

The Influence of Competence and Information Technology Utilization on Employee Performance with Organizational Culture as a Moderating Variable at Amanjiwo Resort in Magelang

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| <p>Article Information :</p> <hr/> <p>Keywords : <i>human resource competenc; information technology utilizatio; employee performance; organizational culture;</i></p> <hr/> <p>Article History: Received : January 22, 2022 Revised : February 10, 2023 Accepted : March 28, 2023</p> <hr/> <p>Cite This Article: Amanda, F., & Probosari, N. (2024). The Influence of Competence and Information Technology Utilization on Employee Performance with Organizational Culture as a Moderating Variable at Amanjiwo Resort in Magelang. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 8(2), 1- 8. doi:http://dx.doi.org/10.22441/indikat or.v8i2.24486</p> | <p>Abstract</p> <hr/> <p><i>This study aimed to determine and analyze the Effect of Human Resource Competence and Information Technology Utilization on Employee Performance with Organizational Culture as a Moderation Variable at Amanjiwo Resort in Magelang.. This type of research is quantitative research. The data in this study are primary and secondary data in the form of questionnaires given to 91 respondents and the results of interviews with the Human Resource Manager of Amanjiwo Resort. The population of this study were all employees at Amanjiwo Resort, totaling 117 people. The sampling technique used was a random sampling technique with cluster random sampling with a sample of 91 people. The method used is the Structural Equation Model (SEM) method with the help of SmartPLS 4 software. The analysis technique used is the PLS SEM method in the form of outer model analysis and inner model analysis. The results of this study indicate that: Human resource competence has a positive effect on employee performance at Amanjiwo Resort, Utilization of information technology has a positive effect on employee performance at Amanjiwo Resort, Organizational culture does not moderate the influence of human resource competence on employee performance, Organizational culture does not moderate the effect of using information technology on employee performance.</i></p> |
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INTRODUCTION

At first, human resources are an organizational asset and one of the assets that plays an important role in achieving company goals. According to Hamali, (2016: 2), states that human resources is a strategic approach to skills, motivation, development and management of organizing resources. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization as the implementation of one of the functions within the company which is called human resource management.

Along with the emergence of the industrial revolution 4.0, the systems and mechanisms in Indonesia underwent many changes, both towards a more positive and negative direction. Era 4.0 also disrupts various human activities, especially in the focus on human resource management which is important in an organization or company. With the development of the industrial revolution, adequate competence and knowledge are needed, as well as higher performance with competency support to obtain optimal performance output. According to Arif Yusuf Hamali, (2016: 98), performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and making a contribution. There are six indicators to measure performance according to Robbins (2016: 206), namely quality, quantity, timeliness, effectiveness, independence, and work commitment. Achieving optimal

performance results requires various supports, both from leaders, facilities, and knowledge from employees.

The main objective of managing human resource management is to prepare and realize quality human resources and have competencies according to the needs of the organization or company. According to Sedarmayanti, (2017: 11) says that competence is closer to the ability or capability that is applied and produces employees or leaders or officials who show high performance. Competence is a collection of knowledge, skills and behaviors that are used to improve performance or circumstances or adequate quality. According to Gordon in Busro (2018: 33), there are six indicators to measure human resource competence, namely knowledge, understanding, values, abilities, attitudes, and interests. The results of research conducted by Nurjaya et al, (2021) confirm that human resource competence has a significant effect on performance. Research by Kholisna Sari and Yacobo P Sijuang, (2022) also confirms that simultaneously the HR competency variable influences HR performance.

In this era of increasingly modern technological development, facilities and knowledge of the progress of the use of information technology are very important. The use of technology includes (1) data processing, information processing, management systems, and work processes electronically and (2) utilizing technological advances so that public services can be accessed easily and inexpensively by the public (Dwi Sapartiningsih and Kristanto, 2018). Utilization of good information technology will also improve the performance of these individuals. There are three indicators according to Arisuniarti (2017) to measure the utilization of information technology, namely employee access to the use of information technology facilities, intensity of use of information technology facilities owned, and employee goals while browsing the internet. The results of research conducted by Nurjaya et al (2021) confirm that the ability to use technology simultaneously has a significant effect on performance. Research such as Maryam Odja, Nasir Hamzah, and Zainal Arifin, (2020) also confirms that Information Technology has a positive and significant effect on Employee Performance.

