

THE EFFECT OF THE UTILIZATION OF INFORMATION TECHNOLOGY AND ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION AND PERFORMANCE

(Study at the Bali Institute of Design and Business)

Ni Komang Prasiani, Anik Yuesti, Nengah Sudja

Universitas Mahasaraswati Denpasar

Abstract: The purpose of this study is to determine the relationship between organizational culture variables, information technology, and employee performance, whether or not technology plays a role in improving employee performance. The population in this study is the Information System Users (SINERGY) in the Bali Design and Business Institute, consisting of 81 lecturers and employees. Data relating to research variables were collected using questionnaires that were distributed to all respondents and filled in by the respondents themselves based on the respondents' perceptions. Based on the instrument test performed, it was proven that all statement items in the questionnaire are valid and reliable. This study uses Structural Equation Modelling (SEM) analysis. The results indicate that: the use of information technology has a positive and significant effect on motivation. Organizational culture has a positive effect on motivation. The use of information technology has a positive effect on employee performance. Organizational culture has a positive effect on employee performance. Motivation has a positive and significant effect on employee performance.

Keywords: information technology, organizational culture, motivation, employee performance

INTRODUCTION

Information technology and computers have now shown significant developments. Principally, this technology is to serve information needs in a timely, efficient and targeted manner (2000). Information meets needs in a timely manner if it can be available when needed, thus requiring processing speed.

*Corresponding Author.
e-mail: prasiani87@gmail.com

Appropriate needs will be met if the information generated is correct so that it supports correct decision making. The benefits of using this information can only be felt if it is given to the right person who really needs it, so the information must also be relevant to the user. Information technology is also a critical success factor in an organization. The use of information technology can improve organizational performance if it is supported by the expertise of computer users. Jumaili (2005) stated that information technology is not only used for business needs but is also needed and used by the public sector such as educational institutions, one of which is university. Higher education is currently very dependent on Information Technology to support the educational process. With this information system, it can support human resource management, work activities to run and be integrated with each other to achieve organizational goals. Information technology functions to support the performance of its employees, which includes: information functions, communication functions, data storage functions, learning functions, linking interface functions from one object to another.

Apart from the use of Information Technology in an organization, a strong and healthy organizational culture is an issue that has been described by many companies at the global level. Culture reflects what is done, and not what will be done, it helps performance because it creates an extraordinary level of motivation for employees (Pastin in Moeljono, 2005; Tika, 2006). A strong culture will have a big influence on the behavior of its members (Robbins & Judge, 2015).

The performance of human resources will be good if they have high expertise, are willing to work because they are paid according to the agreement, have a guarantee for a better future, and are supported by information technology and a good work culture. To produce productive performance from employees, a leader needs to provide motivation that can lead to the creation of a strong work culture, which means that each employee must be able to independently, creatively and dynamically complete the assigned tasks that can be completed on time.

Model Technology to Performance Chain (TPC) used to examined task, technology and individual components, as well as the interaction of these three

to the impact of user evaluation (Goodhue & Thompson, 1995). There is an effect of the use of information technology on individual performance. Computerization has a positive effect on individual performance (Darwin, 1999; Diana, 2001). But Goodhue & Thompson (1995) has a weakness because it only emphasized the suitability factor between technology and tasks. Performance improvement is not only influenced by this, but also depends on other factors (e.g. habits, social factors and others).

Other factors that can affect performance are organizational culture and motivation. Mas'ud (2017) said that organizational culture and motivation have an effect on performance. Organizational culture refers to a system of shared values by organizational members that differentiates the organization from other organizations (Robbins & Judge, 2015). Organizational culture is a shared value so that it becomes a reference for every member of the organization in acting and interacting within the organization. According to Robbins & Judge (2015), motivation is a process that explains a person's strength, direction, and persistence in an effort to achieve goals.

This research conducted by the Bali Design and Business Institute with a sample of educational staff and lecturers who work at the Bali Institute of Design and Business. This research was conducted with the consideration of the existence of Information System Development, namely the Smart Integrated Management Information System (SINERGY) at the Bali Design and Business Institute, which is expected to be able to integrate all activities, both academic and non-academic activities carried out by each unit in Bali Institute of Design and Business environment.

