



**The Influence of Digital Service Quality, Work Environment, and Competence on
Employee Performance at the Jember Regency Investment and One-Stop Integrated
Services Office**

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Abstract

This study seeks to examine the impact of competence, work environment, and digital service quality on employee performance at the Jember Regency Investment and One-Stop Integrated Services Office (DPMPTSP). This research is driven by the necessity of enhancing the quality of digital public services, which necessitate a supportive work environment and enough worker capabilities to attain maximum performance. This research integrates a quantitative methodology with a survey technique. The study population comprises all ASN workers of the Jember Regency DPMPTSP, with the research sample derived from a census of 45 respondents. Multiple linear regression analysis was conducted utilizing SPSS software, and data were collected through a Likert scale questionnaire. The study's results indicate that employee performance is favorably and considerably influenced by the workplace environment, individual abilities, and the quality of digital services. All three independent variables collectively exert a significant influence on enhancing employee performance. These results confirm that improving the quality of digital services, optimizing workplace conditions, and developing employee competencies are essential factors in strengthening the system's performance while delivering effective and efficient public services.

Keywords: *digital service quality*, work environment, competence, employee performance, DPMPTSP Jember Regency.

INTRODUCTION

In the era of digital transformation, public services in various countries have undergone significant changes through the implementation of information systems, online services, and data integration to accelerate the service process. In Indonesia, the government is encouraging the implementation of e-government and one-stop services to improve bureaucratic efficiency, transparency, and accountability. Because strong performance will reflect the speed of service completion, correctness, and community satisfaction as service users, staff performance is a crucial criterion for the success of public service reform in this context. In order to assist the accomplishment of regional development goals and enhance the perception of the government apparatus, it is crucial to comprehend the elements that influence employee performance.

Employee performance may be defined as the amount, quality, and timeliness of work completed by individuals in fulfilling their roles and responsibilities in compliance with the organization's requirements (Hairudin, 2025). In the public service sector, employee performance is not only measured by the number of files completed, but also by the quality of communication, speed of service, accuracy, and community satisfaction. Employees with good performance will



encourage organizational efficiency, reduce administrative costs, and increase public trust in government institutions. On the other hand, low employee performance can cause service delays, increased public complaints, and hampered investment flows and public services in general (Burhan, 2022).

The term digital service quality describes how users evaluate the quality of services offered via digital platforms, taking into account factors like system dependability, usability, reaction time, data security, and the capacity to deliver precise and timely information (Rahayu, 2025). The One-Stop Investment and Integrated Services Office's online licensing system, application accessibility, application processing speed, and the system's capacity to facilitate productive employee-public interaction are all indicators of digital service quality (Limsawaddiwong et al., 2025). The superior quality of digital services will boost workers' self-assurance and productivity when using technology, which will improve worker performance. Numerous prior studies have demonstrated the positive effects of digital service quality on performance, including which demonstrates that employee performance is significantly impacted by digital transformation, according to research by (Al-Shorman, 2022) a study on digital governance that found that the digitalization process with competent input has a very high effect on employee performance; (3) e-service quality research in the corporate sector that finds a significant impact on performance through user satisfaction, research (Fachry et al., 2025) Research (Pasupati et al., 2025) shows that there is a positive correlation between digital skills and staff performance and service effectiveness.

The infrastructure and facilities, lighting, noise levels, atmosphere, interpersonal interactions, and organizational support that affect how comfortable and motivated employees are to perform their jobs are all included in the term work environment. (Kholid & Utari, 2023). Employee attention, creativity, and results-orientedness will increase in a safe, encouraging, and supporting work environment. On the other hand, a less encouraging workplace might diminish motivation, raise stress levels, and have a detrimental effect on worker performance (Ali & Ali, 2024). The workplace has a good impact on performance, according to a number of earlier research (Irsa, 2025). The study's findings indicate that employee performance was influenced by the workplace by 37.4% (Costa et al., 2022). Research demonstrates that the work environment significantly affects employee performance (Mulya, 2021), particularly in local government agencies, where a positive work environment enhances productivity and performance. Additionally, research (Pranavianti, 2021) confirms the beneficial correlation between the work environment and performance, while studies in the public service sector illustrate that the work environment fosters performance through heightened employee motivation and job satisfaction.

