

## Contribution of Information Technology Capabilities in improving the Employees Performance of MICE Events, Jakarta, Indonesia

Ahmad Alaydrus<sup>1</sup>, Aripin<sup>2</sup>, Sudarmadji<sup>3</sup>, Ahmad Yani<sup>4</sup>  
<sup>1,2,3,4</sup> Labora School of Management Jakarta, Indonesia

### ABSTRACT

The purpose of this study is to explain the effect of self-efficacy on employee performance of MICE events (Meetings, Incentives, Conventions and Exhibitions) and also explain the mediating effect of job satisfaction from the effect of self-efficacy on employee performance. In addition, it examines the moderating effect of information technology capabilities from the influence of self-efficacy on employee performance. This research uses a quantitative approach, where the two companies Royalindo and Pacto have a total of 98 employees. Given that the population is below 100, the population is sampled. So, the sample size was 98 people. Furthermore, the data obtained were obtained from a total of 98 samples distributed at Royalindo Company and Pacto Company in Jakarta. The results showed that self-efficacy can improve employee performance directly and is also able to increase job satisfaction which in turn can improve employee performance. However, information technology capability has not strengthened the relationship of self-efficacy with employee performance. The finding of this study is that although self-efficacy is able to improve performance, job satisfaction is important in bridging the relationship between self-efficacy and employee performance.

**Keywords:** self-efficacy, job satisfaction, information technology capability and employee performance

### INTRODUCTION

In today's tourism industry, aspects are needed that can support the implementation of employee performance. The aspect that supports this is self-efficacy. Self-efficacy is the confidence of the employee that he is capable of mastering and carrying out his performance. In addition, there are other variables that are expected to be a solution in improving employee performance including job satisfaction. Job satisfaction is a positive attitude issued by employee characteristics towards their work as a result of the existence of conducive work environment situations and conditions. However, this job satisfaction basically depends on the individual circumstances of each employee. If the employee himself has problems with his family at home, then at least it affects job satisfaction.

In today's world of work is always faced with the development of the times where every individual inevitably must be able to adapt to information technology. Capability is needed in carrying out performance by being able to run information technology (Alnoor et al., 2020). There are more and more studies on human interaction with information technology, but in general it cannot be understood quickly and requires training (Stouten et al., 2018). Some of the problems or phenomena in the development of the MICE industry in Indonesia, especially Jakarta are: weak bidding performance or bidding to carry out international-scale activities in the country; weak bidding performance which is one of the processes of organising MICE activities often loses golden opportunities; MICE bidding performance does not have bargaining power, in organising one international activity, it should be followed by organising follow-up activities in an attractive package; the bidding process has not been able to be carried out by stakeholders, because competition with cities in other countries is quite high, coupled with infrastructure and other supporting facilities that are still minimal and not a good strategy.

The MICE industry in Jakarta and in general the existence of MICE itself is not well socialised to the public (Amelia et al., 2019). The above phenomenon is caused by employee performance that has not been maximised, especially in mastering information technology, so that the target is not achieved in the period 2021 to 2023 (Amelia et al., 2019).

There have been many studies on self-efficacy associated with employee performance (Downes et al., 2021; Abun et al., 2021; Du et al., 2022; Golsanamlou et al., 2022; Yu et al., 2020). Efficacy is associated with job satisfaction (Demir, 2020; Burić & Moè, 2020; Mokhtar et al., 2021) and job satisfaction is associated with employee performance (Aripin, 2013; Helmi & Abunar, 2021; Loan, 2020; Abbas et al., 2021). However, when looking at the relationship between self-efficacy and employee performance, there is inconsistency in the results. There are those who state that self-efficacy has an effect on service performance (Golsanamlou et al., 2022; Yu et al., 2020; Downes et al., 2021; Abun et al., 2021; Hur et al., 2021; Na-Nan & Sanamthong, 2020). There are also those who state that it has no effect on service performance (Du et al., 2022; Razak, 2021).

