



THE INFLUENCE OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND COMPETENCE ON JOB SATISFACTION AND ITS IMPLICATIONS ON THE PERFORMANCE OF NON-EDUCATIONAL EMPLOYEES OF PTS

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Abstract

The purpose of this study is to investigate performance behavior, as well as objectivity behavior and satisfaction behavior. Confirmatory research (*confirmatory research*), as well as (*explanatory research*), examines the relationship between variables and explains the causal connection (cause and effect) between variables using hypotheses that have to formulate the goal of this type of research. According to the *Partial Least Squares* (PLS) analysis, the competency constructs on the satisfaction of t-statistics 6.302 and 0.542 has the most significant value for t-statistics and path coefficients, which indicates that the competency construct has a positive and significant effect on PTS satisfaction.

Keywords: performance behavior, objectivity behavior, satisfaction behavior.

INTRODUCTION

Indonesian education targets human resources (HR) in higher education to be able to improve the quality and quality of its graduates. Competitiveness is the key to success which is a challenge for private universities. Universities must increase awareness of all HR elements so that institutional success is faster and does not tend to be static as routine activities (Putra & Suseno, 2022).

Human capital is the capital of educational institutions and an invaluable tangible form of price (Khusainova, 2020). Therefore, the target of a university should not depend only on the visible/mere physical but instead on humans. Good performance is characterized by the number of benefits obtained by universities through related parties so that they can provide added value to universities (Sunder M. & Antony, 2018).

A researcher from Lowy Institute Australia, Rosser (2018), states that Indonesia has so far failed to develop a high-quality education system capable of producing strong learning outcomes. Errors can influence it during practice in the field, which controls by the performance and competence of existing human resources. Zulfikar & Ruhiat (2018) stated that we could notice this lag with the number of private universities (PTS) in the regions that get an accreditation rating of C or Good from the National Accreditation Board for Higher Education (BAN-PT).

Generally, satisfaction always interprets as employees' satisfaction at work (Bangwal & Tiwari, 2019). Happiness shows the results of work experience and high levels of disappointment which helps indicate organizational problems that require attention. Dissatisfaction at work is closely related to absenteeism, turnover (employees), and physical and mental health problems. In addition, when workers are dissatisfied with their jobs, job involvement is reduced, commitment to the organization is low, the atmosphere is very harmful, and a series of negative consequences will arise. Dissatisfied

employees may engage in psychological setbacks, physical setbacks (excessive absences, early leave, extended breaks, or lateness at work), or acts of aggression and disproportionate retaliation for wrongdoing (Dhamija et al., 2019). This satisfaction will also bring the employee happiness (Satuf et al., 2018).

With the performance problem, the researcher is looking for justification from previous research as a *state-of-the-art* that can produce variable repositioning. A study by Diamantidis and Chatzoglou (2019) explains that the work environment and management support have the most substantial impact (direct and indirect) on employee performance, while adaptability and intrinsic motivation directly affect performance. Meanwhile, Paaïs and Pattiruhu (2020) found that motivation, leadership, and organizational culture affect employee performance.

LITERATURE REVIEW

Performance Concept

Performance is a work evaluation closely related to various habits of individuals or employees in organizations or agencies (Khoshnaw & Alavi, 2020). Groening & Binnewies (2019) stated that performance is the achievement of work targets related to quality, quantity, and time. Contrary to these views, Aguinis (2019) mentions that performance defines as effort, ability, employee achievement, or motivation to complete a task. The results of a person's work over a specific period to know against various weight achievement parameters, such as standard targets, plans, or predetermined criteria. This comparison takes place at the end of the time.

