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# Information Technology, Organizational Culture, and Service Quality: The mediating effect of Personnel's Performance

Palma Fitria Fahlevi<sup>1</sup>, Tigor Sitorus<sup>2</sup>

<sup>1,2</sup> Indonesian Police Science College

palmafahlevi80@gmail.com<sup>1</sup>, sitorus\_tigor@yahoo.com<sup>2</sup>

**Abstract.** This study aims to investigate and develop a model of empirical research on Information Technology, Organizational Culture and Personnel's Performance to Service Quality by proposing Personnel's Performance as a mediating variable. Design/methodology/approach: The study was conducted by surveying 100 police officers and 100 community Personnel at the joint operation office between Police with Local Government of Bandung city ("Samsat"), and the data were analyzed by structural equation model, using Smart PLS. Finding: The paper finds that all hypotheses are accepted and the result of the study proves that personnel's performance with indicators; effectiveness and efficiency, authority and responsibility, discipline, initiative, acts as an intervening variable on the influence of Information Technology and Organizational Culture toward Service Quality. Research limitations/implications: Future research should be conducted to examine the influence of all personnel performance of Indonesian Police in all joint operation office between police with local government in order obtained more varied result. Besides the variables should be developed to examine the influence factors of Service quality such as; management knowledge and others. Practical implications: The proposed of information technology and organizational culture with the high loading factors which are related to increase Personnel's Performance may help in increasing Service Quality. Both indicators could be increased together in order Personnel's Performance be increased and impacted to service quality. Originality/value: The value of this paper as the strengthen is the model empirical research that redesign of Personnel's Performance as mediate variables with more indicators that has high loading factor and significant value, so the Personnel's Performance may act as mediate variable between exogenous with endogenous variable.

**Keywords.** Information Technology, Organizational Culture, Performance, Service Quality

## 1. Introduction

National Police of the Republic of Indonesia that called as "Polri" is an organization that carries out government functions in the field of maintenance of security, public order, law enforcement, protection and service to the community.

According to the regulation ministry of government officer control No. 63 of 2003 concerning General Guidelines for the Implementation of Public Services, the form of public services is a form of service activities carried out by the delivery of public services as an effort to fulfill the needs of recipients of services or the implementation of statutory provisions.

While Ibrahim (2008: 66) tries to formulate that prime public service is service by the government to the community with various dimensions, standards, processes and implementation so that the community feels satisfied with the service.

The Police in this case is the Traffic Police which carries out its role and function as a public servant as stated in Law No. 2 of 2002 concerning the National Police, and more specifically in traffic assignments as referred to in Regulation No. 22 of 2009 concerning Road Traffic and Transportation.

Based on Regulation Number 2 of 2002 concerning the National Police of the Republic of Indonesia Article 15 paragraph (2) letter (b), the National Police of the Republic of Indonesia has the authority to hold registration and identification of motorized vehicles. This is reaffirmed in Regulation Number 22 of 2009 concerning Road Traffic and Transportation Article 7 paragraph (2) letter (e) which states government affairs in the field of Motor Vehicle Registration and Identification and Drivers, Law Enforcement, Operational Management and Engineering Traffic, and traffic education.

Based on the Law that mention above, so the Indonesian National Police has the authority and duties in the framework of carrying out / managing registration and identification of motorized vehicles.

**Problems** that often arise regarding the personnel's performance of employees states by Mukarom and Laksana, (2016: 20) like the public complaint when queuing at the Registration and identification service counter turned out that someone else's queue behind and file afterwards was completed first.

Various studies on the use of information technology in public services have been carried out by researchers such as; Gulam Rasul and Ashok Kumar Sahu (2011) and Ramaiah Itumalla (2012) suggest that there is an influence with the use of information technology on service quality where IT applications and accessibility facilitate the flow of information that is free, creative expression and effective management. While different results were obtained by Herlinda (2016), where research on the Influence of Information Technology on Quality Improvement of PT Pos Indonesia's Public Services in Tanah Grogot District, Paser Regency concluded that the Hardware, Database, Network and People variables simultaneously (simultaneous) did not have a significant effect towards improving the quality of public services, while partially it is known that Database indicators have a positive and significant effect on improving the quality of public services.

Research related to the influence of organizational culture on service quality is also carried out in Indonesia as was done by Rahmady Radiany (2003) which examines the problem of the Effect of Organizational Culture on Service Quality at PTS in South Kalimantan. The results obtained include the results of the study in general indicate that there is a significant influence partially or simultaneously between organizational culture variables with the quality of service to students by lecturers and employees.

