THE EFFECT OF WORKLOAD AND APPLICATION OF E-PERFORMANCE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION: THE CASE OF INTERNAL AUDIT EMPLOYEES OF DIGITAL BANKS

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Abstract: In recent years, there has been a growing amount of discussion regarding the significance of HRM in enhancing employee performance. However, there is limited research on the context of e-HRM. To fill this void, this study aims to develop a model of job satisfaction as a mediator variable of workload and e-performance application on internal audit employee performance. Internal Audit employees at Digital Bank in Jakarta, Indonesia, were the subjects of this study. Random sampling was used to select 156 respondents for the sample. Structural Equation Modeling from the statistical software package AMOS was used for data analysis in the model and study of hypotheses. The results of this study indicate that workload and e-performance positively affect employee performance and its implications for significantly increasing job satisfaction. This research is novel because it demonstrates that the e-Performance implementation model has successfully brought about changes in employee performance, which have positively affected employee satisfaction. One of them is the increase in rewards from the e-Performance program as a result of the provision of incentives for employees with good performance, which has been shown to increase employee motivation to achieve the highest value. Consequently, the community indirectly experiences the benefits of e-Performance. Even if the workload is heavy, employee job satisfaction will increase if the rewards are clear and there is a fair system for dividing tasks and performance. This research serves as a barometer for all businesses to achieve business performance sustainability.

Keywords: e-Performance, Job Satisfaction, Employee Performance, Workload, e-HRM

INTRODUCTION

The inclusion of information technology in human resource procedures and practices has influenced human resource management studies over the past decade (Stone et al., 2015). Nonetheless, the number is still tiny (Stone et al., 2015). According to Zhou et al. (2022), many organizations have adopted a digital human resource management (e-HRM) approach (Stone, Cox, & Gavin, 2020). Companies play a crucial role in managing the human resources of their personnel to fulfill their business objectives. Achievement of company objectives from the standpoint of human resource management, namely performance, so that goal are met and the firm remains viable (Ali & Anwar, 2021; Sofiyah, 2022). The impact of technology on manual performance appraisal has gradually changed to computerized performance appraisal over time (e-performance). E-performance in the form of a website with features to evaluate employee performance (Michael-Ofre & Opusunju, 2021) has positive effects, including ease of administration, speed, efficiency, and effectiveness in the workplace.

Electronic performance appraisal (e-performance) theory and some empirical evidence support the premise that electronic monitoring can improve the dimensions of increasing workload and reducing control work. However,

the application of electronic performance appraisal, which is at the core of job design theory, will produce unsatisfying work for employees (Smith et al., 1992). The adoption of electronic performance monitoring must also be appropriately governed (Carayon, 1993; Tentama, Rahmawati, & Muhopilah, 2019). Job satisfaction is a condition in which employees are pleased with their work. It involves employees' feelings about the work environment and the employee's work, that is, his hopes and desires. Employees have varying levels of job satisfaction, depending on their perceptions and the number of workplace factors that align with their expectations (Tentama et al., 2019). The higher the level of job satisfaction that can be felt, the more satisfied employees are with their jobs. Employee performance is derived from job happiness; hence, job satisfaction influences employee work accomplishments' outcomes (Efendi et al., 2020). Employees that are disciplined and eager at work report a job satisfaction attitude that allows them to enjoy their work (Ruhana, 2019; Yuliandi, 2019). Employees' feelings of loving or disliking a job indicate work satisfaction.

This research was conducted at an organization that created a digital bank. The rapid expansion of digital banks during the pandemic has also enabled the public

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to enjoy banking services from the convenience of their own hands (Gora Kunjana, 2021). Contrary to the company's poor performance, which can be measured by the company's ability to generate profits, the stock prices of digital banks have increased.

