

The Effect of Bureaucratic Reform and Information Technology on Employee Performance at the Social Service in Sukabumi City, Indonesia

Regan Vaughan^A, Kamal Alamsyah^B, Thomas Bustomi^C

Abstract

This research is based on the main problem of employees' low performance at Sukabumi City Social Service, which is caused by bureaucratic reform and information technology that have yet to be implemented in employee performance. The research purpose is to find out the influence of bureaucratic reform and information technology on employee performance. The approach refers to the theoretical context of bureaucratic reform and information technology and employee performance as part of the scope of Public Administration. The research method is an explanatory survey with a Structural Equation Modelling (SEM) analysis technique, with the research population being the Sukabumi City Social Service. The results showed that partially, the bureaucratic reform variable (X_1), which consists of the dimensions of institutional, organizational culture, management, regulation and deregulation, and human resource, had a positive effect of 0.58 and was significant at 3.66 on employee performance (Y). Furthermore, the information technology variable (X_2) partially consists of the level of performance expectations, effort expectations, social influence, and facilitating conditions, has a positive effect of 0.68, and is significant at 6.17 on employee performance (Y). Simultaneously, bureaucratic reform (X_1) and information technology (X_2) were able to explain employee performance (Y) by 86%, while the epsilon was 14%. The results indicate the need for further research on optimizing the influence of bureaucratic reform and information technology on employee performance at Sukabumi City Social Service, seen from Public Administration perspective, which is indicated by the existence of other variables that affect employee performance at Sukabumi City Social Service.

Keywords: *Bureaucratic Reform, Information Technology, Employee Performance, Structural Equation Modelling.*

INTRODUCTION

The Reformation Era is often referred to as the Era of Openness, after which the Indonesian Nation made many significant changes in various dimensions of life, especially regarding the arrangement and improvement in the field of government, both at the central and regional levels. These arrangements and changes are carried out to anticipate various negative impacts due to the administration of government,

^AUniversitas Pasundan, Bandung, Indonesia, Email: reganvaughan88@gmail.com

^BUniversitas Pasundan, Bandung, Indonesia

^CUniversitas Pasundan, Bandung, Indonesia

which is considered ineffective and inefficient, thus fostering setbacks in people's lives. Furthermore, it can be seen that the change in government power was due to the decline in the economic, political, legal, social, and public trust, which decreased due to rampant corruption.

Various steps and arrangements in the field of government are carried out continuously, which is then known as Bureaucratic Reform. According to Wibowo *et al.*, bureaucratic reform is a movement to change the form and behavior of the bureaucracy because its conditions are no longer preferred or in accordance with the needs of the times, either because it is inefficient, unclean, undemocratic, or no longer in line with the public interest (1). The complexity of the problem does not only come from the internal environment of the public bureaucracy but also arises from the external environment, namely the increasingly critical society in line with the growth and development of problems faced by society as members of the groups being served (2).

Based on the above views, the main problem faced by the public bureaucracy is directed at the performance of the bureaucracy in carrying out the main tasks, functions, and responsibilities given to it. It seems that changes in the strategic environment are quite large and dominant in influencing the performance of the bureaucracy in carrying out the main tasks, functions, and responsibilities, especially in running the government and services to the community. The presence of the government bureaucracy to date has not shown performance that is in accordance with public demands and expectations. Therefore, there needs to be a gradual, substantive, systematic, and planned arrangement and change (3). This is where bureaucratic reform is required in order to answer these problems.

The availability of the apparatus to oversee the current reform tends to be unprofessional and very traditional, which causes bureaucratic reforms to run half-heartedly and end in imperfect final results, whereas Zauhar *et al.* reveals: "The general objective of bureaucratic reform ends to improve order, perfect methods and increase performance." Thus, the ultimate goal of bureaucratic reform is the performance of the apparatus that is right on target, right on the job, and the achievement of public welfare (4).

The bureaucratic apparatus has shown effective stability in its work, as can be seen from the results of research by Alamsyah which conducted in Cianjur Regency (5). The results have shown that "the influence of bureaucratic reform and apparatus competence has simultaneously been able to solve organizational performance in the Departments in Cianjur Regency by 82%, with 18% of epsilon.

