The Influence of Information Systems, Employee Empowerment, and Transformational Leadership on Employee Performance through Organizational Culture at The Secretariat DPRD Office of Brebes District

Fiqih Firmansyah[1], Ahmad Hanfan[2], Mahben Jalil[3]

{fiqh.firmansyah@gmail.com[1], ahmadhanfan@yahoo.com[2], jalilmahben@gmail.com[3]}

Magister of Management, Universitas Pancasakti Tegal, Indonesia

Abstract. The development of information systems is not only in the industrial sector but also in the government sector which is now being intensively implemented. Limited human resources in the bureaucracy require employees to keep up with changes quickly to adapt to technological developments so that the empowerment of existing human resources needs to be done. This cannot be separated from the role of transformational leadership which can carry out strategic policies in an effort to improve employee performance with challenges to the ongoing organizational culture. This study will examine whether there is a significant relationship with the existence of information systems, employee empowerment, transformational leadership on employee performance through organizational culture so that it is in accordance with the government's expectations to provide better services to the public. The data in this study were obtained by distributing questionnaires to all employees within the Brebes Regency DPRD Secretariat. The data analysis method used is SEM PLS to determine the effect of the independent variables on the dependent variable. It is hoped that the results of the study using several statistical tests show that together (simultaneously) variable X1 (information system), variable X2 (employee empowerment), variable X3 (transformational leadership) influences variable Y (employee performance) through variable M (culture organization).

Keywords: Information Systems, Employee Empowerment, Transformational Leadership, Organizational Culture, Employee Performance.

1. Introduction

In the last decade, the development of information systems has been very massive. Changes are not only in the private sector but also in the government sector. This is stated in Presidential Regulation no. 95 of 2018 concerning Electronic-Based Government Systems and implemented through Regent Regulation Number 34 of 2022 concerning Implementation of Electronic-Based Government Systems within the Brebes Regency Government which cannot be separated from the implementation of information systems to increase the effectiveness and efficiency of government governance.

However, it is not as easy as turning the palm of the hand, challenges and obstacles are always present in a change. One of them is the limited human resources which is the main

factor that must be faced together. Therefore, it is necessary to have a reform carried out by transformational leaders in the organizational culture that has been running before.

The Brebes Regency DPRD Secretariat is one of the Regional Apparatus Organizations that is experiencing these difficulties. However, the rules that have been set must be implemented. Several steps and efforts in implementing information systems include empowerment in improving human resources, use of information technology services, internet of things and other infrastructure development but are still considered not optimal. This is homework for the Brebes Regency DPRD Secretariat to further improve its performance even better.

The impact of the development of information systems has been felt recently so the author wants to discuss the extent to which this will affect employee performance. The large number of applications that are built both integrated and unintegrated raises new problems, because this tends to only fulfill certain ego centricities without underlying goals and needs. Expectations to be achieved have not been maximized because many systems are stalled and not working properly. Besides that, the readiness of human resources and limited infrastructure is a challenge in itself so that employee empowerment must be carried out.

The current conditions can be a whip for policy makers, in this case leaders who have a certain style, one of which is transformational leadership, are needed to change the existing organizational culture and provide special attention and treatment so that the main objective of implementing information systems can be carried out properly and the resulting output can be felt for the community.

From these problems, the researchers tried to analyze whether the existence of this phenomenon would have a positive or negative impact on employees at the Brebes Regency DPRD Secretariat. For this reason, researchers took several variables including information systems, employee empowerment, transformational leadership, organizational culture as mediation. Of the several variables, it will converge on one variable, namely employee performance. Where this is the effect of a series of policies implemented. The success or failure of an organization's performance can be measured by the performance of the employees it produces.

Researchers hope that with this research conclusions will be drawn about the influence of information systems, employee empowerment, transformational leadership, organizational culture, and employee performance within the Brebes Regency Government. So it is hoped that the research results obtained can be used as a reference so that organizational performance becomes more optimal.

Of course, all the policies formed in order to improve the performance of the bureaucracy in general are a shared spirit to succeed in the bureaucratic reform agenda that has been stipulated in the Nawacita of the President of the Republic of Indonesia.

2. Method

This type of research is included in associative research using qualitative analysis by conducting a survey of 92 employees in the Brebes Regency DPRD Secretariat. The technique used is saturated sampling technique (census), where all members of the population are sampled.

