The Influence of HR Competence and Organizational Culture on Performance Through the Use of Information Technology

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Abstract

The purpose of this study is to test and analyze HR Competence and organizational culture on performance through the use of information technology. The population used in this study was all employees with a total sample of 96 respondents. Data analysis in this study uses the Partial Least Square (PLS) approach, with the results of the study showing that there is a significant influence between HR competence and organizational culture on performance through the use of technology. The conclusion of this study is that there is a significant positive influence on both HR competency variables and organizational culture on performance through the use of technology.

Keywords: *HR Competence; Organizational Culture; Performance; Technology Utilization*

Introduction

Given the importance of human resources as a determining factor in an organization, where one's level of competence is a key factor in determining the success of one's work, one's organization, and one's career, human resources have as much significance in organizations as they do in organizations. The competitiveness of an organization is directly related to the quality of its human resources, which in turn is determined by the level of education and experience of employees as well as in utilizing technology to get work done effectively.

(Zahriyah et al., 2015) that conditions that occur in the field of organization include problems with employees, many do not know let alone believe in the goals of the organization where they work, the formation of organizations based on other factors outside the administration, such as political, social and other factors, employees do not have clear task details that can be used as a reference to find out what they are responsible for, So that many work only waiting for orders from superiors, service to the community is sometimes hampered because the officers are unavailable, there is a similarity in work or vice versa a vacancy in work on an activity due to the existence of organizational units or similar positions, less aware that every official should carry out duties without waiting for his superiors, the placement of an organization that is not right and the development of a complicated organization.

The emergence of competition from external parties and problems from internal parties requires a company to be able to form a strong character or trait to become a weapon in competition with other organizations. This character or trait is often known as organizational culture. According to (Widodo & Gustari, 2020), Work culture is a philosophy based on the idea of life as values that become characters, habits, and driving forces, embedded in the lives of a group of people or organizations, and reflected in attitudes, beliefs, ideals, opinions, and deeds that are embodied as work or work. The term "work culture" refers to the intangible yet pervasive set of values, norms, and assumptions held by all employees of a company.

The term "work culture" refers to established norms and practices that employees of a company or organization have in order to maximize productivity. To ensure that the company's goals and mission are achieved and ready to face future difficulties, a work culture is naturally developed with the aim of encouraging greater productivity on the part of its employees. (Ridzal et al., 2022), measured by the amount of time spent using it and the number of different programs run, IT utilization is the realization of expected benefits from incorporating IT into routine work activities. Humans can improve their efficiency and output by making better use of information technology (IT) such as computer networks. This is known as "Productive Use of IT" (PTI). Whether or not IT can help businesses implement and achieve their overarching goals is a good indicator of IT's strategic impact on the organization.

Literature Review

This research uses the Theory of planned behavior as the Grand Theory, human resources as the middle theory, and work culture, the use of information technology, and employee performance as the applied theory. According to the Theory of Planned Behavior put forward by Ajzen in 1988, states that a behavior is determined by behavioral intentions. Where behavioral intentions are influenced by three things, namely individual attitudes, subjective norms (organizational norms) and behavioral control (Asadifard et al., 2015). The Theory of Planned Behavior says that an individual's attitude toward a behavior is an important point that is able to predict an action, then consider a person's attitude in testing subjective norms and measuring the control of the person's perceived behavior (Ajzen, 1991). Attitude is an action that affects an individual's choice of a particular object, person or event. An individual's attitude towards a behavior is derived from belief in the consequences caused by that behavior, (Ajzen, 2002).

Previous Research

The influence of competence and use of information technology on employee performance

Previous research by (Rachmanto & Aditama, 2022), the purpose of the study was to determine the effect of employee competence and the use of technological information on employee performance, the analysis method used by SmartPLS 3. The results showed that competence had a positive and significant effect on the performance of civil servants.

The Influence of Information Technology, Human Resources Competency and Employee Engagement on Performance of Employees

Previous research by (Heslina & Syahruni, 2021), the purpose of the study was to analyze the influence of Information Technology, Human Resources (HR) and work attachment on the performance of Makassar Regional Revenue Agency employees, the analysis method used descriptive analysis and multiple linear regression analysis. The results of research, information technology, HR competence, and work attachment have a positive and significant effect on the performance of Makassar City Regional Revenue Agency Employees which can be proven from partial and simultaneous testing.