Meanwhile, other variables that need attention in addition to the Bureaucratic Reform variable, namely the Information Technology variable, are important variables that need to be studied by researchers to support the strengthening of the Bureaucratic Reform variable. Information Technology is a sub-system or system as part of the Information System. According to Szymkowiak *et al.*, "Information

technology can be any technology that can produce information, including computer technology and information technology itself (6).

In computer network systems, Information Technology has created an information-based industrial revolution and encouraged the formation of an information society. According to Zulaikha, three main types of technology that support information technology must be considered: data processing technology, data storage technology, and communication technology (7).

The development of information technology has an impact on the tasks of an organization. In this case, the organization is required to be able to follow the development of information technology if it does not want to be left behind in accessing information and providing excellent service to the community. Modern organizations require a larger budget to meet the demands of this information technology development because employees are required to improve their abilities in the field of information technology, and employees are required to be able to adapt to the information technology facilities available in the work environment of the organization where they work. If not anticipated properly, the development of this information technology will become an obstacle in itself within the organization, especially related to the completion of daily tasks (8).

Sinaga *et al.* researched the Baker Hughes Company in Indonesia; their study showed that The Effect of Organizational Culture, Work Environment, Knowledge Transfer, and Application of Information Technology on the Managerial Performance of the Baker Hughes Company in Indonesia is 72.4%, while the Epsilon is 27.6% (9). The results of this study indicate the importance of the Information Technology variable as information in achieving work acceleration, so the ability to understand Information Technology is needed, especially in implementing Bureaucratic Reform to achieve effective work goals and organizational performance.

Employee performance is related to quality, timely work, and the reliability of public officials in carrying out tasks in the work environment, which is a reflection of satisfactory and useful work results as a whole. According to Sudarmanto, four employee performance factors become the standard for assessing work results, namely: “[1] work quality, [2] work quantity, [3] work reliability, and [4] work attitude” (10).

Based on initial observation research by conducting interviews with several state civil apparatuses of the Sukabumi City Social Service related to employee performance, the results were different. Initial research conducted by researchers related to the duties and responsibilities of the Sukabumi City Social Service found that problems related to employee performance were not in line with expectations, which is illustrated by the existence of several problem indicators based on preliminary findings from observations and interviews as follows: employee cooperation is not as expected, the

quality of employee work has not shown the results as expected, the quantity of employee work has not been achieved.

Based on the above problems, research questions are formulated: How does Bureaucratic Reform determined by the institutional dimension, organizational culture dimension, management dimension, regulation and deregulation dimension, and human resource dimension have a major influence on Employee Performance at the Sukabumi City Social Service? How does Information Technology, which is determined by the level of performance expectancy, the level of effort expectancy, the level of social influence, and the level of facilitating conditions, influence employee performance at the Sukabumi City Social Service? How much influence does Bureaucratic Reform and Information Technology have on Employee Performance at the Sukabumi City Social Service?

LITERATURE REVIEW

Many studies discuss bureaucratic reform, such as Yusriadi *et al.*, Sarker & Zafarullah, Rahman & Bakri, Rosyida *et al.*, Yustia & Arifin, and Igbokwe-Ibeto & Osakede (11–16), so that this variable is a fairly specific research variable to be discussed and is directly related to employee performance (17–22). Information technology is another variable that has been found to be a problem in improving employee performance, as revealed in research from Yudiastra & Darma, Lebioda *et al.*, Yogi & Frinaldi, Maulani & Mubarok, Rachman & Nuraeni, and Heslina & Syahrani (23–28).

When viewed from the perspective of public administration, the purpose of bureaucratic reform is actually aimed at perfecting or improving the performance of an organization (29). This opinion implies that a healthy administration is a situation where the administration is not only able to meet all kinds of demands imposed on it but also an administration in which there are no bad behaviors).

