Efeect Of Human Resource Competency, Work Culture And Utilization Of Information Technology To Performance Of Employees

Kasih Mey Hana Indiyaningsih, Anastasia Murdyastuti, Zarah Puspitaningtyas

Abstract: Aparatur Sipil Negara (ASN) is a human resource in a government bureaucracy in Indonesia. They have a role in determining the performance of the bureaucracy. Therefore, quality human resources need to be managed professionally to be able to perform well. ASN is demanded to improve its performance in order to improve public services. Achievement of good performance is influenced by several things, including human resource competencies, work culture and the use of information technology. This study aims to determine and analyze the effect of human resource competence, work culture and information technology utilization on the performance of ASN in Badan Kepegawaian Daerah (BKO) of Lumajang Regency, East Java Province, Indonesia. The population of this study is all ASN in BKO Lumajang Regency, a total of 49 people. The entire population was chosen as respondents. Data collection was carried out using a questionnaire as a research instrument. Furthermore, the data collected was analyzed using multiple linear regression. The analysis showed that both simultaneously and partially the variables of human resource competency, work culture and the use of information technology had a positive and significant effect on employee performance.

Index Terms: Employee Performance, Human Resources Competence, Work Culture, Utilization of Information Technology

1 INTRODUCTION

One of the important issues in managing human resources in organizations is Aparatur Sipil Negara (ASN). Because ASN is the spearhead of an organization. Performance appraisal is said to be important considering through performance appraisal it can be seen how precisely employees have performed their functions. The accuracy of an ASN in carrying out its functions will greatly affect the achievement of overall organizational performance. In addition, the results of employee performance appraisal will provide important information in the employee development process. However, often the assessment is done incorrectly. This inaccuracy can be caused by many factors. Some factors that cause inaccurate performance appraisal include unclear meaning of the performance implemented, employee misunderstanding about expected performance, changes in management of technology-based staffing administration, lack of understanding of employees how to use the application process for new employee performance, the existence of employees who are less competent in human resources as well cause employee performance is less than the maximum in the organization. The main causes of the emergence of administrative problems in the bureaucracy are the low professionalism of the apparatus, non-transparent government policies, strengthening / restraint of social control, the absence of participatory management, the development of consumptive and hedonistic ideologies among bureaucrats and the absence of a strong code of conduct for the apparatus in all line with strict and fair sanctions [1].

As the data obtained from the section of the Lumajang Regency Secretariat Organization when viewed from the evaluation value of the Performance of Government Agencies (AKIP) of the Lumajang Regency Organization (OPD), the Lumajang Badan Kepegawaian Daerah (BKO) in 2016 with a value of A in 2017 had B value, and 2018 with BB value. This shows that the BKO of Lumajang Regency experienced ups and downs in its performance compared to other OPDs. This as explained in the research conducted by Dirk [2] states that employee performance will be good and improve if the quality of human resources is of good quality, there is a supportive environment of comfortable facilities and infrastructure, employees who have high performance are also high in discipline level, both accuracy come to work or in the accuracy and accuracy in doing the task, the experience of someone who is lacking and the background is still low so that they have less knowledge of a job, there is responsiveness or good response or initiative towards work because of following instructions or orders from superiors well, understanding the work at hand will also facilitate the task. Masdar et al [3] explains that the facts show that an ASN is able to achieve success in carrying out its duties, while on the other hand there is also an ASN that fails to carry out the mandated tasks. It turns out that success or failure is not merely influenced by work experience, level of education or intellectual intelligence which has been believed to be the main instrument in supporting the implementation of tasks and work within the organization. If work experience, level of education or intellectual intelligence is not matched by the ability to adapt to changes, knowledge and information relevant to work, then it is certain that someone will experience failure in carrying out the tasks and jobs provided by the organization. Ability, knowledge and skills are the basis for individuals to achieve the title "competent". At present with the existence of Lumajang attendance Information System (SIPERLU) in which there are descriptions of daily activities that must be explained in the application system in addition to being a support. Peraturan Bupati No. 38 [4] regarding Additional Income Improvement (TPP) is also one of the benchmarks of employee performance in Lumajang Regency. Because in it there is an assessment of employee performance by 20% which is the

• Kasih Mey Hana I, Program Magister Ilmu Administrasi, Universitas Jember. E-mail: meyhana10964@gmail.com
• Anastasia Murdyastuti, Zarah Puspitaningtyas, Universitas Jember. E-mail: zarah@.unej.ac.id

IJSTR©2020 www.ijstr.org

3636
responsibility of ASN. Employee performance activities carried out by civil servants are very important, TPP is not given free of charge. TPP is given based on presence and must also be related to ASN performance. To support this, BKD Lumajang Regency issued the SiperLU android application. TPP using SiperLU has a weight of 60% of PNS TPP revenue. While other factors that can support the size of TPP processors are work activities that are recorded using SiperLU with a weighting of 20% implementation of SAKIP OPD 10% and budget absorption of 10%.

