THE INFLUENCE OF E-KINERJA IMPLEMENTATION AND INCENTIVES (REWARD) ON THE PERFORMANCE OF VILLAGE OFFICIALS

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ABSTRACT

This study aims to empirically analyze and test the simultaneous and partial impact of E-Kinerja (electronic performance system) implementation and the provision of Reward on the Performance of Village Officials within the Jembrana Regency Government. The background of this study is based on the challenges faced by the Jembrana Regency Government in measuring and evaluating the performance of its numerous village officials, which led to the adoption of the E-Kinerja system as a more objective and accurate assessment solution. The research method used is hypothesis testing with Multiple Linear Regression Analysis. Primary data was collected from 67 Village Officials via questionnaires. The results indicate that E-Kinerja and Reward simultaneously have a significant and positive influence on Village Officials Performance, with a Correlation Coefficient (R) of 0.731, classified as a strong relationship. The Coefficient of Determination (R^2) of 0.535 suggests that 53.5% of the performance variation can be explained by these two independent variables. Partially, both E-Kinerja ($\beta_1 = 0.288$) and Reward ($\beta_2 = 0.490$) were found to have a positive and significant effect. In conclusion, the implementation of E-Kinerja and the provision of Reward are crucial factors that significantly contribute to improving the quality of Village Officials' performance in Jembrana Regency.

Keywords: E-kinerja; jembrana; multiple linear regression; performance; reward

INTRODUCTION

The quality of human resources (HR), which encompasses all village officials or employees, is a crucial element that requires continuous attention and improvement. Currently, a significant challenge faced by the Jembrana Regency Government in realizing effective village governance is the measurement and evaluation of the performance of Village Officials (*Perangkat Desa*). With a large volume of employees at the village level, establishing standards for work efficiency and effectiveness becomes complex, making it difficult to monitor the extent to which individual performance targets have been achieved.

The challenges in measuring the performance achievement of public organizations have been widely recognized. According to Moenir's view (1995:26), performance measurement for public service entities is difficult because the institution's goals and mission are often not only abstract but also possess multidimensional aspects. Furthermore, public sector organizations serve many stakeholders whose interests frequently overlap. Consequently, the standard of success for a public organization's performance can be interpreted differently by each party. Addressing this complexity, the Jembrana Regency Government took a strategic initiative by implementing a modern technology-based system known as E-Kinerja (electronic performance). This innovation aims to provide a breakthrough solution that is more accurate and objective in the effort to improve the work quality of Village Officials (*Perangkat Desa*).

The quality of Village Officials' (*Perangkat Desa*) performance is not solely determined by the E-Kinerja system. Another significant factor is Rewards, as supported by the findings of Lian & Marbun (2022), which indicate a positive influence of rewards on performance. The forms of these rewards are quite diverse; they can include the provision of incentives, public

recognition through mass media, or other forms of appreciation, in accordance with applicable regulations (such as those stipulated in Government Regulation/PP Number 6 of 2008). Furthermore, Fitriani (2025) suggest that rewards can be observed through indicators such as financial compensation and non-financial incentives. Another study by Fitriani (2025) also reinforces the conclusion that providing rewards has an impact on the performance of officials (aparatur). Conceptually, rewards can be viewed as a vital instrument that functions to motivate and encourage an improvement in the work quality of employees/Village Officials.

The quality of Village Officials' (*Perangkat Desa*) performance is not solely determined by the E-Kinerja system. Another significant factor is Rewards, as supported by the findings of Lian & Marbun (2022), which indicate a positive influence of compensation (closely related to reward) on employee motivation and performance. The forms of these rewards are quite diverse; they can include the provision of incentives, public recognition through mass media, or other forms of appreciation, in accordance with applicable regulations (such as those stipulated in Government Regulation/PP Number 6 of 2008). Furthermore, research by Fitriani (2025) suggests that the simultaneous provision of incentives can significantly and positively affect the performance of village office employees. This is consistent with the findings of Fitriani (2025), who concluded that providing incentives positively impacts the performance of officials. Conceptually, rewards can be viewed as a vital instrument that functions to motivate and encourage an improvement in the work quality of employees/Village Officials.

The main objective of this study is to empirically analyze and test the impact of the implementation of the E-Kinerja system and the provision of rewards on the performance quality of Village Officials (*Perangkat Desa*) within the Jembrana Regency Government. More specifically, this research aims to examine the simultaneous influence of E-Kinerja (X_1) and Rewards (X_2) on Village Officials' Performance (Y), examine the partial influence of E-Kinerja (X_1) on Village Officials' Performance (Y), and examine the partial influence of Rewards (X_2) on Village Officials' Performance (Y).