Table 1. Performance of Digital Banking Issuers

No	Digital Bank	Year	Stock Prices	Profit / Loss
1	PT Bank Jago Tbk (ARTO Listing : 12 Jan 2016	2017	168	-8.737.359.983
		2018	184	-23.288.428.791
		2019	3.100	-121.965.815.799
		2020	4.300	-189.567.000.000
		2021	16.000	83.761.000.000
2	PT Bank MNC Internasional Tbk (BABP) Listing : 15 Juli 2002	2017	51	-675.859.000.000
		2018	50	57.021.000.000
		2019	48	20.433.000.000
		2020	48	10.414.000.000
		2021	186	12.868.000.000
3	PT Bank Aladin Syariah Tbk (BANK) Listing : 1 Feb 2021 Harga IPO : Rp 103/saham	2017	belum listing	-9.785.000.000
		2018	belum listing	-64.720.000.000
		2019	belum listing	77.304.000.000
		2020	belum listing	44.868.000.000
		2021	2.290	-121.275.000.000
4	PT Bank KB Bukopin Tbk (BBKP) Listing : 10 Juli 2006	2017	590	135.901.000.000
		2018	272	189.970.000.000
		2019	160	216.749.000.00
		2020	415	-3.258.109.000.000
		2021	270	-2.302.279.000.000
5	PT Bank BTPN Tbk (BTPN) Listing : 12 Mar 2008	2017	2.460	1.421.940.000.000
		2018	3.440	2.257.884.000.000
		2019	3.250	2.992.418.000.000
		2020	3.110	2.005.677.000.000
		2021	2.620	3.104.215.000.000
6	PT Allo Bank Indonesia Tbk (BBHI) Listing : 12 Aug 2015	2017	113	10.362.325.458
		2018	171	-123.143.307.730
		2019	26	-123.143.307.730
		2020	88	37.011.391.337
		2021	3.958	192.474.618.193
7	PT Bank Raya Indonesia Tbk (AGRO) Listing : 8 Aug 2003	2017	525	140.495.535.000
		2018	310	204.212.623.000
		2019	198	51.061.421.000
		2020	1.035	31.260.682.000
		2021	1.810	-3.045.701.407.000
8	PT Bank Capital Tbk (BACA) Listing : 4 Oct 2007	2017	216	86.140.000.000
		2018	216	106.500.000.000
		2019	300	15.964.000.000
		2020	376	61.414.000.000
		2021	266	34.785.000.000
9	PT Bank Neo Commerce Tbk (BBYB) Listing : 13 Jan 2015	2017	400	14.420.412.639
		2018	284	-138.528.883.204
		2019	263	16.002.797.471
		2020	265	15.871.502.695
		2021	2.630	-986.289.462.473
10	PT Bank QNB Indonesia Tbk (BKSW) Listing : 21 Nov 2002	2017	240	-789.803.000.000
		2018	182	14.568.000.000
		2019	180	5.277.000.000
		2020	106	-422.168.000.000
		2021	192	-1.578.777.000.000
11	PT OCBC NISP Tbk (NISP) Listing : 20 Oct 1994	2017	938	2.175.824.000.000
		2018	855	2.638.064.000.000
		2019	845	2.939.243.000.000
		2020	820	2.101.671.000.000
		2021	670	2.519.619.000.000

Source: (Idx.co.id, 2022)

The presentation explains that the share prices of digital banks have undergone colossal growth. On the other hand, it was observed that the performance of eleven digital banks tended to stay stable or even declined, resulting in continued losses. Human resource strategy will impact firm performance (Supriadi, 2022). Specifically how digital banking organizations employ electronic versions to influence performance improvement. However, there is minimal data available. Numerous researchers have identified various antecedents (e.g., workload and e-performance implementation system) of job satisfaction, yet, earlier studies have yielded contradictory results about their impact on employee performance. According to research by Ahmad, Tewal, and Taroreh (2019), employee workload has no substantial effect on performance.