The main problem faced by the public bureaucracy is focused on the performance of the bureaucracy in carrying out the main tasks, functions, and responsibilities given to it. It seems that changes in the strategic environment appear to be quite large and dominant in influencing the performance of the bureaucracy to carry out these main tasks, functions, and responsibilities, especially in running government and services to the community. Furthermore, Bhagya states that problems in the bureaucratic environment arise in the form of structural changes, employee recruitment, personnel placement, communication between units, resources and their empowerment, as well as other factors that support the survival of the institution (30). External environmental problems, such as situations and conditions around the institution, disrupt its stability. These factors include economic, technological, sociocultural, ecological, political, security, and competition factors, which are encompassed by customer voice stakeholders.

The presence of government bureaucracy to date has not yet shown performance in accordance with public demands and expectations. Therefore, structuring and changes that are gradual, substantive, systematic, and planned are needed. This is where bureaucratic reform is required to answer these problems, which is in line with the view from Mariana who emphasizes that Bureaucratic reform is one of the therapies to treat various irregularities in public administration and to create a cleaner government and the style of a public administration reformer (31). Traditionally, bureaucratic reform is identified with efforts to improve organizational efficiency and effectiveness. In a narrow sense, the goal of bureaucratic reform is to improve administration or cure administrative diseases. This view is certainly very narrow when bureaucratic reform is interpreted as a fundamental change in a system of governance. This is understandable because talking about the administration of the government system will certainly touch on various aspects that are very complex and dynamic. Therefore, the objectives to be set must touch the real essence of bureaucratic reform.

Observing the various views above, it can be seen that the main objective of bureaucratic reform, in principle, is to improve and perfect the system of governance, both at the center and in the regions. Thus, it is expected to create a system of governance that is effective, efficient, accountable, and free from reprehensible acts. Therefore, the implementation of bureaucratic reform must have clear guidelines or parameters so that all stakeholders have the same perception of the bureaucratic reform that will be implemented.

Efforts to solve various problems, from the emergence of multiple difficulties related to employee performance, are not enough to carry out bureaucratic reforms; they need to be supported by understanding other variables, namely information technology. According to Pace and Faules (32) in Suprianto (33), "information technology in organizations is an effective communication tool for achieving organizational goals". This view explains that information technology is used to coordinate activities within the organization, whether related to telegrams, telephones, or electronic mail, as a core tool for the organizing process. Furthermore, Venkatesh & Davis stated that the acceptance of information technology is influenced by four levels: performance expectancy, effort expectancy, social influence dan facilitating condition (34). These four levels are considered important work steps to facilitate the achievement of organizational goals in improving employee performance.

The more you know about technology as an administrative tool, the more important it is to realize the role of technology in an organization. Good technology is not necessarily useful or usable in an organization, but bad technology can certainly make it difficult for an organization to carry out its activities (35). The process of providing technology is essentially to meet the needs of an organization, which is

important and must continue to be carried out to meet the needs of the organization so that the work becomes more effective.

Keban states the relationship between bureaucratic reform and information technology through the view that the mission of bureaucratic reform is related to improving laws and regulations, modernizing the bureaucracy with information technology (IT), developing culture, restructuring the organization, improving the quality of human resources, simplifying work systems, procedures, and work mechanisms and effective control mechanisms (36). Meanwhile, Harits states the relationship between bureaucratic reform and employee performance through the statement that the essence of bureaucratic reform is making changes to public services and improving performance in carrying out service tasks to the community (37). Meanwhile, Ghasemi *et al.* provide an opinion regarding the relationship between information technology and employee performance that the application of information technology must be accompanied by its users to be used as the main support for workers in the organization (38).

The main science tree or grand theory in this paper, namely public administration, is related to the vital role of helping to empower society and create democracy. Public administration is intended to provide public services, and the community can feel its benefits after the public servants increase their abilities proportionally. The branches of Public Administration, namely Public Bureaucracy Theory, Organizational Theory, and Human Resource Management Theory, in this case, are called Middle Theory. These theories bridge Public Administration to operational theory in this study, namely Bureaucratic Reform, Information Technology, and Employee Performance. Bureaucratic reform is intended to make gradual changes in bureaucratic actions in providing public services from closed methods to open methods and partnerships. The success of the application of bureaucratic reform will be achieved if accompanied by the implementation of strong information technology. The application of employee performance is intended to make changes to organizational work units from traditional methods to more modern methods with the support of information technology in carrying out tasks.

