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The Effect of Information Technology and Knowledge Transfer on Organizational Performance in Communication and Informatics Office of East Kalimantan Province

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ABSTRACT: *This study examines the effect of information technology and knowledge transfer on organizational performance in Communication and Informatics Office of East Kalimantan Province. The sampling technique used is Saturated Sampling. The questionnaire distributed was 119 questionnaires to employess of Communication and Informatics Office of East Kalimantan Province. The data analysis techniques used is sem-pls analysis. The results of the test show that the influence of information technology and knowledge transfer has a positive and significant relationship in influencing organizational performance.*
KEYWORD*: Information Technology, Knowledge Transfer, Organizational Performance*

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I. INTRODUCTION AND LITERATURE REVIEW

The current utilization of technological innovations in various sectors for various types of human activities can be felt as an impact, one of which is information technology. Today, the world has become globalized with the Internet, cell phones, and satellite networks that shrink space and time, bringing together computers and communications, producing new ways to communicate, process, store, and distribute large amounts of information. Information Technology (IT) is considered a significant growth area here, in particular, in dynamic organizational environments that require IT to improve efficiency and cost-effectiveness, and deliver high-quality products and services. The development of the information era 4.0 and changes in all sectors make organizations have to improve organizational management (Sun & Anderson, 2010). In addition, the continuous application of technology is the primary driver of employees out of work pressure (ElKassar & Singh, 2017). Currently, implementing information technology is one thing that must be done to increase organizational effectiveness in achieving predetermined goals (Lee Park & Bae, 2017). Organizations must improve organizational management due to the development of the information age 4.0 (Sun & Anderson, 2010). According to Lee Park & Bae (2017), one of the things that must be done to increase organizational effectiveness in achieving predetermined goals is to implement information technology.

Like other organizations, public sector organizations are currently also restructuring the organization by adopting technology to gain benefits through effectiveness and efficiency, which will have an impact on performance (Hsu Liu Tsou & Chen, 2018); this is because the operationalization of technology depends on the role of employees (Maskudi, 2014). Through the application of technology, it is expected to improve services so that the results achieved are more effective and efficient (Roldan Hansen & Garcia, 2018). Until the end of 2022, a significant increase was recorded where the number of products recorded was 51 types, with total managed funds of IDR 13.7 trillion. This shows that ETF Mutual Fund products are increasingly popular in Indonesia. Improving the performance of public sector organizations is highly dependent on how capable employees, in this case, the State Civil Apparatus (ASN), are to take advantage of current information technology developments. Based on Law No. 5 of 2014, which states that ASN is a planner, implementer, and supervisor of general government duties and national development through the implementation of professional policies and public services. The level of employee ability, in this case, the State Civil Apparatus (ASN), in utilizing the latest advances in information technology is a significant factor in determining how well an organization performs in the public sector. Based on Law No. 5 of 2014, it is explained that ASN is a planner, executor, and supervisor of general government duties and national development through the implementation of professional public policies and services. This change in perspective is expected that all ASNs have the choice to adjust to the developments that occur.

In the administration of Government in the East Kalimantan Province, related to its primary function in the implementation of authority in the field of information and communication technology, it has become the authority of the Communication and Informatics Office of East Kalimantan Province, following East Kalimantan Governor Regulation number 41 of 2020. As an agency that has the primary function in the implementation of information and communication technology, the Communication and Informatics Office of East Kalimantan Province is required to use all available primary resources to improve organizational performance; the primary resources include information and communication technology, maximizing the application of information technology (IT) in order to improve organizational performance. To be able to implement new technology, requires support from all levels of the organization to transfer knowledge (Liao & Hsu, 2013; Wang & Noe, 2010). Through knowledge transfer support, organizations can meet the need for information in their operational processes (El Harbi, Anderson, & Amamou, 2011).