To determine the solution to this inconsistency, job satisfaction variables are needed as a bridge in improving employee performance. The reason job satisfaction is a mediating variable is because in improving performance, employees need to feel happy and willing. In addition to job satisfaction, moderation is also needed, namely information technology capabilities. Consideration of information technology capabilities as a moderator because to improve performance in this day and age if you are not able to utilise and learn, you will be left behind by competitors. A phenomenon and research gap that has been disclosed above, is the background of this research.

## LITERATURE REVIEW AND HYPOTHESIS

### Self-efficacy and Employee Performance

Performance is better and more valuable if it is driven by self-efficacy because efficacy is the ability to be able to carry out work well in accordance with the standards that apply to certain organisations (Engku Kamarudin et al., 2020; Kaakeh et al., 2020). Studies conducted by Bandura (2019) reveal that the better the self-efficacy, the more performance increases. Employees who have high self-efficacy are closely related to creativity so that they can improve performance to the maximum (Li et al., 2021; Hur et al., 2021). Employees who have high efficacy will be away from actions that can harm the company, they are not bored at work (Harju et al., 2016; Jiang et al., 2019; De Clercq et al., 2018). Self-efficacy is born from a strong belief that he is able to carry out his job duties (Heyder et al., 2020; Feng et al., 2018; Kimura et al., 2019). The theory underlying the relationship between self-efficacy and employee performance tends to lead to the conservation of resources (COR) theory. that self-efficacy has an important role for every employee because they always think, behave, feel and motivate themselves how to carry out tasks well (Hobfoll et al., 1990).

Self-efficacy is based on work awareness that comes from the employee's personality. Engku Kamarudin et al. (2020), Kaakeh et al. (2020) reported that work awareness is a driver of self-efficacy in doing good and valuable work. Many studies link self-efficacy to employee performance (Downes et al., 2021; Abun et al., 2021; Du et al., 2022; Golsanamlou et al., 2022; Yu et al., 2020). Thus, the hypothesis built is:

***H1: Self-efficacy has a significant effect on employee performance.***

### Self-efficacy and Job Satisfaction

Someone who has high self-efficacy will work on certain tasks with enthusiasm and not consider even difficult tasks as their burden, but choose to develop creativity to immediately achieve organisational goals (Khedhaouria et al., 2015; While job satisfaction is a feeling of

pleasure when employees are carrying out their duties because they get a conducive work environment both vertically and horizontally. Therefore, high self-efficacy is closely related to job satisfaction such as the results of research (Demir, 2020; Burić & Moè, 2020; Mokhtar et al., 2021). Self-efficacy is the ability to carry out a job in achieving goals (Bandura, 1997). Each employee certainly has different self-efficacy. There is efficacy whose high value tends to be closely related to high job satisfaction as well. This is the belief in the employee that he will be able to carry out the task well even though the job is categorised as quite heavy. High self-efficacy can affect job satisfaction. Job satisfaction occurs if there is a match between job characteristics and employee personal characteristics (Carson et al., 1991; Weiss & Cropanzano, 1996). Thus, the hypothesis built is:

***H2: Self-efficacy has a significant effect on employee job satisfaction.***

### **Job Satisfaction and Employee Performance**

Employee job satisfaction can be interpreted as a person's reaction and feelings towards the place where employees work. Job satisfaction is individual because the level of satisfaction of each individual is different. One of the ways taken in improving employee performance, managerial parties usually try to fulfil what is expected by their employees such as creating a conducive work environment, welfare of their employees (Loan, 2020).