Regarding the relationship between bureaucratic reform, information technology, and employee performance, it can be quoted from Harits that bureaucratic reform and information technology together are strong variables that affect individual (employee) and organizational performance so that these three variables have a strong theoretical relationship to improve individual/employee performance in public or government tasks (37).

METHODS

The object of this research was conducted at the Sukabumi City Social Service. Respondents used were stakeholders involved with the Sukabumi City Social Service, namely social service employees, sub-

district office employees, social workers, and cadets in Sukabumi City. The number of respondents in this study was 144 people.

Substantively, the focus of this research will involve three variables, namely the variables of Bureaucratic Reform, Information Technology, and Employee Performance. Meanwhile, to facilitate the analysis process of the research focus, the aspects related to the research variables need to be explained in detail and systematically. Therefore, it is then necessary to have clear benchmarks or parameters to make it easier for researchers to translate the variables to be studied through the preparation of questionnaires based on indicators of the three variables.

The data analysis used in this research is the Structural Equation Model (SEM). With SEM, it is intended that researchers are able to analyze the relationship between latent variables and their indicator variables, the relationship between one latent variable and another latent variable, and know the magnitude of measurement error. In addition to unidirectional causal relationships, SEM also allows the analysis of bidirectional relationships that often appear in social and behavioral sciences.

RESULTS AND DISCUSSION

After collecting data through interviews and distributing questionnaires to respondents, data processing is carried out using SEM. The results obtained after the SEM procedure are shown in Figure 1 below:

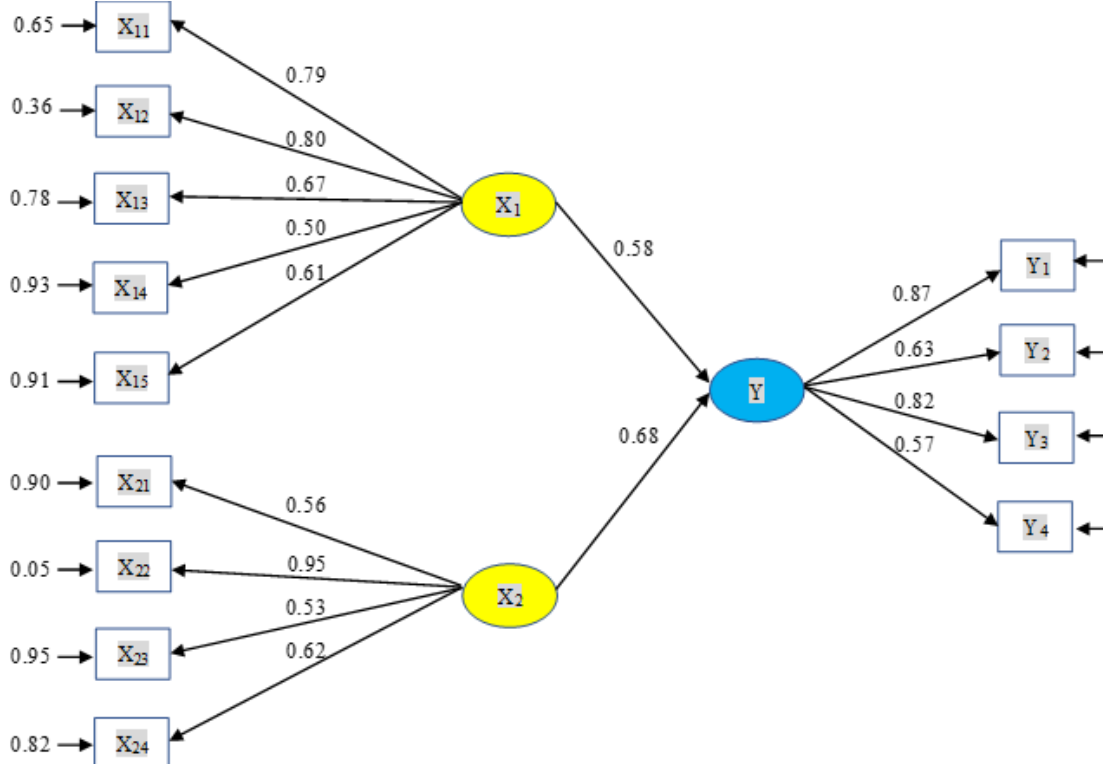


Figure 1. SEM Procedure Steps

Description:

- X₁ = Bureaucratic Reform
- X₁₁-X₁₅= Dimensions of Bureaucratic Reform
- X₂ = Information Technology
- X₂₁-X₂₄= Dimensions of Information Technology
- Y = Employee Performance
- Y₁-Y₄ = Dimensions of Employee Performance

Based on Figure 1, all dimensions in each variable have a standardized value above the threshold limit (>0.3). In the Bureaucratic Reform variable, the dimension with code X₁₂ has the highest value, namely the organizational culture dimension. Meanwhile, the Information Technology variable shows that the dimension with code X₂₂ has the highest value, namely the dimension of effort expectancy. Furthermore, the employee performance variable shows that the dimension with code Y₁ shows the highest value, namely the quality dimension.

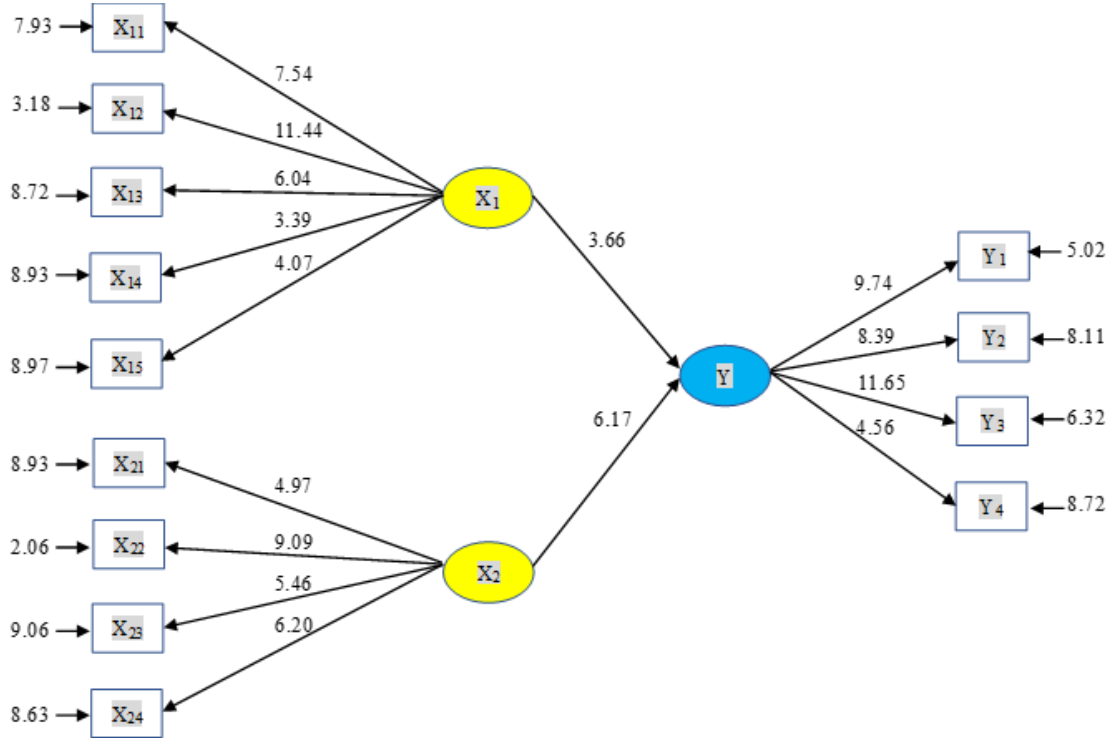


Figure 2. Research t-value

Description:

- X₁ = Bureaucratic Reform
- X₁₁-X₁₅= Dimensions of Bureaucratic Reform
- X₂ = Information Technology
- X₂₁-X₂₄= Dimensions of Information Technology
- Y = Employee Performance
- Y₁-Y₄ = Dimensions of Employee Performance

