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Antecedents of employee performance in public services: Information technology or transformational leaders

Andi Tikno Saputro^(a) Margono Setiawan^(b) Desi Tri Kurniawati^(c)

^(a,b,c) Faculty of Economics and Business, University of Brawijaya, Malang, East Java, Indonesia

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ABSTRACT

This research conducted to confirm the effect of Task-Technology Fit (TTF), transformational leadership, and job satisfaction on employee performance. The study was conducted on 15 KPPN as an agency of the Directorate General of Treasury, Ministry of Finance in East Java, Indonesia with the method of saturated samples (census) to 412 employees with a Likert scale of five points. Structural Equation Model (SEM) approach used and finally 216 questionnaires processed with AMOS ver. 26. The findings confirm if Task-Technology Fit (TTF), transformational leadership, and job satisfaction have a significant effect on employee performance and job satisfaction as partial mediation in the model.

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Introduction

The complexity of business operations requires effective participation from every level of the organization with global market conditions that are always changing, and competitive, so that the role of human resources can be an advantage for the organization, if managed effectively and efficiently (Asrar-ul-Haq & Kuchinke, 2016). The rapid changes in the organizational environment encourage effective management of employee performance, not only limited to rules and norms, but also a necessity (*sine qua non*), especially in the public sector (McGurk, 2011). However, challenges in the public sector become difficult, with cumulated pressure at work, excessive bureaucracy, low motivation, and low satisfaction that exacerbate stress and moral levels, culminating in weak employee performance (Jacobsen & Bøgh Andersen, 2015).

Technology had changed various things, how to produce goods and services, bring services closer, and create various facilities at work. However, technology will lead to increased productivity or performance when it is combined with other resources effectively by human resources or when it is carried out effectively using productive and ethical technology (Dauda & Akingbade, 2011). Today, we are facing industrial revolution 4.0 with the presence *internet of things (IoT)*, social media, artificial *intelligence*, *big data*, and *augmented reality*, which give major impact in the advancement of human civilization. Public services in ministries/agencies/regions have adopted information technology as the implementation of Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems in supporting the implementation of tasks and jobs. The successful application of *e-government services* cannot be separated from the support of the quality of professional human resources through the role of transformational leaders. However, leadership and style of leadership problem related to the public sector in developing countries still has its challenges. Other problems are related to high *power distance*, masculinity, risk aversion and other different cultural influences (House et al., 2004), that they have not been fully researched and always interesting to be studied until now.

The presence of research gaps related to task-technology fit with employee performance was found in research by (Cheng, 2020; El Said, 2015; Isaac et al., 2017; Yi et al., 2016) concluded significant effect. Meanwhile, previous research by (Parkes, 2013) conclude

* Corresponding author. ORCID ID: 0000-0002-0106-1871

the opposite effect. Significant effect of transformational leadership on employee performance is found in the research by (Chammas & Hernandez, 2019; Buil et al., 2019; Rita et al., 2018; Hee et al., 2018). Meanwhile, (Fristin, 2018; Ohemeng et al., 2018; Prabowo et al., 2018; Vigoda-Gadot, 2007; Xenikou & Simosi, 2006), concluded transformational leader was not significant to employee performance. Job satisfaction plays an important role in supporting the achievement of employees performance because employees who sense job satisfaction are care about the organization, had commitment to responsibility and high loyalty. Research by (Salminen et al., 2017; Siengthai & Pila-Ngarm, 2016; Valaei & Jiroudi, 2016), confirmed all of it. The results of this study are expected to covered the previous research gap and provide additional insight, understanding, and become a reference for policy makers.

Literature Review

Task-Technology Fit (TTF)

Task-Technology Fit (TTF) by (Goodhue & Thompson, 1995) is a theoretical framework for research related to the evaluation of information systems that explains the suitability or suitability of the technology used with the characteristics of the task/job, and its effect on performance. TTF consists of the construction of task characteristics, technological characteristics, which together affect the suitability of technology to the task, and ultimately affect individual performance or utilization. TTF helping individual ability to assess and explain the success of an information system that has an impact on individual performance. The assumption is that rational, experienced users will choose the tools and methods that allow them to complete the task/job with the greatest net benefit, so that information technology that does not offer sufficient benefit will not be selected and used. Emphasize the successful application of information technology must be measured based on its impact on employee performance (Tam & Oliveira, 2016).