Based on empirical phenomena and various research gap above, the researcher aims to try to develop a model of empirical research on the Application of Information Technology, Organizational Culture, and Performance to Service Quality at "Samsat" of Bandung City ", by proposing Performance as a mediating variable, so that this study specifically intends to investigate and to know; 1). Does Information Technology have a positive and significant effect on Personnel's Performance, 2). Does Organizational Culture have a positive and significant effect on Personnel's Performance, 3) Does Information Technology has a positive and significant effect on the Quality of Service 4). Does Organizational Culture have a positive and significant effect on the Quality of Service 5). Does Personnel's Performance have a positive and significant effect on the Service Quality?

## **2. Literature Review**

### **2.1. Information Technology**

According to Bambang Warsita (2008: 135) states that information technology is a means and infrastructure (hardware, software, use ware) system and methods for obtaining, sending, processing, interpreting, storing, organizing, and using data meaningfully, while Azhar Susanto (2013: 12) states that information technology is a study, design, implementation, development, and support and management of information systems on a computer basis, especially those related to the application of computer hardware and software.

### **2.2. Organizational culture**

According to Robbins and Judge (2013: 512) states that organizational culture refers to a system of shared meanings held by personnel that distinguish organizations from other organizations, while Kinicki and Fugate (2013: 32) states that organizational culture is a set of shared assumptions, taken for implicit assumptions held by a group and which determine how he views, thinks about, and reacts to various environments.

### **2.3. Employee performance**

Performance is the output produced by functions or indicators of a job or a profession in a certain time (Wibowo, 2010: 5), while Abdullah (2014: 3) states that employee performance is the result of work that has a strong relationship with the objectives of organizational strategy, customer satisfaction and economic contribution.”

### **2.4. Service quality**

According to Adam (2015: 13) states that the quality of service is consumers evaluating the quality of services obtained starting from the process and the results of delivery given whether it is in accordance with consumer expectations, in determining the services obtained have been fulfilled well finally will be returned to consumers because consumers' views will vary according to the wishes and expectations of consumers."

## **3. Methodology**

### **3.1. Research Approaches and Methods**

This study uses a quantitative approach, because research data in the form of numbers and analysis using statistics, and the research methodology used in this study is a verification research method (Sugiyono, 2017: 7).

### **3.2. Operationalization Variable**

Exogenous Variables, in this study is information technology with measurement indicators; Proper functionality, reliability, availability, security and data integrity, standardization, integration, consistency, and portability Shneiderman (1998: 11), while organizational culture according to Robbins and Judge (2013: 512) can be measured based on indicators as follows: Innovation and risk taking, attention to detail (Attention to Detail), results oriented (Outcome Orientation), human-oriented (People orientation), team oriented (Team orientation), Aggressive attitude (Aggressiveness), Stability (Stability),

Intervening variable, in this study is employee performance with indicator size; Effectiveness and Efficiency, Authority and Responsibility, Discipline, Initiative (Prawirosentono 2008: 27). Endogenous variables, the dependent variable in this study is service quality with indicators of Tangibles, Reliability, Responsiveness, Assurance, Emphaty, (Mukarom and Laksana (2015: 222)

### **3.3. Research Population and Samples**

The population in this study were Personnel of the Bandung City “Samsat” (Region: West, Central, East) totaling 140 people, all existing samples have criteria that are in accordance with the phenomenon under study and with a proportional sample where we set a sample of 100 respondents from each of the “Samsat” Personnel of Bandung from the West Java Regional Police Headquarters, and the community.

### **3.4. Data analysis technique**

The data analysis technique used in this study is quantitative analysis. Quantitative analysis is a research method based on the philosophy of positivism, this technique is used in examining a particular population or sample, data collection using research instruments, quantitative/statistical data analysis, aims to test the predetermined hypothesis (Sugiyono, 2017: 13) . The data analysis method used in this study was multivariate analysis. Multivariate analysis is the analysis of several variables in a relationship or set of relationships (Hair et al, 2010: 2). Multivariate analysis used in this study is by using Structural Equation Modeling (SEM). Sugiyono (2017: 329). The Structural Equation Modeling technique used in this study is Partial Least Square (PLS) 2.0. Partial Least Square (PLS) is one of the techniques of Structural Equation Modeling that is able to analyze latent variables, indicator variables and measurement errors directly. (Wiyono, 2011: 395).

