INFORMATION TECHNOLOGY CAPABILITY AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE WITH INNOVATION CAPABILITY AS INTERVENING VARIABLES

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Abstract

This study aims to analyze the effect of information technology capability and organizational commitment on employee performance with innovation capabilities as an intervening variable (Study of Public Employees in Blora Regency). The population in this study are all civil servants who use information technology in Blora. The sampling technique used is multiple stage random sampling technique. This study using multiple linear regression analysis that used to test the relationship between two or more independent variables with the dependent variable. The results showed that the information technology capability had a positive and significant effect on employee performance. The organizational commitment variable has a positive and significant effect on employee performance. Innovation capability has a positive and significant effect on employee performance. Technology capability has a positive and significant effect on the capability of innovation while organizational commitment has a positive and significant effect on the capability of innovation. The model test results (Test F) show that the information technology capability and organizational commitment significantly influence the capability of innovation, and together have a positive and significant effect on employee performance. The results also show that employee performance can be explained by the variable information technology capabilities, organizational commitment and innovation capabilities.

Keywords: information technology capability, organizational commitment, innovation capability, employee performance, Blora Regency public employees.

INTRODUCTION

Civil Servants (PNS) are those who, after fulfilling the conditions specified in the legislation in force, appointed by the competent authority and accompanied by domestic tasks in an office and are paid according to the legislation in force (UU No. 43, 1999). This research takes the subject of Public Employees in Blora Regency by using the variable information technology capability, organizational commitment, innovation capability and employee performance.

Blora Regency is one of the 22 regencies ranked as the lowest government performance indicator. This indicates that the performance of the Blora Regency government still has many shortcomings that need to be assessed on what factors can be improved in order to improve the performance of its employees. Thus, this study uses employee performance
asthe dependent variable with information technology capability and organizational commitment as an independent variable and innovation capability as an intervening variable.

Based on several related research results regarding the relationship of the variables used in this study as well as the background of the need to improve employee performance in Blora Regency, this study takes the title information technology capability and organizational commitment to employee performance with innovation capability as intervening variables (study on public employees in Blora Regency).

From the background of the problems above, the formulation of the problem in this study is to determine the influence of information technology capabilities, organizational commitment and information technology capabilities on employee performance with innovation capabilities as an intervening variable.

**LITERATURE REVIEW**

**Performance**

Based on The New Webster Dictionary, the term "performance" or actual achievement is a diversion from the English "performance". Bernadin and Russel (1993) who provide definitions of performance are records of results obtained from certain job functions or certain activities over a certain period of time Sugiyarti and Ardyan (2017). According to Robbins (1996), the performance is defined as a function of the interaction between capability (ability), motivation and desire (obsetion). From the opinions of the experts, it can be concluded that the notion of performance in this study is a work that is achieved by each employee in carrying out work tasks based on the size and time determined to realize organizational goals.

**Information Technology**

According to Kadir (2003) information technology is "information technology can be divided into two parts: software and hardware. Hardware concerns physical equipment, such as memory, printers, and keyboards. The software is related to instructions to set the hardware to work in accordance with the objectives of the instructions ".

The purpose of technology information by Marimin, Cape and Prabowo (2006) is to help speed up the process, reduce the error rate, process data and ultimately produce information that supports decision-making.

**Information Technology Capability**

According to Kamus Besar Bahasa Indonesia (2014) capability means the same as competence, which is ability. However, the use of the word capability is not limited to having skills (skill), but more than that, which is more understanding in detail so that it truly masters its abilities from the point of weakness to how to overcome them. Understanding capabilities according to Baker and Sinkula (2005) is a collection of more specific skills, procedures and processes that can utilize competitive advantage resources.

$H_1$: There is a positive and significant relationship between the capabilities of information technology with the capability of innovation of Civil Servants in Blora Regency.

$H_2$: There is a positive and significant relationship between information technology capabilities and the performance of Civil Servants in Blora Regency.
Organizational Commitment

According to Sutrisno (2010) organizational commitment is a high business will for the organization and a certain belief in acceptance of organizational values. Commitment to the organization also addresses employee closeness reflecting the strength of employee engagement and loyalty to the organization.

H$_2$ : There is a positive and significant relationship between organizational commitment and the innovation capabilities of Civil Servants in Blora Regency.