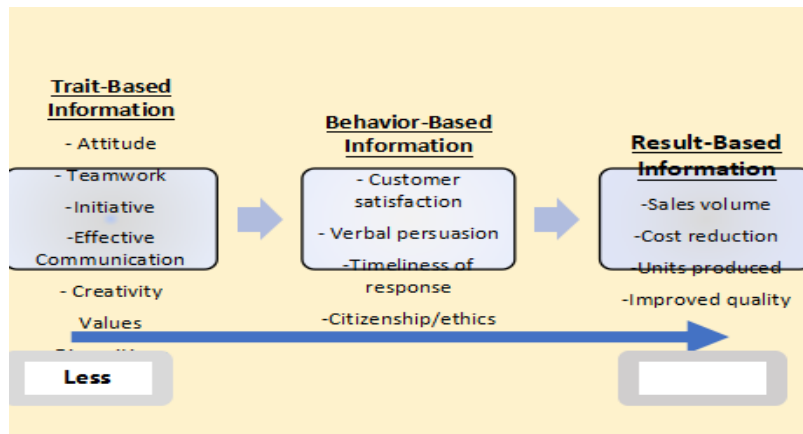
Nuraini & Kasmir (2020) put forward a more concise view, stating that performance is the appearance of individuals and work groups of personnel. Performance is the result of work (work outcome) and work behavior (work behavior) in carrying out the duties and responsibilities of a worker at a specific time (Suganthi, 2019). According to Anwar et al. (2020), performance has impacted *ability*, *motivation*, and *opportunity*. Therefore, the three essential components of the performance description are objectives, measures, and assessments. These goals provide direction and influence the work behavior expected of each employee by the organization.

Performance behavior

According to Aguinis (2019), employee performance can result from an individual's effort achieved through the presence of abilities and actions in specific contexts. This explanation explains that employee performance is several outputs from the outcomes produced by employees, both in the form of material (quantitative) and non-material results. This explanation also explains that employee performance is several outputs from the outcomes produced by employees (qualitative).

Esthi et al. (2020) argue that employees with good performance are indicated to be able to do work quickly, with good results, in a relatively short time, disciplined, reliable, have a good attitude

and have the potential to advance. Martini et al. (2018) suggest that employee performance can define as an employee's ability to perform specific skills. Employee performance is essential because this performance will know how far the employee can carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference.



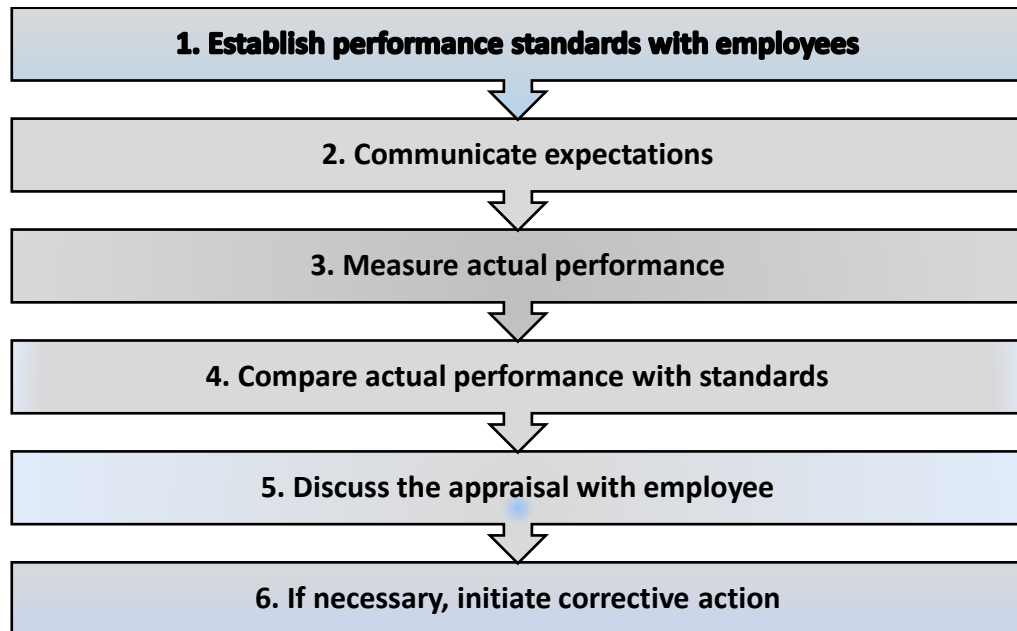
(Marthis and Jackson, 2016)

Objective Assessment (MBO)

Performance appraisal develops under the influence of MBO (*Management by Objectives*). Because it involves reaching a consensus on goals and comparing the results obtained to those goals, it sometimes refers to outcome orientation. Ratings are usually maintained for overall performance and relate to individual goals. Trait *rating* also uses but replaced in some schemes based on *competency ratings*.