Abbas et al. (2021) describe job satisfaction as a positive attitude that individuals have towards work. Hajjali et al. (2022) state job satisfaction as an attitude about work. Hassan et al. (2020) state that job satisfaction is an affective or emotional response to various aspects of one's job. Thus, it can be concluded that job satisfaction is not a single concept. A person can be satisfied with one aspect of the job alone but can be satisfied with aspects of a conducive work environment. Studies on job satisfaction linked to employee performance have been widely conducted (Aripin, 2013; Helmi & Abunar, 2021; Loan, 2020; Abbas et al., 2021). Thus, the hypothesis is built as follows:

***H3: Job satisfaction has a significant effect on employee performance.***

### **Job Satisfaction as a Mediator of the Effect of Self-efficacy on Employee Performance**

Narotama and Sintaasih (2022) state that job satisfaction mediates the relationship between self-efficacy and employee performance. Job satisfaction becomes important when self-efficacy is not significant to performance. Meanwhile, self-efficacy has a significant direct effect on job satisfaction and job satisfaction has a direct effect on employee performance. However, it is not easy for management to be satisfied at work. To be able for employees to be happy at work requires a conducive work environment situation. Phuong and Vinh (2020) state that the factors that affect job satisfaction are proper placement and in accordance with expertise, work atmosphere and environment, equipment that supports the implementation of work, the attitude of leaders in leading, and fair and appropriate compensation. The theory underlying job satisfaction is balance theory.

According to this theory, satisfied or dissatisfied employees are the result of comparing their input-outcome with the input-outcome comparison of other employees. So, if the comparison is felt to be balanced (equity) then the employee will feel satisfied. In addition, there is a theory of difference. This theory was first pioneered by Porter, he argues that to measure satisfaction can be done by calculating the difference between what should be and the reality felt by employees. Employee job satisfaction depends on the difference between what is obtained and what is expected by employees. If what the employee gets is greater than what is expected, the employee is satisfied. Other researchers on job satisfaction as a mediating variable are Golsanamlou et al. (2022), Yu et al. (2020). Thus, the hypothesis that is built is:

***H4: Job satisfaction mediates the effect of self-efficacy on employee performance.***

## Technology Capability as a Moderating Variable of Self-efficacy on Employee Performance

The development of information technology has brought major changes to the company, information technology has not only changed the way the Company conducts business activities, but has also changed the company's business perspective. The key to the company's success in carrying out digital transformation lies not only in its information technology capabilities, but is also influenced by the company's ability to utilise it. Information technology capability is believed to be closely related to performance. In line with the Resource Based View (RBV) theory which states that a unique capability will create a competitive advantage. The unique capabilities that can create this competitive advantage are capabilities that have four basic properties, namely value, rarity, difficult to imitate and difficult to substitute (Barney et al., 2001). This information technology capability is believed to have all four properties. Information technology capabilities can be said to be rare, because each company has different capabilities. Furthermore, this information technology capability is also difficult to imitate and substitute because it relates to the company's ability to utilise information technology that cannot be seen in plain sight. Thus, theoretically, it can be seen that information technology capabilities fulfil the characteristics that can create a competitive advantage.

Bharadwaj and Grover (2016) define information technology capability as a company's ability to mobilise and deploy resources based on information technology in combination or combination with other resources and capabilities. Although research related to information technology capabilities has started since the 1980s, until now this topic is still an interesting topic to research. One of the reasons why this topic is still interesting to research is because the results of previous studies are still contradictory. Some studies, such as those conducted by Turulja and Bajgorić (2016) found that information technology capabilities have a positive and significant effect on company performance. Thus, the hypothesis that is built is:

***H5: Information technology capabilities moderate the effect of self-efficacy on employee performance.***

## RESEARCH METHODS

### Research Design

This research explains the causal relationship between variables and their effects through hypothesis testing (Sekaran, 2003). Self-efficacy is an independent variable that is associated with employee performance, which is then called the dependent variable. While the mediating variable is job satisfaction and technological capabilities as moderating variables. This research paradigm uses a positivism approach, namely quantitative methods. The quantitative approach is intended to explain the relationship between research variables through hypothesis testing presented in the form of numbers calculated through statistical tests. Data analysis using path analysis with the help of SEM-PLS software (Smart PLS).

### Population and Sample

The population of this study were all employees of Royalindo and Pacto Companies totalling 98 people consisting of 40 employees of Royalindo companies and 58 employees of Pakto Companies. So, a total of 98 people. The population is less than 100, it is better to take the whole as a sample (Arikunto, 2010).