The information, abilities, attitudes, and values that employees possess in order to perform their jobs efficiently and in accordance with professional standards are referred to as competency (Surung et al., 2023). Employee competencies include technical, interpersonal, decision-making, and adaptability to changes in the work environment, including the use of technology (R. Hidayat, 2021). In the context of DPM-PTSP, competent employees will be able to master licensing procedures, understand regulations, operate online licensing systems, and communicate well with the public. The higher the employee's competence, the more likely it is that the performance achieved is also high (Nicolas et al., 2024). Several previous research have established a favorable association between competence and performance, including the following. Research by (Susanto et al., 2024) at the West Java Provincial Regent's Office indicates



that competence significantly enhances employee performance, contributing approximately 60.4%. (Chaerunissa & Pancasasti, 2021) found that digital competencies positively and significantly influence employee performance. (Rusdi, 2023) demonstrated that competence, skills, and attitudes positively and significantly affect employee performance in the public service sector. Additionally, (Radista & Edalmen, 2024) support these findings. Research conducted by (Bela et al., 2022) in local government organizations found that competence development markedly enhances staff performance.

While the majority of research indicates that competences, work environment, and digital service quality all positively impact employee performance, several studies have also shown no discernible impact on any of these factors. For instance, knowledge competence was shown to have a favorable but not substantial impact on employee performance in competency research (Hairudin, 2025), whereas skill competence and attitude continued to have a significant impact. However, research (Saodah et al., 2024) demonstrates that although the work environment continues to positively affect performance, leadership style has no significant influence. Moreover, studies on the quality of digital services across many sectors indicate that the influence of e-service quality on performance may vary according to the organizational context, extent of technology utilization, and user characteristics (Surahmah, 2024) and (Bahri et al., 2025). Given the One-Stop Investment and Integrated Services Office's dependence on technology-driven services and integrated systems, the conflicting research findings reveal a significant gap that must be addressed. In order to test the consistency of the relationship between the three variables in a particular local government setting, the study "The Influence of Digital Service Quality, Work Environment, and Competence on Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office" is crucial.

The Jember Regency Investment and One-Stop Integrated Services Office (DPM-PTSP) is a regional entity responsible for facilitating investment via a technology-driven one-stop system, encompassing both licensing and non-licensing services. This service is the forefront of public services for business stakeholders and the community in the administration of licensing and investment in Jember Regency. The employee performance phenomenon at DPM-PTSP Jember Regency indicates a lack of consistency and optimality, evidenced by delays in service completion, discrepancies in service speed among officers, and public grievances regarding inadequate systems and communication. This necessitates an evaluation of factors influencing employee performance, including digital service quality, work environment, and competence. This phenomena serves as the foundation of this study, which aims to evaluate the degree to which digital service quality, work environment, and competences facilitate or impede the performance of DPM-PTSP staff in Jember Regency.

The outcomes of this study are expected to enhance both theoretical and practical comprehension of the variables affecting worker performance in technology-driven public service environments. This study, titled "The Influence of Digital Service Quality, Work Environment, and Competence on Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office," aims to enhance the literature regarding the correlation between digital service quality, work conditions, and competencies with employee performance, while also evaluating the consistency of prior findings that remain inconsistent. The management of DPM-PTSP Jember Regency may utilize the research findings practically to create policies that enhance the digital service system, improve working conditions, and create more focused staff competence



development initiatives. The wider consequence is that improving the quality, efficiency, and public trust in Jember Regency's licensing and investment services may be achieved by a strategic mix of maximizing digital service quality, creating a favorable work environment, and developing strong staff capabilities.



LITERATURE REVIEW

Digital Service Quality

Digital service quality (digital service quality) is the quality of services provided by the organization through digital platforms (e.g. *Copyright* ©, application *Mobile*, public service portals, or internet-based information systems) that reflect the system's ability to meet the expectations of internal users regarding speed, accuracy, ease of use, security, and relevance of information (Rini Rahayu, 2025). According to (Limsawaddiwong et al., 2025), E-service quality refers to a website's ability to provide effective and efficient facilities for online shopping, purchasing, and the electronic purchase of items or services. Zeithaml et al. assert that e-service quality is an adaptation of the Service Quality model tailored for electronic services, emphasizing reliability, responsiveness, usability, and data security.

