



Analysis of the Effect of Leadership Behavior and Resource Competency humans to Organizational Performance With the Utilization of Information Technology as Intervening Variables at Prof Dr.Rdkandou Manado Hospital

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Abstract: A good Organizational Performance is an important factor for a company or the government institution. Companies will always strive so that every activity carried out achieves maximum results by doing it effectively in order to improve the Organizational Performance. The Organization Performance can be used as a measure of the success of an organization within a certain period of time as an input for the organizational performance.

The aims of this research is to determine the Influence of Leadership Behavior and HR Competence on Technology Utilization and The Influence of Leadership Behavior, HR Competence and Utilization of Information Technology on Organizational Performance. The population in this study involved civil servants at the Hospital Prof. Dr.RDKandou Manado which amounted to 1,233 respondents and used a random slovin-proportional method and obtained 95 respondents. The research techniques using path analysis. The results of hypothesis testing show that 1) Leadership Behavior has a positive and significant effect on the Utilization of Information Technology, 2) HR Competencies have a positive and significant effect on the Utilization of Information Technology 3) Leadership Behavior has a positive and significant effect on organizational performance 4) HR Competencies have a positive and significant impact on Organizational performance and 5) Utilization of Information Technology has a positive and significant effect on organizational performance. HR Competence, Utilization of Information Technology and Organizational Performance.

Keywords: *Leadership Behavior, HR Competence, Utilization of Information Technology and Organizational Performance*

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Preliminary

Organizational performance is defined as a description of the level and results of the achievement of a process of implementing both activities, programs and policies in order to realize the things that have been stated in the formulation of the organization's strategic scheme, namely goals, objectives,

vision and mission to build a good organization. Based on some opinions indicate that to achieve maximum organizational work is to manage and utilize organizational resources properly. One of the fundamental resources in company/organization activities is human resources. Human resources who have the ability to be a differentiating factor for companies/organizations in facing competition.

The ability of qualified human resources in an organization will be able to place the company/organization in a competitive position in the long term and the organization will achieve its goals if managed properly. One of the important resources and requires more attention in supporting the company's operations is human resources. Humans who run and become actors in every company activity. HR is a potential asset owned by the company and plays an important role in achieving company goals. No matter how good the goals, vision, mission, and strategy of the organization are, they will not be useful if their human resources are not considered and managed properly. To manage and control various subsystem functions within the organization in order to remain consistent with organizational goals, a leader is needed because the leader is an important part in improving the performance of the workers. Besides, the leader's ability to mobilize and empower employees will affect employee performance. Leader behavior has a significant impact on employee attitudes, behavior and performance. The effectiveness of the leader is influenced by the characteristics of his subordinates and is related to the communication process that occurs between the leader and subordinates. Rapid changes in the environment and technology increase the complexity of the challenges faced by organizations, this raises the organizational need for leaders who can direct and develop the efforts of subordinates with the power they have to achieve organizational goals. Therefore, to measure the level of success of an organization's performance, it is necessary to assess the leader's performance as a result of the evaluation of the activities carried out in the organization. certain period achieved by the work unit by looking at the improvement of the existing Performance Indicators. as a description of daily performance reporting. which is considered in providing detailed reporting on performance that occurs in the scope of work and jointly carrying out activities in accordance with the duties, functions and principals aimed at the achievement or work results both in quality and quantity achieved by a service agency.

Based on this background, the research questions (Research Questions) are (1) Does Leadership Behavior affect the Utilization of Information Technology at Kandou Hospital Manado? (2) Does HR Competency affect IT Utilization at Kandou Hospital? (3) Does Leadership Behavior Affect Organizational Performance at Kandou Hospital? (4) Does HR Competency affect Organizational Performance at Kandou Hospital? (5) Does Information Technology Utilization Affect Organizational Performance at Kandou Hospital?

THEORETICAL BASIS

HR Management

According to Riniwati, 2016, HRM is a method or approach to human resource management that is formal in nature and pays attention to effective and efficient aspects of the organization to achieve organizational goals. Human resources who work in the organization both individually and in groups contribute to the achievement of organizational goals.

Leadership Behavior

Leadership is the way a person influences the behavior of his subordinates to want to work together and work productively to achieve organizational goals (Hasibuan, 2017: 170).

In moving others to achieve goals, leaders usually show leadership behavior in various ways. Fiedler's theory in Sutrisno (2016:224), specializes in leader behavior in leading that is task-oriented or subordinate-oriented. This leadership orientation can be called the leadership dimension.