### Sampling Technique

The sampling technique uses a saturated sample where the entire population is sampled (Sekaran, 2016) Based on the opinion of Hair, Joseph et al., (2014) states that PLS-SEM does not require a large sample size. The recommended minimum is between 30 to 100 data. In

research, this social phenomenon has been specifically determined by researchers, hereinafter referred to as research variables. With a Likert scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions. This type of research was conducted to obtain primary data through distributing questionnaires. The form of the questionnaire made is a structured questionnaire, where the question material concerns the respondent's opinion regarding self-efficacy, job satisfaction, information technology capabilities and employee performance.

**Research Hypothesis Testing**

The statistical test used is the t test with the standard t table (1.96) with a significance level of 0.05, this indicates that the indicator can be used as an instrument to measure latent variables, while if the test results on the inner model are significant, this indicates a significant influence between one latent variable and another latent variable (Solimun, 2011).

**Analysis of Mediating Variables**

Analysis of mediating variables can be done by the difference in coefficients and multiplication of coefficients. This research is basically to test whether it is proven as a complete mediating variable or as a partial mediating variable and not a mediating variable.

**Moderation Variable Analysis**

Moderating variables are variables that strengthen or weaken the relationship between the independent and dependent variables. Moderating variable analysis in this study is used to test whether information technology capabilities can strengthen the effect of self-efficacy on employee performance.

**RESULTS**

Characteristics of 98 Respondents in this is shown in Table 1.

**Table 1. Characteristics of Respondents**

No	Description	Total percent
<b>Gender:</b>		
1.	Man	70
2.	Woman	30
Total		100
<b>Respondent age:</b>		
1.	Less than 30 years	79
2.	30 years – 40 years	21
Total		100
<b>Level of education:</b>		
1.	High school	15
2.	D3	15
3.	S1	65
4.	S2	5
Total		100
<b>Years of service:</b>		
1.	Less than 2 years	23
2.	2 years - 4 years	32
3.	4 years - 5 years	39
4.	More than 5 years	16
Total		100

Source: Primary Data Processed, 2023



Table 1 shows that 70 per cent of respondents were male and 30 per cent of respondents were female. Respondents were dominated by male employees because both companies, Pacto and Royalindo, operationally require extra hard work day and night for the success of the event. Hard work requires strong physical endurance, which only men have, while women work in administration to support operations. Each respondent, both male and female, is dominated by an undergraduate education level and productive age between approximately 30 years old as much as 79 per cent and those aged less than 40 years old as much as 21 percent.

For the age factor, 79 per cent of respondents were less than 30 years old, and the least was 21 per cent of respondents aged 30 to 40 years. The longest employee tenure was more than 5 years at 16 per cent. This age is a productive age so that it becomes the company's mainstay in carrying out operational tasks. Most employees who have less than 2 years of service have no experience in the service sector. The length of work is the entire time used by each employee in carrying out performance.

**Measurement Model (Outer Model)**

The outer model with reflexive statement items is evaluated using convergent validity and discriminant validity of the statement items, and composite reliability for the statement item block.

**Table 2. Validity and Reliability**

Variable /indicator	Convergent Validity	Discriminant Validity		
		AVE	Composite Reliability	Cronbach alpha
<b>Self-Efficacy</b>				
1. Ability to work	<b>0,873</b>	0,876	0,973	0,965
2. Believe in success	<b>0,918</b>			
3. Strong self-confidence	<b>0,871</b>			
4. Quick decision making.	<b>0,913</b>			
5. Accuracy in work.	<b>0,815</b>			
6. Able to self-assess	<b>0,890</b>			
7. Identifying weaknesses	<b>0,913</b>			
8 Capitalising on opportunities	<b>0,895</b>			
9. Always looking for opportunities	<b>0,933</b>			
10. Self-confidence	<b>0,945</b>			
<b>Job Satisfaction</b>				
1. Feeling happy at work.	<b>0,944</b>	0,870	0,964	0,950
2. Feeling conducive to work	<b>0,890</b>			
3. Welfare is guaranteed	<b>0,948</b>			
4. Passionate about work.	<b>0,948</b>			
<b>Technology of capability</b>				
1. Ability to be an operator	<b>0,947</b>	0,805	0,976	0,973
2. Adapt to new technology	<b>0,935</b>			
3 Sharing knowledge	<b>0,948</b>			
4 Safety of data	<b>0,864</b>			
5 Aquration of data	<b>0,942</b>			
6 Result be Quickly	<b>0,896</b>			
<b>Employee Performance</b>				
1. Work according to procedures	<b>0,951</b>	0,851	0,972	0,965
2. Work in a disciplined manner	<b>0,962</b>			