Work Environment

The tangible and intangible aspects and elements around employees that may have an impact on their comfort, safety, motivation, and ability to complete duties within the company are collectively referred to as the professional setting. According to the work environment, (Hakim et al., 2023), is everything that surrounds employees and has the potential to affect their enthusiasm and morale at work, either positively or negatively (Priyanto, 2022). (Sasti, 2023) Considering the workplace as a component of the configuration of elements that impact an organization's success, including its physical infrastructure, social atmosphere, and work culture

Competencies

A person's knowledge, abilities, attitudes, and beliefs that enable them to perform activities and job duties efficiently and to a specific standard in a position are referred to as competence. Competence, according to (Muhtarom et al., 2023), is having actual abilities and expertise in performing tasks. Competence is described by (Valentina et al., 2024) as a collection of information, skills, and personality characteristics that are manifested via a consistent approach to thought and doing, aimed at improving individual and organizational performance.

Employee Performance

Employee performance, assessable by both quantitative and qualitative metrics aligned with organizational objectives, results from the work executed by individuals or teams in fulfilling their responsibilities within the scope of their authorized powers (Hairudin, 2025). Competency-Based Performance Employee performance is assessed based on the qualitative and quantitative results achieved by an individual or group within an organization, aligned with their designated authority, duties, and responsibilities, to fulfill organizational objectives in a morally and legally compliant manner. (Burhan, 2022) describing employee performance as a summary of the aptitudes, competencies, and actual work outcomes displayed by employees in performing their tasks and responsibilities

RESEARCH METHODOLOGY

This study uses survey methodology and a quantitative research strategy. All ASN DPMPSTSP Jember Regency personnel make up the sample. A census of 45 respondents was used to identify the research sample. Multiple linear regression was employed to evaluate the data and

ascertain the connection among the variables. Subsequently, validity and reliability assessments are employed to analyze the collected data. Subsequently, the outcomes of the data analysis are presented, followed by conclusions and suggestions. This study employs multiple linear regression analysis using SPSS 25 for Windows (Scott, 2018).

RESULTS AND DISCUSSION

Data Validity Test Results

Table 1. Data Validity Test Results

No	Statement Items	Criterion 1		Criterion 2		Remarks
		Table r values	Calculated r-value	Sig value	alpha	
Digital Service Quality (X1)						
1	X1 (1)	0,294	0,862	0.000	0,05	Valid
2	X1 (2)	0,294	0,855			Valid
3	X1 (3)	0,294	0,788			Valid
4	X1 (4)	0,294	0,888			Valid
5	X1 (5)	0,294	0,866			Valid
Work Environment (X2)						
1	X2 (1)	0,294	0,898	0.000	0,05	Valid
2	X2 (2)	0,294	0,831			Valid
3	X2 (3)	0,294	0,854			Valid
4	X2 (4)	0,294	0,831			Valid
5	X2 (5)	0,294	0,818			Valid
Competencies (X3)						
1	X3 (1)	0,294	0,874	0.000	0,05	Valid
2	X3 (2)	0,294	0,837			Valid
3	X3 (3)	0,294	0,893			Valid
4	X3 (4)	0,294	0,820			Valid
5	X3 (5)	0,294	0,834			Valid
Employee Performance (Y)						
1	Y (1)	0,294	0,828	0.000	0,05	Valid
2	Y (2)	0,294	0,864			Valid
3	Y (3)	0,294	0,826			Valid
4	Y (4)	0,294	0,845			Valid
5	Y (5)	0,294	0,842			Valid

Source : Data processed by Researcher (2026)

The findings of the validity test shown in Table 1. The validity test findings demonstrate the association among the indicators of Digital Service Quality (X1), Work Environment (X2), Competency (X3), and Employee Performance (Y). This is due to the significance value being less than 0.05 (5%) and the computed r exceeding the tabulated r (0.294). The variables of Digital Service Quality (X1), Work Environment (X2), Competency (X3), and Employee Performance

(Y) are consequently considered legitimate based on all statement parts.