Similarly, research on e-performance indicates that e-performance has no substantial impact on the performance of employees. Moreover, Paais and Pattiruhu (2020) found that job satisfaction had no considerable impact on employee performance. In contrast, Hutama and Yudianto's (2019) research on the application of e-performance systems revealed that e-performance has a significant effect on performance and a positive influence because e-performance makes it easier for employees to access jobs from anywhere in a secure manner and because work targets for employees are more systematically organized. Similarly, Efendi et al. (2020) found in previous studies about job satisfaction that there is a correlation between job satisfaction and employee performance. Better employee job satisfaction will result in improved employee performance. To produce both a theoretical and empirical contribution, the present study sought to develop a model of job satisfaction as a mediating variable between workload and the use of e-performance on internal audit staff performance.

LITERATURE REVIEWS
Theoretical Framework
The present investigation is grounded in the theory of goal setting. According to goal-setting theory, a goal is the object or purpose of an action that is achieved within a predetermined time frame. One of the essential things they discovered was that the level of performance and effort produced is highest when the difficulty of attaining goals is also very significant. The only thing that can prevent someone from reaching their goals is their level of competence. The authors discovered that performance levels are lower when people are asked to perform to the best of their abilities than when given a specific,

challenging goal to work toward (Foktas & Jucevičienė, 2021). Their research also demonstrated that there is no discernible difference in employee performance based on whether goals are assigned to employees or whether employees select their objectives. This was because, in most cases, the subordinates view the superior who establishes the objective as an authority.

In addition, assigning a goal to a subordinate indicates that the superior has confidence in the subordinate's ability to achieve the goal. Individuals gained the motivation to demonstrate their level of competence as a direct result. On the other hand, this research relies on the theory mentioned above because it establishes a strong relationship between goal setting and employee performance, a component of the broader concept of performance evaluation. The approach also posits that setting goals for oneself may result in higher commitment and satisfaction at work.

Employee Performance
Organizational reciprocity between a customer and a service provider can be expressed in terms of employee performance or employee service conduct. As a measure of employee behavior, how employees treat customers in terms of their attitudes, voices, and gestures is considered. Two distinct categories of an employee's performance are in-role and extra-role performance.

The structure of explicit commitments, detailed in organizational documents such as job descriptions and performance evaluation forms, generates implicit norms. These standards impact performance while in the role. The in-role performance, referred to as generic service conduct, is defined by Wibowo et al. (2021) as "service etiquette that adheres to job descriptions and service scripts and consists of performing core service duties using standard service procedures."

The term "extra-role performance" refers to actions that go beyond the official responsibilities of a role. The context for the phrase "proactive performance or extra-role activity" is "a self-starting, forward-thinking plan that is focused on service delivery over the long term." In reality, in-role performance and performance outside of one's normal job responsibilities provide a more substantial and advantageous contribution to the organization in terms of employee performance (Supriadi, Urbach, & Saputra, 2022). Performance is impacted by employee productivity during work performed to reach a destination and the efficiency of an organization's operational activities. According to Harras, Sugiarti, and Wahyudi

(2020), performance is the outcome of work processes such as exertion, diligence, and honesty. According to Harras et al. (2020), there are four indicator criteria for measuring employee performance: work outcomes, work attitudes, work behavior, and employee benefits. According to Mangkunegara (2016), performance is the work accomplished by employees in completing their assigned responsibilities, and the quality and quantity of the outcomes are evaluated.

Workload
According to Pratama and Susanto (2021), an employee workload is a form of response to problems at work and to tasks that must be completed by a predetermined date. According to Harini, Sudarijati, and Kartiwi (2018), the workload is a collection of tasks assigned by the company to employees based on their potential, knowledge, and skills that must be completed within a specified time frame. According to Sudiarditha and Margaretha (2019), the workload is the amount and duration of physical or mental work that an individual must complete. According to Harras et al. (2020), the workload is the number of tasks in a given period, and it includes numerous tasks for which high performance is required. According to Harras et al. (2020), numerous workload indicators exist, including tasks, environment, work systems, management systems, limited facilities, low responsiveness, low performance, a weak mindset, and a lack of appreciation.