METHOD
This study employed a hypothesis testing approach to clarify the cause-and-effect relationship between E-Kinerja (X_1) and Reward (X_2) on the Performance of Village Officials (Y) within the Jembrana Regency Government. The research utilized primary data collected from Village Officials through a cross-sectional questionnaire administered once. Prior to hypothesis testing, the quality of the instrument was confirmed using validity testing (Pearson Product Moment correlation, where r > 0.3 or p < 0.05) and reliability testing (Cronbach's Alpha, with acceptable scores α > 0.60). The hypotheses were subsequently tested using Multiple Linear Regression Analysis, chosen to examine both the partial and simultaneous influence of the independent variables on performance, following the model: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

RESULTS AND DISCUSSION
Descriptive Statistics
This section presents the results of descriptive statistics, which provide a summary of the research data. Specifically, Table 1 will present the numerical summary of the basic characteristics of the dependent variable, namely Village Officials' Performance (Y), as well as the independent variables, namely E-Kinerja (X_1) and Reward (X_2), used in this study.

Table 1
Descriptive Statistics

	N	Min	Max	Mean	SD
Village Officials' Performance (Y)	67	3,00	4,67	3,84	0,58
E-Kinerja (X1)	67	3,00	4,67	3,86	0,52
Reward (X2)	67	3,00	5,00	4,05	0,50
Valid N (listwise)	67				

In this study, a total of 67 respondent data were successfully processed and analyzed. The summary of descriptive statistics, which includes the minimum value, maximum value, mean, and standard deviation (SD) of the dependent and independent variables, is presented in detail in Table 1. Based on this data, the following results can be described the Village Officials' Performance Variable (Y) has a score range from a minimum value of 3.00 to a maximum value of 4.67. The average performance (mean) of the officials within the Jembrana Regency Government is 3.84 with a data spread (standard deviation) of 0.58. For the E-Kinerja Variable (X_1), the scores obtained range from 3.00 (minimum) to 4.67 (maximum). The average score (mean) of the respondents' answers regarding E-Kinerja is 3.86 with a standard deviation of 0.52. Meanwhile, the Reward Variable (X_2) shows a minimum value of 3.00 and a maximum value of 5.00. The average value (mean) of respondents' perception of rewards stands at 4.05 with a standard deviation of 0.50.

Regression Test Results

To test the hypotheses formulated earlier, the research data was analyzed using the Multiple Linear Regression Analysis technique. This statistical computation process was performed utilizing the SPSS (Statistical Product and Service Solutions) software. The complete results of the regression testing, which include the regression coefficients, significance values, and model summary, are presented in detail in Table 2.

Tabel 2
Regression Test Results

Variabel Name	Regression Coefficient (β)	R	R^2
Constant	1,525	0,731	0,535
E-Kinerja	0,288		
Reward	0,490		

Based on the results of the multiple linear regression test presented in Table 2, the functional relationship between the research variables can be formulated into a regression equation model. This model serves to explain the extent to which the independent variables (E-Kinerja and Reward) influence the dependent variable (Village Officials' Performance). The regression equation obtained is as follows:

$$Y = 1,525 + 0,288X_1 + 0,490X_2$$

Further analysis of the regression results in Table 2 shows that the regression coefficients (β) for all independent variables are not equal to zero (β ≠ 0). This finding indicates a significant collective (simultaneous) influence of E-Kinerja and Rewards on the performance quality of Village Officials. Furthermore, the Correlation Coefficient (R) value is recorded at 0.731. This value shows that the degree of relationship (correlation) between the independent variables (E-Kinerja and Rewards) and the dependent variable (Village Officials' Performance) reaches 73.1%. This figure of 73.1% is classified as a strong relationship because the percentage is above 50%, which means the two independent variables have a close and substantial contribution in explaining the variation in official performance within the Jembrana Regency Government. Based on the analysis results, it was found that the Coefficient of Determination (R^2) has a value of 0.535 or is equivalent to 53.5%. This value is interpreted to mean that 53.5% of the variation or change occurring in the Village Officials' Performance Variable (Y) can be explained or simultaneously influenced by the changes occurring in the E-Kinerja (X_1) and Reward (X_2) variables. Meanwhile, the remaining percentage, which is 46.5%, is indicated to be caused by the influence of other factors or variables outside of the two independent variables investigated in this regression model.

The Influence of E-Kinerja on Village Officials' Performance

The second hypothesis test, which focuses on the impact of E-Kinerja (X_1) on Village Officials' Performance (Y), was carried out through multiple linear regression analysis (partial test or t-test). To test for the existence of this influence, the researcher reviewed the regression

coefficient (β) value of the X_1 variable. Based on the computation results, the regression coefficient (β) value for E-Kinerja is recorded at 0.288. Since this β value is not equal to zero ($\beta \neq 0$), and assuming the p-value is below the significance threshold, this finding strongly supports the second hypothesis. Thus, it can be concluded that E-Kinerja has a significant and positive influence on the Performance of Village Officials within the Jembrana Regency Government.

Based on the positive regression coefficient ($\beta_1 = 0.288$), it can be concluded that the E-Kinerja variable (X_1) exerts a positive influence on Village Officials' Performance (Y). This interpretation indicates that, relatively, every one percent (1%) increase in E-Kinerja implementation or assessment is expected to yield an increase of 0.288% in the Village Officials' Performance variable, assuming other factors are constant (ceteris paribus). Furthermore, this finding highlights that E-Kinerja is responsible for influencing the Village Officials' Performance variable with a contribution of 28.8% (derived from the beta coefficient).