In order to improve quality and professional performance, an office or organization needs a habit or culture that is suitable to be applied in the work environment which is called organizational culture. Organizational culture can encourage employee performance because it can create great motivation for optimizing their competence in taking advantage of the opportunities provided by the office or organization. There is literature from the research results of Susilo and Sunarto Sunarto, (2022) which states that organizational culture strengthens professional competence on performance and organizational culture moderates the effect of professional competence on performance. In addition, research by Elsa Meirina and Mike Kusuma Dewi, (2021) states that organizational culture influences the relationship between information technology and performance.

As well as Amanjiwo Resort which is one of the hospitality services that also pays attention to the performance of its employees. Amanjiwo Resort has 117 employees with placements in seven (7) work sections, namely accounting, engineering, HRD and General, front office, food and beverage product, food and beverage service, and housekeeping. With the development of the industrial revolution which is increasingly rapid, adequate competence is needed in order to meet the standard needs of the company and produce higher performance in order to obtain optimal output. From the results of interviews with the Human Resource Manager of Amanjiwo Resort, demands from the Head Office and requests from guests or customers are an important focus in improving employee performance. Employee performance at Amanjiwo Resort often fluctuates every year. from 2021 to 2022 there will be fluctuations in the results of employee performance appraisals at Amanjiwo Resort.

The purpose of this study was to examine "The Influence of Human Resource Competence and Information Technology Utilization on Employee Performance with Organizational Culture as a Moderating Variable at Amanjiwo Resort in Magelang". Because there is a research gap with previous research on the variable use of information technology on employee performance and organizational culture in moderating the influence of human resource competence and the use of information technology on employee performance, as well as problems in the object of research, the researchers wanted to look again at the influence between these variables.

LITERATURE REVIEW

Employee Performance

According to Michael Armstrong (2006: 1), "performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements", in the book Edison et al. (2022: 188). According to Mangkunegara (2017: 67), performance is the result achieved by an employee from a job in quality and quantity in carrying out his duties in accordance with the responsibilities given to him.

Competence

According to Ansory (2018: 59), human resources are individuals who work as drivers of an organization, both institutions and companies and function as assets that must be trained and developed in their abilities. According to Hamali (2016: 2) states that human resources is a strategic approach to skills, motivation, development, and management of organizing resources.

H₁ : Competence has a direct positive effect on employee performance at Amanjiwo Resort.

Utilization of Information Technology

According to Haag and Keen (1996) quoted from Bagaskoro (2019: 18) define information technology as a set of tools that help work with information, as well as perform tasks related to information processing. Meanwhile, according to Martin (1999) quoted from Bagaskoro (2019: 18) states that information technology is not only limited to IT (Hardware and Software) which is used to process and store information, and also includes communication technology that sends information.

H₂ : Utilization of information technology has a positive direct effect on employee performance at Amanjiwo Resort.

Organizational Culture

Organizational culture according to Edison et al. (2022: 117) is the result of the process of fusing the cultural and or behavioral styles of each individual that was brought before into a new norm and philosophy and has energy, as well as group pride in facing something and goals. certain. According to Robbins and Coulter (2009) quoted in Edison et al. (2022: 118), argues that organizational culture is shared values, principles, traditions, and ways of doing things that affect the way members of the organization act.

H₃ : Organizational culture moderates the influence of human resource competence on employee performance at Amanjiwo Resort.

H₄ : Organizational culture moderates the effect of using technology on employee performance at Amanjiwo Resort.

METHOD

This research is included in the type of descriptive research. Descriptive research is research designed to collect data that describes the characteristics of people, events, or situations. This involves collecting quantitative data such as satisfaction levels, production volumes, sales volumes, or demographic data, but descriptive studies also require collecting qualitative information (Sekaran & Bougie, 2019: 111).

This research uses quantitative research methods. Data collection techniques in this study were carried out by distributing questionnaires. The measurement tools for this research are questionnaires and interviews. This research was conducted at Amanjiwo Resort which is located in Majaksingi Village, Borobudur District, Magelang Regency, Central Java. The population in this study were 117 employees of Amanjiwo Resort. The sampling technique in this study was using cluster random sampling. The research sample in this study were 91 employees. The data analysis method used in this study is the Structural Equation Model (SEM) using the Partial Least Square (PLS) 4 analysis tool.

