and design relevant competency development programs. The legal basis for the implementation of ASN performance management, both civil servants and PPPK, is based on the Minister of Administrative Reform and Bureaucratic Reform (PAN-RB) Regulation Number 6 of 2022. This regulation is then followed up concretely by BKN through the provision of the BKN e-Performance Application as an integrated performance management system. The commitment to the use of this application was further strengthened with the issuance of Circular Letter of the Head of the State Personnel Agency Number 11 of 2023, which was later refined with Circular Letter of the Head of BKN Number 18 of 2024. This latest refinement adds important features such as monthly or quarterly periodic menus as

well as the conversion of performance predicates into credit numbers for functional positions, demonstrating an ongoing effort to improve the application's functionality to make it more relevant and adaptive to employee needs.

BKN Regional Office XI has a central role as the person in charge of ASN employee performance management in its working area, which includes North Sulawesi, Gorontalo, and North Maluku Provinces. Therefore, data on the utilization of the BKN e-Performance application by local government agencies in the work area of the Regional Office XI BKN is a crucial indicator of the successful implementation of this program. Until December 2024, the data shows an increasing trend in the utilization of this application, but still leaves significant homework. In 2023, 17 agencies (or 50%) of a total of 34 Provincial/Regency/City agencies have used the BKN e-Performance application. A year later, in 2024, there were an additional 6 user agencies, bringing the total to 23 agencies (or 67.65%) that utilized the application. Although this increase should be appreciated, this percentage is still far from the ideal target for all local government agencies in the BKN Regional Office XI working area.

BKN's performance has not yet reached an optimal point, one of the crucial factors is the quality of e-Performance consultation services provided by BKN Regional Office XI employees. The quality of this service plays an important role in facilitating the adoption and utilization of applications by regional agencies. Some indicators that directly affect the quality of consultation services include responsiveness (speed and accuracy of response), quality of assistance (clarity and usefulness of information provided), service availability (ease of access through various communication channels, both offline and online), technical ability (employee competence in providing technical solutions), and employee attitude and professionalism (friendliness, empathy, and integrity). Slow or inadequate responses can lead to frustration and make agencies feel unsupported. Conversely, effective and easy-to-understand assistance, excellent service availability, qualified technical capabilities, as well as the professionalism and friendliness of consultants, significantly influenced agencies' positive experience in using the BKN e-Performance application.

According to the five dimensions of service quality (SERVQUAL) according to Zeithaml, Parasuraman, and Berry in Hardiyansyah (2018), service quality can be measured through five main dimensions: physical appearance (tangible), responsiveness, reliability, assurance, and empathy [4]. Cashmere (2017) also emphasizes that service quality is the entity's ability to provide services that directly impact customer satisfaction, according to their needs and desires. Previous research provides strong empirical evidence regarding the relevance of consulting service quality in the context of information systems [5]. In line with these findings, Banjarnahor, Christine. Widayati, and Perkasa (2023) corroborated that service quality directly affects service reuse [6].

Based on theory and previous research, and the object of current research, it shows that the quality of consultation services provided by employees of the Regional Office XI BKN can affect the level of utilization of the BKN e-Performance application, because excellent service will make it easier for agencies to understand and operate the application optimally. In addition to service quality, the satisfaction of local agency staffing managers with the utilization of the BKN e-Performance application is also a crucial factor that cannot be ignored. Staffing managers are at the forefront of application operationalization at the agency level; therefore, their level of satisfaction has a direct impact on the overall success of BKN e-Performance usage. If staffing managers are dissatisfied, whether due to technical difficulties, a less user-friendly interface, or lack of adequate support, they are likely to be reluctant to adopt or even maintain the use of the application. This dissatisfaction can manifest in the form of a lack of

motivation to maximize the application's features, leading to suboptimal use or even total abandonment, and triggering resistance to change.

The satisfaction theory developed by Frederick Herzberg, often referred to as the Two-Factor Theory or Motivator-Hygiene Theory, is one of the most influential theories of work motivation. In the context of satisfaction, this theory distinguishes between two types of factors that influence satisfaction and dissatisfaction, in Wibowo (2012) [7]. Hygiene factors are the availability of adequate infrastructure, company policies, relationships with superiors and coworkers, salary and benefits, working conditions and motivational factors include ease of use of the application, the ability of the application to help achieve work performance, recognition, the work itself, responsibility, and advancement. Herzberg explains that satisfaction and dissatisfaction are two separate dimensions; motivator factors are related to satisfaction, while hygiene factors are related to dissatisfaction. If these factors are adequately met, user satisfaction and motivation to adopt and optimize the use of BKN's e-Performance application will increase significantly. Kotler and Keller (2009) define satisfaction as a feeling of pleasure or disappointment that arises from comparing perceived product performance against previous expectations [8]. Also relevant is the expectation disconfirmation theory by Oliver (1980), which states that satisfaction is evaluated based on a comparison between expectations before use and perceptions of actual performance after use [9]. Previous research on information system user satisfaction further strengthens the relevance of this factor. Mundir, Nizar, and Athiroh (2022) examined the determination of service quality, satisfaction, and trust in the loyalty of using the application [10]. Similarly, Nugroho (2015) concluded that improving service quality and service products can increase customer satisfaction and loyalty [11]. These various studies consistently provide a strong basis for understanding how staffing manager satisfaction can directly affect the utilization of the BKN e-Performance application. While current conditions show that satisfied managers will be more motivated and productive in using the application.