Sources of data come from employees who are placed in each section. In terms of data collection, the questionnaire was used as primary data while the secondary data used report data and documentation owned by the Brebes Regency DPRD Secretariat .

The data analysis method used is SEM PLS to determine the effect of the independent variables on the dependent variable. In this study there are 5 variables, namely:

A. Independent variable :
  1) Information systems are called independent variables or Independent Variable (X1)
  2) Employee Empowerment is called the independent variable or Independent Variable (X2)
  3) Transformational Leadership is called the independent variable (X3)
  4) Organizational Culture is called the mediating variable or Independent Variable (M)
B. The dependent variable / Dependent Variable (Y) in this study is Employee Performance
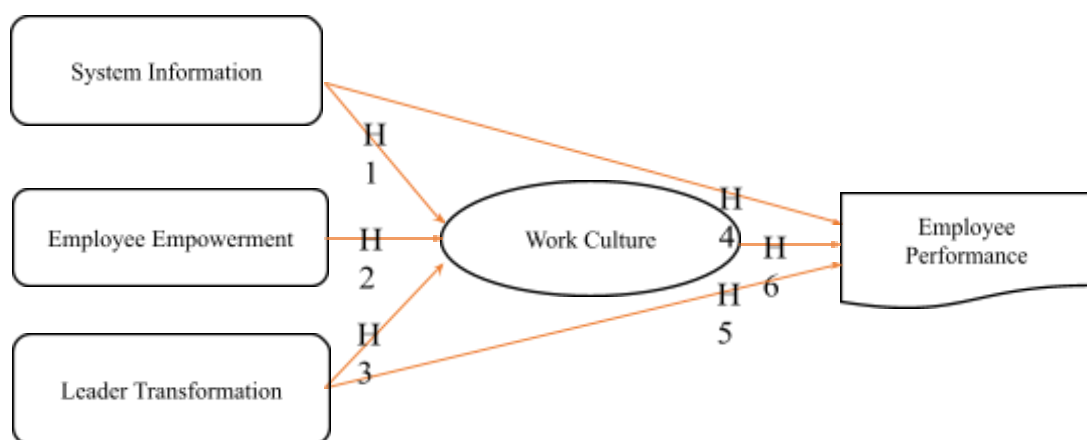
Framework think and hypothesis

Figure 1. Thinking Framework

1. System Information to Culture Organization
H1   : System Information have positive influence to Culture Organization .

2. Empowerment Employee to Culture Organization
H2   : Empowerment Employee have positive influence to Culture Organization .

3. Transformational Leadership on Organizational Culture
H3   : Leadership transformational have positive influence to Culture Organization .

4. System Information to Performance Employee
H4   : System Information have positive influence to Performance Employee

5. Transformational Leadership on Employee Performance
H5   : Leadership transformational have positive influence to Performance employee .

6. Culture Organization to Performance Employee
H6   : Culture Organization have positive influence to Performance Employee

3. Result and Discussion
3.1. System information influence culture organization

Application system information in the organization very urgent and needed for support existing information on all level management . this in accordance with opinion [1,2], that system information management is gathering from interaction systems the information it provides information, fine for need managerial nor need operation .

Connection Among system information and culture organization very tightly occur because application system information will change habit source power man follow operational standards existing procedures in the system information .

3.2. Empowerment employee influence culture organization

With exists empowerment employee so culture running organization possible will influential as opinion [3] that empowerment is engagement real employee means. Empowerment or (empowerment), is authority for make decision in an area of activity operation certain without must obtain approval of others

[4] interprets empowerment as gift autonomy, authority, trust, and push individual in something organization for develop regulation in framework finish job.

3.3. Leadership transformational influence culture organization

Good organization, growing, and develop will focus on source power man for operate function optimally, especially in face dynamics change environment that occurs. With thus, ability technical, theoretical, conceptual, and moral actors organization in all level work very servant leadership is needed and have important moral teachings .

[5] shows that leadership transformational in organization no have influential significant to performance employee and there is connection negative Among leadership transformational and performance employee.

3.4. System information influence performance employee

According to [6] states that "System Information Management as set the elements that it consists of from man, tool, concept and collected procedures Becomes one for meaning and aim together". Besides that's Gordon B. Davis too state that System Information Management is system man and integrated machine for serve information in support operations, management, and taking decision in something organization.