Table 1. Definition Operational Variable

| Variable | Definition Variable | Indicator |
|----------------------------------|--|---|
| Competence (X_1) | Competency is everything a person has in the form of knowledge, skills and other individual internal factors to be able to do a job based on the knowledge and skills they have. (Busro, 2018:26) | 1. Knowledge 2. Understanding 3. Value 4. Ability 5. Attitude 6. Interest (Gordon in Busro, 2018 : 33) |
| Information Technology (X_2) | Information technology can be defined as various computer technologies and applications for storing, studying or analyzing, retrieving, manipulating data and/or information in the form of words or sounds (audio or video), documents and/or images, as well as sending or distributing , receive and process or reprocess according to the needs of electronic information users (Bagaskoro, 2019: 19). | 1. Employee Access to Utilization of Information Technology Facilities 2. Intensity of Using Information Technology Facilities 3. Employee Targets while Browsing the Internet (Arisuniarti, 2017) |
| Organizational Culture (Z) | Organizational culture is the result of the process of merging the cultural style and/or behavior of each individual that was previously brought into a new norm and philosophy that has energy, as well as group pride in facing certain things and goals | 1. Innovation and Risk Taking 2. Pay Attention to Details 3. Results Orientation 4. People Orientation 5. Team Orientation 6. Aggressiveness 7. Stability |

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|--------------------------|---|---|
| | (Edison, Anwar, and Komariyah, 2022: 117). | (Robbins & Judge, 2019 : 355) |
| Employee Performance (Y) | Employee Performance is the end result of an activity or course of action, whether the activity is long hours or racing or carrying out work obligations as efficiently and effectively as possible. (Robbins, 2016 : 168) | 1. Quantity 2. Quality 3. Punctuality 4. Effectiveness 5. Independence 6. Work Commitment (Robbins & Judge, 2016 : 260) |

RESULTS AND DISCUSSION
Characteristic Respondents

Table 2. Characteristic Respondents

| Characteristic | Category | Frequency | Percentage |
|----------------|---------------------------|-----------|------------|
| Gender | Male | 67 | 73,63% |
| | Female | 24 | 26,37% |
| | Total | 91 | 100% |
| Age | ≤ 20 years | 1 | 1,1% |
| | 21 until 30 years | 23 | 25,27% |
| | 31 until 40 years | 21 | 20,87% |
| | ≥ 41 years | 46 | 52,74% |
| | Total | 91 | 100,0% |
| Department | Accounting | 5 | 5,49% |
| | Engineering | 8 | 8,80% |
| | Housekeeping | 18 | 19,78% |
| | HRD and General | 14 | 15,38% |
| | Food and Beverage Product | 13 | 14,29% |
| | Food and Beverage Service | 15 | 16,48% |
| | Front Office | 18 | 19,78% |
| | Total | 91 | 100,00% |
| Education | SMA/SMK/Sederajat | 62 | 68,13% |
| | D1/D3/D4 | 21 | 23,08% |
| | S1 | 8 | 8,79% |
| | Other | 0 | 0,00% |
| | Total | 91 | 100,00% |
| Length of Work | ≤ 1 years | 12 | 13,19% |
| | 2 - 11 years | 33 | 36,26% |
| | 12 - 21 years | 9 | 9,89% |
| | ≥ 22 years | 37 | 40,66% |
| | Total | 91 | 100,00% |

Based on Table 2 in this study, it shows that the majority of respondents are male employees totaling 67 people (76.63%), aged ≥ 41 years totaling 46 people (52.74%), residing in the housekeeping and front office work departments with each department numbered 18 people (19.78%), the highest level of education was SMA/SMK numbered 62 people (68.13%), and work period ≥ 22 years totaled 37 people (40.66%).

Measurement Model and Indicator Validity

Table 3. Average Variance Extracted (AVE)

| | Average Variance Extracted (AVE) | Explanation |
|--|----------------------------------|-------------|
| Employee Performance (Y) | 0,547 | Valid |
| Competence (X_1) | 0,543 | Valid |
| Information Technology Utilization (X_2) | 0,544 | Valid |
| Budaya Organisasi (Z) | 0,561 | Valid |

Based on the AVE test, it is known that the AVE value of each variable has a value of >0.5 . The AVE value is > 0.5 which proves that each variable can be said to be valid.

Table 4. Composite Reliability

| | Composite Reliability | Explanation |
|--|-----------------------|-------------|
| Employee Performance (Y) | 0,916 | Reliable |
| Competence (X_1) | 0,934 | Reliable |
| Information Technology Utilization (X_2) | 0,893 | Reliable |
| Budaya Organisasi (Z) | 0,950 | Reliable |

Based on the results of the reliability test, it can be seen that the composite reliability value is > 0.7 , proving that each variable can be said to be reliable.