Knowledge transfer is the process of individuals and organizations learning from the experiences of other individuals and organizations (Darr, Argote, & Epple, 1995). Internal knowledge transfer is the process of transferring knowledge, experience, and information between individuals and organizations within an organization (Molina, Lloréns, & Ruiz, 2007). Knowledge transfer is a method to share knowledge, techniques, experiences, and sides they have with other members. According to Subagyo (2007), knowledge transfer is a method or one of the steps in knowledge management that provides opportunities for members of groups, organizations, agencies, or companies to share their knowledge, techniques, experiences, and sides with other members. In 2020 the Communication and Information Service of East Kalimantan Province built and used an application called Sys-Kominfo which is based on cloud technology, which is used for employees to share data, store and publish data processing results which previously used portable storage media such as flash drives which caused less than optimal organizational performance. The following is a comparison of the achievements of the strategic objectives of the Communication and Information Technology Office of East Kalimantan Province in 2019 before and 2020 after implementing one of the information technology products to maximize data exchange.

Table 1.1. Comparison of Performance Achievement Strategic Goals Service Communication And Information Province East Kalimantan Year 2019 And Year 2020

Performance Indicator	Unit	The Year 2019		The Year 2020	
		Target	Realization	Target	Realization
Index Electronic-based Government System (SPBE)	Index	2,6	3,04	2,8	3,14

Source: Government Agency Performance Report Government Agency Fiscal Year 2019 And 2020 Communication and Information Office of East Kalimantan Province.

The achievement of performance shows an increase after implementing IT in the organization. However, the support of ITS in the framework of knowledge transfer among employees and the effect of knowledge transfer on the performance of the Communication and Information Service of East Kalimantan Province is not yet known with certainty how significant the effect is. Some theories underlie this research are information technology, knowledge transfer, and organizational performance. Information technology is hardware, software, telecommunications, data-based management, and other information processing technologies that are used by employees of the Communication and Informatics Service of the East Kalimantan Province to store, process, and deliver information. The indicator that is used to measure this variable is (Sarosa & Zowghi, 2003):

1. The intensity of information technology. It is a level of frequency in using information technology.
2. Ease of information exchange. It is the level in the process of sending and receiving information.
3. Availability of expert staff. It is a facility of access to human resources who can solve problems according to their competence.
4. Investment in technology. Activities to invest capital in the form of technology.
5. Ease of access to cooperation. It is a situation where human resources believe that technology can facilitate joint work.

The performance of an organization is a measure of the level of achievement of a process of implementation of either activities, programs, or policies that have been set in the strategic targets of the Communication and Informatics Agency of East Kalimantan Province. The indicators used to measure this variable are (Rai, 2008):

1. Input. Everything that is needed or planned so that the implementation of the activity can run following the limits that have been set.
2. Process. The organization formulates the size of the activity, in terms of speed, accuracy, and the level of accuracy of the implementation of the activity.
3. Output. Something that is expected to be achieved directly from an activity that can be physical or non-physical following the objectives and within the time limit that has been set.

4. Outcomes. Everything that reflects the functioning of the output of the activity and describes the level of achievement of the results that cover the interests of many parties.

1.2 Research Objectives

The types of data that are used in this research are as follows:

a. Qualitative data, which is data that is not in the form of thought. Qualitative data in this research results from observations about the research variables.
b. Quantitative data, data in the form of numbers or data from questionnaire scoring results.

The data sources used in this research are as follows:

a. Primer data is obtained directly from the object of research and for the benefit of the study in question. Primer data is obtained by giving questions (questionnaire).
b. Secondary data is data that is obtained through literature or document studies by studying various writings through books, journals, magazines, tabloids, information from the internet to support research, and documents that are available to the object of research.

1.3 Research Methodology and Data Analysis

In this research, data analysis was carried out by using the Structural Equation Model (SEM) based on Partial Least Square (PLS). According to Word in Ghozali (2014), Partial Least Square is a powerful analytical method which in this method is not based on as many assumptions. Data does not have to be multivariate normally distributed (indicators with category, ordinal, interval to ratio scales can be used in the same model), and the sample size does not have to be significant. In this research based on the conceptual framework, the construct development uses a reflexive syndicator model; that is, the measurement of this model is explained by the variance, which is the manifestation of the domain of the construct, in the direction of the span of the construct of the syndicator (Ghozali & Latan, 2015).