There are several information technologies based on application systems used to support jobs on KPPN, including the following:

State Treasury and Budget System (SPAN), and Online Monitoring of State Treasury and Budget System (OM-SPAN)

SPAN is an integrated system of all processes related to budget management which includes budget preparation, budget management, commitment management for goods and services procurement, payment management, state revenue management, cash management, and accounting and reporting. OM-SPAN is used to monitor transactions in SPAN, and presents information according to the needs that can be accessed over internet or website.

State Revenue Module G-2 (MPN G-2)

State Revenue Module (MPN) is a system of state revenue that use electronic letters to deposited entire state revenue includes taxes, non-tax revenue, as well as acceptance of customs and excise, which should go into the state treasury by the billing system.

E-Reconciliation and Financial Statements ((E-Rekon L/K)

E-Rekon LK is a network-based (web) application developed in the context of the process of reconciling financial transaction data and preparing the financial reports of state ministries/institutions. E-Rekon L/K have two functions, namely reconciliation, and preparation of financial reports.

Centralized Salaries Application

The centralized salary application consists of several applications, namely the Central Government Salary application, the National Police Employee Expenditure Salary application, and the Income Payment List application for the TNI in conducting tests and validation of requests for salary payments from work units to KPPN with centralized database.

E-Warrant to Pay Application (E-SPM)

E-SPM application is a web-based application that is used as a means of submitting Electronic Contract Documents, Electronic Documents of Daily Fund Withdrawal Plans, Electronic Salary Documents, SPM Electronic Documents, and Accountability Reports Electronic Documents to KPPN through <https://espm.kemenkeu.go.id>.

Nadine application

Nadine is a *web* -based official script management information system by accessing the internet to record, store, process, and present official script information within the Ministry of Finance.

Previous study by (Cheng, 2020; Isaac et al., 2017; Yi et al., 2016) found task-technology fit impact on the individual performance. Based on the description above we can formulate a hypothesis:

H1: Task-technology fit has a significant effect on employee performance

Transformational leaders is a style of leadership that converts followers to go beyond their personal interests by changing their morals, ideals, interests, and values (Pieterse et al., 1998). According to Bass & Avolio, 1994, (2004) the characteristics of transformational leadership include: ideal influence (atributted),

and ideal influence (behavior), inspirational motivation, intellectual stimulation, and individual consideration. Tepper et al., (2018), revealed that employees respond better when led by transformational leaders, especially when they experience more stressful

challenges at work. Previous study by (Buil et al., 2019; Masa'deh et al., 2016; Rita et al., 2018) conclude if transformational leadership has significant effect on employee performance. Based on the description above, we can formulate a hypothesis:

H2: Transformational leadership has a significant effect on employee performance

Transformational leaders have the ability to transform the organization through their vision for the future, and to clarify their vision to empower employees to take responsibility in order to achieve the vision (Kim, 2014). Transformational leaders are concerned with the problems and disappointments of subordinates, and influence them to work together and achieve more results than expected (Bass & Avolio, 1994). Previous study by (Al-edenat, 2018; Torlak & Kuzey, 2019) conclude transformational leadership has a significant effect on job satisfaction. Based on the description a hypothesis can be formulated:

H3: Transformational leadership has a significant effect on job satisfaction

Job satisfaction is a person's attitude towards work and related emotions, beliefs, and behaviors that do not only depend on the nature of the job but also their dispositions, attitudes and expectations (Wang et al., 2017). A person's job satisfaction can be measured by two indicators as follows:

- i. *Extrinsic factors, such as income (salary/wages), benefits and allowances outside of income, physical conditions of work, relationships with colleagues, working hours assigned and direct supervisors.*
- ii. *Intrinsic factors, including workplace training, professional development, recognition to work, freedom to choose work methods, and opportunities to use abilities.*