The utilization of the application itself, as explained by Venkatesh, Morris, Davis & Davis (2003) in the Unified Theory of Acceptance and Use of Technology (UTAUT), is influenced by four main indicators, namely performance expectancy, effort expectancy, social influence, and facilitating conditions [12]. UTAUT also integrates moderator variables such as gender, age, experience, and voluntary readiness. This theory emphasizes that application utilization depends not only on technical features alone, but also on the social and environmental context of the user. Various studies have examined the factors that influence the utilization of technology applications. Esmemed, Testiana, & Nopriani (2021), using the UTAUT method to analyze user satisfaction with the application, showed the relevance of this theory in the context of BKN e-Performance [13]. However, the current condition shows that the utilization of the BKN e-Performance application by regional agencies still faces several complex obstacles. Government agencies, both central and local, in personnel management are still grappling with various problems and obstacles. Information dissemination activities as a form of socialization of the BKN e-Performance application, for example, are not always successfully understood by staffing managers. This condition often causes some agencies to choose to develop similar independent systems or even stick with manual methods.

Other obstacles include the commitment of leaders who have not fully supported the use of the BKN e-Performance application. The Theory of Leadership Commitment by Bass in Yukl (2010) clearly states that leadership commitment is the key to the successful implementation of a program or system [14]. Lack of support from leaders can hinder resource allocation, the creation of supportive internal policies, and employee motivation to adapt.

Furthermore, the inadequate capacity and reliability of human resources (HR) in personnel management is also a serious obstacle. Incompetent or poorly trained human resources will complicate the process of implementation, operation, and troubleshooting related to the application. In addition, the availability of infrastructure such as computer equipment and internet networks that have not been optimized is also a fundamental problem, hampering access and effective use of applications. The existence of an existing performance management system in some agencies is also an obstacle to the adoption of BKN e-Performance, often due to agency-specific needs that have not been fully accommodated by BKN e-Performance features. Finally, resistance to change from employees or agency leaders is a major challenge that is exacerbated by the lack of binding policy support to require the use of BKN e-Performance. Currently, the BKN Head's circular is more of a guideline than an imperative obligation, leaving room for diverse interpretations and implementation options at the regional level. Research by Nugraha, Mus, & Serang (2023) on ASN performance through the utilization of the e-Performance application also shows that internal factors such as discipline and work motivation affect performance, which is indirectly related to the utilization of the application [15].

Based on the description above, it is clear that the utilization of the BKN e-Performance Application has not been utilized by all agencies in the work area of the BKN Regional Office XI. By looking at the potential and realization of BKN e-Performance utilization in the work area of the BKN Regional Office XI, this study considers that the quality of e-Performance consultation services and the varying level of satisfaction of staffing managers are two fundamental problems. For this reason, this study will specifically examine how these two independent variables significantly affect the level of utilization of the BKN e-Performance Application.

B. METHOD

This research uses quantitative methods because it is considered the most suitable for handling research objects in the form of a population with a broad scope that allows getting a more comprehensive and representative picture related to the phenomenon being studied. By using this method, the author can collect numerical data which is then analyzed statistically to test the validity of the proposed hypothesis. As explained by Tumbel (2023), quantitative methods are very suitable for use in research that aims to test hypotheses, especially when the object of research involves a large population and clearly defined problems [16].

This research was conducted in 34 (thirty-four) local government agencies in organizational units that manage staffing, namely the Regional Staffing Agency (BKD) or the Staffing, Education and Training Agency (BKPP), and or the Staffing and Human Resources Development Agency (BKPSDM) in 3 (three) provinces, namely North Sulawesi, Gorontalo, and North Maluku with 31 (thirty-one) districts / cities in the working area of the Regional Office XI BKN. The total population was 1,205 employees, with a total research sample of 300 employees. Data were collected through questionnaires.

This quantitative research data analysis technique uses PLS-SEM (Partial Least Squares Structural Equation Modeling) analysis with Smart-PLS tools which include convergent validity test, discriminant validity test, reliability test, structural model test, hypothesis testing, and multicollinearity test.

The following is the formulation of this research hypothesis:

1. $H_0 : \beta Y_1 \leq 0$: There is no effect of variable X1 on Y
 $H_1 : \beta Y_1 > 0$: There is an influence of variable X1 on Y
2. $H_0 : \beta Y_2 \leq 0$: There is no effect of variable X2 on Y

H1: $\beta Y2 > 0$: There is an effect of variable X2 on Y

3. H0 : $\beta Y12 \leq 0$: There is no effect of variables X1 and X2 on Y

H1: $\beta Y12 > 0$: there is an effect of variables X1 and X2 on Y

C. RESULT AND DISCUSSION

Descriptive Statistical Analysis

This study shows that the quality of e-Performance consultation services at the BKN Regional Office XI is considered very satisfying by respondents. The average score of all indicators is above 4.34, with the percentage of satisfaction (agree and strongly agree) reaching 86.98-88.41%. The highest indicator is Assurance with a score of 4.420, while Tangible obtained a score of 4.377. Even so, there are still 4.19-5.56% of respondents who are neutral on the aspects of reliability and responsiveness, so it is recommended to improve service consistency and employee training.