Task-oriented behavior is leadership that pays more attention to leader behavior, which leads to the preparation of work plans, setting organizational patterns, organizational channels, communication channels, work methods and procedures for achieving clear goals. There are 6 (six) leadership behaviors that can be assessed and seen, namely:

HR Competence

Mc Ashan in Sutrisno (2016: 203), argues, competence is defined as knowledge, skills, and abilities that are mastered by someone who has become part of him, providing superior productivity in certain jobs, roles, or situations. According to Aruan (2003) in Fikri et al. (2015: 8) The competence of local government apparatus means the abilities that an apparatus must have in the form of knowledge, skills, attitudes and behaviors needed in carrying out their duties. Competence is very necessary in supporting the implementation of tasks for the success of the organization. In managing company activities, a leader is also required to pay attention to the competencies possessed by his subordinates.

Some indicators in a person's competence (According to Spencer in Sutrisno 2016:206), namely:

1. Character (Traits), which makes a person have an attitude of behavior or how the person responds to something in a certain way
2. Motives are something that a person wants or consistently thinks about and wants which results in an action or an internal basis for taking an action.
3. Innate (Self-Concept), namely attitudes and values that a person has.
4. Knowledge (Knowledge), which is information that a person has in certain fields and in certain areas.
5. Skills or expertise, namely the ability to carry out certain tasks, both physically and mentally.

Utilization of Information Technology

Sutabri 2014: 3 states that Information technology is a technology that is used to

processing data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely information that is relevant, accurate and timely, which is used for personal, business, and government purposes and is strategic information for decision making . In order for the information generated by the information system to be more useful and meaningful in providing satisfaction for the recipients of information, there are 6 (six) characteristics that must be considered (according to Romney and Steinbart translated by Fitriasari and Kwary 2012: 2), namely:

1. *Relevant* Information must be relevant, namely reducing uncertainty, increasing the ability of decision makers to make predictions, or confirming or improving especially what was expected.
2. *Reliable*; Information is reliable, meaning that it is free from error, bias and accurately describes the activities or events of the organization.
3. *Complete* ; Information must be complete, meaning that it cannot omit important aspects of the
4. the activity or event being measured.
5. *Timely*; Information available in a timely manner that is useful for decision making
Understandable ; Information must be understandable, information must also be useful to the user.
6. *Verifiable*; The content of the information must be able to provide the same perception for the users of the information.

Organizational Performance

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. (Moehariono 2012:95).

Previous Research

Arif's research. Rahman (2017) *The Effect of Information Technology Utilization, Organizational Commitment and Clarity of Purpose on the Quality of Local Government Financial Report Information*, states that the use of information technology does not have a significant positive effect on the quality of local government financial report information, Organizational commitment has a significant positive effect on the quality of government financial statement information area, and clarity of purpose has a significant positive effect on the quality of information on local government financial reports.

Research The research conducted by Zubaidi, Cahyono and Maharani (2019 in the *International Journal* with the title *The Effect of Competency of Human Resources and Information Technology on the Quality of Financial Reports*, aims to analyze the influence of human resource competence, and the use of information technology on the quality of government financial reports. The research sample these are employees of information technology users in three Situbondo Sharia banks. Data analysis uses multiple regression analysis. Overall research results state that human resource competence affects the quality of financial statements, the use of information technology affects the quality of financial reports.