Data Reliability Test Results

Table 2. Reliability Test Results

Variable	<i>Cronbach Alpha Values</i>	<i>Standart Alpha</i>
<i>Digital Service Quality</i>	0,817	0,06
Work Environment	0,815	0,06
Competencies	0,817	0,06
Employee Performance	0,815	0,06

Source : Data processed by researchers (2026)

According to the reliability test results presented in Table 2. The Reliability Test findings indicate that Digital Service Quality (X1) has a Cronbach's Alpha of 0.817, Work Environment (X2) has a Cronbach's Alpha of 0.815, Competency (X3) has a Cronbach's Alpha of 0.817, and Employee Performance (Y) has a Cronbach's Alpha of 0.815. Since the Cronbach Alpha score exceeds 0.06, it may be inferred that the study's instrument is credible.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis Test

Models	<i>Unstandardized Coefficients</i>	<i>Std. Error</i>	<i>Standardized Coefficients</i>
	B		Beta
1 (Constant)	0,627	0,174	
<i>Digital Service Quality (X1)</i>	0,058	0,020	0,068
Work Environment (X2)	0,353	0,024	0,385
Competencies (X3)	0,675	0,015	0,713

Source : Data processed by researchers (2026)

According to Table 3. The following regression equations can be created using the Multiple Linear Regression Analysis Test results.:

$$Y = 0.627 + 0.058 X1 + 0.353 X2 + 0.675 X3$$

1. The equation of the variable may be elucidated if the constant is 0.627, indicating that when the variables of Digital Service Quality (X1), Work Environment (X2), and Competency (X3) are unchanged, Employee Performance (Y) attains a value of 0.627.
2. The Digital Service Quality coefficient is 0.058, indicating that a significant increase of 1 unit in the Digital Service Quality variable (X1), while holding the other variables (Work Environment and Competence) constant, will result in an increase of 0.058 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.058.
3. The Work Environment Coefficient is 0.353, indicating that a significant increase of 1 unit in the Work Environment variable (X2), while holding the other variables (Digital Service Quality and Competence) constant, will result in an increase of 0.353 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.353.



4. The Competency Coefficient is 0.675, indicating that a significant increase of 1 unit in the Competency variable (X3), while holding the other variables (Digital Service Quality and Work Environment) constant, will result in an increase of 0.675 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.675.

T test (Partial)

Table 4. Results of the t-test (partial)

Variable	Significance of Calculation	Significance Levels	t count	t Table
Digital Service Quality (X1)	0,006	0,05	2,898	2,020
Work Environment (X2)	0,000	0,05	14,871	2,020
Competencies (X3)	0,000	0,05	45,920	2,020

Source : Data processed by researchers (2026)

Table 4 shows this. Partial t-test results can be retrieved. The dependent variable of Employee Performance (Y) is considerably affected by Digital Service Quality (X1), Work Environment (X2), and Competency (X3), either wholly or partially. The t-value from the t-table was 2.020, while the t-value from the previous t-test was below 0.05.

Determination Coefficient Results (R^2 Test)

Table 5. Determination Coefficient Test Results (R2 Test)

Model Summary				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,999a	,997	,997	,16672

Source : Data processed by researchers (2026)

Table 5's determination coefficient test results yield an Adjusted R-square value of 0.997, or 99.7%, rounded to 99%. This indicates that 99% of the independent variables (digital service quality, work environment, and competence) can influence the dependent variables (employee performance). Conversely, 1% is impacted by variables other than independent variables (Employee Performance).



DISCUSSION

Digital Service Quality and Its Impact on Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office

The findings that digital service quality affects employee performance are in line with the theory of digital service quality and technology-based public service theory. This theory explains that the quality of service perceived by the public through digital systems determines the effectiveness and efficiency of services, which ultimately affects the way employees utilize technology in their work. In the context of DPM-PTSP, digital service quality includes aspects of the reliability of the online licensing system, ease of use of the application, speed of response, data security, and availability of accurate information. The higher the quality of digital services available, the easier and more efficient it will be for employees to access the system, process data, and complete licensing applications, thus having a direct impact on improving employee performance (Scott, 2024).