In the satisfaction analysis of human resource managers of regional agencies, the general level of satisfaction is also very high, with an average score of 4.28 and a satisfaction percentage of 81.88-86.69%. The Achievement indicator achieved the highest score of 4.341, while Salary and Benefits received the lowest score of 4.094, being the only indicator in the "satisfied" category, with 15.21% of respondents neutral.

Meanwhile, an analysis of the utilization of the BKN e-Performance application shows an average score of 4.39, a very satisfied category, with 87.84% of respondents feeling satisfied. The Performance Expectations indicator recorded the highest score of 4.402 and Business Expectations and Social Influence of 4.398 respectively. Facility Conditions scored 4.368, with 0.50% of respondents neutral.

Overall, this study indicates a very high level of satisfaction with BKN's consulting services, work environment, and e-Performance application. Some aspects such as salary, career development, and the quality of technical infrastructure are important notes to be improved in the future.

Testing the Reflective Construct Measurement Model (Outer Model)

According to Ghazali & Latan (2015), the measurement model in research serves as an analytical framework that connects theoretical constructs that are abstract and cannot be measured directly with indicator variables that are empirical and measurable [17]. In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), this measurement model is referred to as the outer model, which is tasked with mapping the relationship between latent constructs (latent variables) and the manifest indicators (observed variables) that represent them. The outer model plays a critical role in research because it determines the extent to which the measurement instrument used is truly able to capture the essence of the construct under study. Without a valid and reliable measurement model, the results of structural analysis (inner model) can be biased or inaccurate, so the evaluation of the outer model is a mandatory stage before proceeding to hypothesis testing.

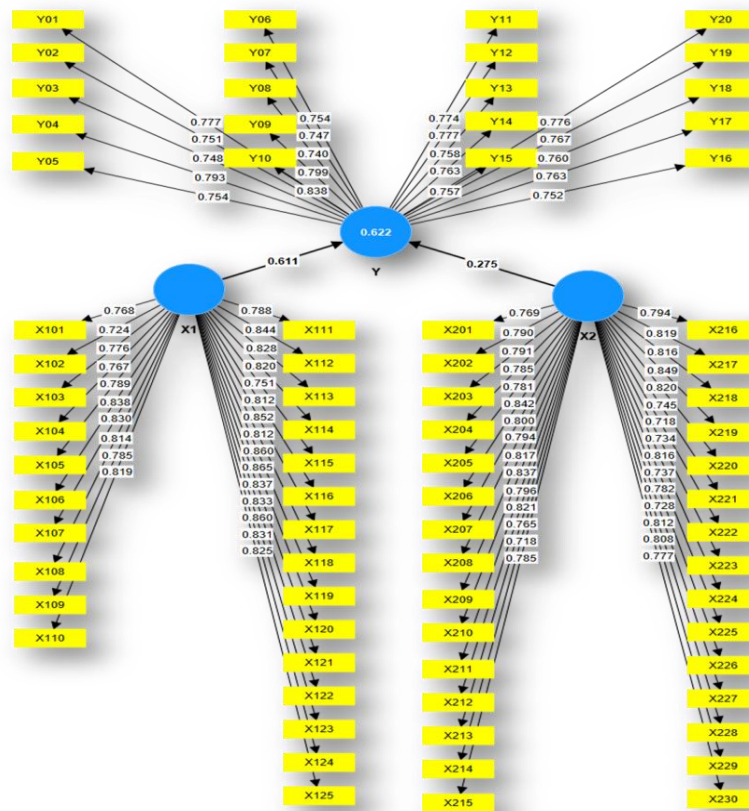


Figure 1. Outer Model of Research

This outer model image helps researchers visually verify the measurement structure before proceeding to structural analysis (inner model). If the measurement model has met all the above criteria, then the constructs in the study can be considered valid and reliable, so that the results of further analysis such as hypothesis testing can be scientifically trusted.

a. Convergent Validity Test

Based on the data analysis conducted, all indicators on the three research variables meet the convergent validity criteria. For the e-Performance Consultation Service Quality variable (X1), all loading factors are above 0.70 with a value range of 0.724 to 0.865. The Average Variance Extracted (AVE) value of 0.663, which exceeds the minimum limit of 0.50, indicates that this construct is able to explain 66.3% of the variance of its indicators. Indicators X120 and X123 recorded the highest loading factors (0.865 and 0.860 respectively), while X102 had the lowest value (0.724) which still met the validity requirements.

In the Regional Agency Human Resource Manager's Satisfaction variable (X2), all 30 indicators show a valid loading factor with a range of 0.718-0.849. The AVE value of 0.622 indicates that 62.2% of the indicator variance can be explained by this construct. Indicator X219 recorded the best performance (0.849), while X214 and X222 had the lowest values (0.718 each) which remained above the 0.70 threshold.