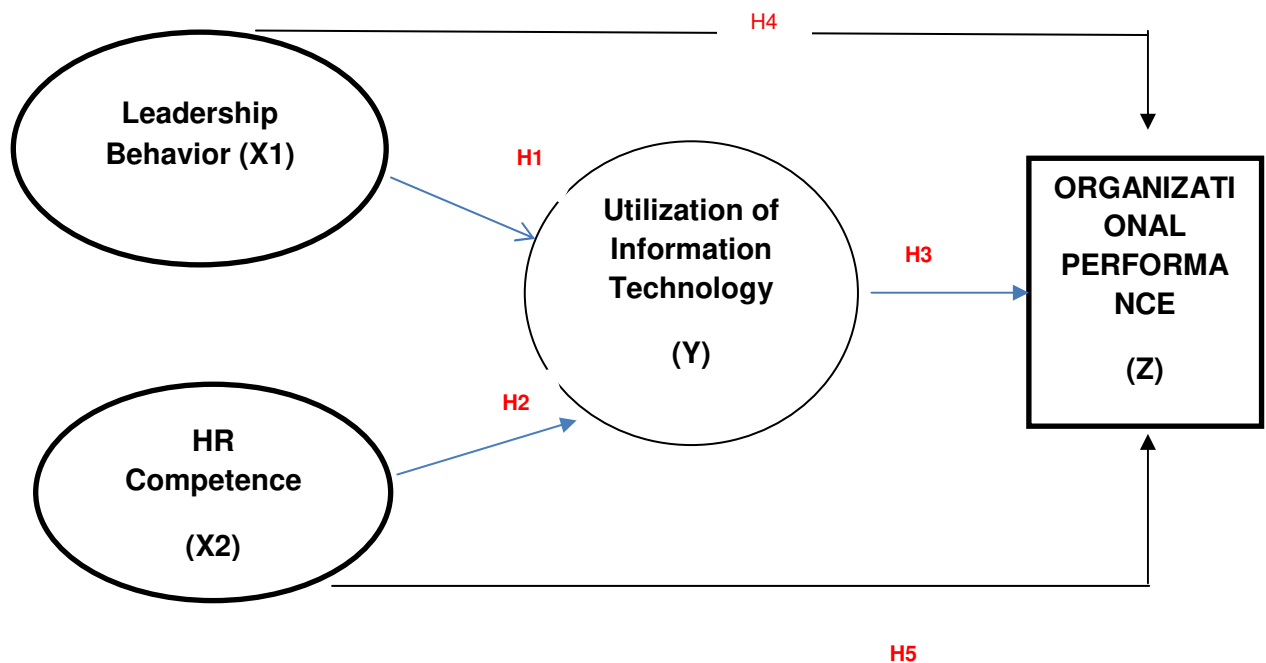
Research conducted by Gary Yukl with the title *Effective Leadership Behavior: What We Know and What Questions Need More Attention* (2016) aims to see what has been learned about effective leadership behavior from research conducted for more than half a century. To integrate the results of a number of studies with different ways of classifying and measuring leadership behavior. The essence of leadership in organizations is influencing and facilitating individual and collective efforts to achieve common goals. Leaders can improve the performance of a team or organization by influencing the processes that determine performance.

The research of Fakhar Shahzad MS, Rana Adeel, Ayesha Rashid Khan, and Lalarukh Shabbir MS with the title *Impact of Organizational Culture on Organizational Performance: An Overview* (2012) discusses and measures organizational culture and its impact on organizational performance, through analysis of existing empirical studies and models related to organizational culture and performance.

Hardyansyah and Ansyarif Khalid's research (2016) with the title *Influence of Human Resource Competence and Utilization of Information Technology on the Quality of Financial Reports With Internal Control Systems as Moderating Variables in Polewali Mandar District SKPD* and aims to examine the effect of human resource competence and the use of information technology on quality local government financial reports with the internal control system as a moderating variable in the Polewali Mandar District SKPD. The results showed that the competence of human resources and the use of information technology significantly affect the quality of local government financial reports. The analysis of the moderating variable with the absolute difference value approach shows that the internal control system is not able to moderate the influence of human resource competence on the quality of local government financial reports. The results of further research on the absolute difference value approach show that the internal control system is able to moderate the effect of the use of information technology on the quality of local government financial reports.

Research Methods and Hypotheses

conceptual framework



Based on the background of the problem, problem formulation, literature review, the research hypothesis is structured as follows:

- H1. Leadership Behavior (X1) has a significant effect on the Utilization of Information Technology (Y)
- H2. HR Competence (X2) has a significant effect on the Utilization of Information Technology (Y)
- H3. Utilization of Information Technology (Y) has a significant effect on Organizational Performance (Z)
- H4. Leadership Behavior (X1) has a significant effect on Organizational Performance (Z)
- H5. HR competence (X2) has a significant effect on Organizational Performance (Z).

RESEARCH METHODS

Population and Sample

The total population in this study amounted to 1233 civil servants (PNS) in RSUP.Prof. Dr.RDKandou Manado in 2020.

Data collection technique

In conducting this research, the primary data used is the result of a questionnaire from 95 respondents of Civil Servants (PNS) related to the system variables of Leadership Behavior, HR Competence, Utilization of Information Technology and Organizational Performance distributed through the distribution of questionnaires and the googleform application.