Starting from the background of the problem, the authors formulate the problem as follows:
1. Does the competency of human resources affect the performance of employees in BKD Lumajang Regency?
2. Does work culture influence the performance of employees in Lumajang Regency BKD?
3. Does the use of information technology affect the performance of employees in BKD Lumajang Regency?
4. Does the competency of human resources, work culture and the use of information technology affect the performance of employees in BKD Lumajang Regency?

2 LITERATURE REVIEW

Employee Performance
Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and duties, in an effort to achieve the goals of the organization concerned legally not violating the law and in accordance with morals and ethics. Performance can be known and measured if an individual or group of employees already has a performance or standard of success that has been set by the organization. Performance according to Moehleriono [5] states that performance is a function of the interaction between ability (ability), motivation (motivation), and opportunity (opportunity). That is, performance is a function of ability, motivation, and opportunity. Performance in carrying out its functions does not stand alone, but is always related to the core values held in the organization, employee job satisfaction and the level of the amount of rewards provided, and is influenced by the skills, abilities and individual traits.

Human Resource Competencies
Sutrisno [6] argues that competence is defined as knowledge, skills and abilities that are controlled by someone who has become a part of himself, so he can perform cognitive, affective and psychomotor behaviors as well as possible. If competence is interpreted as knowledge, knowledge can be interpreted to understand the vision and mission at work, the knowledge to implement organizational strategies to achieve appropriate and good work results, and understand the importance of discipline in the organization so that all the rules can run well. Moehleriono [5] state that competence is an underlying characteristic of a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause-effect with criteria that are referenced by reference, effective or prime performance or superior at work or in certain situations.

Work Culture
Work culture is a habit that is done repeatedly by employees in an organization, violation of this habit does not have strict sanctions, but from the organizational actors morally have agreed that the habit is a habit that must be adhered to in the implementation of work to achieve goals [7]. Based on the Peraturan Menteri Ketenagakerjaan Republik Indonesia No 37 Tahun 2015 [8] concerning the Work Culture of the Civil Servants of the State Ministry of Manpower, in article 1 paragraph 1, work culture is an attitude of individual behavior based on values believed to be true and has become the nature and habit in carrying out duties and daily work. Work culture differs from one organization to another, this is because the foundation and attitude of behavior that is reflected by everyone in the organization is different. A positively formed work culture will be beneficial, because every member in an organization needs to contribute suggestions, opinions and even constructive criticism from the scope of work. However, work culture will have a bad effect if employees issue different opinions, due to differences in each individual in issuing opinions, energy and thoughts, because each individual has the ability and expertise according to their respective fields.

Utilization of Information Technology
Information technology is a general term for any technology that helps humans in creating, changing, storing, communicating and / or disseminating information. Meanwhile [9] states that information technology is a technology used to process data, including processing, obtaining, compiling, storing, and manipulating data in various ways to produce quality information, namely relevant, timely information, used for personal, business and government purposes, information technology is strategic information for decision making. Meanwhile, according to Laudon et al [10]: Information technology consists of hardware and software that companies need to achieve their business goals.

Konceptual Framework
The conceptual framework below is used by researchers to explain objectives and address research problems.

![Conceptual Framework](image)

Research Hypothesis
Researchers determine the direction of testing based on the research problem, research objectives and conceptual framework so that hypotheses appear in research as follows:

H₁ : Human resource competence influences and
significantly affects employee performance.

H₂ : Work culture has an influence and significant effect on employee performance.

H₃ : The use of information technology has significant and significant effect on employee performance.

H₄ : Human resource competence, work culture and the use of information technology have significant and significant effects on employee performance.