Employee performance at the Jember Regency Investment and One-Stop Integrated Services Office is impacted by the quality of digital services, according to the data analysis's findings. This is evident from the regression coefficient's positive value and significance level below 0.05, which indicates that employee performance in completing license service duties increases with the quality of digital services perceived by both the public and employees. These findings indicate that employees who work in a stable, easy-to-use, and responsive online licensing system environment tend to be more confident, quick to complete files, and make fewer mistakes in data entry. Thus, improving digital service quality is one of the important factors that encourage the performance of DPM-PTSP employees in Jember Regency to be more optimal and oriented towards community satisfaction.

There is a favorable and strong correlation between employee performance and digital competence; enhanced digital competence correlates with improved employee performance (Pancasasti, 2023). According to literature on the efficiency of public sector application services, digital proficiency and the quality of digital services influence the enhancement of employee performance. However, a number of research on the effects of digital transformation and digitization of public services attest to the fact that raising the caliber of digital services promotes an improvement in the efficacy and performance of public services. The study employs work satisfaction as a mediating variable (Al-Shorman, 2022) illustrates that digitization positively and substantially influences employee performance. Digital transformation improves staff performance in public services in terms of effectiveness, efficiency, and quality, according to research (Fachry et al., 2025). Research indicates that employee performance is enhanced by both digital literacy and the quality of human resources (Pasupati et al., 2025). Digital skills have a favorable and considerable impact on job performance through employee wellbeing, according to research (Endarti, 2024). Additionally, the study (Anggraeni & Arafah, 2023) discovered that digitalization improves human resource performance through productivity. Therefore, the results of earlier studies that demonstrate the critical role of digital service quality and digital competence in enhancing employee performance in a variety of sectors and organizations are consistent with the findings that digital service quality influences the performance of DPM-PTSP employees in Jember Regency.

The Impact of Work Environment on Employee Performance at the Jember Regency

Investment and One-Stop Integrated Services Office

The notion of work environment in human resource management aligns with findings that employee performance is influenced by the workplace. This idea posits that employee comfort, motivation, and task concentration are affected by both physical and non-physical elements of the workplace, such as illumination, ambient temperature, comfort, work amenities, cleanliness, security, internal communication, and interpersonal connections among colleagues. In the context of DPM-PTSP, a favorable workplace will motivate staff to work more leisurely, maintain a steady work mood, and be simpler to coordinate while submitting licensing applications. A positive work environment will boost productivity, performance consistency, and employee satisfaction, all of which will improve total worker performance (Muhtarom et al., 2023).

Data study indicates that workplace characteristics influence employee performance at the Jember Regency Investment and One-Stop Integrated Services Office. This is evident from the regression coefficient's positive value and significance level below 0.05, which indicates that employees perform better when performing service duties in an environment that is better in terms of facilities, spatial arrangement, security, and a peaceful work atmosphere. These results show that workers who have a relaxed, well-organized, and encouraging work environment are more likely to be attentive, productive, and responsive while dealing with licensing applicants, which enables them to finish files faster and more precisely. Therefore, one of the key elements influencing how well DPM-PTSP staff at Jember Regency perform is their workplace.

The findings of this study align with other prior studies that illustrate the advantageous impact of the workplace on employee performance. Research by (Hakim et al., 2023) indicates that the workplace greatly influences employee performance, accounting for over 57.5% of performance variability. Research indicates that employee performance is profoundly and considerably influenced by the workplace (Muchtar et al., 2024). Research indicates that employee performance is favorably and considerably influenced by a conducive work environment (Fauzi et al., 2023). Research indicates that the workplace influences employee productivity by 47.7% (Susanti, 2025). The study (Nur, 2024) revealed that employee job productivity is substantially influenced by motivation, work environment, and communication at work. Based on empirical studies (Lestariningsih, 2024), employee performance is significantly impacted by the workplace at the same time. Studies (M. Hidayat et al., 2025) Additionally, it demonstrates that employee performance is positively and significantly impacted by the workplace by 53.6%. Employee performance and the workplace have a very strong and significant association, according to research (Kitta & Idris, 2023). Therefore, the results of earlier research that demonstrate the critical importance of the work environment in enhancing employee performance in a variety of industries and organizational contexts are consistent with the findings that the work environment influences the performance of DPM-PTSP employees in Jember Regency.