Figure 2 shows that all variables and dimensions involved in this study have a significant influence; this can be seen from the t-value, which has a value above the value threshold (>2). Based on the results of the data processing above, the structural equation model of this study, namely Bureaucratic Reform (X₁) and Information Technology (X₂) on Employee Performance (Y), can be written in the structural equation as follows:

$$Y = 0,58 \times X_1 + 0,68 \times X_2, Errorvar = 0,14, R^2 = 0,86 \quad (1)$$

Based on the structural equation model above, the Bureaucratic Reform and Information Technology variables simultaneously explain the Employee Performance variable by 0.86 or 86%, while the remaining other variables explain 0.14 or 14%.

Partial Effect of Bureaucratic Reform on Employee Performance

Bureaucratic Reform variables consisting of five dimensions have a significant effect on Employee Performance at the Sukabumi City Social Service. The results of this study mean that the implementation of bureaucratic reform at the Sukabumi City Social Service has been carried out by the head of the Sukabumi City Social Service, thus encouraging all employees to work fully for optimal employee performance improvement. The analysis of the research results has been supported by the results of initial observations that employee performance at the Sukabumi City Social Service from 4 factors; the results of only one factor are considered positive, namely cooperation, while the factors of work quality, work quantity and use of work time are considered unsatisfactory. However, based on the results of interviews with the leadership of the Sukabumi City Social Service, it can be stated that employees have carried out Bureaucratic Reform related to attitudes, values, norms, and feelings commonly owned by employees at the Sukabumi City Social Service, especially regarding the authority exercised by the Head of the Sukabumi City Social Service exercised over his subordinates in accordance with Sukabumi City Regional Regulation Number 7 of 2020 concerning the Establishment of Regional Apparatus related to the affairs that are the authority of the Regional Government in the Field of Social Welfare.

The results of the study above are in accordance with the opinion from Harits that bureaucratic reform supports fundamental changes in public services toward effective organizational or employee performance (37). Referring to this opinion regarding the influence of Bureaucratic Reform on each institution is not the same, depending on the references and policies determined by each institution. Even though they are both in the same institution or even in different services, Bureaucratic Reform carried out in government institutions in certain places will be different from Bureaucratic Reform carried out in other places.

This research refers to the theory used as the research analysis, and the reference source for this research refers to the opinion of Keban which consists of dimensions of Bureaucratic Reform that include [1] Institutions, [2] Organizational Culture, [3] Governance, [4] Bureaucratic Regulation and Deregulation, and [5] Human Resources (36). These five dimensions are the reference for researchers studying the extent of the influence of bureaucratic reform on employee performance at the Sukabumi City Social Service.

Partial Effect of Information Technology on Employee Performance Information Technology variables consisting of Levels of Performance Expectation, Effort Expectation, Social Influence, and Facilitating

Conditions are stated to have a significant effect on Employee Performance at the Sukabumi City Social Service. Thus, the application of information technology at the Sukabumi City Social Service has been carried out by the Sukabumi City Social Service to encourage optimal employee performance. This statement is in accordance with the results of observations and interviews conducted with the Head of Service, the results of which show that department employees have been able to understand the application of applications related to information technology carried out by the Sukabumi City Social Service.

Simultaneous Effect of Reform and Information Bureaucratic Technology

The Influence of Bureaucratic Reform and Information Technology on Employee Performance at the Sukabumi City Social Service has shown that both independent variables are important variables for solving employee performance problems as stated by Harits that Bureaucratic Reform and Information Technology together are strong variables that influence individual (employee) and organizational performance (37). This opinion has been proven in this study that the variables of Bureaucratic Reform and Information Technology greatly influence employee performance at the Sukabumi City Social Service. The theoretical concept used in the Bureaucratic Reform research conducted at the Sukabumi City Social Service includes the following dimensions: Institutions, Organizational culture, Governance, Regulation and deregulation, and Human resources. The institutional dimension is related to indicators such as proper function, accuracy of work measurements, and achievement of targets. The organizational culture dimension is related to indicators such as loyal bureaucrats, integrity, and hard work. The governance dimension is related to indicators such as work procedures, standardized work results, and efficient raw materials. The dimensions of regulation and bureaucratic deregulation are related to the indicators of rule-oriented, achieving work targets, and work conduciveness. The dimensions of human resources are related to the indicators: high motivation, competence in working, and reliability in tasks.