For the BKN e-Performance Application Utilization variable (Y) also meets all validity requirements with a loading factor between 0.740-0.838 and an AVE of 0.589. Indicator Y10

shows the strongest correlation (0.838), while Y08 has the lowest value (0.740) which still meets the minimum criteria. These results confirm that all indicators in this study consistently measure the intended construct, so the measurement model can be considered valid and reliable for further analysis.

b. Discriminant Validity Test

Discriminant Validity evaluates the extent to which a construct is truly distinct from other constructs in the model. The Fornell-Larcker criterion is used, where the square root of the AVE of a construct should be greater than the correlation between other constructs in the model. In addition, the cross-loadings of indicators should be higher on the construct they are supposed to measure compared to other constructs.

The results of the cross loading analysis conducted, it can be concluded that all indicators in this study have met the criteria for discriminant validity. Each indicator consistently shows a higher loading factor value on the construct that should be measured compared to other constructs, proving that the measurement of each variable is specific and does not overlap.

In the e-Performance Consultation Service Quality variable (X1), all indicators (X101 to X125) have the highest loading values ranging from 0.724 to 0.865 on the X1 construct, much higher than the loading values on variables X2 (0.305-0.486) and Y (0.513-0.689). A similar pattern is seen in the Staffing Manager Satisfaction variable (X2), where all indicators (X201 to X230) show a dominant loading value on the X2 construct (0.718-0.849) compared to other constructs. Similarly, for the e-Performance Application Utilization variable (Y), all of its indicators (Y01 to Y20) have the strongest correlation with the Y construct (0.740-0.838).

This finding indicates that the measurement model in this study has excellent discrimination. There are no indicators that are ambiguous or have alarming cross-correlations. For example, indicator X120 in variable X1 has a loading of 0.865 on its construct, but only 0.461 on X2 and 0.661 on Y. The same pattern is seen in indicators X219 (loading 0.849 on X2 vs 0.430 on X1) and Y10 (loading 0.838 on Y vs 0.648 on X1).

These results strengthen the validity of the research instrument and show that each construct can be measured precisely by the indicators specifically designed for it. Thus, this measurement model has met the requirements to proceed to the structural model analysis stage (inner model) to test the relationship between variables in the study.

Table 1. Fornell Larcker Criterion

	X1	X2	Y
X1 Quality of e-Performance Consultation Services	0,814		
X2 Regional Agency HR Manager Satisfaction	0,511	0,789	
Y BKN e-Performance Application Utilization	0,752	0,588	0,768

Source: Data processed by researchers, 2025

Table 2. AVE and Root AVE Value

	AVE	$\sqrt{\text{AVE}}$	Description
X1 Quality of e-Performance Consultation Services	0,663	0,814	Valid
X2 Regional Agency HR Manager Satisfaction	0,622	0,789	Valid
Y BKN e-Performance Application Utilization	0,589	0,768	Valid

Source: Data processed by researchers, 2025

Testing with the Fornell-Larcker criterion confirmed the discriminant validity of this research model. The square root of the AVE for each variable (X1=0.814; X2=0.789; Y=0.768) was consistently greater than the correlation value between variables in the correlation matrix. For example, the highest correlation between variables is 0.752 (between X1 and Y), but still lower than the square root of the AVE of each variable. This finding is in line with the explanation of Ghozali & Latan (2015), that adequate discriminant validity indicates the constructs in the model are truly distinct and there is no multicollinearity.

The results of this analysis prove that the three research variables (Quality of e-Performance Consultation Services, Satisfaction of Regional Agency HR Managers, and BKN e-Performance Application Utilization) are different and unique constructs, each of which is measured by specific indicators. Although the AVE value of variable Y (0.589) is slightly lower than other variables, it still meets the minimum requirements with $\sqrt{\text{AVE}}$ greater than the correlation between variables. This fulfillment of the Fornell-Larcker criterion, along with the previous cross loading results, ensures that the measurement model has met the discriminant validity requirements and is ready to proceed to the structural analysis stage of the model in PLS-SEM.

c. Reliability Test

Construct Reliability measures the internal consistency of indicators in measuring a construct. Reliability can be assessed through: (1) Composite Reliability with a minimum value of 0.70, and (2) Cronbach's Alpha which must also be > 0.70 . These values indicate that the indicators consistently measure the same construct.

Table 3. Composite Reliability and Cronbach's Alpha values

	Composite Reliability	Cronbach's Alpha	Description
X1 Quality of e-Performance Consultation Services	0,980	0,979	Reliable
X2 Regional Agency HR Manager Satisfaction	0,980	0,979	Reliable
Y BKN e-Performance Application Utilization	0,966	0,963	Reliable

Source: Data processed by researchers, 2025

The results of reliability testing shown in the table above, it can be concluded that all variables in this study meet the reliability criteria very well. The Composite Reliability value for the three variables shows very high results, namely 0.980 for e-Performance Service Quality (X1), 0.980 for HR Manager Satisfaction (X2), and 0.966 for BKN e-Performance Application Utilization (Y). These values far exceed the required minimum limit of 0.7, indicating a very high level of consistency and reliability of the instrument.

In more detail, both independent variables (X1 and X2) achieved an almost perfect reliability value (0.980), while the dependent variable (Y) also showed a very satisfactory value (0.966). This indicates that all indicators used in the measurement of each variable have very strong internal consistency. In addition to Composite Reliability, testing with Cronbach's Alpha also provides similar results, with all values above 0.96, which further strengthens the validity of the research instrument.