[7] suggests performance is is actual behavior shown everyone as achievement the resulting work by employee in accordance with role in company.

Clear that research conducted previously found there is influence application system information to performance employee according to what was said from opinion para expert.

3.5. Leadership transformational influence performance employee

Leadership in organization and have effect live and no live on performance employee. Role leadership organization support the competence process, which consists from collaboration, commitment, and creativity. [8] also emphasize that leader organization will

could create condition as base character so that they could push and support competence on employee finally promote performance best employee.

[9] leader is the one who leads organization and try for put organization in movement more competitive good so that performance employee in accordance with demands change.

3.6. Culture Organization influence performance employee

According to Luthans in [10] "Culture organization is norms and guiding values behavior member organization". Every member will behave in accordance with prevailing culture to be accepted in their environment, in other words culture is wrong one things used in daily member organization and as instruction how member organization act up behavior.

According to [11] "Culture organization is what employees feel and how perception this create something pattern example beliefs, values and hope".

According to [12]performance is results function work / activity somebody or group in something affected organizations by various factor for reach aim organization in period time certain.

According to [13] Performance is results work done in a manner quality nor achieved quantity by a employee in carry out his job in accordance with not quite enough answer given to him.

According to [14] provides definition performance as results work that can be achieved by somebody or insider group something organization, accordingly with authority and responsibility each, in framework effort reach aim organization concerned legally, no violate law , and in accordance morally as well ethics.

From several opinion on very tightly role Among culture organization and performance employee where with good culture will more Upgrade effectiveness the resulting performance.

4. Conclusion

From the results of the literature review conducted, it can be concluded that information systems are expected to increase the effectiveness and efficiency of performance in an organization. One of them is by empowering employees in certain fields that require competent human resources. So that transformational leadership is needed that can make changes to policies and ways of working that are innovative, compatible and visionary in order to improve employee performance through organizational culture.

Acknowledgements

References

[1]   Jogiyanto. Behavioral Information System 2002.
[2]   Cucus A. Information System for Ordering Train Tickets for the Jakarta Department of Executive Class via the Internet. J Inf Syst Telemat 2012;3.

[3]   Luthans F. No Title. Yogyakarta: Organizational Behavior, Tenth Edition, Andi Publishers; 2011.

[4]   Sadarusman E. Empowerment: An Effort to Motivate Employees. Econ Focus 2004;3:2.

[5]   Mirayani R, Kusumaningsih SW, Mustikawi A. Transformational, Authentic, And Authoritarian Types Of Leadership: Which One Is The Most Influential In Staffs' Performance (A Study On Performance In A Religious School Setting. Dynasty Int J Educ Manag Soc Sci 2019;1:172–182.

[6]   Nurmansyah. Management information System. Pekanbaru: Unilak Press; 2018.

[7]   Judge W. Employee Performance Improvement Model Through the Role of Communication and Motivation and Their Effect on Job Satisfaction. EKOBIS J 2014;15, number 2.

[8]   Asbari M, Santoso P, Purwanto A. The Influence of Organizational Climate and Transformational Leadership on Innovative Work Productivity in the Manufacturing Industry in Pati, Central Java. Journal of Productivity Muhammadiyah University Pontianak; 2019.

[9]   Cahyadi W, Mukhlisin M, Pramono SE. Pengaruh dukungan manajemen puncak terhadap kualitas sistem informasi akuntansi pada perusahaan asuransi syariah. J Akunt DAN BISNIS J Progr Stud Akunt 2020;6:66–76. https://doi.org/10.31289/jab.v6i1.2995.

[10]   Susanto. Fundamentals of Organization. Yogyakarta: Gadjah Mada University Press; 2006.

[11]   Deddy M, Veithzal R. Leadership and Organizational Behavior. Jakarta: Rajawali Press; 2006.

[12]   Tika P. Organizational Culture and Company Performance Improvement. Jakarta: Earth Script; 2008.

[13]   Mangkunegara AP. Evaluasi Kinerja Sumber Daya Manusia. Bandung: Refika Aditama; 2018.

[14]   Sedarmayanti. Sumber Daya Manusia dan Produktivitas Kerja. Bandung: CV. Mandar Maju; 2019.