Adzima (2020) states that the assessment regularly estimates employees' performance, potential, and development needs. The assessment is an opportunity to view the content, workload, and volume, review what achieve during the reporting period, and agree on goals for the next.

Armstrong (2006) states that assessment can help improve employee and job performance by identifying strengths and weaknesses and determining how strengths are best utilized and overcome weaknesses. According to Onyema et al. (2020), performance appraisal needs to be seen not as a technique but as a process involving people and data; therefore, the whole process needs to be improved. He also points out that valuation is usually not recognized as a regular management function and that individual objectives seldom link to business objectives.



Source: Robbins (2006)

Satisfaction Behavior

Robbins (2006) explains that satisfaction is an individual's attitude toward work. This understanding is comprehensive, considering an employee's job is more than just an evident activity, such as shuffling paper or waiting for customers. Halim and Jusriadi (2020) describe job satisfaction as a set of employee feelings about whether or not their work is enjoyable.

Job satisfaction is an affective or emotional response to various aspects or aspects of one's work, so job satisfaction is not a single concept (Claudia, 2018). A person can be relatively satisfied with one part of the job and dissatisfied with one or more other aspects. Job satisfaction is a (positive) attitude of the workforce towards their work, which arises based on an assessment of the work situation (Judge et al., 2020). The evaluation can carry out on one of the jobs, and the review is a sense of appreciation for achieving an essential value in work. Satisfied employees prefer to like their work situation rather than dislike it.

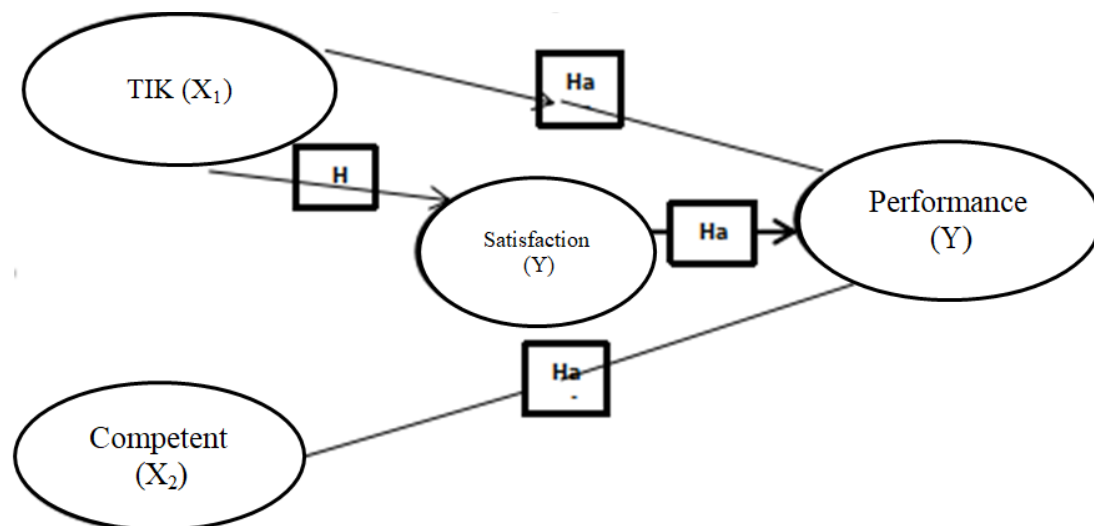
Overall, job satisfaction for an individual is the sum of job satisfaction (from each job aspect) multiplied by the degree of importance of the job aspect for the individual (Supiana, 2017; Yalabik et al., 2017). An individual will feel satisfied or dissatisfied with his work, which is something personal. That depends on how he perceives the suitability or conflict between his desires and the output (which he gets). According to Osborn (2005) is an individual's positive or negative feelings towards their work, general attitude, or emotional response to their work.

Competition behavior

Employee competence is something to carry out work or tasks based on skills and knowledge and supported by the work attitude required by the job. Competencies or skills needed by employees who can consistently provide an adequate or high level of performance in a job function. These competencies or skills can demonstrate by the ability to meet or exceed performance expectations.