The high reliability value obtained in this study provides several important implications. First, the instrument used has proven to be able to measure research constructs accurately and stably. Second, the data obtained from this measurement can be relied upon for further analysis, including validity and hypothesis testing. Third, these results show that there are no weak indicators in the measurement of each variable, so that all question items or statements in the questionnaire are worth keeping.

Structural Model Testing (Inner Model)

After the measurement model (outer model) meets the reliability and validity criteria, the next step is to evaluate the structural model (inner model). The structural model describes the causal relationship between exogenous constructs (independent variables) and endogenous constructs (dependent variables) based on the theory underlying the research. According to Ghazali & Latan (2015), structural model evaluation is carried out by analyzing several criteria including: (1) The coefficient of determination of the R-Square (R^2) value to measure the predictive power of the model, with values of 0.25 (weak), 0.50 (medium), and 0.75 (strong); (2) Predictive Relevance Q^2 value (predictive relevance) which must > 0 for the model to have predictive ability; (3) Significance test through bootstrapping (t-statistic value > 1.96 or p-value < 0.05); (4) and Effect size F-Square (f^2) value to see the relative contribution of exogenous constructs (small: ≥ 0.02 ; medium: ≥ 0.15 ; large: ≥ 0.35). If all criteria are met, the structural model is declared valid and ready for interpretation.

Testing the Coefficient of Determination (R^2)

The Coefficient of Determination (R-Square) value for the BKN e-Performance Application Utilization construct (Y) is 0.622, while the Adjusted R-Square is 0.620. This shows that 62.2% of the variation in BKN e-Performance application utilization can be explained by the exogenous constructs (independent variables) that affect it in the model, while the rest (37.8%) is influenced by other factors outside the model. The Adjusted R-Square value which is almost equal to the R-Square (0.620) indicates that the model built is quite stable and not overfitting (indicated by the Adjusted R-Square value of 0.620 which is almost equal to the R-Square of 0.622. This indicates that the model is still flexible enough to be used more widely).

Table 4. Coefficient of Determination (R^2)

	R^2	R^2 Adjusted
Y	0,622	0,620

Source: Data processed by researchers, 2025

According to Hair et al. (2022), the R-Square value of 0.622 is included in the Strong Model category (because > 0.50), meaning that this structural model has good predictive ability in explaining the relationship between the independent variables and the utilization of the BKN e-Performance application. Thus, it can be concluded that the exogenous constructs in this study significantly contribute to the utilization of the BKN e-Performance application.

Significance Test (T-statistic and P-value)

Looking at the results of the statistical analysis, it can be concluded that both X1 and X2 significantly influence Y. X1 shows a very strong influence on Y with a coefficient of 0.611, supported by a very high T-statistic value (14.827) and a P-value of 0.000. This indicates that the relationship between X1 and Y is highly statistically significant. Meanwhile, X2 is also shown to have a significant effect on Y although with a more moderate strength, indicated by a coefficient of 0.275, a T-statistic of 6.057, and a P-value of 0.000.

Table 5. F-Square Test (F2)

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1→ Y	0.611	0.611	0.041	14.827	0.000
X2→ Y	0.275	0.278	0.045	6.057	0.000

Source: Data processed by researchers, 2025

The low standard deviation values for both variables (0.041 for X1 and 0.045 for X2) indicate that the estimation results are stable and consistent. The similarity between the original sample and sample mean values further strengthens the reliability of these findings. Thus, this study successfully proves that both X1 and X2 are important factors in influencing Y, where X1 has a more dominant role than X2. This finding provides a strong basis for decision-making and strategizing.

F-Square Value (f² Effect Size)

Effect Size (f²) analysis in Table 4.17, it can be seen that the variables of e-Performance Consultation Service Quality (X1) and Regional Agency Personnel Manager Satisfaction (X2) have different effects on BKN e-Performance Application Utilization (Y). The Quality of e-Performance Consultation Services (X1) shows a large influence with an f² value of 0.730, which is classified in the large effect category according to the criteria of Ghazali & Latan (2015).

Table 6. F-Square Value

	Y
X1 Quality of e-Performance Consultation Services	0,730
X2 Regional Agency HR Manager Satisfaction	0,148

Source: Data processed by researchers, 2025

This indicates that improving the quality of consultation services has a significant impact on the utilization of the BKN e-Performance application. Meanwhile, the satisfaction of regional agency HR managers (X2) has an f^2 value of 0.148 which is included in the medium effect category, indicating that this variable also has an effect, although with a smaller contribution than X1. This finding implies that improvement efforts are focused on improving the quality of consultation services as a dominant factor, without ignoring the role of staffing manager satisfaction which also contributes to encouraging the utilization of BKN e-Performance application. These results provide a strong basis for the preparation of BKN e-Performance application development strategy by prioritizing improvements on the most influential aspects.