The influence of organizational culture, competence and work motivation on the performance of service personnel by using information technology as an intervening variable

Previous research by (Asdiany et al., 2022), this study aims to determine the influence of organizational culture, competence, and work motivation on the performance of service personnel with the use of information technology as an intervening variable, the analysis method used is quantitative methods, Structural Equation Model (SEM) with the help of Smart PLS 3 software. The results showed that organizational culture did not have a positive and insignificant effect on the use of information technology at IAIN Palopo directly.

The influence of work culture and information technology support on employee performance during work from home

Previous research by (Ramadhika & Suwarsi, 2022), The study aims to determine the effect of implementing work culture and technology support during work from home on the performance of Telkom Indonesia employees, the analysis methods used are descriptive and verifiative analysis and operating calculations using SPSS 20. The results showed that work culture and information technology support affect employee performance during work from home.

Methods

This research is a quantitative research. (Toharudin et al., 2022), stated that in this study, a type of quantitative research with a survey approach was used. According to Sugiyono (2017: 30) quantitative research is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing hypotheses that have been set. This study uses HR competency variables (X1), organizational culture (X2) as exogenous variables, as well as the use of information technology (Y1) and performance (Y2), as endogenous variables, Exogenous Variables are stand-alone variables not influenced by endogenous variables or commonly called independent variables, while endogenous variables are variables that are influenced by exogenous variables or commonly called dependent variables.

The population of all employees working in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province is 666 people. The sample is part of the entire population studied, made respondents and viewed as its characteristics can represent the entire existing population (Sudarmanto et al., 2022), while the number of samples taken was 96 respondents. After the sample in each field is taken proportionally, namely sampling that takes into account the consideration of elements in the study population, the collection is continued by providing questionnaire sheets or questionnaires randomly based on age, gender, and education level. The respondents who participated in this study were spread across 10 fields/UPTD consisting of men and women, with an age range of 18-57 years with the majority of respondents in the range of 30-39 years with a total of 38 people. The objects selected for the research are the Public Works Office, spatial planning and public housing of East Kalimantan Province with the subjects of human resource competence, organizational culture, information technology utilization, and performance.

According to (Amruddin et al., 2022) mentioned in his book entitled Quantitative and Qualitative Research Methodology that research instruments are all tools that can be used by researchers to collect or obtain data, measure data, and evaluate data related to the subject matter or research problem. that research instruments are any tools that can be used by researchers to collect or obtain data.

The research instrument development process consists of two parts, namely validity tests and reliability tests. This test is used to test each statement item contained in the questionnaire made by the researcher. The test results are used to determine whether the instrument is valid or not. If the statement items in the questionnaire are reliable and valid, then data collection can be done using the statement items in the questionnaire. In addition, a description of the data will be provided. After the questionnaire is sent to respondents who then use SmartPLS 3.0 to conduct validity and reliability tests.

Results and Discussion

Convergent Validity

Convergent Validity measurement model with items that have values based on correlation between item scores and construct values. An indicator is said to meet the criteria if the loading factor value is more than > 0.7. Here's the value of the loading factor of each item statement of each variable.

Table 2: Convergent Validity

Variable	Statement items	Value Loading Factor	Information
HR Competency (X1)	X1.1	0.861	Valid
	X1.2	0.894	Valid
	X1.3	0.891	Valid
	X1.4	0.894	Valid
	X1.5	0.712	Valid
	X1.6	0.841	Valid

Variable	Statement items	Value Loading Factor	Information
	X1.7	0.851	Valid
	X1.8	0.886	Valid
	X1.9	0.709	Valid
	X1.10	0.889	Valid
	X1.11	0.863	Valid
Organizational Culture (X2)	X2.1	0.820	Valid
	X2.2	0.833	Valid
	X2.3	0.827	Valid
	X2.4	0.770	Valid
	X2.5	0.782	Valid
	X2.6	0.761	Valid
	X2.7	0.814	Valid
	X2.8	0.825	Valid
	X2.9	0.715	Valid
	X2.10	0.771	Valid
	X2.11	0.856	Valid
	X2.12	0.727	Valid
	X2.13	0.721	Valid
	X2.14	0.828	Valid
Technology Utilization (Y1)	Y1.1	0.811	Valid
	Y1.2	0.764	Valid
	Y1.3	0.804	Valid
	Y1.4	0.937	Valid
	Y1.5	0.880	Valid
	Y1.6	0.930	Valid
Employee Performance (Y2)	Y2.1	0.844	Valid
	Y2.2	0.847	Valid
	Y2.3	0.911	Valid
	Y2.4	0.877	Valid
	Y2.5	0.906	Valid