Employee with positive feelings that reflect job satisfaction will encourage positive employee attitudes, organizational commitment, productivity, and loyalty. Study by (Sembiring et al., 2020; Diamantidis & Chatzoglou, 2019; Valaei & Jiroudi, 2018; Salminen et al., 2017; Siengthai & Pila-Ngarm, 2016;) show significant effect job satisfaction on employee performance. Based on the description hypotheses can be formulated:

H4: Job satisfaction has a significant effect on employee performance

Performance is a set of values that contribute to the employee's behavior positively or negatively to achieve organizational goals (Colquit et. al., 2019). Employee performance of KPPN ruled by the Finance Ministerial Decree No. 467 / KMK.01 / 2014 on the Management of Performance in Ministry of Finance, the assessment component use values of behavior that is a value based on an assessment of six aspects of everyday behavior of its personnel to support performance include: service orientation, integrity, commitment, discipline, cooperation and leadership. Employees who feel job satisfaction through the role of transformational leaders will tend to have more energy to perform their duties and roles better, and behave innovatively and support organizational goals, know clearly what they have to do and are willing to give their best efforts to help the organization achieve its goals. Study by (Sembiring et al., 2020; Wang et al., 2011) show job satisfaction has significant effect on employee performance. Based on the description hypotheses can be formulated:

H5: Transformational leadership has a significant effect on employee performance mediated by job satisfaction.

Research and Methodology

This research is quantitative and confirmatory which conducted at 15 KPPN in East Java, Indonesia with 412 employees, use saturated sampling method (census). Sampling, criteria namely: head of KPPN excluded (15 officers) for being the subject of transformational leaders, employee that fill in the questionnaire are who have or are using the application, so that the number of a sample is 397 employees. The type of measurement scale use a five-point likert scale, considering positive statements (*favorable*) and negative statement (*unfavorable*), (Arikunto, 2007; Sekaran & Bougie, 2019). Technique analysis use *Structural Equation Model (SEM)* with AMOS software ver. 26.

SEM assumption testing includes outliers and data normality to 214 responses. The observation number 197, 189, 175,...165, 207 resulted in a probability value (P) smaller than 5% alpha indicates the existence of outliers, but the researcher did not have a strong basis for issuing these observations so they were still used. The multivariate normality test produces a *Critical Ratio (CR)* value of 192.295 where the value is outside the critical value ± 2.58 so normality is not fulfilled, but based on the *central limit theorem* if sample size is ≥ 100 or 100-200 the data can be considered normally distributed (Hair et al., 2010) even though the test was not normally distributed because used 214 data.

Result and Discussion

Evaluation of Measurement Model (Outer Model)

Convergent validity

The value of the *Standardized Regression Weight* of all indicators of tasks-technology fit, transformational leadership, job satisfaction, and employee performance has a *loading factor* greater than 0.50 so that these indicators can be declared valid as measuring latent variables (appendix 1).

Discriminant validity

Table 1: Implied (for all variables) Correlations

	TL	TTF	KK	KP
TL	0.737			
TTF	.000	0.780		
KK	.714	.000	0.760	
KP	.472	.511	.431	0.758

Source: primary data processed, 2020

The *AVE* root value of task-technology fit, transformational leadership, job satisfaction and employee performance is greater than the correlation between latent variables (vertical or horizontal). Thus, the indicators that measure the four variables can be declared valid.

Discriminant reliability (construct reliability)

The *discriminant reliability* value of task-technology fit is 0.61, transformational leadership is 0.54, job satisfaction is 0.58, and employee performance is 0.57 or all of which are greater than 0.50 (>0.50) so that the indicators measuring these latent variables can be declared reliable.

Composite reliability

The *composite reliability* value of technology suitability with tasks is 0.96, transformational leadership is 0.90, job satisfaction is 0.93, and employee performance is 0.92 or greater than 0.70 (>0.70) so that the indicators measuring these latent variables can be declared reliable.

Result measurement model (outer model) with software Amos 26 can be seen in figure 1 below.