3. Work together	0,940			
4. Work very good	0,934			
5. Product Quality	0,892			

Resource: Result of Research 2023

Table 2 illustrates that each indicator of the variables of self-efficacy, job satisfaction, technological capabilities and employee performance has high validity (above the standard 0.70). Likewise, for reliability measures. Each variable has a reliability value above the standard figure of 0.70, meaning that it supports the model built in this study.

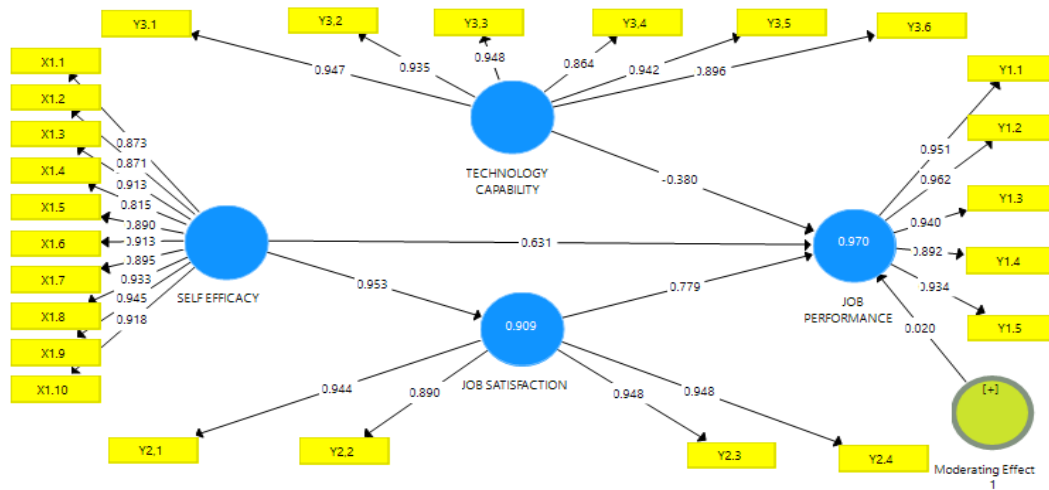


Figure 1. Research model

Resource: Result research, 2023

Based on Figure 2, it can be explained that the results of the algorithm assessment show that the smallest indicator in reflecting self-efficacy is X1.4, namely the level of speed in decision making with a factor weight of 0.815, while the largest is X1.9, namely always taking advantage of opportunities with a factor weight of 0.945. The smallest indicator in reflecting job performance variables is Y1.4, namely working well with a factor weight of 0.892, while the largest indicator is Y1.2, namely working with discipline with a factor weight of 0.962. The least indicator in reflecting the technological capability variable is Y3.4, namely data security with a factor weight of 0.864, while the most dominant indicator in reflecting technological capabilities is Y3.3, namely knowledge sharing with a factor weight of 0.948. The smallest indicator in reflecting job satisfaction variables is Y2.2, namely feeling comfortable at work with a factor weight of 0.890, while the largest is Y2.4, namely patience at work. As for the relationship between variables in this study, all of them are significant except for the moderating effect on employee performance which is not significant at 0.020. For the assessment of factor weights and relationships between variables in PLS bootstrapping, it can be presented in Figure 2 as follows:

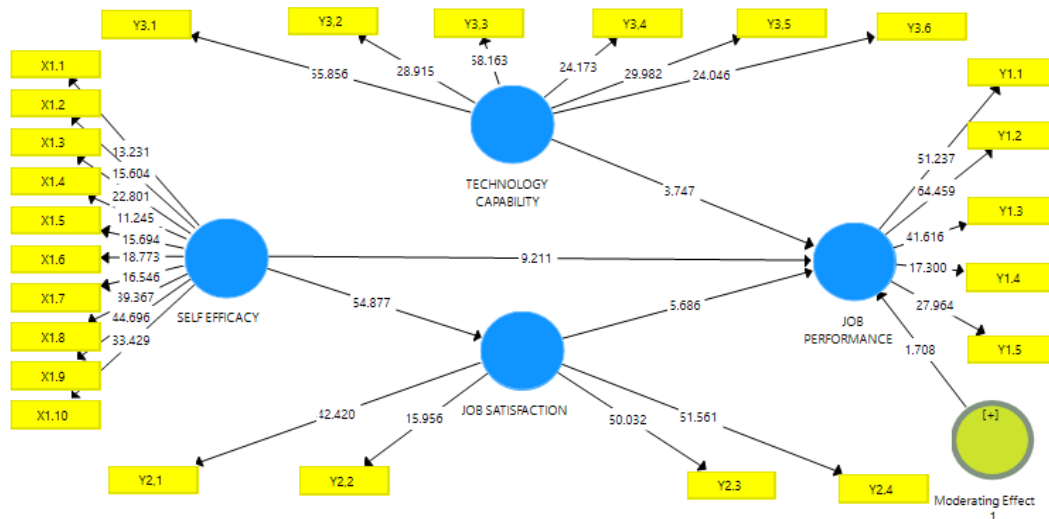


Figure 2. PLS Bootstrapping Model

Resource: Result research, 2023

The PLS calculation value by bootstrapping from the weight of the indicator factor to the variables of self-efficacy, job satisfaction, technological capability and employee performance has shown a positive and significant effect by exceeding the standard 1.96, except that the moderating effect on employee performance is below the standard 1.96 of 1.708, meaning that it is not significant. For more details, the relationship between variables is presented in Table 3 as follows:

Table 3. Direct effect

Relation between variable	Original Sample (O)	Sample Mean (M)	T Statistics	P Values
Job satisfaction -> Job performance	0,779	0,779	5,479	0,000
Moderating effect -> Job performance	0,020	0,020	1,773	0,077
Self-efficacy -> Job performance	0,631	0,630	9,015	0,000
Self-efficacy -> Job satisfaction	0,953	0,952	60,753	0,000
Technology capability -> Job performance	-0,380	-0,380	3,527	0,000

Resource: Result research, 2023

Table 3 above illustrates that self-efficacy in influencing employee performance is 0.631 or 63.1 per cent, while self-efficacy in influencing job satisfaction is much greater at 0.953 and also job satisfaction has been able to improve employee performance by 0.779 or 77.9 per cent. In this case, job satisfaction is very important in this study because the indirect relationship is greater in value than the direct relationship as presented in Table 4 below:

Table 4. Indirect effect

Correlations	Indirect Effects
Self-efficacy -> Job satisfaction -> Job performance	0,742

Resource: Result research, 2023

Based on Table 4, job satisfaction mediates the effect between self-efficacy on employee performance by 0.742 or 74.2 percent.



**Table 5. r Square**

	R Square	R Square Adjusted
Job performance	0,970	0,969
Job satisfaction	0,909	0,908

Resource: Result research, 2023

Based on Table 5, the determination of self-efficacy has been able to explain job satisfaction by 0.909 or 90.9 percent, while self-efficacy is also able to explain employee performance by 0.970 or 97 percent. The remaining 9.1 percent and 3 percent are governed by other variables such as leadership, motivation, which are outside of this study.