Discriminant Validity

Discriminant Validity testing is carried out with the aim of testing whether the research instrument is valid in explaining the latent variable. Test Discriminant Validity by looking at the Cross Loading value which must be greater than other values. By default the value for each construct must be greater than 0.7 following the results of the Discriminant Validity test.

Tabel 2: Discriminant Validity

	Organizational Culture	Employee Performance	HR Competency	Technology Utilization
X1.1	0.82	0.39	0.861	0.382
X1.10	0.815	0.317	0.889	0.317
X1.11	0.849	0.448	0.863	0.446
X1.2	0.821	0.329	0.894	0.329
X1.3	0.811	0.317	0.891	0.317
X1.4	0.821	0.329	0.894	0.329
X1.5	0.767	0.375	0.712	0.396
X1.6	0.782	0.356	0.841	0.349
X1.7	0.800	0.373	0.851	0.366
X1.8	0.805	0.306	0.886	0.306
X1.9	0.695	0.379	0.709	0.373
X2.1	0.820	0.39	0.861	0.382
X2.10	0.771	0.512	0.594	0.526
X2.11	0.856	0.424	0.835	0.426
X2.12	0.727	0.367	0.688	0.367
X2.13	0.721	0.519	0.553	0.528

	Organizational Culture	Employee Performance	HR Competency	Technology Utilization
X2.14	0.828	0.412	0.83	0.414
X2.2	0.833	0.326	0.879	0.33
X2.3	0.827	0.314	0.874	0.318
X2.4	0.770	0.344	0.686	0.366
X2.5	0.782	0.368	0.723	0.386
X2.6	0.761	0.264	0.758	0.263
X2.7	0.814	0.285	0.845	0.279
X2.8	0.825	0.291	0.856	0.295
X2.9	0.715	0.346	0.664	0.347
Y1.1	0.400	0.754	0.308	0.811
Y1.2	0.344	0.809	0.341	0.764
Y1.3	0.369	0.847	0.361	0.804
Y1.4	0.463	0.911	0.361	0.937
Y1.5	0.516	0.877	0.487	0.880
Y1.6	0.436	0.906	0.336	0.930
Y2.1	0.344	0.844	0.337	0.799
Y2.2	0.369	0.847	0.361	0.804
Y2.3	0.463	0.911	0.361	0.937
Y2.4	0.516	0.877	0.487	0.88
Y2.5	0.436	0.906	0.336	0.93

Based on the table above, the cross loading value of each item has a value of more than 0.7, which means that it shows that the variables in this study have correctly explained the latent variables and proved that all items are valid.

Composite Reliability

To measure the reliability of a construct using SmartPLS, there are two ways to look at Cronbach's Alpha and Composite reliability. if the rating using Cronbach's Alpha must be more than 0.6, but if using composite reliability the value must be more than 0.7, in this study using both. Composite reliability test results can be seen in the following table:

Table 3: Composite Reliability

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture	0.954	0.961	0.959	0.625
Employee Performance	0.925	0.929	0.944	0.770
HR Competency	0.960	0.962	0.965	0.718
Technology Utilization	0.926	0.932	0.943	0.734

Based on the table above, the value of *Cronbach's Alpha* and *Composite reliability* (rho_a) in each item has a value of more than 0.6 or more than 0.7 until it can be concluded that the variables in this study are reliable.