Figure 1: Outer Model SEM

Table 2: Description of Age, Gender, Education Level and Employee Service Period

Age / Age	Number of Employees	Percentage
26-35 Years	19	8.9%
36-45 years	52	24.3%
> 46 Years	143	66.8%
Gender		
Male	120	56%
Women	94	44%
Level of education		
SMA-D3	101	47.2%
S1	104	48.6%
S2	9	4.2%
Years of service		
1-10 Years	10	4.7%
11-20 Years	45	21%
21-30 Years	51	23.8%
> 30 Years	108	50.5%

Source: primary data processed, 2020.

Table 3: Description of Income, Applications Used Work and Duration of Use

The application used works	Number of Employees	Percentage
SPAN / OM SPAN, salary application	144	67.3%
E-Rekon L / K, Other Applications	6	2.8%
Salary Application (GPP / BPP / DPP)	13	6.1%
MPN G-2	25	11.7%
E-SPM, Nadine)	26	12.1%
Duration of use of the Application		
<1 hour	9	<1 hour
1-3 hours	52	1-3 hours
4-6 Hours	74	4-6 Hours
> 6 hours	79	> 6 hours

Source: primary data processed, 2020.

Questionnaire mean value of task-technology fit is 4.61 (very good interpretation). This indicates that SPAN/OM-SPAN, MPN G-2, E-Rekon LK, centralized salary application, E-SPM, and Nadine proven support job or work of employees and meet the needs of the job. The very good average value can be seen from the indicators of data updating, data correctness, detail data accuracy, ease of data availability and location, data availability, timeliness, system reliability, ease of use, training, interest and dedication, consultation and performance of the application system. The mean value of Transformational Leadership is 4.66 (very good interpretation). This indicates that the head of KPPN has implemented the values of transformational leadership in carrying out his duties which can be seen from the high score of indicators: ideal influencing, inspirational motivation, intellectual stimulation, and consideration of individual.

Job satisfaction shown high value measured by indicators of income, self-development opportunities (promotion), supervision by superiors, and other incentives such as patterns of mutation, the flexibility to work and conducive environment. Last, employee performance is 4.77 (very good interpretation). This value shows that employees have performed very well from indicators of service orientation provided to stakeholders, a spirit of integrity, commitment to work, work discipline, and a sense of cooperation in both teams and groups.

Evaluation of the Goodness of Fit Model

After the data meets the assumption test, the model's *goodness of fit* is tested. The summary results of the model can be seen in table below.

Table 6: Evaluation of *Goodness of Fit*

Index	Goodness of fit	Cut Off	Information
CMIN	3578,866 (p value = 0.000)	> 0.05	Not feasible
CMIN / DF	3,803	≤ 2.00	Not feasible
RMR	.101	≤ 0.05	Not feasible
GFI	.576	≥ 0.90	Not feasible
AGFI	.533	≥ 0.90	Not feasible
TLI	.783	≥ 0.95	Marginal
CFI	.794	≥ 0.95	Marginal
RMSEA	.115	≤ 0.08	Not feasible

Source: primary data processed, 2020

Based on table 6, evaluation *goodness of fit*, almost all indices produce evaluations do not meet the *cut off* criteria, so modification model is needed.

Table 7: Model Modification Results

Index	Goodness of fit	Cut Off	Information
CMIN	862,815 (p value = 0.000)	> 0.05	Not feasible
CMIN / DF	1,182	≤ 2.00	Well worth it
RMR	0.014	≤ 0.05	Well worth it
GFI	0.856	≥ 0.90	Marginal
AGFI	0.796	≥ 0.90	Marginal
TLI	0.986	≥ 0.95	Well worth it
CFI	0.990	≥ 0.95	Well worth it
RMSEA	0.029	≤ 0.08	Well worth it

Source: primary data processed, 2020.

Based on table 7, results of the modification model show that the *goodness of fit* index has a value that meets the criteria (*cut off*)e *cut-off* or marginal value so that model is concluded to be more suitable than the model before modification.