Data analysis method

Data analysis in this study was carried out using path analysis.

Processing in this study using IBM SPSS statistics 20.

RESULTS AND DISCUSSION

Validity test

From the results of the validity test, it can be seen that all items are valid because they have a significance value below 0.05 and the r-count value is greater than the r-table value. The significance value for all variables is 0.000 and the smallest r-count value is on item X1.6 of the Leadership Behavior variable of $r = 0.643$. The value of the significance level of r for $df = N-2 = 95-2 = 93$ is 0.201.

Reliability Test

Based on the reliability test, it can be seen that all the variables used in this study have a Cronbach Alpha value > 0.6 so that all variables can be declared reliable. The smallest Cronbach's Alpha value is on item X1 of the Leadership Behavior variable where the value is 0.802.

Normality test

Based on the normality test of the X1 and X2 variables to the Y variable and the normality test of the X1 and X2 and Y variables to Z, the scatter plot image generated in each test shows that the points spread around the diagonal line. From the above requirements, it can be concluded that the regression meets the assumption of normality.

Heteroscedasticity Test

Based on the heteroscedasticity test for variables X1 and X2 against Y and the heteroscedasticity test for variables X1, X2 and Y against Z, it can be seen that the points spread randomly and do not form a certain pattern and spread both above and below the number 0 on the Y axis. it can be concluded that there is no heteroscedasticity.

Multicollinearity Test

Based on the multicollinearity test of variables X1 and X2 against 1 and the multicollinearity test of variables X1, X2 and Y against Z, it can be seen that in the multicollinearity test in this study there is no correlation between independent variables because the tolerance value is greater than 0.1 or VIF is below 10. As for the multicollinearity test of the X1 and X2 variables on the Y variable, it is 1.043, while in the multicollinearity test of the X1, X2 and Y variables against Z, the largest VIF value is in the Y variable test of the Z variable, which is 1.155. Thus it can be concluded that there is no symptom of multicollinearity between variables in this study.

Results of Path Analysis of Sub-Structural Equations I.

Y . variable	Variable X	Path Coefficient	T-Count	Significance	Information
Utilization of Information Technology (Y)	Leadership Behavior (X1)	0.261	2,635	0.010	Positive and Significant
	HR Competence	0.209	2,112	0.037	Positive and Significant
Simultaneous Determination of R^2) : 0.134					
Simultaneous Correlation			:0.366		
F Count			:7.117		
F Table			:3.09		
Probability			:0.000		
T table			:1986		

Table 1 Validity Test Results

Based on the results of the analysis as shown in the table above, the sub-structure equation I can be made as follows:

$$Y = 0.261X_1 + 0.318X_2 + 0.930$$

The results of the analysis show that:

1. The magnitude of the influence of the Leadership Behavior (X1) variable on IT Utilization (Y) is 0.261 with T arithmetic is 2.635 > from T table = 1.986 and the significance is 0.010 < 0.05. This means that there is a positive and significant influence between Leadership Behavior (X1) on IT Utilization (Y).
2. The magnitude of the influence of the X2 variable on Y is 0.209 with T count 2.112 > from T table 1.986 and the significance is 0.037 < 0.05, meaning that there is a positive and significant influence on the HR Competency variable (X2) on IT utilization (Y).

Equation Sub Structure II.

Y . variable	Variable X	Path Coefficient	T-Count	Significance	Information
	Leadership Behavior (X1)	0.265	2,193	0.004	Positive and Significant
Organizational Performance (Z)	HR Competency (X2)	0.269	3,005	0.003	Positive and Significant
	IT Utilization (Y)	0.275	2,987	0.004	Positive and Significant
Simultaneous Determination (R2)		: 0.330			
Simultaneous Correlation		: 0.575			
F Count		: 14,966			
F Table		: 3.09			
Probability		: 0.000			
T table		: 1986			

Based on the results of the analysis as shown in the table above, the sub-structure equation I can be made as follows:

$$Y_2 = 0.265X_1 + 0.269X_2 + 0.275Y + 0.818$$

The results of the analysis show that:

1. The magnitude of the influence of the Leadership Behavior (X1) variable on Organizational Performance (Z) is 0.265 with a calculated T value of 2.193 > from T table = 1.986 and its significance is 0.004 < 0.05. This means that there is a positive and significant influence between Leadership Behavior on Organizational Performance.
2. The influence of the HR Competency variable (X2) on Organizational Performance (Z) is 0.269 with T count 3.005 > from T table 1.986 and the significance is 0.003 < 0.05, meaning that there is a positive and significant influence on the HR Competence variable on Organizational Performance.
3. The influence of the IT Utilization variable (Y) on Organizational Performance (Z) is 0.275 with T count 2.987 > from T table 1.986 and the significance is 0.004 < 0.05, meaning that there is a positive and significant effect of the IT Utilization variable on Organizational Performance.