Inner Model (Model Struktural)

After the assumptions on the outer model have been fulfilled, the inner model or structural model test is carried out along with the structural model drawing.
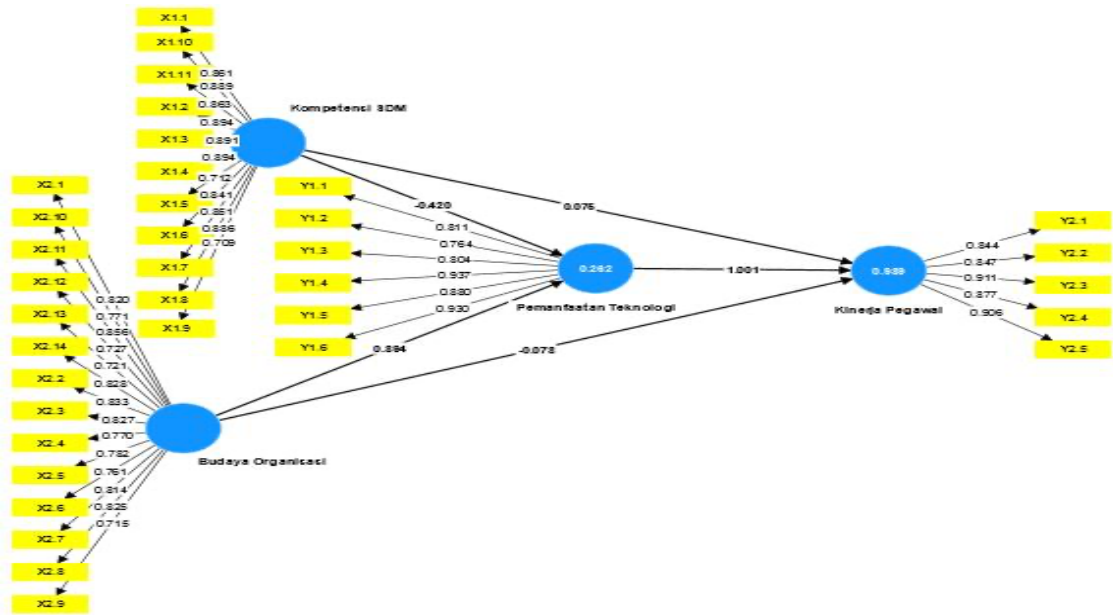
Figure 1: Structural Model

Until the equation can be written as follows:

Y1 = -0.420 + 0,894 + e

Y2 = 0.075 - 0,078 + 1.001 + e

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R square of the research model. Evaluate the PLS structural model by looking at the R-square value of each dependent latent variable along with the R Square value.

R-square

Table 4: R Square value

	R-square	Adjusted R-square
Employee Performance	0.989	0.989
Technology Utilization	0.262	0.246

The table output shows the R^2 (R-square) value for the employee performance variable of 0.989 or 98.9% of the value shows that the employee performance variable can be explained by the HR Competency and Organizational Culture variables of 98.9%, the remaining 1.1% is influenced by other factors outside this study. The R^2 value for the technology utilization variable is 0.262 or 26.2%, this value shows that the employee performance variable can be explained by the HR Competency and Organizational Culture variable of 26.2%. While the remaining 73.8% was influenced by other factors outside this study.

Q Square (Goodness Of fit)

Measuring whether or not a model is capable can be predicted, can be measured through Q-Square (Q^2). If the Q-Square is more than 0, it can be interpreted that the model can be predicted. Whereas if the model is less than 0 then the model is unpredictable. The R^2 value in this study was R^2 (Employee performance) of 0.989 and R^2 (Technology utilization) of 0.262. Here is the result of the Q-Square calculation in the formula:

Q^2 = 1 – (1 – $R^2$1) (1 – $R^2$2)

Q2 = 1 – (1- 0,989) (1- 0,262)

Q2 = 1 – (0,011) (0,738)

Q2 = 1 – 0,008

Q2 = 0,992

Q2 = 99,2%

The Q² test results above show a predictive relevance value of 0.992 or 99.2%. This indicates that the model is said to be feasible, because the diversity of data can be explained by the model by 99.2%. A Q² result of 99.2% indicates that the PLS model formed is good, because it can explain 99.2% of the total information, and the remaining 0.8% is explained by other factors that have not been explained in the research model or errors.