3 RESEARCH METHODOLOGY
This study uses a quantitative approach. The research location is in Lumajang Regency with a population of 49 people and the sampling technique uses saturated / census sampling techniques so that the overall population is sampled. Data collection techniques using questionnaires, observations and documentation to strengthen the background and non-participant observation. The collected data is then analyzed using multiple linear regression.

Definition of Variable Operations

1. Employee Performance (y)
This study defines performance as the leadership’s perceptions regarding the results obtained by employees both qualitatively and quantitatively, in accordance with the authority of duties and responsibilities. Employee performance in Mangkunegara [11] is measured by indicators such as the following:
   a. Quality of Work
   b. Work quantity
   c. Responsibility
   d. Cooperation
   e. Public Services

2. Human Resource Competence (x₁)
Human resource competency is defined as the abilities and characteristics of human thought and physical power in the form of knowledge, skills and behavioral attitudes in carrying out tasks in a professional, effective and efficient manner to support organizational success. Measurement of human resource competency indicators adopts the theory of Hutapea et al [12] and developed in the research of Drina et al. [13] as follows:
   a. Knowledge
   b. Skills
   c. Work Attitude

3. Work Culture (x₂)
Work culture is the attitude and behavior of individuals and groups that are based on values that are believed to be true and have become the nature and habits in carrying out daily tasks and work. Ndrah[14] with the following indicators:
   a. Attitudes of employees towards work
   b. Awareness of rights and responsibilities in the work environment
   c. Employee work behavior at work

4. Utilization of Information Technology (x₃)
Utilization of information technology is the benefits expected by information users in carrying out tasks through: the use of hardware, the use of software and the use of brainware to support staffing administration and others in the context of carrying out work responsibilities. Technology utilization indicators were developed based on research by [15].
   a. Hardware Utilization
   b. Software Utilization
   c. Brainware Utilization

Classic Assumption Test
Prior to the multiple linear regression analysis, the following classic assumptions are made:

a. Normality test
Figure 2 shows that data in paths 1 and 2 spread around the diagonal and follow the direction of the diagonal line, so the regression model meets the normality assumption.

b. Multicollinearity Test
The results of the multicollinearity test showed that both model-1 and model-2 had a VIF of less than 5, coefficients tolerance approached 1 and CI <30, so that there was no multicollinearity.

### TABLE 1
Multicollinearity Test Result

<table>
<thead>
<tr>
<th>Variabel</th>
<th>VIF</th>
<th>Coeff. Tolerance</th>
<th>CI</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>X₁</td>
<td>1.043</td>
<td>.959</td>
<td>18.503</td>
<td>Multicollinearity does not occur</td>
</tr>
<tr>
<td>X₂</td>
<td>1.188</td>
<td>.842</td>
<td>20.117</td>
<td>Multicollinearity does not occur</td>
</tr>
<tr>
<td>X₃</td>
<td>1.188</td>
<td>.842</td>
<td>23.394</td>
<td>Multicollinearity does not occur</td>
</tr>
</tbody>
</table>

c. Heteroskedacity test
In figure 3 it can be seen that the data distribution does not form a specific or random line. This means that the independent variables do not form heteroscedasticity.
Multiple linear regression analysis

The following are the results of the multiple linear regression analysis.

**TABLE 2**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-29,000</td>
<td>13,696</td>
<td>-2,117</td>
<td>.040</td>
</tr>
<tr>
<td>X1</td>
<td>.831</td>
<td>.203</td>
<td>.446</td>
<td>4.090</td>
</tr>
<tr>
<td>X2</td>
<td>.383</td>
<td>.176</td>
<td>.253</td>
<td>2.179</td>
</tr>
<tr>
<td>X3</td>
<td>.614</td>
<td>.251</td>
<td>.378</td>
<td>3.247</td>
</tr>
</tbody>
</table>

Based on the table, the linear regression equation can be arranged as follows:

\[ y = -29,000 + 0.831 x_1 + 0.383 x_2 + 0.814 x_3 \]

**T test**

a. Effect of human resource competency \((x_1)\) on employee performance \((y)\)

Obtained data for the human resource competency variable of 4,090 which is greater than table (4,090> 1,677) with a probability level of 0,000 <0,05 so it can be interpreted that the variable human resource competency \((x1)\) partially has a significant effect on performance variable \((y)\).

b. The influence of work culture \((x_2)\) on employee performance \((y)\)

Obtained data for work culture variables of 2,179 which is greater than table (42,179> 1,677) with a probability level of 0.035 <0,05 so that it can be interpreted that the work culture variable \((x2)\) partially significantly influences the performance variable \((y)\).

c. Effect of utilization of information technology \((x_3)\) on employee performance \((y)\)

Obtained data obtained for the variable human resource utilization of 3,247 which is greater than table (3,247> 1,677) with a probability level of 0.002 <0,05 so it can be interpreted that the variable information technology utilization \((x3)\) partially has a significant effect on the performance variable \((y)\).