I.4 Population and Sample

The population is a generalization area that consists of objects/subjects that have certain qualities and characteristics that are determined by the researcher to study and then draw conclusions (Sugiyono, 2018). The population in this research is all employees of the Communication and Informatics Office of the East Kalimantan Province, with details as follows:

Table 3.1. Number of Staff Diskominfo Prov. Kaltim

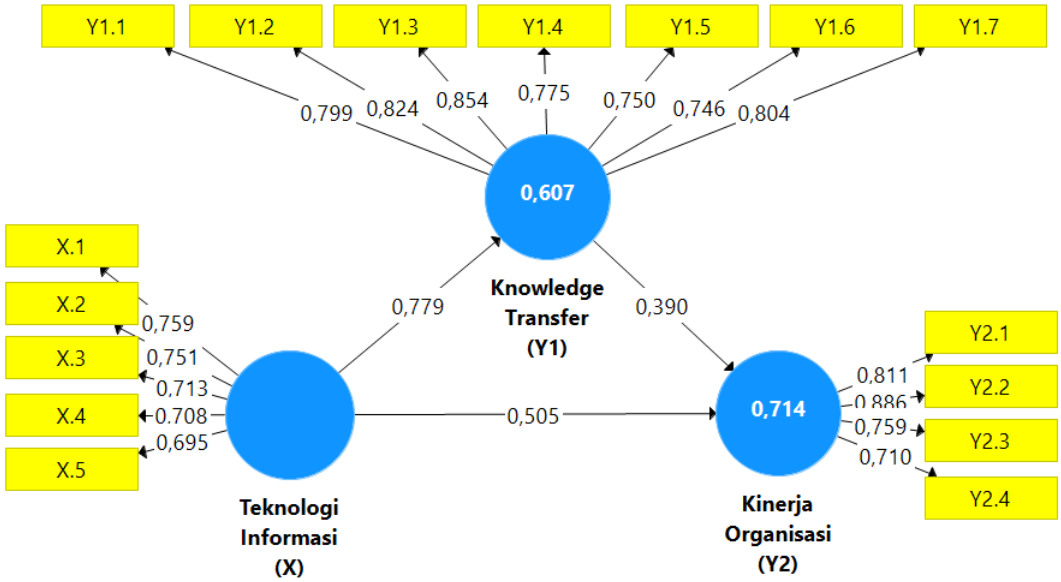
No.	Field	ASN	Non sASN
1.	Secretariat	7	10
2.	Field of Information Technology Communication and Security	11	14
3.	Field of Informatics Application	12	15
4.	Field of Information Communication Public And Public Relations	13	12
5.	Field of Statistics	8	11
6.	Specific Functional Position	6	-
	Amount	57	62
	Total Amount	119	

According to Sugiyono (2018), the sample is a part of the number and characteristics that the population has. The sampling technique in this research uses the technique of non-probability sampling. In determining the sample, every element in the population does not have the same chance or opportunity to be selected as a sample. The type of non-probability sampling that is used in this research is saturated sampling or often referred to as a consensus. According to Sugiyono (2018), the definition of complete sampling is a sampling technique when all members of the population are sampled; this is done when the number of populations is relatively small, or the researcher wants to make generalizations with a tiny error. Another term for complete sampling is consensus, where all populations are sampled. Based on the above explanation, then what will be used as a sample in this research is the entire population that is taken, namely all employees of the Communication and Informatics Service of the East Kalimantan Province, namely a total of 119 employees, both in the status of civil servants and non-civil servants.

I.5 Findings and Interpretation

The outer model or measurement model aims to show the results of reliability testing and validity testing for each variable as well as the relationship between latent variables (constructs) and their syndicators, as can be seen in Figure 5.1. below.

Figure 1. Result Model Measurement (Outer Model)



Source: Data Processed Year 2023.

Corresponding Figure 1. above shows the relationship between the variables and their syndicators, where this model will be assessed according to the criteria, namely:

1. **Convergent Validity**

The convergent validity of a measurement model with syndicator reflective measures is assessed based on the correlation score between the system score/component score that is estimated with SPLS software. Individual reflective measures are said to be high if they correlate more than 0.70 with the measured construct.