Competence is often heard and spoken about by many people. We often hear or even pronounce the terminology in various uses, primarily related to human resource development. Some interpret competence as commensurate with abilities or skills, while others interpret competence as commensurate with skills, knowledge, and higher education. Several definitions of competence will present (Morales et al., 2018). Competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or essential elements of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference (Huang & Huang, 2020). Competence lies on the inside of every human being and is forever in a person's personality, which can predict Behavior and performance widely in all situations and work tasks (Irtaimah, 2018).

Agustian et al. (2018) explained that competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills possessed or needed by each individual that enable them to effectively perform their duties and responsibilities and raise the standard of professional quality in their work (Shet & Pereira, 2021). Based on the above understanding, competence is a characteristic inherent in a person that causes a person to be able to predict his surroundings in a job or situation.



Hypothesis

The following are research hypotheses based on the development of research objectives:

1. Hypothesis 1; It hypothesizes that there is a connection between technology use and job satisfaction levels.

2. Hypothesis 2; It hypothesized that one of the factors that contribute to job satisfaction is one's level of competence.
3. Hypothesis 3; It is the hypothesis that technological advancements affect one's level of performance.
4. Hypothesis 4; It hypothesized that one's level of competence has some bearing on their level of performance.
5. Hypothesis 5; It is the hypothesis that one's level of contentment in their work affects their level of performance.

METHOD

This research category is confirmatory research (*confirmatory research*), as well as (*explanatory research*), and examines the relationship between variables and explains the causal connection (cause and effect) between variables through hypotheses that have formulas. (Explanatory research) and to explore the relationship between variables and describe the causal relation (cause and effect) between variables. The influence of the variables in question are exogenous variables, namely information and communication technology (ICT) and competence, intervening variables are job satisfaction, and endogenous variables are non-educational employee performance of private universities.

Sampling technique

The sampling technique used in this study is that the sample is saturated and included in the non-*probability sampling*. Retrieval technique the example used in this study is a saturated sampling technique. Saturated sampling is a sampling technique that all members of the population use as a sample (Sugiyono, 2019).

This study uses a *proportional random sampling technique* by determining the sample size based on the population in each research area. To determine the number of research samples using the sampling technique of Isaac and Michael (2000),

2. - NPQ

$s = \frac{0.05^2 \times 253 \times 0.5 \times 0.5}{0.05^2 (253-1) + 0.05^2 \times 0.5 \times 0.5}$

$0.05^2 \times 253 \times 0.5 \times 0.5$

$= \frac{0.05^2 \times 253 \times 0.5 \times 0.5}{0.05^2 (253-1) + 0.05^2 \times 0.5 \times 0.5}$

= 153 Number of respondents

Data Analysis Techniques

This study uses an inductive (inferential) data analysis technique, which analyzes data from a sample to forecast the population. The data obtained from the respondents' answers in the research questionnaire will group and tabulated, and then explained.

Based on the formulated hypothesis, this research data is inferential statistical data and will be measured using the *Smart PLS application*, starting from the measurement model (*outer model*), model structure (*inner model*), and hypothesis testing.

Structural Equation Modeling (SEM)

SEM is a statistical methodology that uses a confirmatory approach in testing hypotheses against the multivariate analysis of a structural theory based on specific symptoms (Ghozali, 2014). SEM has characteristics that are analytical techniques that function more to confirm than to explain.

Partial Least Square (PLS)

This study uses a quantitative analysis approach that adopts *Partial Least Square* (PLS). Because of many assumptions, PLS is a *powerful* analytical method (Abdullah, 2015). The advantages of this PLS method are that the data does not have a multivariate normal distribution, the sample size does not have to be significant, and PLS can not only be used to confirm the theory.