Electronic performance (e-Performance)
According to Windasari (2019), e-performance is a web-based application that is useful for planning the needs and objectives of employees and organizations to measure employee performance and as a basis for providing additional compensation. According to Trifatmala (2022), the e-performance website is intended To evaluate an employee's performance online by inputting the employee's accomplishments on a website where the manager or supervisor's evaluation could be viewed. According to Michael-Ofre and Opusunju (2021), e-performance is a platform for assessing and evaluating employees' performance fairly, identifying their strengths and weaknesses, determining their willingness to return, and determining the organization's future performance destination. According to Thank you et al. (2022), e-performance is an application that can measure, identify, communicate, and offer performance evaluations and reward from revenue addition. According to Paul, Pd, and Sebastian (2020), e-performance has the following advantages for activity organization: A manager

may effectively and efficiently manage many employees. Evaluation of performance could be completed in a shorter amount of time. Employees could be aware of the area or category ratings, assessment of ratings, and achievement goals. Information derived from the e-performance system could be utilized to make administrative decisions such as salary increases, promotions, etc. Provide staff with feedback on their strengths and development needs. Examples of HR system evaluation criteria include selecting methods and training programs. According to Trifatmala (2022), the following indicators can be used to measure the implementation of e-performance: Feedback, Developing criteria for evaluating presence and work activities. According to Wahyuni (2020), the following are the indicators: The extent to which employees can operate the performance evaluation website without difficulty. There is convenience in analyzing the workload of positions and recording goals that must be attained while working, as well as in recording targets that must be attained. The extent to which employees can easily record and monitor performance accomplishments that will be evaluated later.

Job satisfaction
According to Harras et al. (2020), job satisfaction is the sensation employees have after completing work where the results positively impact the employees' lives, such as salary increases, admiration, and acclaim. According to Stone et al. (2020), job satisfaction is an emotional disposition such as conduct, work performance, and work discipline exhibited by employees who are satisfied with their jobs. According to Cooke, Schuler, and Varma (2020), job satisfaction is a feeling that involves the behavior of individual employees while working in a firm and achieving the intended results. According to Chiware and Vyas-Doorgapersad (2022), job satisfaction is all employees' feelings about their work, including feelings of pleasure or displeasure that result from employee interaction with the work environment and work evaluation, which can be observed in employee behavior at work. According to Robbins and Judge (2017), job satisfaction is the good feelings that employees have about their work as a result of job assessments based on the qualities of the job. According to Harras et al. (2020), to assess and quantify satisfaction, some attitudes and behaviors indicate employees' happiness while doing their jobs and obligations. Every employee does their responsibilities with enthusiasm, optimism, and perseverance. The effort and satisfaction of employees can motivate them to work harder and maximize their performance. Employees that are content and delighted with their employment will demonstrate loyalty to their employer.

The construction of past research models that may be utilized to summarize the hypothetical model is consistent with research conducted by Wibowo et al. (2021), which claims that employee performance is positively and significantly impacted by workload simultaneously. Therefore, efforts are made to avoid assigning a heavy workload to maximize staff effectiveness. Wahyuni (2020) e-performance enhances employees' performance and well-being, regardless of whether they work for corporate institutions. This is consistent with Jarwati, Hartono, and Djumali (2020)'s findings, which indicate that e-performance considerably impacts employee performance. According to Tentama et al. (2019), there is a negative and statistically significant relationship between employee workload and job satisfaction. Therefore, if the company has a labor shortage and assigns a heavy assignment, employees will suffer overload, negatively affecting job satisfaction. Employees are satisfied with the implementation of e-performance due to its convenience as a more modern performance evaluation system. According to research conducted by Trifatmala in 2012, there is a positive and significant relationship between e-performance and job satisfaction. Therefore, the e-performance implementation must be enhanced to assist employees in conducting performance evaluations effectively and efficiently. This is consistent with Ferdian and Medina's (2021) finding that there is a positive and significant relationship between job satisfaction and employee performance, and thus the following hypothesis is formed:

H1: Workload affects Employee Performance

H2: Implementation of e-performance affects employee performance

H3: Workload affects Employee Performance which is mediated by Job Satisfaction

H4: The implementation of e-performance affects Employee Performance which is mediated by Job Satisfaction

H5: Job Satisfaction effect on Employee Performance.