Based on the considerations and inconclusive in the previous research, the author will try to do research to determine the success of the use of information technology, in this case the SINERGY Information System, and whether it has a positive impact on improving employee performance at the Bali Institute of Design and Business.

The proposed hypotheses in this study are based on literature review and conceptual frameworks and previous empirical studies, and are as follows:

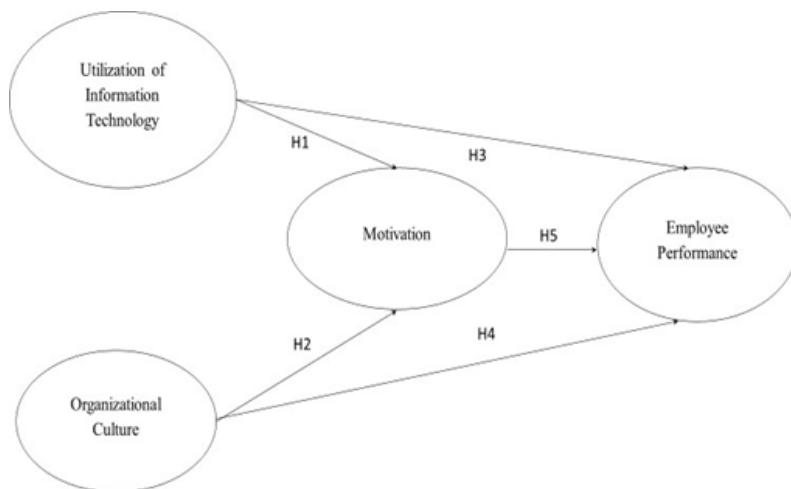


Figure 1 Research Design

Hypotheses

H1: The use of technology has a positive and significant effect on the motivation of the employees of the Bali Institute of Design and Business.

H2: Organizational Culture has a positive and significant effect on Employee Motivation at the Bali Institute of Design and Business.

H3: The use of Information Technology has a positive and significant effect on employee performance of the Bali Institute of Design and Business.

H4: Organizational culture has a positive and significant effect on employee performance at the Bali Institute of Design and Business.

H5: Motivation has a positive and significant effect on employee performance of the Bali Institute of Design and Business.

METHOD

The approach used is an associative quantitative approach (Sugiyono, 2017). In this study, the variable tested was the application of the SINERGY Information System on individual performance moderated by organizational culture. The location of this research is at the Bali Design and Business Institute, which is located at Jalan Tukad Batanghari No. 29 Panjer, with the consideration that the impact of the use of information technology on employee performance is not yet known. The time for data collection in this study is June 2020 until July 2020.

Population and Sample

The population is Information System Users (SINERGY) in the Bali Design and Business Institute, consisting of students, lecturers, and employees. In relation to the performance of employees, this study used only the population of lecturers and employees. The number of SINERGY User Lecturers at the Bali Design and Business Institute is 44 people, consisting of 26 Lecturers of the DKV Study Program, 13 Lecturers of the Interior

Design Study Program and 5 Lecturers in Fashion Design, while the Educational Staff using SINERGY are 37. Therefore, the total number of population is 81 people.

The research samples were lecturers and education personnel using SINERGY. The sample criteria for this research are (1) Lecturers who are actively teaching in the odd semester 2019/2020 and are not currently studying/further study assignments. (2) Education personnel who uses SINERGY in carrying out duties.

Identification of Research

The variables in this study can be identified into 2 (two) variables, namely: Exogenous variables and Endogenous variables, which can be explained as follows:

1. Exogenous variables are causal variables that are not explained in the model (Kusnendi, 2008). The exogenous variables in this study are the Utilization of Information Technology (X1) and Organizational Culture (X2).
2. Endogenous variables are the consequent variables described or predicted in the model (Kusnendi, 2008). The endogenous variables in this study are Motivation (Y1) and Employee Performance (Y2).

Operational Definition and Variable Measurement

The data collection method used in this study is a survey method with a questionnaire. The questionnaire will be delivered directly to the target respondents to the research location, namely the Lecturers and Education Personnel at the Bali Institute of Design and Business. The questionnaire was distributed in the form of a list of questions and written statements to respondents.