Table 5.7. Outer Loading Results (Convergent Validity)

Item Indicator	Loading Factor Value	Description
X.1	0,759	Valid
X.2	0,751	Valid
X.3	0,713	Valid
X.4	0,708	Valid
X.5	0,695	Valid
Y1.1	0,799	Valid
Y1.2	0,824	Valid
Y1.3	0,854	Valid
Y1.4	0,775	Valid
Y1.5	0,750	Valid

Item Indicator	Loading Factor Value	Description
Y1.6	0,746	Valid
Y1.7	0,804	Valid
Y2.1	0,811	Valid
Y2.2	0,886	Valid
Y2.3	0,759	Valid
Y2.4	0,710	Valid

Source: Data Processed Year 2023.

According to Chin in Ghozali, et al. (2015:74), the research stage of the first stage of the development of the scale of measurement of the loading factor value of 0.50 to 0.60 is still considered sufficient. However, if it is below 0.50, then it can be dropped (replaced) in the analysis. In this research, we will use a loading factor of 0.50. Here are the results of outer loading (convergent validity), as seen in Table 5.7. The higher the loading factor value, the higher the loading reliability in interpreting the factor matrix.

2. **Discriminant Validity (Cross Loading)**

Discriminant validity ensures that each concept of each latent variable is different from the other variables. A model can be said to have a good value of discriminant validity if each loading value of each syndicator of a latent variable has a loading value that is as large as the other loading values on the other latent variables. The value of discriminant validity can be seen from the cross-loading factor value.

Table 5.8. Cross-Loadings Results

Item Indicator	Information Technology (X)	Knowledge Transfer (Y1)	Organization Performance (Y2)
X.1	0,759	0,635	0,648
X.2	0,751	0,634	0,740
X.3	0,713	0,470	0,544
X.4	0,708	0,484	0,457
X.5	0,695	0,568	0,483
Y1.1	0,585	0,799	0,536
Y1.2	0,653	0,824	0,673
Y1.3	0,778	0,854	0,730
Y1.4	0,537	0,775	0,600
Y1.5	0,618	0,750	0,639
Y1.6	0,536	0,746	0,583
Y1.7	0,576	0,804	0,557
Y2.1	0,706	0,748	0,811
Y2.2	0,697	0,688	0,886
Y2.3	0,538	0,532	0,759

Y2.4	0,608	0,478	0,710

Source: Data Processed Year 2023.

3. Reliability Test

a. Cronbach's Alpha

The reliability test is reinforced by Cronbach's alpha value. The Cronbach's alpha reliability test limit between 0.6 - 0.7 is sufficient, and the value between 0.7 - 0.9 is called satisfactory, so the construct is declared reliable. The complete Cronbach's alpha value results are presented in Table 5.9.

Table 5.9. Construct and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Information Technology (X)	0,780	0,847	Reliable
Knowledge Transfer (Y1)	0,902	0,922	Reliable
Organizational Performance (Y2)	0,804	0,871	Reliable

Source: Data Processed in 2023.

Table 5.9. shows that Cronbach's alpha value for all constructs is more significant than 0.7; this states that the constructs are reliable with a good category.

b. Composite Reliability

A high composite reliability value indicates good consistency of each indicator in the latent variable to measure the variable. The criteria for the composite reliability value are the same as the range of values in Cronbach's alpha test. The results of the composite reliability calculation are presented in Table 5.9. above. The results show that the Composite Reliability value for all constructs is greater than 0.7; this states that the construct is reliable with a good category.

4. R-Square or R^2

Used to explain the effect of certain exogenous latent variables on endogenous latent variables. The results of the calculation of R-Square or R2 in this research model are shown in Table 5.13 below:

Table 5.10. R-Square Results

Variable	R^2 (R Square)	R Square Adjusted
Knowledge Transfer (Y1)	0,607	0,604
Organizational Performance (Y2)	0,714	0,710

Source: Data Processed in 2023.