**F test**

Obtained that \(F_{count} = 14.291\). At a significance of 5%, a \(F_{table}\) of 2.810 was obtained, which means \(F_{count} > F_{table}\) (14.291 > 2.810) so that the variables \(x_1, x_2, x_3\) had a significant simultaneous effect on the variable \(y\).

**Coefficient of Determination (R2)**

The coefficient of determination \((R2)\) of 0.488 which means that employee performance is influenced by human resource competence, work culture and information technology utilization by 48.8% and the remaining 51.2% is influenced by other factors not included in this study.

**4 DISCUSSION**

**Effect of Human Resource Competence on Employee Performance**

Hypothesis results show that human resource competency variables have a significant and positive influence on employee performance variables in accordance with the first hypothesis. This shows that employee performance is influenced by human resource competence. The results of the analysis and testing of the hypothesis states that human resource competence is proven to have a direct and significant effect on employee performance. This means that competence is increasingly improved, employee performance will increase. The performance of employees in carrying out tasks is largely determined by the competencies required by the field of work. Through increasingly adequate competence a person will be more capable and able to apply in practice all work tasks in accordance with the specified job description. The higher competence can be measured by the increasing knowledge, skills and work attitudes of employees who are getting better. While the characteristics of employees with high competence can be seen from several indicators namely being able to understand tasks, being able to complete tasks on time, being able to prioritize which problems must be solved first, having the ability to organize, think creatively, ideas for innovation emerge anywhere, know the main tasks of the functions inherent in the field of work, have a high morale, able to provide information precisely and correctly and have high morale. The direct effect of human resource competence on employee performance was 21.1%. This shows that human resource competencies affect employee performance, human resource competencies are very important for employees and are considered as one of the effective components to improve employee performance. These results support the opinion of Spencer and Spencer (in Moeheri [5] stating that competence is an underlying characteristic of a person relating to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria used as a reference, effective or excellent or superior performance at work or in certain situations.

The Effect of Work Culture on Employee Performance

Hypothesis results show that work culture variables have a significant and positive influence on employee performance variables, meaning that in this study the second hypothesis is proven. This shows that employee performance is influenced by work culture variables. The results of the analysis and testing of hypotheses state that work culture is proven to have a direct and significant influence on employee performance. The direct influence of work culture on employee performance of 11.6%. Employees who already understand the overall values of the organization will make these values an organizational personality. These values and beliefs will be transformed into their daily behavior at work, so that they will become individual performance. Where the work culture can improve organizational performance. Work culture must continue to be actualized by employees as well as possible, because through the actualization of a good work culture employee performance can be improved. Work culture has a contribution in shaping employee behavior such as instilling the values and attitudes of employees in achieving organizational goals, the organization is able to operate when there are values that are believed together. These values are what will guide employee behavior in carrying out their activities. Every employee has a value and understanding that
every employee has the ability to work to be a value that affects employees and makes employees have confidence or confidence in themselves. Every employee is able to carry out the tasks and responsibilities given by the organization so that employees are not easily discouraged, satisfied and surrendered. Employees will also give their best and be more enthusiastic in working. Employees who are active in carrying out the task will bring a good impact on the organization. It can be imagined how the performance of an organization where employees are passively waiting for orders or work from their superiors, will certainly result in suboptimal performance. Employees who have a good work culture can be measured through employee attitudes towards their work, awareness of rights and responsibilities in the work environment and employee behavior at work. While the characteristics of employees who have a high work culture that is able to manage time well, are aware of the rights and responsibilities in carrying out work assignments, understand the tasks that are charged and thorough in doing work. These results support the opinion of Tika [16], explaining that one of the factors that influence employee performance in an organization is work culture, because with the creation of a good work culture and supported by collaboration with fellow employees, results will be achieved that can improve employee performance.