Overall, the simultaneous influence of Bureaucratic Reform and Information Technology on Employee Performance at the Sukabumi City Social Service is quite significant, namely 86%, meaning that the Bureaucratic Reform and Information Technology variables have a very dominant influence on Employee Performance at the Sukabumi City Social Service.

The Influence of Other Variables Not Examined

The results of the research analysis show that the Bureaucratic Reform variable and the Information Technology variable are able to explain the Employee Performance variable at the Sukabumi City Social Service by 86%. In comparison, the remaining 14% is explained by other variables that have not been studied (epsilon). This shows that

there are still other variables outside the variables studied that can explain employee performance at the Sukabumi City Social Service. The other variables have quite small values in explaining Employee Performance at the Sukabumi City Social Service, although the values are small, further research is still needed to enrich the treasury of the concept of Bureaucratic Reform and Information Technology and Employee Performance at various levels of government organizations throughout Indonesia.

The results of the study suggest that from these two variables, namely Bureaucratic Reform and Information Technology, there are a number of other variables as refinements and complements related to the Bureaucratic Reform variable and the Information Technology variable that need to be developed further. The findings of other variables need to be discussed in further research in order to reinforce the Bureaucratic Reform and Information Technology variables in this dissertation.

After studying the influence of the variables of Bureaucratic Reform and Information Technology along with the dimensions and levels of both variables, it is necessary to criticize the Bureaucratic Reform variable, which refers to the theory of Keban with 5 dimensions (36), while the Information Technology variable which refers to the theory of Venkatesh & Davis with 4 core levels (34). Researchers need to respond to and criticize both variables by completing the dimensions and levels of each variable as a form of researcher findings so that new dimensions and levels of each variable are found in the form of novelty or new findings. These new dimensions and levels are discussed in the following paragraph.

The results of the research in this research have shown different levels of significance and positivism as evidence that the theory used in the two independent variables has been tested as part of the research findings. As a researcher, of course, I do not only believe in the theories that have been discussed in this dissertation. From each dimension and level between the two independent variables, the researcher found new dimensions and levels to enrich and, at the same time, complete the two independent variables regarding new findings to strengthen and complete the dimensions and levels in each independent variable. The dimensions found in the Bureaucratic Reform variable are the discovery of a new dimension related to the Budget Transparency dimension. Budget transparency is one of the important dimensions of a new finding. According to Kristiansen *et al.*, transparency should ideally improved the governance system, but state documents remain confidential, the political will to implement the freedom of information act is lacking, and the government at various levels demonstrates little interest and ability in performance oriented budgeting (39). Budget transparency is very necessary because the public needs to know the openness about the use of the budget so that there is no misunderstanding about regional spending/expenditure and program implementation. Because the amount of budget owned by the regional

government is the largest from taxes paid by the public when the government has carried out public information transparency, the public can carry out social control, and there is performance together because public input is needed as feedback on policies taken by public bodies.

In the information technology variable, personal branding is found as a new form of discovery from this variable. Personal Branding is a personal image that represents a series of skills, a brilliant idea, as a system of beliefs and value equations that are considered attractive by others (40). When examined specifically in essence, personal branding is a process of forming public perception of aspects possessed by a person, including personality, ability, values, and how these stimuli create positive perceptions in society, which can ultimately be used as a promotional tool.

CONCLUSION

Based on the results of the research and analysis that have been done previously, this study can comprehensively conclude that partially, the Bureaucratic Reform variable has given a positive influence on Employee Performance at the Sukabumi City Social Service; although seen from its dimensions, it shows quite varied values; Partially, the Information Technology variable has given a positive influence on Employee Performance at the Sukabumi City Social Service, although seen from its levels it shows quite varied values; Simultaneously, the Bureaucratic Reform and Information Technology variables have a positive influence on Employee Performance at the Sukabumi City Social Service, which means that Bureaucratic Reform and Information Technology can improve Employee Performance at the Sukabumi City Social Service.

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