Structural Models (Inner Model)

Table 5. R-Square

| | R-Square | R-Square Adjusted |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0,539 | 0,511 |

The R^2 results can be said to be moderate because they are more than 0.33 but lower than 0.67 for the endogenous latent variable in the structural model, which indicates that the influence of the independent variable on the dependent variable is included in the moderate category.

Table 6. Q-Square

| Variable | Q-Square |
|--------------------------|----------|
| Employee Performance (Y) | 0,474 |

Q-Square results with a value > 0 for endogenous variables, meaning that it shows that the model has predictive relevance value.

Hypothesis Test

Table 7. Result of Path Coefficient or Direct Effect

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Explanation |
|------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------|
| Competence -> Employee Performance | 0,496 | 0,494 | 0,091 | 5,423 | 0,000 | Ho was rejected |

| | | | | | | |
|--|-------|-------|-------|-------|-------|-----------------|
| Information Technology Utilization -> Employee Performance | 0,313 | 0,321 | 0,086 | 3,622 | 0,000 | Ho was rejected |
|--|-------|-------|-------|-------|-------|-----------------|

Based on the calculation results in Table 7, it is known that hypothesis testing for each latent variable is shown as follows :

- a. H_1 : There is a significant positive influence of the human resource competency variable on employee performance

Hypothesis 1 shows that there is a significant positive influence of the human resource competency variable on employee performance of Amanjiwo Resort employees. This is proven by the t-statistic value being greater than the t-table ($5.423 > 1.96$). The p value is $0.000 < 0.05$. Apart from that, the original sample value was obtained at 0.496, which means it has a positive relationship direction. Based on this, it can be stated that hypothesis 1 is accepted.

- b. H_2 : There is a significant positive influence of the information technology utilization variable on employee performance

Hypothesis 2 shows that there is a significant positive influence of the information technology utilization variable on employee performance among Amanjiwo Resort employees. This is proven by the t-statistic value being greater than the t-table ($3.622 > 1.96$). The p value is $0.000 < 0.05$. Apart from that, the original sample value was obtained at 0.313, which means it has a positive relationship direction. Based on this, it can be stated that hypothesis 2 is accepted.

Table 8. Specific Indirect Effect or Specific Indirect Effect

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Explanation |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------|
| Competence*Organizational Culture -> Employee Performance | -0,027 | -0,023 | 0,071 | 0,384 | 0,701 | Ho was accepted |
| Information Technology Utilization*Organizational Culture -> Employee Performance | 0,065 | 0,050 | 0,068 | 0,943 | 0,346 | Ho was accepted |

Based on the calculation results in Table 8, it is known that hypothesis testing for each latent variable is shown as follows :

- a. H_3 : There is the influence of organizational culture in moderating the influence of human resource competence on employee performance

Hypothesis 3 shows that there is no influence of organizational culture in moderating the influence of human resource competence on employee performance at Amanjiwo Resort. This is demonstrated by the results of the moderation test on human resource competency on employee performance through organizational culture which has a t - value of 0.384 (smaller than 1.96) and a significance level of p - value of 0.701 (greater than 0.05), as well as original sample was - 0.027 (negative). From the test results, it shows that organizational

culture does not moderate the relationship between human resource competence and employee performance. So, based on these results, it can be stated that hypothesis 3 in this study is rejected.

- b. H_4 : There is the influence of organizational culture in moderating the influence of the use of information technology on employee performance

Hypothesis 4 shows that there is no influence of organizational culture in moderating the influence of the use of information technology on employee performance at Amanjiwo Resort. This is demonstrated by the results of the moderation test on the use of information technology on employee performance through organizational culture which shows that the t - value obtained is 0.943 (greater than 1.96) and the p - value significance level is 0.346 (greater than 0, 05), and the original sample was 0.065 (positive). So, based on these results, it can be stated that hypothesis 4 in this study is rejected.

CONCLUSION

Competence has a positive and significant effect on employee performance at Amanjiwo Resort, information technology utilization has a positive and significant effect on employee performance at Amanjiwo Resort. Organizational culture does not moderate the influence of competence on employee performance at Amanjiwo Resort, organizational culture does not moderate the influence of the use of information technology on employee performance at Amanjiwo Resort.

Based on results study which got, writer realize that still there is many deficiency in study this, however with exists this research , the researcher hopes that this research can be useful for all parties and can contribute. If the next researcher is interested developing this research with the same theme, it can be consider by providing other variables, such as change the moderating variable.

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