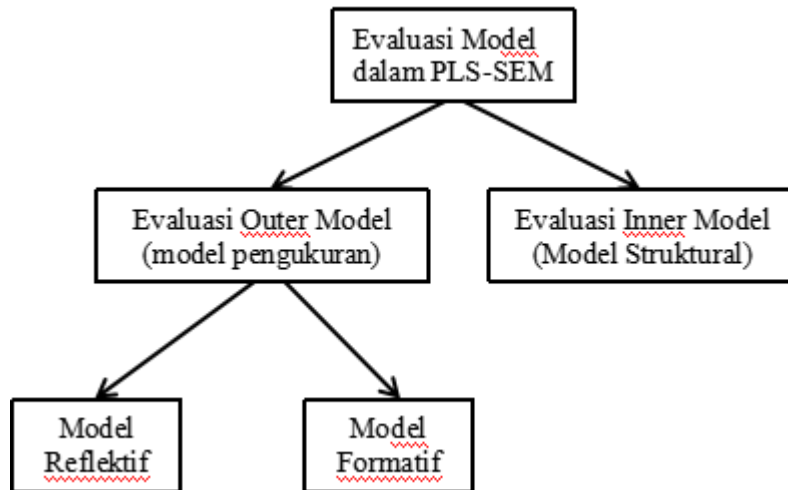
But can also be used to explain whether or not there is a relationship between latent variables. The hypothesis formula in this study is the analysis of inferential statistical data. Inferential statistics, *also known as inductive or probability statistics*, are a set of statistical methods employed to analyze sample data, with the results extrapolating to a population.

PLS Analysis Stages

PLS analysis has two stages, namely Model Estimation and Model Evaluation. According to Lahmoller (1989) in Kurniawan & Yamin (2011), parameter estimation in PLS includes three steps:

Creating a latent variable score from the weight estimate, 2. Estimating the path coefficient that connects the latent variable and calculating the loading factor (coefficient of measurement model) that relates latent variables to their indicators, and 3—estimating location parameters. The analysis at this stage is in the form of a PLS algorithm which contains a literacy procedure that produces a score for the latent variable. The next step of the analysis.

The following analysis is the Model Evaluation in PLS-SEM, which consists of two stages: the evaluation of the outer model or measurement model and the evaluation of the inner model or structural model (structural size). Evaluation of the measurement model group into the assessment of the reflective and formative models.



"Source:" (Haryono, 2017)

Quality Index

Furthermore, PLS *path modeling* can identify global optimization criteria to determine the *goodness of fit* with the *Gof index*. The *integrity of fit* or *Gof index* developed by Tenenhaus *et al.* (2004) use to evaluate the measurement model and structural model and, in addition, provide a simple measurement for the overall prediction of the model. The criteria for GoF values are 0.10 (GoF *small*), 0.25 (GoF *medium*), and 0.36 (GoF *large*) (Ghozali and Latan, 2015: 82-83). To calculate GoF, the square root of the *average communality index* and the *average R-Squares value* is used with the formula of Tanenhaus *et al.* (2004 in Ghozali and Latan, 2015: 82) as follows:

$$GoF = \sqrt{Com \times R^2}$$

DISCUSSION

Based on the data analysis process from the questionnaires collected from 153 respondents discussed in the previous chapter, The analysis of the model is briefly presented in the following section. Descriptive statistical analysis, namely the average number and perception index, shows that the average perception of respondents as Non-Educational PTS Employees on each construct/variable based on the *Three Box Method* is relatively high.

It is the point at which the competency construct achieves the highest possible average value of 81.13.

The results of the *Partial Least Squares* (PLS) analysis, the most significant value for t-statistics and *path coefficients* is the competency construct on the satisfaction of t-statistics 6.302 and 0.542, which means that the competency construct has a positive and significant impact on PTS satisfaction.

H1: There is a significant effect of Information and Communication Technology (ICT) on Job Satisfaction

Testing hypothesis 1 (one) accepts the conception that the higher the Information and Communication Technology (ICT), the higher the role of Job Satisfaction. If Information and Communication Technology (ICT) implement optimally, it will result in Job Satisfaction at PTS in Serang Regency and Serang.

H2: There is a significant effect of Competence on Job Satisfaction

Acceptance of hypothesis 2 (two) indicates that the higher the competence, the higher the job satisfaction of non-educational private sector employees in Serang Regency and Serang City. Competence is an employee's ability to complete the tasks assigned by the campus.