Based on Table 5.10, the R Square value or the coefficient of determination on the knowledge transfer variable (Y1) is 0.607 or 60.7%, which means that the knowledge transfer variable (Y1) is influenced by the independent variable information technology by 60.7%. In comparison, the remaining 39.3% is influenced by other variables not examined in this study. Then, the organizational performance variable (Y2) has an R Square value of 0.714 or 71.4%, which means that the organizational performance variable (Y2) is influenced by the independent variable information technology by 71.4%. In comparison, the remaining 28.6% is influenced by other variables not examined in this study.

5. Q^2 Predictive Relevance

Based on the model feasibility test reflected in the R Square value, results can also be obtained to calculate the predictive relevance calculated through the blindfolding procedure.

Table 5.11. Q^2 Predictive Relevance Results

Variable	Q^2
Knowledge Transfer (Y1)	0,362
Organizational Performance (Y2)	0,429

Source: Data Processed in 2023.

According to Table 5.11., the predictive relevance value (Q2) of Knowledge Transfer is 0.362, and the predictive relevance value (Q2) of Organizational Performance is 0.429, indicating a value of Q2> 0, meaning that the model in this study has a good observation value.

6. Goodness of Fit

The goodness of fit is used to evaluate (validate) the measurement model and structural models for the entire model. The results of the goodness of fit model evaluation in this study are as follows:

$$GoF = \sqrt{EQ \backslash x \backslash to(com)\ x\ EQ \backslash x \backslash to(R2)}$$

com: average AVE value

R^2: average R^2

Table 5.12. AVE and R-Square Values

Variable	R^2 (R Square)	Average Variance Extracted (AVE)
Information Technology (X)		0,527
Knowledge Transfer (Y1)	0,369	0,630
Organizational Performance (Y2)	0,510	0,631
Average	0,440	0,596

Source: Data Processed in 2023.

$$GoF = \sqrt{0{,}596\ x\ 0{,}440}$$

$$Gof = 0{,}512$$

This proves that the overall model validation value (GoF) of 0.512 is included in the GoF category with a significant value (>0.36) or good.

7. Hypothesis Test

The significance of the estimated parameters provides beneficial information about the relationship between the variables in the study. In testing the hypothesis in this study, it is reflected in the T-Statistics value (t-count) and the P-Values value, which can be stated that the hypothesis is accepted if the t-count> t-table (1.96) with a significance value (p-values) <0.05 or 5%. However, otherwise, if it does not comply with these provisions, the hypothesis is rejected. The following hypothesis testing results are obtained through the inner model in Figure 5.2., with the results can be seen in Table 5.13. This proves that knowledge transfer has a positive and significant effect on the organizational performance of the Office of Communication and Information Technology of East Kalimantan Province. This gives the understanding that the increasing knowledge transfer will be followed by an increase in the organizational performance of the Office of Communication and Information Technology of East Kalimantan Province.

Table 5.13. Hypothesis Testing Results

Inter-variable Relationship	Path Coefficient	T-count	T-table	P-Values	Description
Information Technology (X) -> Knowledge Transfer (Y1)	0,779	22,610	1,96	0,000	H1 Accepted - Significant
Information Technology (X) -> Organizational Performance (Y2)	0,505	6,393	1,96	0,000	H2 Accepted - Significant

Knowledge Transfer (Y1) -> Organizational Performance (Y2)	0,390	4,673	1,96	0,000	H3 Accepted - Significant

Source: Data Processed in 2023.

By Table 5.13. above, the results of hypothesis testing are obtained, namely as follows:

1. Hypothesis 1, information technology has a significant effect on knowledge transfer.

   Based on the hypothesis test for the information technology variable on knowledge transfer, the path coefficient value of 0.779 has a positive direction, and the count value is greater than the t table, namely 22.610> 1.96, which means that H0 is rejected and H1 is accepted with a P-Value <0.05 of 0.000, which means that there is a significant effect.

   This proves that information technology has a positive and significant effect on knowledge transfer at the Office of Communication and Information Technology of East Kalimantan Province. This gives the understanding that the higher the value of information technology, the more knowledge transfer will increase for employees of the Office of Communication and Information Technology of East Kalimantan Province.
2. Hypothesis 2, information technology has a significant effect on organizational performance.