Research Hypothesis Testing Results

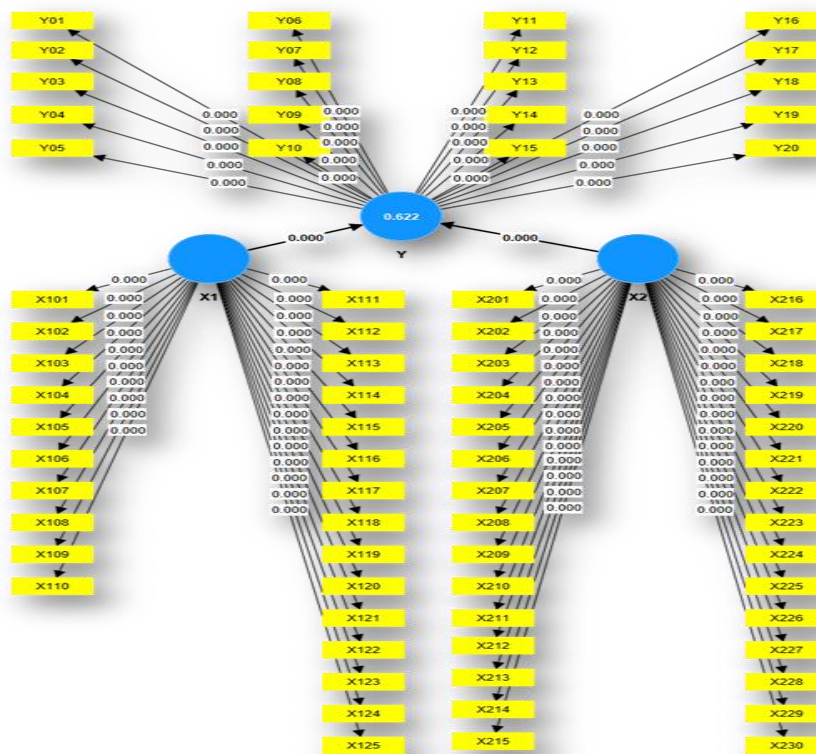


Figure 2. Relationship Model of Research Constructs with Bootstrapping Method

The results of the analysis of path coefficients with the bootstrapping method, the three hypotheses proposed in this study show significant results. Hypothesis testing is done by looking at the T-statistic value and p-value at the 5% significance level ($\alpha = 0.05$), where the hypothesis acceptance criteria are if the T-statistic value > 1.96 and p-value < 0.05 .

Direct effect analysis is an important stage in research to test the causal relationship between exogenous (independent) variables and endogenous (dependent) variables. This

method allows researchers to verify the extent to which a predictor variable directly affects the outcome variable, without involving intermediate variables.

Table 7. Path Coefficient Results

	<i>Path Coefficient</i>	<i>T statistics</i>	<i>P values</i>	<i>Description</i>
X1→ Y	0,611	14,827	0,000	Accepted (Significant)
X2→ Y	0,275	6,057	0,000	Accepted (Significant)

Source: Data processed by researchers, 2025

Based on the test data in the table above, there are 3 hypotheses:

1. The Effect of e-Performance Consultation Service Quality (X1) on Application Utilization (Y).

The first hypothesis (H1) which states that the quality of e-Performance consultation services has a positive effect on the utilization of the BKN e-Performance application is proven significant. The analysis results obtained a path coefficient value $X1 \rightarrow Y$ of 0.611 with a t-statistic of 14.827 and a p-value of 0.000 ($p < 0.05$). This shows that the quality of e-Performance consultation services (X1) has a positive and significant effect on the utilization of the BKN e-Performance application (Y). The relatively high coefficient value (0.611) indicates that the contribution of X1 to Y is quite strong. This finding is in line with previous research by Fransiska & Bernarto (2021) and Khusna et al. (2021) which state that service quality, especially in the aspects of reliability, response speed, and ease of use, increases the intensity of utilization of an application. In addition, the f-square value of $X1 \rightarrow Y$ of 0.730 is included in the large effect category according to Cohen's criteria in Hair et al. (Thus, H1 is accepted, meaning that the better the quality of e-Performance consultation services, the higher the level of utilization of the BKN e-Performance application by staffing managers of regional agencies.

2. The Effect of Satisfaction of Regional Agency HR Managers (X2) on Application Utilization (Y).

The second hypothesis (H2) regarding the effect of satisfaction of local agency HARI managers on application utilization shows that user satisfaction (X2) has a positive and significant effect on the utilization of BKN e-Performance application (Y), with a path coefficient of 0.275, t-statistic of 6.057, and p-value of 0.000 ($p < 0.05$). Although the effect is smaller than X1, this coefficient value is still statistically significant. The $X2 \rightarrow Y$ f-square value of 0.148 is in the small to moderate effect category, indicating that user satisfaction still contributes to application utilization, although not as much as service quality. This finding supports Herzberg's satisfaction theory in Wibowo (2012) which states that user satisfaction, both from hygiene factors (such as ease of use) and motivators (such as application benefits), encourages loyalty and continued use. This research is also consistent with the results of Nugroho (2015) and Esmemed et al. (2021) who found that user satisfaction is positively correlated with the intensity of technology use. Thus, H2 is accepted, indicating that the satisfaction of local agency staffing managers has a significant effect on increasing the utilization of the BKN e-Performance application.

3. Simultaneous influence, Quality of e-Performance Consultation Services (X1) and Satisfaction of Regional Agency HR Managers (X2) on BKN e-Performance Application Utilization (Y).