Hypothesis Testing

Knowing whether a hypothesis is accepted or rejected can be done by paying attention to the significance value between constructs, t-statistics and p-values. In this way, the estimation of measurement measurements and standard errors is no longer calculated by statistical assumptions, but is based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of t-values is greater than 1.96 and or the value of p-values is less than 0.05, then Ha is accepted and Ho and vice versa. The results of hypothesis testing can be seen in the following table:

Table 5: Hypothesis Testing Result

	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (|O/STDEV|)	Nilai P (P values)
HR Competence -> Employee Performance	0.075	0.073	0.037	2.031	0.045
Organizational Culture -> Employee Performance	-0.078	-0.076	0.036	2.172	0.032
HR Competency -> Technology Utilization	-0.420	-0.437	0.349	1.206	0.231
Organizational Culture -> Technology Utilization	0.894	0.918	0.327	2.737	0.007
Technology Utilization -> Employee Performance	1.001	1.001	0.005	212.407	0.000

Based on the table above can be explained as follows:
Human Resource Competency on Employee Performance
The results of statistical testing show that t- statistic is greater than t table (2.031 > 1.96) p values are smaller than 0.05 (0.045 < 0.05), then H0 is rejected and H1 is accepted meaning that there is a significant influence of HR competence on Employee Performance.

Organizational Culture on Employee Performance
The results of statistical testing show that t- statistic is greater than t table (2.172 > 1.96) p values are smaller than 0.05 (0.032 < 0.05), then H0 is rejected and H2 is accepted meaning that there is a significant influence of Organizational Culture on Employee Performance.

Human Resource Competence towards the Utilization of Technology
The results of statistical testing show that t- statistic is smaller than t table (1.206 < 1.96) p values greater than 0.05 (0.231 < 0.05), then H0 is accepted and H3 is rejected meaning that there is no significant influence of HR competence on technology utilization.

Organizational Culture towards the use of technology
The results of statistical testing show that t- statistic is greater than t table (212.407 > 1.96) p values are smaller than 0.05 (0.000 < 0.05), then H0 is rejected and H4 is accepted meaning that there is a significant influence of Organizational Culture on technology utilization.

Utilization of technology on employee performance
The results of statistical testing show that t - statistic is greater than t table (2.737 > 1.96) p values are smaller than 0.05 (0.007 < 0.05), then H0 is rejected and H5 is accepted meaning that there is a significant influence on technology utilization on employee performance.

Hypothesis Testing (Indirect Effects)

Table 6: Test Hypothesis (indirect effect)

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics ($|O/STDEV|$)	P Values
HR Competence -> Technology Utilization -> Employee Performance	-0.421	-0.438	0.349	1.205	0.231
Organizational Culture -> Technology Utilization -> Employee Performance	0.895	0.919	0.328	2.73	0.007

Based on the table above, it can be explained as follows:

HR Competence through the Use of Technology on Employee Performance

The results of statistical testing show that t- statistic is smaller than t table (1.205 < 1.96) p values smaller than 0.05 (0.231 > 0.05), then H0 is accepted and H6 is rejected meaning that there is no significant influence of HR competition through the use of technology on employee performance.

Organizational Culture through the Use of Technology on Employee Performance

The results of statistical testing show that t- statistic is greater than t table (2.730 > 1.96) p values are smaller than 0.05 (0.007 < 0.05), then H0 is rejected and H7 is accepted meaning that there is a significant influence of organizational culture through the use of technology on employee performance.

Discussion

The Effect of HR Competence on the Performance of Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The value of the HR competency construct on employee performance has a value (O = 0.075), where the t-statistic value of 2.031 is greater than 1.96 with a p value of 0.045 smaller than 0.05, which means that there is a positive and significant influence of HR competence on the performance of employees of the Public Works Office, Spatial Planning and Public Housing of East Kalimantan Province.

The results of this study are in accordance with the results of research conducted by (Habiburrahman & Zhavira, 2021), on a partial hypothesis test in which HR competence has a positive and significant effect on employee performance at the Lampung Provincial Highways and Construction Office. and research conducted by (Wardani & Anwar, 2019) where findings show there is a considerable relationship between employee performance and HR Competence.

The Influence of Organizational Culture on the Performance of Employees of the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The value of the Organizational Culture Construct on Employee Performance has a value (O = -0.078), where the t-statistic value of 2.173 is greater than 1.96 with a p value of 0.032 smaller than 0.05, which means that there is a negative and significant influence of organizational culture on the performance of employees of the Public Works Office, Spatial Planning and Public Housing of East Kalimantan Province.

The results of this study are contrary to the results of research conducted by (Fatimah & Frinaldi, 2020), and (Yani et al., 2022) where both studies show a positive relationship between organizational culture and performance, but in research conducted by Muhammad Tafsir (2019) which shows that organizational culture negatively affects the performance of employees of banks in Makassar City, and research conducted by (Maulidiyah, 2020), which shows the direction of a negative relationship between organizational culture and the performance of Bank Indonesia employees at the Bank Indonesia representative office Jember.