Likert scale was used in the assessment of identified variables to analyze the influence of the use of information technology and organizational culture on

employee motivation and performance at the Bali Institute of Design and Business. Data collection was carried out with a set of questionnaires in the form of a Likert scale, then given directly to respondents to fill out. Respondents chose amongst the categories of answers, which are: strongly agree (SS), Agree (S), disagree (KS), disagree (TS), and strongly disagree (STS) by marking a cross (X) on the answer that they feel suitable. For the Likert scale score, the answers are weighted equal to the quantitative value of 5,4,3,2,1 for positive questions, and 1,2,3,4,5 for negative questions.

Data Analysis Method

Structural Equation Model (SEM) approach based on Partial Least Square (PLS) used for testing the hypothesis. PLS is a component or variant based structural equation model (SEM). Structural Equation (SEM) is one of the fields of statistical studies that can test a series of relationships that are relatively difficult to measure simultaneously.

RESULTS

Results of Inferential Analysis

The respondent characteristic in this research is as follows:

Table 1 Characteristics of Respondents

No.	Item	Total	Percentage
1	Male	44	54.3%
	Female	37	45.7%
	Total	81	100%
2	Age		
	22–30 Years	41	50.6%
	31–36 years	25	30.9%
	37–41 years	8	9.9%
	>41 years	7	8.6%
3	Total	81	100%
	Service Period		
	<5 years	46	56.8%
	>5 Years	35	43.2%
	Total	81	100%

4	Level of Education		
Senior High School	4	4.9%	
Diploma	10	12.3%	
Bachelor	24	29.6%	
Masters	43	53.1%	
Total	81	100%	

Based on the data collected, the result obtained is shown in figure 2 bellow:

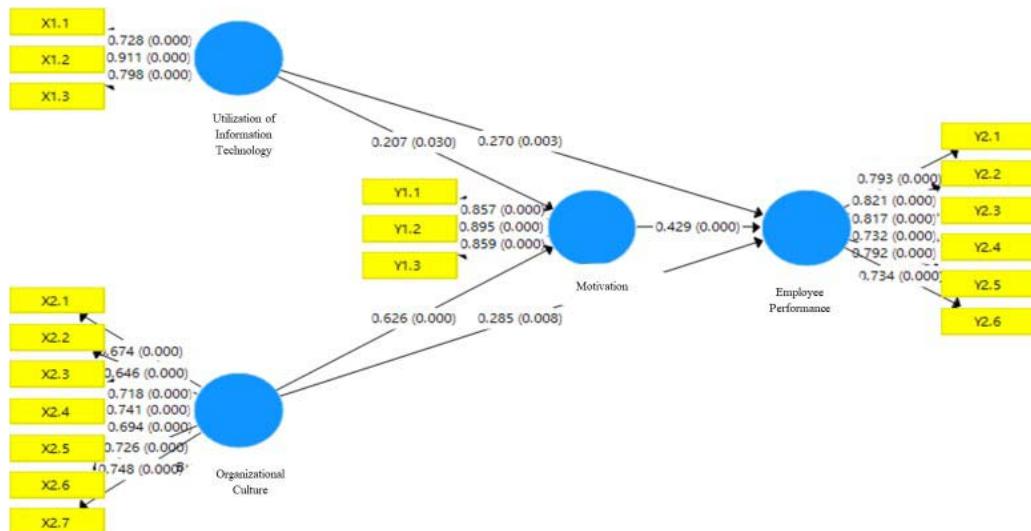


Figure 2 Results of PLS Path Coefficient

Evaluation of the Measurement Model (Outer Model) First Order

- 1) Convergent validity aims to measure the validity of the indicator as a construct measurement that can be seen in outer loading (output SmartPLS). Evaluation convergent validity evaluation is carried out based on the value/ coefficient of outer loading of each indicator on its latent variable. The indicator is considered valid if the outer loading value is above 0.5 and/or the T-Statistics is above 1.96 (Ghozali, 2011). Besides that, the value of outer loading can determine the contribution of each indicator/indicator with the highest value indicating that this indicator is the strongest measure, or in other words, the most important in its latent variable. As for the results of the outer model, the outer loading of each indicator on a variable is shown in Table 2.