### **3.5. Validity test**

The validity test model used in this study is construct validity. Construct validity shows how well the results obtained from the use of a measuring instrument in accordance with the theories used to define a construct (Wiyono, 2011: 114). The construct validity can be tested through convergent validity, discriminant validity and average variance extract. Convergent validity occurs when the results obtained through data processing are two research institutions or variables that have relevance (Now and Bougie 2010: 160). Discriminant validity is a test carried out to measure differences between two conceptually similar variables (Hair et al, 2010: 137). AVE is the variance of the indicators described in the latent construct AVE values range from numbers 0 to 1 (Malhotra, 2010: 702).

### **3.6. Reliability Test**

Reliability testing can be done by test-retest (stability), equivalent and a combination of both. Internally the reliability of the instrument can be tested by analyzing the consistency of the items in the instrument with certain techniques (Sugiyono 2017: 356). The reliability test used in this study is construct reliability. Construct reliability or composite reliability is basically testing the indicators, to what extent can measure theoretical constructs. Construct reliability can be tested through composite reliability, according to Wiyono (2011: 403), if Loading value  $> 0.70$ , then the latent variable is declared valid, and the loading value is  $< 0.70$ , then the latent variable is declared invalid.

### **Test the coefficient of determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) in principle has a goal to measure how far a mode is able to explain the variation of the dependent variable. The coefficient of determination ranges between zero and one. ( $R^2$ ) which has a small value means that the ability of independent variables to explain a variation of the dependent variable is very limited. The coefficient of determination that approaches one means that the independent variables provide almost all the information needed in predicting variations in the dependent variable (Ghozali, 2011: 97). According to Sugiyono (2017: 257) the formula for calculating the coefficient of determination is as follows:  $CD = r^2 \times 100\%$

### Partial Testing (t Test)

The t test (t-test) basically shows how far an individual explanatory / independent variable is in explaining the variation of the dependent variable (Ghozali, 2011: 98). The testing steps using the t test are as follows:

- a) Determine the significance level of  $\alpha = 5\%$
- b) A significance level of 0.05 or 5% means that it is likely that the results of the conclusion will have a 95% profitability or an error tolerance of 5%.
- c) Calculating the t test is as follows:

Notes:

r: Coefficient of correlation

n: Number of samples

## 4. Results and Discussion

### 4.1. Data description and pre-test analysis

Table 1 Test of Average Variance Extract (AVE) and Composite Reliability (CR)

Validity/ Reliability	Variables	AVE	CR	Remarks
AVE / CR	Organizational Culture	0,867	0,970	Valid/Reliable
	Personnel's Performance	0,872	0,965	Valid/Reliable
	Service Quality	0,836	0,962	Valid/Reliable
	Information Technology	0,827	0,960	Valid/Reliable

Source: output Smart PLS

Based on table 1, we can see that average variance extract of variables shows the value of  $AVE > 0,50$ , and  $CR > 0,70$ , means that all variable meet to the criteria of validity and reliability. So it can be said that this research instrument can be relied upon to collect valid data.

### 4.2. Test the coefficient of determination ( $R^2$ )

Table 2 The coefficient of determination ( $R^2$ )

Variables	R Square
Organizational Culture	-
Personnel's Performance	0,765
Service Quality	0,882
Information Technology	-

Source: output Smart PLS

Based on table 2, we can see that coefficient of determination ( $R^2$ ) shows "r square" value of Personnel's performance equal 0,765, means that this variable influenced by both variables independence equal 76,5%, while 32,5 % influenced by other variable exclude of this models. Furthermore "r square" value of service quality equal 0,882, means that this variable

influenced by independence and intervening variables equal 88,2%, while 11,8% influenced by other variable exclude of this models.

### 4.3 Hypothesis testing

Table 3 Test Results for the Parameters of the Parameters

	Original Sample (O)
Information Technology → Personnel’s Performance	0,365
Organizational Culture → Personnel’s Performance	0,557
Information Technology → Service Quality	0,141
Organizational Culture → Service Quality	0,379
Personnel’s Performance → Service Quality	0,489

Source: Output Smart PLS

Based on table 2 above, from the results of testing the structural model the following equations are obtained:

$$\eta_1 = 0,365 \xi_1 + 0,557 \xi_2 + \zeta \dots \dots \dots (1)$$

$$\eta_2 = 0,141 \eta_1 + 0,379 \xi_1 + 0,489 \xi_2 + \zeta \dots \dots \dots (2)$$

Based on the equation (1), means that personnel’s performance ( $\eta_1$ ) will be increased equal 0,365 multiplied of information technology ( $\xi_1$ ) added 0,557 multiplied of organizational culture ( $\xi_2$ ) added error ( $\zeta$ ), meanwhile (2), means that Service Quality ( $\eta_2$ ) will be increased equal 0,141 multiplied personnel’s performance ( $\eta_1$ ) added 0,379 multiplied of information technology ( $\xi_1$ ) added 0,489 multiplied of organizational culture ( $\xi_2$ ) added error ( $\zeta$ ).