METHODOLOGY
This research was conducted on Bank Digital Internal Audit employees in Jakarta, Indonesia. The sample used was 156 respondents with a random sampling method. Data collection was carried out through data collection in the field through observation and questionnaires.

Table 2. Measurement of Variables

Variable	Source	No. of Items
Performance	(Mangkunegara, 2016)	10-Items
Workload	(Harras et al., 2020)	6-Items
e-Performance	(Wahyuni, 2020)	6-Items
Job satisfaction	(Harras et al., 2020)	10-Items

The research method employed is the survey method, i.e. research conducted on a population by analyzing data collected from a population and behavior research. This type of investigation utilizes correlation (relationship existence) and relationship. Taking too many samples will be very expensive; therefore, researchers must determine a reasonable number of samples that can accurately reflect the population's condition while saving time and money. Structural Equation Modeling from the AMOS statistical software package was used to model and examine hypotheses during data analysis (Andrew, Pedersen, & McEvoy, 2019). The Structural Equation Model (SEM) is a set of statistical techniques that permits simultaneous testing of several relatively "complex" relationships. The advantage of the application of SEM in management research is its ability to confirm the dimensions of a concept or factor and measure the impact of theoretically constructed relationships.

RESULTS AND DISCUSSION
Structural Equation Modeling (SEM) Analysis
This research has gone through the process of testing the validity and reliability with the results of the analysis as follows:

Table 3. Convergent Reliability and Validity for constructs

	Alpha Cronbach	Reliability Composite	Variance/Validity Convergent
Employee Performance (Y)	0.908	0.923	0.547
Workload (X1)	0.853	0891	0.576
E-Performance (X2)	0.847	0.888	0.572
Satisfaction work (Z)	0893	0913	0.512
Source: Data Processed			

Result of AVE value on each variable employee performance, workload, e performance, and satisfaction work obtained value > 0.5. So, it can be concluded that the variables in this study are valid, and testing can be carried out to the next stage. The reliability test measures the instrument's accuracy and consistency in constructs. The results of composite reliability for each variable are > 0.7. This proves that the variables in this study are reliable. The variable that has the highest combined reliability value is employee performance at 0.923, while the lowest score is e-performance at 0.888. Furthermore, the results of Cronbach's alpha value can be seen to strengthen the reliability level. The following analysis is the full model of the Structural Equation Model (SEM). After analyzing the indicators' dimensions, the latent variables are tested by confirmatory factor analysis. Analysis of the results of data processing at the full SEM model stage was carried out by conformity tests and statistical tests. The results of data processing for the complete SEM model analysis are shown in the figure below:
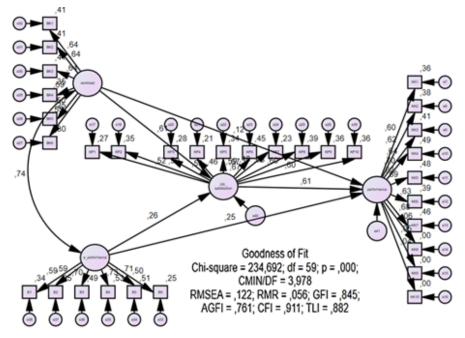

Fig. 1 Results of Structural Equation Modeling Analysis

Testing hypothesis

Research hypothesis testing was conducted on the five proposed hypotheses (Purwanto et al., 2021). This hypothesis was tested using a t-value with a significance threshold of 0.05. The t-value in the Amos 22.00 software is the Critical Ratio (CR) value in the weight regression (Group Number 1- Default model) model fit. If the critical ratio (CR) is 1,967 or the scoring probability (P) is 0.05, then H0 is rejected (hypothesis study accepted). Weighted regression values: (group number 1- default model) Amos 22.00 processing results compared to the table below.