Table 2 Outer Loading (Measurement Model)

Variable	Indicator	Outer Loading	T-Statistic
Utilization of Information Technology (X1)	Intensity of Utilization	0.728	10.664
	Frequency of Utilization	0.911	44.444
	Applications or soft used devices	0.798	10.219
Organizational Culture (X2)	Innovation	0.674	7,722
	Attention to detail or detail	0.646	6,164
	Outcome orientation	0.718	10.601
	People orientation	0.741	8,528
	Team orientation	0.694	11.577
	Aggressiveness	0.726	9.248
	Stability/stability	0.748	15,202
Motivation (Y1)	The need for achievement	0.857	16.540
	The need for affiliation	0.895	33.083
Performance Officer (Y2)	Requirement for power	0.859	22.624
	Quality	0.793	17.226
	Quantities work	0.821	21.037
	Accuracy	0.817	16.770
	Effectiveness	0.732	10.343
	Independence	0.792	17.676
	Commitments	0.734	11.925

Based on information from Table 2, it can be seen that all indicators that measure variables utilization of information technology (X1) have outer loading values greater than 0.50 and t-statistics are above 1.96. This means that the intensity of utilization (X1.1), frequency of utilization (X1.2), and the application or software used (X1.3) are valid indicators as measures of information technology utilization variable (X1). Meanwhile, the utilization frequency indicator (X1.2) is the strongest indicator of the technology utilization variable (X1), because it has the largest outer loading value (0.911). In the evaluation, the organizational culture variable (X2) has an outer loading value greater than 0.5 and the t-statistic is above 1.96. This means innovation (X2.1), attention to detail (X2.2), results orientation (X2.3), people orientation (X2.4), team orientation (X2.5), aggressiveness (X2. 6), and stability (X2.7) are valid indicators as measures of organizational culture variables (X2). The stability/stability indicator (X2.7) is the strongest indicator of the organizational culture variable (X2), because it has the greatest outer loading value (0.78). In the evaluation results, the motivation variable (Y1) has outer loading values of each indicators greater than 0.5 and the t-statistics

are greater than 1.96, so that they are considered valid as measures of the motivation variable (Y1). The Y1.2 indicator, namely, the need for affiliation, is the strongest indicator of the motivation variable (Y1), because it has the largest outer loading value (0.895). In the evaluation results, the employee performance variable (Y2) have outer loading values of each indicator greater than 0.5 and t-statistics are above 1.96, so that they are considered valid as measures of the employee performance variable (Y2). Y2.2 indicator, namely quantity, is the strongest indicator of the employee performance variable (Y2), because it has the greatest outer loading value (0.821).

2) Discriminant validity; this evaluation is carried out by comparing the square root of Average Variance Extracted (AVE) values for each latent variable with the correlation between other latent variables in the model. The stipulation is that if the square root of Average Variance Extracted (AAVE) of the latent variable is greater than the latent variable correlation coefficient, it indicates that the variable indicators have good discriminant validity. The recommended AVE value is greater than 0.50. The result of discriminant validity check in this study can be seen in Table 3.

Table 3 Examination of Discriminant Validity

Variables	Correlation					
	AVE	\sqrt{AVE}	X1	X2	Y1	Y2
Utilization of information technology organizational Culture	0.665	0.815	1.000	0.729	0.663	0.762
Motivation (Y1)	0.500	0.707	0.729	1.000	0.777	0.815
Performance officer(Y2)	0.758	0.870	0.663	0.777	1.000	0.830
	0.612	0.782	0.762	0.815	0.830	1.000

From the information presented in Table 3, it can be seen that all variables have an AVE value above 0.5. In addition, it can be seen that the square root of Average Variance Extracted (AAVE) values for each variables are mostly above the coefficient value between variables. Thus, the results obtained indicate the discriminant validity of the research model is quite good and can be accepted for further analysis.

3) Composite Reliability; aims to evaluate the reliability value between the indicator blocks of the constructs that make it up. The results of composite reliability

are said to be good if they have values above 0.70 (Ghozali, 2014). The composite reliability value in the measurement model is presented in Table 4.

Table 4 Composite Reliability

Variable	Composite Reliability
Utilization of Information Technology (X1)	0.855
Organizational Culture (X2)	0.875
Motivation (Y1)	0.904
Employee Performance (Y2)	0.904

Based on Table 4, it appears that the composite reliability values of the four latent variables are above 0.70 so it can be said that the indicator block reliably measures variables. Based on the results of the evaluation of convergent, discriminant validity and composite reliability, it can be concluded that the indicators are valid and reliable as measures of latent variables. Furthermore, an inner model analysis was carried out to determine the suitability of the model (goodness of fit model) in this study.