Table 4 Test Result of Path Analysis

	DIRECT EFFECT				INDIRECT EFFECT		TOTAL EFFECT	
	Personnel’s Performance		Service Quality		Service Quality		Service Quality	
	Koef	T-Stat	Koef	T-Stat	Koef	T-Stat	Koef	T-Stat
Information Technology	0,401	3,449	0,206	2,553	0,187	6,891	0,393	3,947
Organization Culture	0,549	4,703	0,342	2,338	0,255	8,145	0,597	5,837
Personnel’s Performance	-	-	0,464	3,442	-	-	-	-

Source: Output Smart PLS

Based on table 2 and table 4, the hypothesis testing describes as follows;

#### 1) Effect of Information Technology on Personnel’s Performance

The results of the study show that information technology has a positive influence on the performance of Personnel, with a coefficient of 0.401 and a significance value of tstatistics of 3.449 greater than the t table value of 1.985. This is evident because of the average response of Personnel of respondents to Information Technology with a mean score of 4.13 and community respondents 4.05. This means that Personnel and the public have a good perception of Information Technology in the “Samsat” of Bandung. The results supports Abbas et al (

2014), Muzakki et al, (2016), Nuskiya, (2018) which shows that information technology influences on performance.

## **2) Effect of Organizational Culture on Personnel's Performance**

The results of the study show that organizational culture has a positive influence on the performance of Personnel, with a coefficient of 0.549 and a significance value of t statistics of 4.703 greater than the t table value of 1.985. This is evident because of the average response of Personnel of respondents to Organizational Culture with a mean score of 4.14 and community respondents 3.98. This results proves that organizational culture has an effect on and significant on performance. So the higher the organizational culture, the higher the performance of Personnel, This study agree with (Paschal and Nizam, 2016), Thuku (2017) and Paschal and Nizam (2016).

## **3). Effect of Information Technology on Service Quality**

The results of the study show that information technology has a positive influence on service quality, with a coefficient of 0.206 and a significance value of t statistics of 2.553 greater than the t table value of 1.985. This is evident because of the average response of Personnel of respondents to Information Technology with a mean score of 4.13 and community respondents 4.05. This study supports Rust and Kannan, (2002), Malkawi, 2017), Rasul and Ashok Kumar Sahu (2011).

## **4) Effect of Organizational Culture on Service Quality**

The results of the study show that organizational culture has a positive influence on service quality, with a coefficient of 0.342 and a significance value of t statistics of 2.338 greater than the t table value of 1.985. This is evident because of the average response of Personnel of respondents to Organizational Culture with a mean score of 4.14 and community respondents 3.98. The results of this study supports a theoretical basis (Gantsho and Sukdeo, 2018), Nalendra et al (2018), Zharkeshova et al (2017)

## **5) Effect of Personnel's Performance on Service Quality**

The results of the study show that member performance has a positive influence on service quality, with a coefficient of 0.464 and a significance value of t statistics of 3.442 greater than the t table value of 1.985. This is evident because the average response of member respondents to the performance of Personnel with a mean score of 3.93 and community respondents 3.90. The results of this study are supported by Mangkunegara, (2016: 67) also Tissy et al (2015).

## **6) Direct and indirect influence**

Based on table 4, the direct coefficient value of information technology variables on member performance variables of 0.402, while the indirect coefficient value of information technology variables on service quality through member performance variables can be calculated ( $0.402 \times 0.464 = 0.187$ ). While the total effect coefficient value can be calculated, namely ( $0.206 + (0.402 \times 0.464) = 0.393$ ). From the results of testing the structural model shows that information technology variables have a direct influence on member performance variables, while member performance variables have a direct influence on the service quality variable. While by continuing to include mediation variables, namely member performance, information technology variables still have a direct influence on service quality. This means that member performance variables have the effect of imperfect mediation (partial mediation).