The third hypothesis (H3) proves that the quality of e-Performance consultation services (X1) and the satisfaction of regional agency HR managers (X2) together have a significant effect on the utilization of the BKN e-Performance application (Y), as indicated by the R-Square value of 0.622, which means that 62.2% of the variation in the utilization of the BKN e-Performance application (Y) can be explained by variables X1 and X2, while the rest (37.8%) is influenced by other factors outside the model. The adjusted R-square value (0.620) which is almost the same as the R-square indicates that this model is stable and does not overfit. In addition, the Q-square value of 0.546 (> 0) indicates that the model has good predictive relevance, meaning that this model has the ability to predict the utilization of the BKN e-Performance application. This finding is in line with the UTAUT theory by Venkatesh et al. (2003) which states that technology acceptance is influenced by performance factors (service quality) and psychological factors (user satisfaction). Thus, H3 is accepted, meaning that the combination of e-Performance consultation service quality and user satisfaction simultaneously strengthens the utilization of BKN e-Performance application.

DISCUSSION

The Effect of e-Performance Consultation Service Quality on BKN e-Performance Application Utilization

The results of the research conducted strongly prove that the quality of e-Performance consultation services has a very significant and positive influence on the utilization of the BKN e-Performance application, which shows a path coefficient of 0.611 and a T-statistic value of 14.827, which means that any increase in the quality of consultation services has a direct and substantial impact on increasing application utilization by staffing managers. This finding is not only in line with the concept of Kasmir (2017) which states that service quality has a direct impact on satisfaction and usage, but also elaborates on the key dimensions of service quality according to Zeithaml et al. in Hardiyansyah (2018) in the context of e-Performance consultation services [4].

In particular, the results show that the tangible dimension is the most dominant indicator. The finding that managers highly value the completeness of supporting facilities and the professional appearance of consulting officers shows that, even in the digital era, physical aspects remain crucial in shaping initial perceptions and building trust. This juxtaposes Zeithaml et al.'s theory with practice in the field, where the "face" of the service, both physical and personal, is the main gateway to application utilization. In the context of Public Administration, this can be seen as an effort to achieve a more user-oriented touch emphasized by New Public Management (NPM), through professional presentation and adequate facilities (Masengi et al., 2023) [18].

Comparing with previous research, this finding is consistent with the results of the study of Mundir et al. (2022) which found a positive effect of service quality on the loyalty of using the mobile banking application [10]. Similarly, Fransiska & Bernarto (2021) concluded that service quality positively influences the continued use of the health application [19]. Banjarnahor et al. (2023) also showed that service quality affects service reuse in transportation applications [6]. Although the objects of previous studies were apps in different private sectors or public services, the common thread of the positive influence of service quality on app adoption and usage remains strong. However, this study brings the relevance of these findings to the realm of e-government in ASN performance management, showing that the principle of service quality remains universal but with specific implications in the context of government bureaucracy.

However, the research also identified nuances in the dimensions of reliability and responsiveness. The presence of neutral responses from some respondents suggests that consistency and speed of response still have room for improvement. This juxtaposes the theoretical expectation of perfect service reliability with the reality of implementation in a bureaucratic environment, where variations in user experience may occur. Improvements in this area will strengthen trust and reduce friction in the utilization of the application, in line with the principle of public accountability emphasized by the NPM.

Furthermore, the dimensions of assurance and empathy proved crucial. The results showed that staff who demonstrated competence, professionalism, and individualized attention to users' needs significantly increased users' comfort and trust in the app. This proves that interpersonal quality in consultation services is vital. This finding juxtaposes Zeithaml et al.'s theory with the reality of human-system interaction, where quality personal support is a key catalyst for technology adoption. In the context of Public Administration, particularly under the umbrella of New Public Service (NPS), the emphasis on empathy and reassurance reflects the organization of humanism and attention to democratic citizenship Thoha (2008) [20]. This shows that the digital administration process is not merely mechanistic, but also recognizes the dignity of managers as individuals, in contrast to the focus of Old Public Administration (OPA) which according to Denhardt & Denhardt in Tumbel (2024) sees public organizations operating most efficiently as a closed system, so that citizen involvement including internal citizens such as ASN needs to be limited [21].

The Effect of Satisfaction of Regional Agency HR Managers on the Utilization of BKN e-Performance Application

This study clearly shows that the satisfaction of regional agency HR managers contributes significantly and positively to the utilization of the BKN e-Performance application. The results showed a path coefficient of 0.275 and a T-statistic of 6.057, which indicates that managers who are satisfied tend to utilize the application more intensively. This finding is highly relevant to Oliver's (1980) Disconfirmation of Expectations Theory, where satisfaction arises when their actual experience with the BKN e-Performance application matches or exceeds initial expectations, encouraging them to continue using it [9].