Evaluation of Structural Model (Inner Model)

* significant at the 0.001

* significant at the 0.006

Figure 2: SEM Results of the Overall Model

Table 4: Hypotheses Summary

Hypothesis	The relationship between variables	Path Coefficient	t-statistics	Result
H1	Task-Technology Fit (TTF) → Employee Performance	0.500	5,282	Significant accepted
H2	Transformational Leadership → Employee Performance	0.165	3,831	Significant accepted
H3	Transformational Leadership → Job Satisfaction	0.657	11,724	Significant accepted
H4	Job Satisfaction → Employee Performance	0.149	2,771	Significant accepted

Source: primary data processed, 2020

From table 4 above, it is confirm that task-technology fit, transformational leadership, and job satisfaction has positive significant effect to employee performance with alpha 5%. Values of t-statistic have a greater than t-table (> 1.96) with the path coefficient value 0.500, 0.165, and 0.149 so that H1, H2 and H4 accepted. Furthermore *t-statistic* values of transformational leadership on job satisfaction is also higher than t-table (> 1.96) with the path coefficient value of 0.657 so that the H3 is accepted and confirm transformational leadership has positive significant effect to job satisfaction.

Mediation Test Results (Sobel Test)

Table 5: Online Sobel Test The Role of Job Satisfaction Mediation

Input:	Test statistic:	Std. Error:	p-value:
a 0.657	Sobel test: 2.68597387	0.036446	0.00723187
b 0.149	Aroian test: 2.67677572	0.03657124	0.00743344
s _a 0.056	Goodman test: 2.69526749	0.03632033	0.00703321
s _b 0.054	Reset all	Calculate	

Source: primary data processed, 2020.

Values of t-statistic indirect effect is 2.685 greater than 1.96 at the 5% significance level, so there is a significant indirect effect ($p < 0.007$) between transformational leadership to employee performance with the mediation of job satisfaction.

$c' = 0.268$

Figure 3: Mediation of Jobs Satisfaction

Value of the indirect effect coefficient is 0.244. According to Hair et al., (2010), if the coefficient (a), (b), (c), and (c') are significant, it is said to be a *partial mediation* variable. The coefficient values of $a=0.657$, $b=0.149$, $c=0.165$ and $c'=0.268$ are all significant, thus it can be concluded that job satisfaction is a *partial mediation* of employee performance.

Discussions

Task-technology fit has a dominant effect on employee performance. The more appropriate technology used (adoption) in supporting the work, the employee performance will be increase. Adequacy of detail data accuracy and update of data become a key element of the successful use of information technology. This study accordance with previous study by (Cheng, 2020; Isaac et al., 2017; Yi et al., 2016). The transformational leadership has confirmed as important influence on employee performance with trustworthy and inspirational motivation character as the main influencing indicator. This study support (Asrar-ul-Haq & Kuchinke, 2016; Buil et al., 2019; Masa'deh et al., 2016; Rita et al., 2018) that concluded transformational leadership plays a significant role in employee performance. Conversely, this study does not support (Ohemeng et al., 2018; Xenikou & Simosi, 2006). which state that transformational leadership has no significant effect on employee performance. Transformational leadership is indispensable to create job satisfaction. The organization which provides employee development opportunities and higher career path become a dominant indicator that influence job satisfaction. Supportive colleague by the leader able to reduce the level of conflict and work pressure felt by employees so that they have better job satisfaction (Podsakoff et al., 1996). This study support (Al-edenat, 2018; Puni et al., 2018; Torlak & Kuzey, 2019).

Job satisfaction determine the achievement of employee performance with employee development opportunities and higher career path as a dominant indicator. Job satisfaction can generate sense of responsible for the work entrusted and effect employee performance. This study accordance with (Diamantidis & Chatzoglou, 2019; Sembiring et al., 2020; Wang et al., 2017). Influence transformational leadership is needed to improve employee performance through job satisfaction which role as a partial mediation. As a trusted ideal leader and charismatic, transformational leader is able to influence employee perceptions, attitudes and behavior through self-development opportunities and higher career path. Self-development opportunities and career (Crossman & Abou-Zaki, 2003) given by the leader is a determinant of job satisfaction and increasing employee performance. This study supporting previous study by (Al-edenat, 2018; Prabowo et al., 2018; cWang et al., 2011).