1. The Influence of Leadership Behavior (X1) on the Utilization of Information Technology (Y)

After conducting a series of tests on the data in this study, the results showed that Leadership Behavior (X1) had a positive and significant effect on Information Technology Utilization (Y) where the significance was $0.010 < 0.05$. By using Ttable of 1986. So based on the data above, the result is that Tcount is greater than Ttable, namely $2,635 > 1,984$, which means H1 is accepted.

The existence of this positive relationship proves that the development and utilization of information technology has been responded to by RSUP Prof. Dr. RD Kandou Manado by designing a computer technology-based information system or website. Information systems supported by IT can provide added value if they are designed to be effective information systems.

Du Brin (1995 in Zhang, 2000) says that leadership is the ability to inspire confidence and support that is carried out by a person or group of people and it is necessary to achieve organizational goals. Information technology as organizational empowerment in responding and meeting business demands and realizing innovation requires planned and directed development in accordance with the organization's mission. Based on data on the number of employees with the status of ASN at Prof Dr.RDKandou Hospital Manado, which was surveyed, there were 79% of employees who were in the age of 26-50 years of productive age with work spirit, integrity and high idealism.

2. The Influence of HR Competence (X2) on the Utilization of Information Technology (Y)

After conducting a series of tests on the data in this study, it was found that the Tcount value for the HR Competency variable (X2) was 2.112 with a significance of 0.037. With Ttable 1.986, this indicates that Tcount is greater than Ttable, which means H0 is rejected and H1 is accepted with a significance less than 0.05, which means that the HR Competency variable (X2) has a positive and significant effect on the IT Utilization variable (Y). The existence of this positive relationship indicates that the importance of employee performance makes organizations selectively seek human resources who are highly competent and have the ability to adapt to an increasingly complex organizational environment. HR planning process at Prof Dr.RD Hospital Kandou Manado has been running well through analysis of the workload managed by the personnel department, and the recruitment process for both ASN and Non ASN employees in accordance with established procedures or SOPs. In this case, the competence of human resources has a very important role to plan, implement, and control the entity concerned. Human resources who do not have competence will not be able to complete their work efficiently, effectively, and economically. In this case the work produced will not be on time and there is a waste of time and energy. With the competence of human resources, reporting time will be saved. The sooner the report is presented, the better in terms of decision making (Mardiasmo, 2002: 146). In addition to human resources, another thing that can affect the quality of reports is information technology. The availability of information technology is expected to assist in the reporting process so as to produce reliable and timely performance reports. take advantage of advances in information technology to improve With the rapid advancement of information technology, the potential for its wide use, can open up opportunities for various parties to access, manage, and utilize information quickly and accurately. Processing data into information with the help of computers will clearly increase the value of the information generated (Hanafi, 2013). So by optimizing the use of information technology will further improve the quality of reports. One of the main factors that affect organizational performance is information technology which is increasingly advanced. To achieve maximum results, organizations must be able to maximize performance in all aspects, including the procurement of information technology which has been proven to be far more effective in its implementation (Dina Nurhayati, 2008).

3. The Effect of IT Utilization on Organizational Performance

After conducting a series of tests on the data in this study, it was found that the Tcount value for the IT Utilization variable (Y) showed that the Tcount value for the IT Utilization variable (Y) was 2,987 with a significance of 0.004. from T table which means H0 is rejected and H1 is accepted with a significance less than 0.05 so it can be concluded that the IT Utilization variable (Y), has a positive and significant effect on the Organizational Performance variable (Z). There is a relationship that

This positive result indicates that it is important to conduct a performance appraisal, because this can assist management in ensuring that the organizational system is easily understood by employees and effectively implemented by all assessors, in this case superiors.