Evaluation of the Structural Model (Inner Model)

The structural model is evaluated by taking into account the Q2 predictive relevance model, which measures how well the observed value is generated by the model. Q2 is based on the coefficient of determination of all dependent variables. The magnitude of Q2 has a value range of $0 < Q2 < 1$; the closer to the value of 1, the better the model. In this structural model, there are three endogenous (dependent) variables, namely; motivation (Y1), employee performance (Y2). The coefficient of determination (R^2) of each dependent variable is shown in Table 5.

Table 5 Results of Evaluation Goodness of Fit

Structural Models	Dependent Variables	R-Square
1	Motivation (Y1)	0.624
2	Employee Performance(Y2)	0.794
Q2 Calculations:		
$Q^2 = 1 - [(1 - R1^2) (1 - R2^2)]$		
$Q^2 = 1 - [(0.376) (0.206)]$		
$Q^2 = 1 - 0.075602$		
$Q^2 = 0.924$		

Based on Table 5, the results of the structural model evaluation prove that the value of Q2 (0.924) is close to number 1. Thus, the results of this evaluation provide evidence that the structural model has a goodness of fit model. These results can be interpreted that The Model can explain 92.4% of the correlations, while the remaining 7.6% is explained by errors or other variables that are not yet explored in the model.

Hypothesis Testing

Hypothesis testing is carried out by t-test on each of the direct partial influences and indirect effects through the mediating variables. Related to this test, hypothesis testing can be divided into direct submissions and testing for indirect effects or testing for mediating variables. The following sections describe the results of the direct effect test and the mediating variable test, respectively.

Direct Effect Testing

The results of the Path coefficient validation test on each path for direct effect can be presented in Table 6.

Table 6 Direct Effect Test Results

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	Information
1	Utilization of IT (X1) -> Motivation (Y1)	0,207	2,179	Significant
2	Organizational Culture (X2) -> Motivation (Y1)	0,626	6,561	Significant
3	Utilization of IT (X1) -> Employee Performance (Y2)	0,270	2,963	Significant
4	Organizational Culture(X2) -> Employee Performance (Y2)	0.285	2.678	Significant
5	Motivation (Y1) -> Employee Performance(Y2)	0.429	5.035	Significant

Based on the information from Table 6, the results of hypothesis testing are described as follows:

- 1) IT utilization (X1) is proven to have a positive and significant effect on motivation (Y1). This result is shown by the positive path coefficient of 0.207

with t -statistic = 2.179 (t -statistic $>$ 1.96), so that hypothesis 1 (H1): The use of information technology has a positive and significant effect on motivation can be proven. From the results obtained, it can be stated that the better the use of information technology, the better employee motivation.

- 2) Organizational culture (X2) is proven to have a positive and significant effect on motivation (Y1). This result is indicated by the positive path coefficient of 0.626 with t -statistic = 6.561 (t -statistic $>$ 1.96), so that hypothesis 2 (H2): organizational culture has a positive effect on motivation can be proven. From the results obtained, it can be stated that the better the organizational culture of employees, the more employee motivation increases.
- 3) The use of information technology (X1) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by the positive path coefficient of 0.270 with t -statistic = 2.963 (t -statistic $>$ 1.96), so that hypothesis 3 (H3): the use of information technology has a positive effect on employee performance can be proven. From the results obtained, it can be stated that the better the use of information technology, the better the employee performance.
- 4) Organizational culture (X2) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by the positive path coefficient of 0.285 with t -statistic = 2.687 (t -statistic $>$ 1.96), so that hypothesis 4 (H4): organizational culture has a positive effect on employee performance can be proven. From the results obtained, it can be stated that the better the organizational culture, the better the employee performance.
- 5) Motivation (Y1) is proven to have a positive and significant effect on employee performance (Y2). This result is shown by the positive path coefficient of 0.429 with t -statistic = 5.035 (t -statistic $>$ 1.96), so that hypothesis 5 (H5): motivation has a positive effect on employee performance can be accepted. From the results obtained, it can be stated that the higher the employee motivation, the higher the employee performance.