Overall, the results of this study reinforce the finding that the implementation of E-Kinerja has a significant influence on the Performance of Village Officials within the Jembrana Regency Government. Employee/staff performance itself, according to Mangkunegara (2000), is defined as the work results, both in terms of quality and quantity, successfully achieved by an official (aparatur) in carrying out the duties assigned in accordance with their responsibilities.

Meanwhile, E-Kinerja (Electronic Performance) is a web-based application implemented by the Jembrana Regency Government. This application functions as a vital tool for analyzing the needs and workload of positions and organizational work units. This analysis is then used as the primary basis for calculating work achievement and providing incentives. The implementation of E-Kinerja refers to national guidelines, namely Permendagri Number 4 of 2005 concerning Job Analysis and Permendagri Number 12 of 2008 concerning Workload Analysis.

The implementation of the E-Kinerja system in the assessment process has a significant positive impact on the performance of Village Officials within the Jembrana Regency Government. Officials whose performance is less than optimal can now be evaluated objectively, and these assessment results will influence their career development. The E-Kinerja-based performance assessment for officials is founded on key principles such as professionalism, integration, fairness and decency, proportionality, openness and transparency, effectiveness and efficiency, accountability, and welfare. With the implementation of this E-Kinerja system, officials are expected to be more motivated to work hard to achieve the goals set by the organization. The overall improvement in organizational quality occurs because it is supported by the performance of officials who successfully meet the organizational targets and objectives. Conversely, officials who are unable to adapt and work maximally to meet the E-Kinerja assessment instruments will lag behind their high-performing colleagues, which may ultimately hinder opportunities for job promotion and affect the rewards provided by the Jembrana Regency Government.

The Influence of Rewards on Village Officials' Performance

The third hypothesis test, which aims to examine the influence of Rewards (X_2) on Village Officials' Performance (Y), was conducted by analyzing multiple linear regression (the partial test or t-test). The test for the existence of this influence was carried out by reviewing the regression coefficient (β_2) value of rewards. Based on the data summarized in Table 2, it was found that the regression coefficient (β_2) value for rewards is 0.490. Since this β value is not equal to zero ($\beta \neq 0$) and indicates statistical significance, this finding affirms that Rewards

have a positive influence on Village Officials' Performance. Thus, the third hypothesis of this study is accepted.

The Reward Variable (X_2) is proven to have a positive influence. Interpretively, every 1% increase in the Reward variable will relatively increase the Village Officials' Performance variable by 0.490% (ceteris paribus). This finding further concludes that Rewards contribute 40.0% of the influence toward the Village Officials' Performance variable (based on the beta coefficient). The findings of this study indicate a significant influence of the Reward variable on the Performance of Village Officials in the Jembrana Regency Government area. This concept of rewards aligns with the view of Simamora (2004:514), who defines rewards as incentives that explicitly link compensation or payment to work results. The goal is to boost the productivity of employees or staff, thereby enabling the organization to achieve sustainable competitive advantage.

The forms of Rewards that can be given to Village Officials (*Perangkat Desa*) are quite diverse. In accordance with the provisions stipulated in Government Regulation (PP) Number 6 of 2008, Article 56, Paragraph 2, rewards can take the form of financial incentives, public recognition through mass media, or other relevant forms of appreciation. Furthermore, the Government's commitment to improving the welfare and work quality of officials (*aparatur*) is also realized through the policy of income improvement allowances. The provisions regarding these allowances, which are contained in PP Number 74 of 2000, are specifically aimed at enhancing quality, optimizing work achievement, and achieving maximum efficiency and effectiveness of performance for all officials.

The empirical findings of this study show consistency with the results of previous research. Specifically, these results are aligned with the study conducted by Fitriani (2025), which also concluded that Rewards have a significant impact on Official Performance (*Kinerja Aparatur*). An important implication of this conclusion is that the individual performance of every Village Official must always be aligned with and directly contribute to the achievement of the performance goals and objectives set by the Jembrana Regency Government as an institution.

CONCLUSION
The main objective of this study was to conduct empirical testing regarding the impact caused by the implementation of E-Kinerja (X_1) and the provision of Rewards (X_2) on the Performance of Village Officials (Y) within the Jembrana Regency Government. The results of the regression analysis yielded strong findings, namely that E-Kinerja and Rewards are proven to have a significant simultaneous (collective) influence on improving the performance quality of Village Officials. However, like other empirical studies, this research also has several limitations. One such limitation is evident from the obtained Coefficient of Determination (R^2) value, which is only 0.535 (53.5%). This figure indicates that the variation in Village Officials' Performance that can be explained by the E-Kinerja and Reward variables is still limited. Therefore, it is recommended that future research consider incorporating and testing more relevant independent variables (such as motivation, organizational commitment, or work environment). Additionally, subsequent studies are also advised to expand the scope of respondents to be examined, in order to enhance the external validity and generalization of the findings to the population of Village Officials in the Jembrana Regency Government.

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