## DISCUSSION

The results of this study have five problem formulations and also five hypothesis foins, which have been described in the previous chapter. Referring to the first hypothesis that self-efficacy has a positive and significant effect on employee performance. The results showed that self-efficacy was proven to be able to improve employee performance by 63.1 per cent. The results of this study support the results of research conducted by previous researchers including Downes et al. (2021). Abun et al. (2021), Du et al. (2022), Golsanamlou et al. (2022), Yu et al. (2020). Furthermore, for the second hypothesis that self-efficacy has a significant effect on job satisfaction. The results showed that self-efficacy was proven to be able to increase job satisfaction by 95.3 per cent. The results of this study support previous research such as Demir (2020), Burić and Moè (2020), Mokhtar et al. (2021).

The third hypothesis is that job satisfaction has a significant effect on employee performance. The results showed that it was proven that job satisfaction was able to improve employee performance by 95.3 per cent. The results of this study support previous research such as Demir (2020), Burić and Moè (2020), Mokhtar et al. (2021). The third hypothesis is that job satisfaction has a significant effect on employee performance. The results showed that it was proven that job satisfaction was able to improve employee performance by 95.3 per cent. The results of this study support research (Aripin, 2013; Helmi & Abunar, 2021; Loan, 2020; Abbas et al., 2021). Then the fourth hypothesis explains that job satisfaction mediates the effect of self-efficacy on employee performance. The results showed that job satisfaction mediates the effect of self-efficacy on employee performance. These results support the results of previous studies including: Golsanamlou et al. (2022); Yu et al. (2020). The fifth hypothesis states that technological capabilities moderate the effect of self-efficacy on employee performance. The results showed that technological capabilities turned out to be does not moderate the effect of self-efficacy on employee performance with a value of 0.020. These results support the results of research by Turulja and Bajgorić (2016).

### Research Limitations

This study only examines four variables, namely self-efficacy, job satisfaction, technological capabilities and employee performance. Whereas to further improve employee performance and increase employee job satisfaction, there are other variables that may play a role such as leadership style and motivation. Because, to mobilise job satisfaction and performance, a leader who is able to motivate and prosper his employees is needed. Therefore, the use of these variables can be implemented in other studies.

### Research Findings

In this study, job satisfaction is important in improving employee performance driven by self-efficacy. However, job satisfaction will not be realised if there is no role of leaders who

mobilise employees every day. In addition, another finding of this study is that technological capabilities have not been maximised in strengthening employee performance.

### Theoretical and Practical Contributions

Employee performance in the context of the MICE business in Jakarta is in the spotlight of the government because this business can contribute to state revenue. The results of this study indicate that employee performance in the MICE business has been successful due to self-efficacy and job satisfaction, but information technology capabilities have not strengthened it and are running as they are. While currently the development of technology is getting stronger leaps.

As a theoretical contribution, the results of this study support the Resource Based View (RBV) theory where this theory teaches that adequate resources can increase competitive advantage. Practically, the results of this study can contribute to MICE organisations by streamlining the use of technology as a learning material so as not to lag behind competitors.

### CONCLUSIONS

Employee performance is the ability of workers to adapt and perform their jobs. In the labour market, there are several challenges in its development, such as the existence of international competition, the difficulty of the bidding process, and the lack of effective labour management strategies. Studies on self-efficacy have always inconsistently influenced job performance. To address this issue, the role of job satisfaction as a solution is crucial, as it affects workers' attitudes and skills. Increasing the ability of information technology as a learning tool is also important to strengthen the course of performance performed by employees in the context of services to MICE tourism in Jakarta. The results showed that self-efficacy was proven to be able to improve employee performance. Self-efficacy is able to increase job satisfaction, which then job satisfaction is ultimately able to improve employee performance well.

The finding of this study is that self-efficacy in influencing performance is smaller than self-efficacy in influencing job satisfaction. Likewise, it is smaller in value than job satisfaction in influencing performance. Therefore, the role of job satisfaction in this study becomes very important in improving employee performance on the encouragement of self-efficacy. However, in this study, the ability to adapt to technological developments is still lacking due to limited human resources.

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