Table 3. Direct Effects

			Estimates	SE	CR
Job satisfaction	<---	Workloads	0.806	0,235	6.929
Job satisfaction	<---	e-Performance	0.358	0,198	2.808
Performance	<---	Job satisfaction	0.460	0,135	4.399
Performance	<---	Workloads	0.117	0,156	2.751
Performance	<---	e-Performance	0.266	0,127	2.084

Table. 4 Indirect Effects

	e-Performance	Workloads
Performance	0.164	0.370
Based on the calculation above, the indirect effect of workload on performance is 0.370,		

Table. 5 Total Effect

	e-Performance	Workloads
Job satisfaction	0.358	0.806
Performance	0.430	0.488

The calculation above results shows the effect of total workload on job satisfaction. This variable has a significant total effect of 0.806 and 0.488 than workload and job satisfaction of 0.460.

The table above is the primary reference for testing the hypothesis in this study. The test criteria are rejected H0 if the v-value or critical ratio (CR) is 1.967 or the p-value ≤ 0.05. Based on the table of test results for all the hypotheses proposed in this study are as follows:

H1: it is known that the results of data analysis, where the value of the v-value or critical ratio is 6.929 > 1.967 or P value 0.000 ≤ 0.05, H1 is accepted, it is concluded that: Workload affects Employee Performance.

H2: it is known that the results of data analysis, where the value of the v-value or critical ratio is 2.808 >1.967 or a P value of 0.013 ≤ 0.05, H2 is accepted, it is concluded that: there is a positive effect of implementing e-performance on employee performance.

H3: known results of data analysis, where the value of the v-value or critical ratio is 4.399 >1.967 or P value 0.000 ≤ 0.05, then H3 is accepted, it is concluded that there is a positive effect of workload on employee performance which is mediated by job satisfaction.

H4: it is known that the results of data analysis, where the value of the v-value or critical ratio is 2.751 >1.967 or a P value of 0.023 ≤ 0.05, then H4 is accepted, it is concluded that: job satisfaction,

H5: known results of data analysis, where the value of the v-value or critical ratio is 2.084 > 1.967 or the P value is 0.035 ≤ 0.05, then H5 is accepted, it is concluded that there is a positive effect of job satisfaction influence on employee performance.

DISCUSSION

Based on the findings of this study, it can be concluded that workload and e-performance have an excellent effect on employee performance and their implications for enhancing job satisfaction. According to Purwanto et al. (2021), influence analysis aims to determine the strength of a variable's direct or indirect influence on other variables. The interpretation of these data will be crucial for establishing a clear plan for enhancing staff performance in the Internal Audit section of Digital Banks in Indonesia. The findings of the workload variable on job satisfaction are significantly more significant than the findings of the other variables. The results indicated that the workload variable had a favourable and statistically significant effect on the performance of Indonesian Digital Bank workers. According to Wibowo et al. (2021), the workload has a positive and statistically significant impact on employee performance. These results are confirmed by the responses of respondents in which there is a response with the highest index value.

According to the study's findings, the use of e-performance has a good impact on employee performance, consistent with earlier research indicating that efforts should be made to minimize excessive workloads to achieve optimal employee performance. According to Wahyuni (2020), e-performance enhances the performance and well-being of employees, regardless of whether they work in commercial organizations. Similarly, the results indicate a positive effect of workload on employee performance that is mediated by job satisfaction, which is consistent with the findings of Jarwati et al. (2020), who found a significant relationship between e-performance and employee performance. According to research by Tentama et al. (2019), there is a negative and substantial connection between employee workload and job satisfaction. The results of this study affect employee performance, which is mediated by job satisfaction. Therefore, if the company has a labor shortage and assigns a heavy assignment, employees will suffer overload, negatively affecting job satisfaction.