H$_4$ : There is a positive and significant relationship between organizational commitment and the performance of Civil Servants in Blora Regency.

Innovation Capability

The capability of innovation is the ability to continuously transform knowledge and ideas into new forms of service, process and system, for the benefit of institutions and stakeholders, Samson (2001); Sugiyarti and Ardyan (2017). The results of research conducted by Luke and Ferrel (2000) show that innovation capabilities mediate the positive influence of customer orientation on organizational performance where it is in accordance with the opinions of Romojin and Albaladejo (2002) which states that customer-oriented organizations are more likely to get ideas and information from consumers that can stimulate innovation.

H$_5$ : There is a positive and significant relationship between innovation capabilities and the performance of Civil Servants in Blora Regency

METHOD

This type of research used in this research is explanatory research, which is to explain the relationship or influence of causality (cause-effect) between the independent variables (capability of information technology and organizational commitment) to the dependent variable (employee performance) in the Blora District Government Office.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Operational Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance (Y)</td>
<td>Represents the performance of civil servants in Blora Regency government offices, assessed based on factors: a. Quality of work results, including: the suitability of the task with orders and suitability of the procedure. b. Quantity of results of work, including: the amount of work done and the level of work efficiency. c. Cooperation skills, including: ability to work together with colleagues and good communication and effectiveness. d. Initiatives, including: ability to formulate problems encountered at work and ability to work without instructions. e. Reliability / responsibility includes: the level of compatibility between the work assignments given and the results achieved and the level of job mastery.</td>
</tr>
</tbody>
</table>
**Table 1.** Continued

<table>
<thead>
<tr>
<th><strong>Organizational Commitment</strong></th>
<th>Is a commitment of civil servants in Blora Regency Government Office, measured using indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Affective commitment</td>
</tr>
<tr>
<td></td>
<td>b. Commitment to continuity</td>
</tr>
<tr>
<td></td>
<td>c. Normative Commitment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Innovation Capability</strong></th>
<th>It is the capability of innovation of Civil Servants in Blora Regency Government Office, measured using indicators:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Relative advantage</td>
</tr>
<tr>
<td></td>
<td>b. Compatibility</td>
</tr>
<tr>
<td></td>
<td>c. Complexity</td>
</tr>
<tr>
<td></td>
<td>d. Triability</td>
</tr>
<tr>
<td></td>
<td>e. The ability to be observed (observability).</td>
</tr>
</tbody>
</table>

**Figure 1.** Framework for Thinking  
Source: Developed by researchers for this research

**RESULT AND DISCUSSION**

Research data obtained from filling out the questionnaire will be processed in the form of descriptive statistical analysis, this analysis is conducted to find a picture of the influence of Information Technology Capability \(X_1\), Organizational Commitment \(X_2\) on Employee Performance \(Y\) with Innovation Capability \(Z\) on public employee in Blora Regency.

**Description of Respondents**

Of the 173 respondents the most age range was between 40-49 years with 56 respondents and the most gender was 112 respondents. The education data of the most respondents were Bachelor degree (S1) as many as 97 respondents and at least Junior High school (SLTP) and Vocation (D3) were 1 respondent each.
Data Quality Test

The results of the data quality test based on the validity test produce r count > r table which indicates that all indicators in the variable are valid. The reliability test results explain that all variables have a Cronbach Alpha value > 0.6 so that it can be concluded that all variables are reliable. Data normality test using the plot test produces a histogram graph that satisfies normality. Heteroscedasticity test using scatterplot diagram shows that all independent variables contained in the model have the same or homogeneous variant distribution (Ghozali, 2011).

Multiple Regression Analysis

The calculation results of multiple regression analysis can be explained in Table 2.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variables</th>
<th>T-Test</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology Capability</td>
<td>Innovation Capability</td>
<td>4,394</td>
<td>0,000</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>Innovation Capability</td>
<td>4,431</td>
<td>0,000</td>
</tr>
<tr>
<td>Information Technology Capability</td>
<td>Employee Performance</td>
<td>6,393</td>
<td>0,000</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>Employee Performance</td>
<td>4,940</td>
<td>0,000</td>
</tr>
<tr>
<td>Innovation Capability</td>
<td>Employee Performance</td>
<td>8,022</td>
<td>0,000</td>
</tr>
<tr>
<td>R²</td>
<td></td>
<td>0,428</td>
<td></td>
</tr>
<tr>
<td>F-test value</td>
<td></td>
<td>42,158</td>
<td>0,000</td>
</tr>
</tbody>
</table>

Models Testing

The coefficient of determination in R-Square that is equal to 0,428 or equal to 42.8%. This means that the influence of information technology capability, organizational commitment and capability of innovation together affect the performance of employees by 42.8% while the remaining 57.2% is influenced by other variables.