**Effect of Utilization of Information Technology on Employee Performance**

Hypothesis results show that information technology utilization has a significant and positive influence on employee performance variables in accordance with the third hypothesis. This shows that employee performance is influenced by the use of information technology. The results of the analysis and hypothesis testing state that the use of information technology has a direct and significant effect on employee performance. When technology has become a necessity, the availability of information technology is one of the determinants of performance improvement. The suitability of the task with the technology used will affect the speed and accuracy of employees in completing work. The existence of technology-based tasks will support employees to encourage employees to be able to utilize the technology provided to facilitate work. If BKD is able to utilize information technology effectively, it will be able to produce information that can be received in a timely, accurate and reliable manner which in turn will improve employee performance. Improved employee performance, can improve overall organizational performance. The direct effect of the use of information technology on employee performance was 27.2%. The use of information technology to improve employee performance is measured by the use of hardware, the use of software, the use of brainware. Employees who have high utilization of information technology have the following characteristics using a computer with a high processor speed, using a computer with a large capacity hard drive to store data, using the internet network as a media of information in support of work, understanding the functions and ways of working applications, understanding of what to do if there are problems with the application. The results of this study are consistent with the theory put forward by Robbins [17], employee performance is influenced by conditions of the use of information technology around organizational employees. In addition this result supports the opinion of Jaryono in Triyandari [18], information technology has played a strategic and significant role in organizations. Improved hardware and software support has led to the tendency of a decentralized system that allows divisions within an organization to have their own computers.

The Effect of Human Resources Competence, Work Culture and Utilization of Information Technology on Employee Performance

Employee performance is a reflection of employee feelings towards their work. The results of the research analysis show that human resource competency variables (x₁), work culture (x₂) and information technology utilization (x₃) have a significant and positive influence on employee performance. This finding supports theories of employee performance and also previous research. This means that if the competence of human resources, work culture and utilization of information technology increases, it will improve employee performance. The biggest contribution in influencing employee performance is the human resource competency variable, which is indicated by the greatest coefficient value. The coefficient of determination (R²) of 0.488 or 48.8% means that the ability of the variables x₁, x₂, x₃ explains the direct effect on y by 48.8%; while the remaining 51.2% are other variables outside the model. This certainly supports the opinion of Hendrico [19] there are many factors that affect employee performance or ability and effort that is poured out also with the support received by employees. Synergy results from a number of factors, both internal factors, which the higher the internal factors, the higher the employee's performance. Conversely, the lower these factors, the lower the performance. The second is the internal factors of the organization, where in carrying out their duties, employees need the support of the organization where they work. This support affects the level of employee performance. Therefore, organizational management must create a conducive internal environment of the organization so as to support and improve employee performance. The third factor is the external environment of the organization, where circumstances in the organizational environment or outside the organization affect performance.

5 CONCLUSION

There is a positive and significant influence of human resource competence on employee performance. This means that the better the competence of human resources, the better the performance of employees in carrying out the tasks they carry. Indicators used in human resource competencies are knowledge, individual skills and work attitudes. The better the work culture of employees, the better the performance of employees in carrying out daily tasks, resulting in consistent behavior and a commitment to familiarize a way of working in the work environment. Indicators used in work culture are employee attitudes toward work, awareness of rights and obligations in the work environment and employee work behavior at work. Employees in utilizing good information technology will of course also improve employee performance. Because with the existence of information technology both directly and indirectly plays a strategic and significant role in the organization, both in terms of hardware utilization, software utilization, and brainware utilization. So that the competence of human resources, work culture, and utilization of information technology has significant and significant effect on employee performance.

3640

IUSTR®2020
www.ijstr.org
6 SUGGESTION

Some suggestions include the following:
1. Employee education and training is needed to improve employee competency, bearing in mind the increasingly high performance demands and quality because competition in the work world is getting tougher. Future bureaucratic organizations are demanded to be like working in the private sector in seeing their employees who are competent in the field of skills, if deemed incompetent and less able to adapt to existing changes, they will be displaced by others who are more competent. Employee demands to master information technology are also very necessary, considering that all work will be related to information technology.
2. It is expected to develop this research in a broader scope, because there are still many things that can be revealed or continue and develop with other variables that are more innovative, so that it will add to the discourse for all of us.

7 REFERENCES
[18]. Triyandari, N. Influence of the Use of Information Technology on Employee Performance (Case Study of STMIK Duta Bangsa Employees) [in Indonesian]. ISSN: Volume 11 Number 1, 2086: 2086 - 9436. 2016.