The influence of HR competence on the use of technology from the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The construct value of HR competence on the use of technology has a value (O = -0.420), where the t-statistic value of 1.206 is smaller than 1.96 with a p value of 0.231 greater than 0.05, which means that there is no significant influence of HR competence on the use of technology Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province.

The results of this study are not in accordance with the findings by (Tarjo, 2020) in which both studies concluded that HR competence has an influence on employee performance. But in the research conducted.

The use of technology in working has more benefits, but on the other hand technology will make work can also be not optimal due to its inefficient use, one of which is the number of applications used for services in one office which will take a lot of time and resources until work will slow down, in the office of the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province, there are currently 11 applications or programs in Of course, this when viewed in terms of efficiency, of course, it would be better to use one application or program that is integrated so that it can make good efficiency related to time and resource use.

The influence of organizational culture on the use of technology Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The construct value of organizational culture on the use of technology has a value (O = 0.894), where the t-statistic value of 2.737 is greater than 1.96 with a p value of 0.007 smaller than 0.05, which means that there is a significant influence of organizational culture on the use of technology Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province.

The results of this study are in accordance with the results of research conducted by (Budi, 2018) and research conducted by (Santosa et al., 2019) which concluded that organizational culture has a considerable impact on how to utilize information technology.

The effect of technology utilization on performance in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The construct value of technology utilization on performance has a value (O = 1.001), where the t-statistic value of 212,407 is greater than 1.96 with a p value of 0.000 smaller than 0.05, which means that there is a significant influence of technology use on performance in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province.

The results of this study are in accordance with the results of research conducted by (Nurjaya et al., 2021) found that the use of technology has a significant effect on the performance of the Village Apparatus of the Village Head in Gunungkidul Regency, Yogyakarta by 42.7%, as well as research conducted by by (Sayudha & Suryarini, 2020) which concluded that the use of technology has significant influence on employee performance.

The influence of HR competence on performance through the use of technology in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The value of the HR Competency Construct on performance through the use of technology has a value (O = -0.421), where the t-statistical value of 1.205 is smaller than 1.96 with a p value of 0.000 greater than 0.05, which means that there is no significant influence of HR competence on employee performance through the use of technology in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province.

The results of this study are not in accordance with the results of research conducted by (Purba & Tampubolon, 2022) showing that Information Technology Facilities have a major effect in boosting the performance of employees working at the Sempajaya Village Head Office located in Berastagi District, Karo Regency, and research by (Anastasia & Rosetania, 2022). however, different from the results of research conducted by (Oktari & Nasir, 2011) The use of Information Technology does not affect the Performance of Local Government Agencies of Kampar Regency.

The influence of organizational culture on performance through the use of technology in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province

The value of the HR Competency Construct on performance through the use of technology has a value (O = 0.895), where the t-statistic value of 2,730 is greater than 1.96 with a p value of 0.007 smaller than 0.05, which means that there is a significant positive influence of organizational culture on employee performance through the use of technology in the Public Works, Spatial Planning and Public Housing Office of East Kalimantan Province.

Organizational culture towards performance will be further improved by utilizing technology, this is based on the theory of innovation diffusion which is essentially important to explain that a new idea and technology is spread in a culture. (Robbins, 1998), said culture is a system of shared meaning formed by its citizens which is also a differentiator from other organizations. Organizational culture has a great influence on

the behavior of its members in realizing performance through the strategies implemented by the organization.

Conclusion

Based on research conducted at the Public Works, Spatial Planning, and Public Housing Office of East Kalimantan Province using statistical tests with SmartPLS 3.0, it was found that HR competence has a positive and significant influence on employee performance. Similarly, organizational culture also significantly impacts employee performance, and the use of technology is shown to have a positive and significant effect on employee performance in the office.

However, the results indicate no significant influence of HR competence on the use of technology within the organization. In contrast, organizational culture positively and significantly affects the use of technology. Moreover, while HR competence does not significantly impact employee performance through the use of technology, organizational culture has a positive and significant influence on employee performance through the use of technology at the Public Works, Spatial Planning, and Public Housing Office of East Kalimantan Province.

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