H3: Information and Communication Technology (ICT) has a significant effect on the Performance of Non-Educational Employees of PTS in Serang Regency and Serang City.

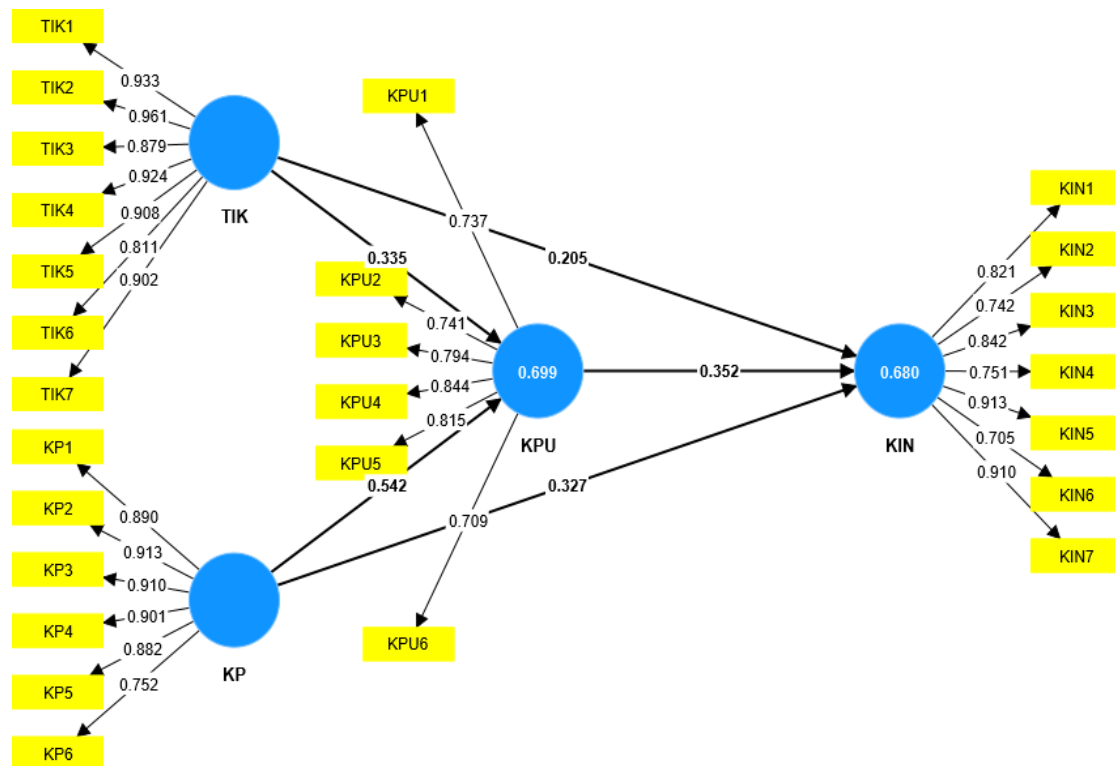
This empirical test has accepted hypothesis 3 (three), which states that the higher the Information and Communication Technology (ICT), the more positive the performance of non-educational private sector employees in Serang Regency and Serang. This study focuses on Information and Communication Technology (ICT) on the Performance of Non-Educational Employees of PTS in Serang Regency and Serang.

H4: There is a significant effect of competence on the Performance of Non-Educational PTS Employees in Serang Regency and Serang City.

The fourth hypothesis test stated that the higher the competence, the higher the performance of non-educational PTS employees in Serang Regency and Serang City in Banten Province. The acceptance of the empirical test of this hypothesis can argue that competence can increase the work effectiveness of non-educational employees with an indication of the ability to adapt to work because they have conceptual, managerial, and administrative knowledge and have confidence in their abilities.

H5: There is a significant effect of Job Satisfaction on the Performance of Non-Educational PTS Employees in Serang Regency and Serang City.

The 5th (five) hypothesis tested states that the higher the job satisfaction, the higher the job satisfaction, the higher the performance of non-educational PTS employees in Serang Regency and Serang. If an employee feels job satisfaction and is given protection by college stakeholders, his enthusiasm for work will increase.



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