Furthermore, direct coefficient value of the organizational culture variable on member performance variables of 0.549, while the indirect coefficient value of the information technology variable on service quality through member performance variables can be calculated ( $0.549 \times 0.464 = 0.255$ ). While the total effect coefficient value can be calculated, namely ( $0.342 + (0.549 \times 0.464) = 0.597$ ). From the results of testing the structural model shows that organizational culture variables have a direct influence on member performance variables, while member performance variables have a direct influence on the service quality variable. While by continuing to include mediation variables namely member performance, organizational culture variables still have a direct influence on service quality. This means that member performance variables have the effect of imperfect mediation (partial mediation).

Furthermore, based on table 4, the total effect the information technology variable on service quality through member performance shows that the t statistics value of 3.947 is greater than the t table value of 1.985 ( $3.947 > 1.985$ ). Due to the t statistics > t table, it can be concluded that information technology influences service quality through member performance. Information technology is more influential on the performance of Personnel with coefficient value of 0.402 and t statistics value of 3.449, compared to the influence of information technology on service quality with a coefficient of 0.206 and t statistics of 2.553. The total effect value decreases with the coefficient value of 0.393 and the t statistics value is 3.947.

Also, the total effect of organizational culture variable on service quality through member performance shows that the t statistics value of 5.837 is greater than the t table value of 1.985 ( $5.837 > 1.985$ ). Because of the t statistics > t table, it can be concluded that organizational culture influences service quality through member performance. Organizational culture has more influence on member performance with a coefficient of 0.549 and t statistics of 4.703, compared to the influence of information technology on service quality with a coefficient of 0.342 and t statistics of 2.338. The total effect value increases with a coefficient of 0.579 and a statistical value of 5.837.

## **5. Conclusions and discussions**

The influence of information technology with indicators of proper functionality, reliability, availability, security and data integrity, standardization, integration, consistency, and portability of member performance shows positive and significant coefficients where all indicators have high loading factor values, meaning if information technology increases member performance will increase significantly. These results support Nugroho (2016), Abbas et al (2014) and Nuskiya (2014).

The influence of organizational culture with indicators of innovation and risk taking, attention to detail, results oriented, human-oriented, team-oriented, Aggressiveness, Stability, on the performance of Personnel shows a positive and significant coefficient where all indicators have a high loading factor meaning that if the organizational culture increases the performance of Personnel will increase significantly. These results support Thuku (2017), and Paschal and Nizam (2016).

The influence of information technology on service quality shows a positive and significant coefficient, where all indicators have a high loading factor meaning if information technology increases, the quality of service will increase significantly. This supports Itumalla (2012), and Malkawi (2017).

The influence of organizational culture with indicators of innovation and risk taking, attention to detail, results oriented, human-oriented, team-oriented, Aggressiveness, Stability, the service quality shows a positive and significant coefficient where all indicators have a high loading factor, meaning if the organizational culture increases, the quality of service will increase significantly. This supports Gantsho and Sukdeo (2018), Zharkeshova et al (2017).

The influence of Personnel's performance on service quality with indicators of Tangibles, Reliability, Responsiveness, Assurance, Emphaty indicators, shows positive and significant coefficients and all loading factors show high values, meaning if member performance increases then service quality will increase significantly. This is in accordance with the results of Tissy et al (2015).

## **6. Implication**

Academically this research has implications for the development of research models on the relationship of Information Technology Implementation, Organizational Culture to Service Quality by proposing Personnel Performance as mediating variables with Effectiveness and Efficiency indicators, Authority and Responsibility, Discipline, Initiatives. This study also provides an academic contribution so that in subsequent studies by adding other factors that can affect member performance and service quality such as; motivational factors, incentives, leadership style, competence.

While, Practically, the results of this study have managerial implications of improving information technology where with regular maintenance for hardware and software to continue to function properly and minimize the occurrence of crashes / errors. Increase the speed of data access by updating hardware and software device specifications, and internet services. Hold training on an ongoing basis to improve employee competency in the use of information technology related to work. In addition, efforts to improve organizational culture by creating a conducive culture and work environment. There is a clear standard operating procedure regarding job descriptions and standard processing time. There is supervision carried out by the leadership of employees in work and giving a warning to employees who do not obey the rules made by the organization. Instill a sense of employee commitment to the organization. Furthermore, efforts to improve the performance of Personnel with ongoing training can improve employee competence in carrying out work. There are strict sanctions on employees who violate the rules set by the organization or do not fulfill their responsibilities. Increase employee initiative with rewards for outstanding employees. And efforts to improve the quality of service by expanding the service space and completing facilities and infrastructure that support the provision of services so as to minimize the long queue. To provide more effective and efficient standard operating procedures, so as to facilitate employees in the provision of services to the community. Increase awareness of employees by being more proactive in providing services to the community.

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