Testing of Indirect Effects through Mediation Variables

In testing the following hypothesis, the mediating role of motivation (Y1) will be examined on the effect of direct use of information technology (X1) and organi-

zational culture (X2) on employee performance (Y2). As for testing the indirect effect hypothesis in this study, the analysis is presented in Table 7 and Table 8.

Table 7 Recapitulation of Testing Results of Mediation Variables

No.	Mediation Variable Motivation	(a)	(b)	©	(d)	Information
1	IT Utilization (X1) -> Motivation (Y1) -> Employee Performance(Y2)	0.377 (Sig)	0.773 (Sig)	0.665 (Sig)	0.429 (Sig)	Partial Mediation
2	Organizational Culture (X2) -> Motivation (Y1) -> Employee Performance (Y2)	0.430 (Sig)	0.816 (Sig)	0.777 (Sig)	0.429 (Sig)	Partial mediation

Information: Significant (Sig) = t-statistic > 1.96 at α : 5%

Table 8 Calculation of Indirect and Total Direct Effects

No.	Variable Relationship	Direct	Effect Indirect	Effect Total Effect
1	Utilization of IT (X1) -> Motivation (Y1)	0.207	-	0.207
2	Organizational Culture (X2) -> Motivation (Y1)	0.626	-	0.626
3	Utilization of IT (X1) -> Employee Performance (Y2)	0.270	-	0.270
4	Organizational Culture (X2) -> Employee Performance (Y2)	0.285	-	0.285
5	Motivation (Y1) -> Employee Performance (Y2)	0.429	-	0.429
6	Use of IT (X1) -> Motivation (Y1) -> Employee Performance (Y2)	0.089	0.089 (0.207*0.429)	0.178
7	Organizational Culture (X2) -> Motivation (Y1) -> Employee Performance (Y2)	0.269	0.201 (0.626*0.429)	0.537

Information in Table 7 and Table 8 are the results of testing the mediating variables, The explanation as follows:

1) Motivation (Y1) is able to mediate the indirect effect of the quality of IT utilization (X1) on employee performance (Y2). These results are shown from the mediation test carried out, it appears that effects A; B; C; and D have

significant value. The results of this test determine that the impact of use of IT (X1) on employee performance (Y2) through motivation (Y1) can be proven empirically. Based on these results, it can be interpreted that the higher the motivation of employees based on good IT utilization, the higher the performance of employees at the Bali Institute of Design and Business. Other information that can be conveyed is that the mediating effect of the motivational variable (Y1) on the indirect effect of IT use (X1) on employee performance (Y2) is partial (partial mediation). This finding is an indication that the motivation variable (Y1) is not a key determinant of the effect of IT utilization (X1) on employee performance (Y2).

2) Motivation (Y1) is able to mediate the indirect effect of organizational culture (X2) on employee performance (Y2). These results are shown from the mediation test carried out, it appears that effects A; B; C; and D have significant value. The results of this test determine that organizational culture (X2) can affect employee performance (Y2) through motivation (Y1), which can be proven empirically. Based on these results it can be interpreted that the higher the employee motivation (Y1), which is based on a good organizational culture (X2), then the employee performance of the Bali Design and Business Institute will increase. Other information that can be conveyed is that the mediating effect of the motivation variable (Y1) on the indirect effect of the quality of organizational culture (X2) on employee performance (Y2) is partial (partial mediation). This finding is an indication that the motivation variable (Y1) is not a key determinant of the influence of organizational culture (X2) on employee performance (Y2).

3) In order to know the overall effect for each relationship between the variables studied, a summary of the direct effect, indirect effect, and total effect is presented in Table 8. Information that can be obtained from 8 is the mediating effect of the motivation variable (Y1) on the indirect influence of the organizational culture variable (X2) on employee performance (Y2) is greater with the resulting path coefficient of 0.537 and a total effect of 0.178. These findings suggest that the higher the motivation of employees based on a strong organizational culture, the better the performance of the employees of the Bali Institute of Design and Business.

DISCUSSION

This study aims to determine the effect of using information technology and organizational culture on employee motivation and performance at the Bali Institute of Design and Business. This test is shown through existing hypotheses, so that we can find out how each variables influence other variables.