More in-depth satisfaction is a validation and elaboration of Herzberg's (2012) two-factor theory in the context of government employees' satisfaction with the use of applications. The study identified that motivator factors including achievement, recognition, the work itself, responsibility, and advancement play a very important role in creating high satisfaction among managers. The results showed that managers felt their achievements were valued and their work provided meaning, directly juxtaposing Herzberg's theory with real practices in the bureaucracy. This proves that motivation from within is very relevant in driving technology adoption among ASNs. They do not just use applications because of orders, but because they feel value and self-development through such use, which is in line with the humanism organization in NPS. This also supports Pasolong's (2019) formulation that public administration must encourage the formulation of public policies that are more sensitive to social needs, including the internal needs of ASN [22].

Research from Nugroho (2015) which discusses Telkomsel customer satisfaction and Esmemed et al (2021) which analyzes the satisfaction of online transportation users, shows the consistency of the role of satisfaction as a driver of reuse or application utilization. Meanwhile, Khusna et al (2021) also found that information quality has a significant effect on user satisfaction and intention to continue using the Mobile JKN application [23]. This research

enriches the literature by uniquely applying Herzberg's theory in the context of internal government application user satisfaction, highlighting how internal bureaucratic motivations interact with public policy.

On the other hand, hygiene factors including company policies, relationships with superiors and coworkers, working conditions, and salary and benefits also affect satisfaction. The results show harmonious relationships and adequate working conditions positively contribute to satisfaction. This proves that a healthy work environment is a prerequisite for satisfaction. However, this study critically contrasts Herzberg's theory by finding that salary and benefits are still an area of slight dissatisfaction for some respondents, despite high overall satisfaction. This implies that in the public sector, compensation can still be a cause of dissatisfaction that needs to be addressed for optimal motivation and utilization of applications to be maintained, as this dissatisfaction can reduce public accountability more markedly if performance is not appropriately compensated, hence in the NPS perspective, it is necessary to affirm ethical values and fairness in the administration of public administration.

The Effect of Service Quality and Satisfaction Simultaneously on BKN e-Performance Application Utilization

This study analyzes the use of BKN e-Performance application comprehensively using the Unified Theory of Acceptance and Use of Technology (UTAUT) framework by Venkatesh et al. (2003)[12]. The results showed that the four main constructs of UTAUT proved to be highly relevant and contributed to the utilization of this application, providing strong confirmation of the validity of the UTAUT model in the context of internal e-government systems.

Performance expectancy is a very strong driver in this study. The results show that managers have high confidence that the BKN e-Performance application substantially improves their efficiency and productivity. This juxtaposes UTAUT theory with practical user motivations, where the promise of improved performance is the main attraction, a value that is highly prioritized in OPA and NPM.

Effort expectancy also plays an important role. Research results showing the ease of learning and operating the BKN e-Performance application significantly influenced managers' willingness to use it to its full potential. This juxtaposes the potential complexity of the technology with users' need for simplicity, suggesting that an intuitive interface is key to successful adoption, an aspect that is emphasized more by NPM than OPA.

The results of this study are consistent with the study of Nugraha et al. (2023) which implicitly shows that the utilization of the e-Performance application is an integral part of improving ASN performance. This consistency confirms the relevance of the UTAUT model in predicting technology use in government environments, even when the object of previous research may have a different focus (e.g., work discipline or work environment) [15].

More importantly, social influence from coworkers and supervisors proved decisive. The results found that encouragement and support from the work environment, including direction from superiors, significantly strengthened usage intention and behavior. This juxtaposes UTAUT with organizational social dynamics. In the context of Public Administration, this can be seen as a form of community model, where internal collective support encourages participation. This suggests more flexible adaptation and collaboration, similar to the principles of adaptive management in NPM, but with an emphasis on the internal community aspect.

Finally, facilitating conditions, such as device availability, stable internet access, and technical support teams, are important foundations that enable effective utilization. The results emphasize the importance of adequate infrastructure and technical support, which are prerequisites for the success of UTAUT.

Overall, this research shows that the utilization of BKN's e-Performance application is a growing phenomenon in the context of Public Administration, moving beyond the mechanistic efficiency of OPA and the market-oriented efficiency of NPM, towards more humanist and adaptive values advocated by NPS. The combination of service quality that emphasizes empathy and assurance, and manager satisfaction that is driven by drivers and hygiene factors, reflects a shift towards public administration that cares more about individuals as an integral part of public policy and services. This encourages government agencies to not only focus on what is served, but also how the service is provided, as well as who is served, in accordance with the spirit of NPS.

D. CONCLUSION

Based on the results of the research and discussion described above, it can be concluded that:

1. The quality of consultation services provided by BKN Regional Office XI employees has a significant positive influence on the utilization of the BKN e-Performance application. This can be seen from the results of the analysis which show that indicators of service quality, such as tangible evidence, reliability, responsiveness, assurance, and empathy, contribute greatly to creating a satisfying user experience. Respondents felt that good service encouraged them to be more active in using the application.
2. Satisfaction of regional agency HR managers has a significant influence on the utilization of the BKN e-Performance application. Managers who feel their achievements are valued and have good relationships with superiors tend to be more motivated to utilize the application. This indicates that job satisfaction and recognition of individual achievements play an important role in increasing user engagement.
3. Simultaneously, the quality of consultation services and regional HR manager satisfaction also have a significant effect on the utilization of the BKN e-Performance application. The analysis shows that these two variables make a strong contribution in explaining variations in application utilization, where the quality of consultation services plays a dominant role.

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