Employees are satisfied with the introduction of e-performance due to its convenience as a more current performance evaluation method. According to research conducted by Trifatmala (2022), there is a good and significant relationship between e-performance and job satisfaction. Therefore, the e-performance application must be enhanced to assist employees in conducting performance evaluations effectively and efficiently. Following Ferdian and Meidina (2021)'s findings that there is a positive and significant relationship between job satisfaction and employee performance, this also explains why there is a positive influence between job satisfaction and employee performance. E-Kinerja is an evaluation of employee performance Employees of the Internal Audit division at Digital Banks in Indonesia utilize developments in web-based technology so that data collection can be integrated effectively and efficiently while maintaining a focus on the transparency of employee activity reports. According to Pratama and Susanto (2021), one of the objectives of implementing e-performance is to improve the integrity of employee performance because e-performance includes input evidence of reporting related to employee activities. This is consistent with research conducted by Wahyuni (2020), which indicates that integrity significantly impacts the implementation of e-performance, as e-performance requires employees to be truthful when reporting completed activities. Based on this statement, it can be concluded that integrity significantly impacts the implementation of e-performance.

CONCLUSION

Based on the results and discussion presented above, it can be stated that the deployment of e-Performance for employees in the Internal Audit division at Digital Banks in Indonesia is quite effective and has the potential to improve the performance of such individuals. Additionally, e-Performance facilitates the monitoring of employee performance by superiors. Based on the outcomes of the conversation regarding the workload and employee happiness strategy, there are several key factors, including Employees believing the e-performance website is simple to use. Employees can view their performance evaluations on the website. Employees can track the achievement of results using e-performance. On the employee side, employees feel that the task they are assigned matches their talents and abilities, are satisfied with the work they are currently performing and receive support from their superiors while at work. Thus, staff can finish the assigned workload. It is essential to hold employees accountable for their work outcomes. Employees sometimes take the initiative to fix difficulties that develop at the workplace. Therefore, enhancing employee comprehension of the e-Performance system should increase talent following employee demands, allowing the program to sustainably meet human resource development objectives. In addition, the e-performance system has standard operating procedures for its operation. Companies must focus on enhancements to the e-Performance system to reduce system failures and increase internet quality so as not to prevent employees from inputting activity details into the e-Performance system. Therefore, employee job satisfaction will increase when performance is evaluated based on professionalism and cohesion. Just and just, proportional, open and transparent, effective and efficient, accountable, and concerned with welfare. Thus, business performance forecasts for digital banks in Indonesia will improve.

Theoretical Contributions

Based on these three factors, this study concludes that e-Performance has successfully brought about performance changes. In the workload element, obstacles, such as a limited workforce due to a high workload, which can harm job satisfaction, were identified. Moreover, there are still workload-related issues that occasionally impact the operation of the e-system. E-Performances. Consequently, Novelty can conclude from this study that the e-Performance implementation model has successfully brought about changes in employee performance, which have led to increased employee satisfaction. One of these is the increase in rewards from the e-Performance program as a result of the provision of incentives for employees with good performance, which has been shown to improve employee motivation to achieve the highest value. Therefore, the community indirectly reaps the benefits of e-Performance, despite the heavy workload. If there is clarity regarding rewards, employees will experience greater job satisfaction due to the equitable distribution of tasks and performance.

Practical Contributions

The impact of this study's findings on the human resources

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of e-performance companies is measured by several indicators, including the ease of use of applications, the electronic recording of goals and completion of work, and the quantity and quality of work. The application's utility and usability determine the description of these indicators. E-performance applications are also used to improve employee performance and well-being. This theory demonstrates that e-performance can affect performance either directly or indirectly. Monitoring employee performance via applications has clear advantages for enhancing the quality of work outcomes. This evaluation application must have comprehensive and intuitive features so employees can operate it without difficulty. Because employees can be easily monitored, the quality of employee performance improves as the application's quality increases.

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