Based on the SPSS calculation results in the Anova test, the calculated F-value = 42,158 and a significance of F of 0,000 indicates less than 0.05. Thus there is a significant simultaneous influence between information technology capability, organizational commitment and innovation capability on employee performance.

Hypothesis Testing

Calculation results of influences the information technology capabilities toward the innovation capability in the Table 2 showed t-test = 4,394 with significance 0,000. Thus, H1 accepted that there is significant influence between the capabilities of information technology on the innovation capabilities. This is in accordance with the research of Peerally & Figuiredo (2013) which states that innovation capabilities are related to four functions: technology, management, process and production. Thus information technology is one component that plays an important role in developing innovation capabilities.

Based on Table 2 showed that T-test between organizational commitment affects the capability of innovation is 4,431 with significance 0,000. Thus, H2 accepted that there is a significant relationship between organizational commitment of the innovation capabilities. These findings are in line with research which concluded that innovative behavior can be
shaped by organizational commitment. In other words, if a person is committed to being good in his organization he will naturally give birth to innovative behavior in his work.

The result testing about relationship between information technology capabilities and employee performance considered t-value = 6.393 with significance 0.000. Thus, H3 is accepted, that there is significant influence between the information technology capabilities on the employee's performance. The findings refer to Pebrianto and Djamhur (2013) which results in the conclusion that of the six hypotheses five of which are significant, among others: information technology on learning, information technology on management performance, information technology on knowledge, learning on organizational performance and management performance on organizational performance.

Based on the Table 2, it is known that the t-statistic the influence organizational commitment toward employee performance is 4.940 which significance 0.000, it can be concluded that H4 is accepted. The findings are in line with the findings Andyanto, et al (2018) which resulted in the conclusion that k commitment of organizational and cultural or ganisasi has a significant effect on job satisfaction, organizational commitment and organizational culture significantly influence employee performance, organizational commitment satisfaction and organizational culture significantly influence performance through employee job satisfaction.

The t-statistic value of the relationship between innovation capability and employee performance is 8.022 and significance is 0.000. So the hypothesis which states there is a significant influence between the innovation capabilities on employee performance is accepted. Results of research according to research Clouds (2015), that product innovation had a positive effect on employee performance, process innovation had a positive and significant effect on employee performance, organizational innovation had a positive and significant effect on employee performance, marketing innovation had a positive and significant effect on employee performance.

Path Analysis

Detecting the effect of innovation capabilities in mediating the relationship of information technology capabilities to employee performance in this study use Sobel Test. The calculation results get z value 4.527 > 1.96 proves that innovation capabilities are able to mediate the relationship of IT capabilities to employee performance. Therefore the effect of innovation capability in mediating organizational commitment to employee performance shows that the regression coefficient of organizational commitment to innovation capability is 0.140 with a standard error of 0.045 and a significance of 0.002. Innovation capabilities get a coefficient of 0.525 and a standard error of 0.077 with a significance value of 0.000. These results indicate that organizational commitment significantly influences the capability of innovation and innovation capability directly influences employee performance.

CONCLUSION

The results of the study explained that there is a positive and significant relationship between the capabilities of information technology with the capability of innovation, organizational commitment has a positive and significant effect on the capability of innovation. Innovation capability has a positive and significant effect on employee performance. Information technology capabilities affect employee performance. Organizational commitment has a positive and significant effect on employee performance. thus it can be explained also that employee performance can be maintained or also enhanced by IT capabilities, organizational commitment and innovation capabilities. IT capabilities will provide overall
convenience to the work of employees. Commitment of the organization will greatly affect the employee's ability to perform a variety of innovations in their respective fields and will certainly affect the quality of employee performance becomes better.

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