Employee Performance Competence at the Jember Regency Investment and One-Stop Integrated Services Office

The findings that competence affects employee performance are in line with competency theory and human resource management theory. According to competency theory, an employee's ability to do their duties efficiently and adhere to professional standards is determined by their knowledge, skills, attitudes, and values. The Jember Regency Investment and One-Stop Integrated

Services Office possesses strengths in technical licensing, regulatory expertise, information system use, communication, and community service skills. Competent employees can usually complete tasks more carefully, quickly, and accurately, which directly boosts output in terms of number, quality, and customer satisfaction (Yusuf et al., 2024).

The data analysis's findings indicate that employee performance at the Jember Regency Investment and One-Stop Integrated Services Office is impacted by competency characteristics. This is demonstrated by the regression coefficient, which has a positive value and a significance level below 0.05. This indicates that the performance attained in completing licensing service tasks increases with employee competence, both in terms of knowledge, skills, and work attitudes. These results show that more competent staff members can comprehend processes more quickly, use online licensing systems more effectively, and offer the public more accurate and prompt services. Therefore, one of the main elements supporting performance improvement in DPM-PTSP Jember Regency is the development of personnel competencies.

The findings of this study align with several previous studies indicating that employee performance is positively and significantly influenced by competence. Research indicates that employee competence significantly influences performance (Fauzia Ratna Dewi et al., 2025).

Employee performance is profoundly influenced by the identification of competencies (knowledge, skills, and attitudes) (Harmaily, 2021). (Pancasasti, 2023) discovered that employee performance is favorably and considerably influenced by competence. (Setyo Widodo, 2022) indicates that service quality is positively and strongly influenced by employee competence. (Situmorang et al., 2023) identifying skills that significantly and favorably impact worker performance. (Sarumaha, 2022) Performance is positively and significantly impacted by demonstrating competence, abilities, and attitudes, whereas knowledge has a favorable but little impact. According to research (Wasilon et al., 2022), competency accounts for about 60.4% of employee performance. (Baskoro et al., 2024) demonstrate that performance is significantly impacted by staff competence. (Handayani et al., 2024) Conclusion: The primary determinant of employee performance is competence.

The results of this study align with other prior studies indicating that competence positively and significantly influences employee performance. Research by (Fauzia Ratna Dewi et al., 2025) indicates that employee competency significantly influences performance. (Harmaily, 2021) Identifying competences (knowledge, skills, and attitudes) significantly impacts employee performance. (Pancasasti, 2023) concludes that competency positively and significantly influences employee performance. (Setyo Widodo, 2022) demonstrates that staff competency positively and significantly influences service quality. (Situmorang et al., 2023) identify abilities that exert a favorable and substantial influence on employee performance. (Sarumaha, 2022) Demonstrating competence, abilities, and attitudes positively and significantly influences performance, whereas knowledge exerts a favorable although negligible effect. Research by (Wasilon et al., 2022) indicated that competence accounts for approximately 60.4% of employee performance. (Baskoro et al., 2024) demonstrate that employee competency significantly influences performance. (Handayani et al., 2024) Conclusive competence is the primary determinant of employee performance.

CONCLUSION

The research findings indicate that employee performance at the Jember Regency



Investment and One-Stop Integrated Services Office is favorably and significantly influenced by digital service quality, work environment, and competencies. Staff performance may be enhanced by promoting efficiency, speed, and accuracy in the processing of license applications through the delivery of superior digital services, a conducive work environment, and a high level of staff competence. The findings indicate that these three elements synergistically enhance the efficacy of licensing and investment services, ensuring they are expedited, transparent, and satisfactory to the community.

To enhance staff performance, the management of DPM-PTSP Jember Regency is recommended to persist in elevating digital service quality by refining the online licensing system, fortifying the network, and offering more systematic and focused technological training. Furthermore, it is essential to focus on the state of the work environment by enhancing amenities, optimizing physical layout, and fostering a harmonious and communicative organizational culture. Improving employee competency development necessitates consistent training programs, mentorship, and work assignments customized to individuals' capabilities. To provide a comprehensive understanding of the factors affecting employee performance in a technology-driven public service environment, future researchers should enhance the study by incorporating supplementary moderating or contextual variables such as motivation, organizational commitment, or leadership support.

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