The existence of this positive relationship shows that organizational performance is strongly influenced by the mastery of information technology. With the application of technology, organizations will experience changes in management systems, from traditional systems to contemporary management systems. Information technology is related to services, this is because one of the dimensions of service quality is the speed of service (Parasuraman et al., 1988), where this dimension can be associated with information technology. With the existence of information technology, the services provided, especially in service organizations, will be faster and more accurate. It can simply be explained that services in accordance with customer expectations will create satisfaction so that the customer has a memory of the organization (customer retention). Utilization of Information Technology at Kandou Hospital has a very vital role, especially for making performance reports. The existence of a technology-based information system at Kandou Hospital refers to the purpose of the information system itself and supports the function of providing information for the management, as well as a means of supporting the daily operational activities of the agency. The main advantage of a technology-based information system is its online and real-time nature. Reports can be generated directly from the database so that they reflect current conditions. All data can be in the form of softcopy or hardcopy so that it can be traced easily (Syaharani, 2002). The existence of a technology-based information system at Kandou Hospital refers to the purpose of the information system itself and supports the function of providing information for the management, as well as a means of supporting the daily operational activities of the agency. The main advantage of a technology-based information system is its online and real-time nature. Reports can be generated directly from the database so that they reflect current conditions. All data can be in the form of softcopy or hardcopy so that it can be traced easily (Syaharani, 2002). The existence of a technology-based information system at Kandou Hospital refers to the purpose of the information system itself and supports the function of providing information for the management, as well as a means of supporting the daily operational activities of the agency. The main advantage of a technology-based information system is its online and real-time nature. Reports can be generated directly from the database so that they reflect current conditions. All data can be in the form of softcopy or hardcopy so that it can be traced easily (Syaharani, 2002). Reports can be generated directly from the database so that they reflect current conditions. All data can be in the form of softcopy or hardcopy so that it can be traced easily (Syaharani, 2002). Reports can be generated directly from the database so that they reflect current conditions. All data can be in the form of softcopy or hardcopy so that it can be traced easily (Syaharani, 2002).

4. The Influence of Leadership Behavior on Organizational Performance

After conducting a series of tests on the data in this study, it was found that the Tcount for the Leadership Behavior (X1) variable on Organizational Performance was 2,913 with a significance of 0.004 with a T table of 1.986 which means H0 is rejected and H1 is accepted with a significance

less than 0.05 so that it can be concluded that the Leadership Behavior variable (X1) has a positive and significant effect on Organizational Performance (Z).

The existence of this positive relationship means that it is the leader who will determine the direction and goals of internal and external and align the vision and mission of the organization. Therefore, the character of a leader becomes an important factor in achieving organizational goals. Leaders in the organization must have advantages compared to their subordinates to move, be active and have high efforts to achieve the goals that have been set. However, just moving employees is not enough so there needs to be an encouragement so that employees have a great interest in their work. At Kandou Hospital, leadership behaviors that are applied in addition to task-oriented leadership behavior or focus on what leaders should do on the job (Lussier & Achua,

5. The Influence of HR Competence (X2) on Organizational Performance (Z)

After conducting a series of tests on the data in this study, it was found that the Tcount value for the HR Competency variable was 3.005 with a significance of 0.003, Ttable was 1.986, which means H0 was rejected and H1 was accepted with a significance less than 0.05 so it can be concluded that HR Competence has an effect on positive and significant impact on Organizational Performance at Prof Dr.RDKandou Hospital Manado, this shows that human resources are the main role in every company activity. Human resources will determine the successful implementation of company activities. For this reason, in achieving organizational goals, adequate human resource competencies are needed to encourage organizational performance. Competence is indispensable in every human resource process. The more competencies considered, then the performance will increase. The company will develop and be able to survive in a competitive environment if it is supported by competent employees in their fields. Employee competencies consisting of knowledge, abilities/skills, attitudes (attitudes) are adjusted to the field of work. needed by the organization, so that it can produce outstanding employee performance Spencer (in Sutrisno, 2016:206).

CONCLUSION

Based on the tests and discussions that have been carried out in this study, it can be concluded that: (1) Leadership Behavior has a significant and positive influence on the Utilization of Information Technology at Kandou Hospital (2) HR competence has a significant and positive effect on IT utilization at Prof Dr. . RD Kandou Manado (3) Utilization of Information Technology has a positive and significant influence on organizational performance, at Prof Dr.RDKandou Hospital Manado (4) Leadership Behavior has a significant and positive influence on Organizational Performance at Kandou Hospital (5) HR competence has a positive and significant effect on Organizational Performance at Prof Dr.RDKandou Hospital Manado.

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