This research confirms if task-technology fit, transformational leadership, and job satisfaction has a positive and significant role on employee performance. Job satisfaction play a role as partial mediation of transformational leadership on employee performance. Task-technology fit is very prominent in influencing employee performance, while transformational leadership plays an important role in creating job satisfaction.

Conclusions

Task-technology fit is an important key in achieving employee performance. Transformational leaders play a vital role in encouraging high employee performance. The transformational leader is indispensable in creating job satisfaction.

Self-development opportunities and higher career path given by the transformational leader creating trust and job satisfaction. Job satisfaction directly needed to achieve employee performance. Opportunity to self-development and the careers path effect job satisfaction and impact employee performance. Job satisfaction is proven to play a role as a partial mediation of transformational leadership on employee performance. Leaders who are open and fair in providing self-development opportunities and career produce supportive colleague relationships, create job satisfaction, and employee performance.

Organizations should develop technology that fit with the needs the task/work, adopt new technologies, and strengthen the existing network infrastructure. Leaders should maintain honesty, openness and fairness in treating employees to create trust and achieve employee performance. Job satisfaction be preserved with continuing to provide opportunities for self-development and path career is very important indicator. Further research can develop a wider scope of research objects and locations, not limited to public services/government agencies, can develop different technologies (applications) or other variables as mediation.

The limitations in this study is on limited sample size and location of research because conducted in the province of East Java, study focuses on the SPAN/OM-SPAN, MPN G2, Centralized Salary, E-Rekon L/K, E-SPM and Nadine applications, does not rule out other (new) applications currently being used in work, and research is focuses on the direct role of task-technology fit and other variables that are not explained in this study can contribute to improving employee performance but have not been used. Advanced study can observe wider scope of areas and technology applications, and not only in government agencies.

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Appendix 1:   *Standardized Regression Weights: (Default model)*

			Estimate				Estimate
KTDT1.2	<---	KTDT	0.658	KT1.6	<---	KT	0.880
KTDT1.3	<---	KTDT	0.831	KT1.7	<---	KT	0.899
KTDT1.5	<---	KTDT	0.863	KT1.8	<---	KT	0.904
KTDT1.6	<---	KTDT	0.721	KP1.1	<---	KP	0.772
KTDT1.7	<---	KTDT	0.787	KP1.2	<---	KP	0.853
KTDT1.8	<---	KTDT	0.841	KP1.3	<---	KP	0.893
KTDT1.9	<---	KTDT	0.886	KP1.4	<---	KP	0.911
KTDT1.10	<---	KTDT	0.898	KP1.5	<---	KP	0.929
KTDT1.15	<---	KTDT	0.704	KP1.7	<---	KP	0.797
KTDT1.16	<---	KTDT	0.793	KP1.8	<---	KP	0.876
KTDT1.17	<---	KTDT	0.648	KP1.9	<---	KP	0.875
KTDT1.19	<---	KTDT	0.746	KP1.10	<---	KP	0.718
KTDT1.20	<---	KTDT	0.786	KK1.1	<---	KK	0.841
KTDT1.22	<---	KTDT	0.506	KK1.2	<---	KK	0.818
KTDT1.23	<---	KTDT	0.862	KK1.3	<---	KK	0.916
KTDT1.24	<---	KTDT	0.877	KK1.4	<---	KK	0.840
KTDT1.26	<---	KTDT	0.625	KK1.5	<---	KK	0.832
KTDT1.27	<---	KTDT	0.856	KK1.6	<---	KK	0.899
KT1.1	<---	KT	0.968	KK1.7	<---	KK	0.900
KT1.2	<---	KT	0.956	KK1.8	<---	KK	0.822
KT1.3	<---	KT	0.967	KK1.9	<---	KK	0.875
KT1.4	<---	KT	0.936	KK1.10	<---	KK	0.748
KT1.5	<---	KT	0.711				