- a. The effect of using information technology on motivation at the Bali Business and Design Institute

The results of hypothesis testing show that the use of information technology has a positive and significant effect on motivation. This result means that the better the use of information technology, the more motivation will be. The results of this hypothesis testing support various existing concepts and empirical findings that explain the use of information technology has a positive and significant impact on motivation. The results of this study are supported by research conducted by Harandi & Rajaee (2015), which stated that the use of information technology has a positive and significant effect on motivation.

- b. The influence of organizational culture on motivation at the Bali Institute of Design and Business

The results of hypothesis testing show that organizational culture has a positive and significant effect on motivation. . This result means that the better the organizational culture, the higher the motivation. The results of this hypothesis testing support various existing concepts and empirical findings that explain organizational culture has a positive and significant impact on motivation. The results of this study are supported by research conducted by Juliningrum (2014), which stated that organizational culture has a positive and significant effect on motivation.

- c. The effect of the use of information technology on employee performance at the Bali Institute of Design and Business.

The results of hypothesis testing show that the use of information technology has a positive and significant effect towards performance. This result means that the better the use of information technology, the employee performance will increase. The results of this hypothesis testing support various existing concepts and empirical findings that explain the use of information technol-

ogy has a positive and significant impact on employee performance. The results of this study are supported by research conducted by Retriana (2013), which stated that the use of information technology has a positive and significant effect on employee performance effect on employee performance.

d. The effect of organizational culture on employee performance at the Bali Institute of Design and Business

The results of hypothesis testing show that organizational culture has a positive and significant performance. This result means that the better the organizational culture, the better the employee's performance. The results of this hypothesis testing support various existing concepts and empirical findings, which explain that organizational culture has a positive and significant impact on employee performance. The results of the study are supported by research by Pujiastutu (2018), which stated that organizational culture has a positive and significant effect on employee performance.

e. The influence of motivation on employee performance in the Bali Business and Design Institute.

The results of hypothesis testing indicate that motivation has a positive and significant effect on performance. This result means that the higher the motivation, the better the employee's performance. The results of this hypothesis testing support various existing concepts and empirical findings that explain that motivation has a positive and significant impact on employee performance. The results of this study are in accordance with the research conducted by Rahayu (2017), which stated that motivation has a positive and significant effect on employee performance.

A contribution from the results is that this research was conducted for the first time to measure the impact of the use of technology, which involved indicators of intensity of use, the frequency of use, and the number of applications or software used, in the education environment in Bali. The results of this study constitute empirical evidence of the theory that underlies the relationship between the variables described in the research model. This study has proven that the use of information technology has a positive and significant effect on employee motivation and performance. Organizational culture has a positive and

significant effect on employee motivation and performance and motivation has a positive and significant effect on employee performance. The results of this study can be used in making decisions on improving the performance of the employees of the Bali Design Institute. Employee motivation based on a strong organizational culture can improve employee performance. The results of this study provide advice and input to the Bali Design and Business Institute regarding efforts to improve employee performance.

Conclusion

It can be concluded as follows:

1. The use of information technology has a positive effect on motivation. The better the use of information technology, the higher employee motivation will be.
2. The use of information technology has a positive effect on employee performance. The better the use of information technology, the better employee performance will be.
3. Organizational culture has a positive effect on motivation. The better the organizational culture, the higher employee motivation will be.
4. Organizational culture has a positive effect on employee performance. The better the organizational culture, the better employee performance will be.
5. Motivation has a positive effect on employee performance. The better the motivation, change to the better employee performance will be.

Limitations and Suggestions

The limitations that can be conveyed from this study are:

1. In collecting the data, this study uses a questionnaire where the answers given by the respondents sometimes do not show the real situation. This happens because there is a difference in understanding of each respondent.
2. Development of indicators is still very limited considering many factors determine employee performance.
3. Research implementation time is relatively short (cross-sectional) so that it affects the generalizability of the research results.

The suggestions as follows:

1. In order to improve employee performance, proper efforts are needed to pay more attention to motivation without neglecting other factors. Other factors include age demographics, which in this study is dominated by employees aged 22 - 33 years old. In general, employee performance is very good because it is supported by information technology and a good organizational culture.
2. Future researchers can use this research model and allow it to be used in other institutions. Future researchers can modify the research model by adding and developing indicators and other variables. This is based on the fact that the use of information technology, organizational culture, motivation, and employee performance differ depending on the conditions of each institutions.

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