   Based on the hypothesis test for the information technology variable on organizational performance, the path coefficient value of 0.505 has a positive direction. The count value is greater than the table, namely 6.393> 1.96, which means that H0 is rejected and H1 is accepted with a P-Value <0.05 of 0.000, which means that there is a significant effect.

   This proves that information technology has a positive and significant effect on the organizational performance of the Communication and Information Technology Office of East Kalimantan Province. This explains that the higher the value of information technology, the higher the organizational performance of the Office of Communication and Information Technology of East Kalimantan Province.
3. Hypothesis 3, knowledge transfer has a significant effect on organizational performance.

   Based on hypothesis testing for the knowledge transfer variable on organizational performance, the path coefficient value of 0.390 has a positive direction, and the count value is greater than the t table, namely 4.673> 1.96, which means that H0 is rejected and H1 is accepted with a P-Value <0.05 of 0.000, which means that there is a significant effect.

I.6 Conclusion and Recommendation

Based on the discussion described above regarding the Effect of Information Technology and Knowledge Transfer on Organizational Performance at the Communication and Information Technology Office of East Kalimantan Province, the following conclusions can be drawn:

1. Information technology has a positive and significant effect on knowledge transfer at the Office of Communication and Information Technology of East Kalimantan Province. Information technology is hardware, software, telecommunications, database management, and other information processing technology used by employees of the Office of Communication and Information Technology of East Kalimantan Province to store, process, and convey information. At the same time, knowledge transfer is the process of flowing knowledge, flowing the results of experience and information both in the form of direct communication and using facilities/platforms between employees at the Office of Communication and Information Technology of East Kalimantan Province. The most powerful and important factor in improving knowledge transfer through information technology is factor X.1, namely information technology intensity.
2. Information technology has a positive and significant effect on organizational performance at the Office of Communication and Information Technology of East Kalimantan Province.
   Information technology is hardware, software, telecommunications, database management, and other information processing technology used by employees of the Communication and Information Technology Office of East Kalimantan Province to store, process, and convey information. At the same time, organizational performance is a benchmark or description of the level and results of the achievement of a process of implementing both activities, programs, and policies that have been stated in the strategic targets of the Communication and Information Technology Office of East Kalimantan Province. The most powerful and important factor in improving organizational performance through information technology is the Y.2.2 factor, namely the process factor.
3. Knowledge transfer has a positive and significant effect on organizational performance at the Office of Communication and Information Technology of East Kalimantan Province. Knowledge transfer is the process of knowledge flow, the flow of results of experience and information both in the form of direct communication and using facilities/platforms between employees at the Office of Communication and

Information Technology of East Kalimantan Province, while organizational performance is a benchmark or description of the level and results of the achievement of a process of implementing both activities, programs, and policies that have been contained in the strategic targets of the Office of Communication and Information Technology of East Kalimantan Province. The most powerful and important factor in improving organizational performance through knowledge transfer is the Y1.3 factor, namely the data and information compatibility factor.

At the Communication and Informatics Office of East Kalimantan Province, the suggestions or recommendations given are as follows:

1. For the Office of Communication and Informatics of East Kalimantan Province
   a. The Communication and Informatics Office of East Kalimantan Province can continue to improve services and implementation of information technology in every aspect of work. This information technology includes both hardware and software/applications that can streamline the work of employees so that activity targets can be achieved in a short time.
   b. The Communication and Informatics Office of East Kalimantan Province continues to strive in a series of stages of the process of implementing services and activities/programs utilizing information technology, gradually reducing manual work processes by switching to a digital system.
   c. The Communication and Informatics Office of East Kalimantan Province establishes internal provisions or rules in the procedure for sharing information and data on integrated systems, so that information and data on integrated systems can be used, processed, or further compiled by other employees. For example, documents uploaded to the integrated system are not only provided in the form of Portable Document Format (PDF). However, they can be provided, for example, in the form of spreadsheets or number processors.

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