DETERMINANTS OF PERFORMANCE OF DEVELOPMENT UNIVERSITAS PEMBANGUNAN PANCA BUDI MEDAN

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Abstract

The purpose of this research is to determine and analyze the use of information technology and organizational culture on employee performance with competency as an intervening variable. The type of research carried out was associative quantitative, the research was carried out at the Panca Budi Development University, Medan. The research population was 153 employees, and the research population was all sampled and the sampling technique was a census sample. The research model used is Pahat analysis and research calculation tools using Smart PLS 3.3.3. The data collection techniques used were questionnaires and surveys. Based on the results of research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows: Information Technology has a positive and significant effect on Competency. Organizational culture has a positive and insignificant effect on competence. Information Technology has a positive and significant effect on Employee Performance. Organizational culture has a positive and insignificant effect on employee performance. Competency has an insignificant positive effect on employee performance. Information Technology has a positive and insignificant effect on Employee Performance through Competency. Organizational culture has a positive and insignificant effect on employee performance through competency.

Keywords: Information Technology, Organizational Culture, Competence, Employee Performance

INTRODUCTION

Human resources are a very important asset in a company to achieve organizational goals. Humans are the most important resource in a company, without humans it is difficult for a company to develop its stated mission and goals. No matter how sophisticated the equipment and devices in the company are, if they are not supported by human resources to control and operate them, then the equipment and devices may not be able to work according to their function. Economic development in a country greatly influences the progress and development of that country, especially in the economic sector.

Researchers conducted interviews with the Head of HR to find out what problematic factors caused employee performance to be less than optimal. The results of the interviews showed that the problematic factors that most influence employee performance-service and operations officer at Pancabudi Development Universityis the lack of implementation of employee information technology and the existence of system weaknesses that often have problems during operation. This has a negative impact on employee performance.

Apart from information technology factors, organizational culture factors also influence employee work competence, organizational culture factors also influence the work competence of employees there.(Kiki & Ferine, 2019)Organizational culture is a characteristic that exists in an organization and serves as a guideline for that organization, thereby distinguishing it from other organizations. In other words, organizational culture is the norms of behavior and values that are understood and accepted by all members of the organization and are used as a basis for the rules of behavior in the organization. Employees

who have a high work culture if they are consistent, consistent, adhere to principles, are responsible for the tasks entrusted to them.

Employees should understand that having a good organizational culture means that useful benefits will also be achieved, both for the organization and for the employees themselves. Organizational culture has an influence on employee work competence. Therefore, organizational leaders must plan employee competency development in accordance with job design and business development plans both now and in the future based on organizational development projections that have been stated in the long-term goals and strategies that have been chosen (Susilo, 2019). In the field of service at Panca Budi Development University Medan, Information Technology plays an important role because information technology is what will move and direct the organization in achieving its goals and is also a task that is not easy. It's not easy, because you have to implement existing problem conditions with existing information systems and resources. Resources are influenced in such a way that they can provide a level of task completion and participation to the organization effectively and efficiently. According to Wilkinson (2015), information technology is a combination of computer technology consisting of hardware and software to process and store information with communication technology to distribute information. Here communication technology is used as a means of distributing information, while the information is processed and stored in computers. According to Robinson Situmorang, (2013), the use of Information and Communication Technology (ICT), during its development, was better known as "Computer media", which was used as a learning medium, both offline and online.(Kiki, 2022)The development and progress of Science and Technology has an impact on the speed and quality of the production process in the form of technology for designing products, increasing work efficiency, productivity and product quality, including technology for providing services in accordance with consumer desires and needs. Organizations that are unable to adapt advances and developments in new, sophisticated technology in carrying out their work will be left behind or marginalized in competition. The use of information and communication technology in learning is carried out in order to increase effectiveness in the implementation of the learning process which is ultimately expected to improve student learning outcomes and the individual quality of students in terms of using technology more appropriately and usefully.

The formulation of the problem in this research is as follows:

1. Information Technologypositive and significant effect onCompetenceinPanca Budi Development University Medan?
2. Organizational culturepositive and significant effect onCompetenceinPanca Budi Development University Medan?
3. Information Technologypositive and significant effect onEmployee PerformanceinPanca Budi Development University Medan?
4. Organizational culturepositive and significant effect onEmployee PerformanceinPanca Budi Development University Medan?
5. Does competency influence employee performance at Panca Budi Development University, Medan?

6. Information Technologyinfluence employee performance through competency at Panca Budi Development University, Medan?
7. Organizational culture influence employee performance through competency at Panca Budi Development University, Medan?

The research objectives are as follows:

1. To find out and analyze the influenceInformation TechnologytoCompetenceemployee at Panca Budi Development University Medan
2. To find out and analyze the influenceOrganizational culturetoCompetenceemployee at Panca Budi Development University Medan
3. To find out and analyze the influenceInformation TechnologytoPerformanceemployee at Panca Budi Development University Medan
4. To find out and analyze the influenceOrganizational CulturetoPerformanceemployee at Panca Budi Development University Medan
5. To find out and analyze the influenceCompetenceon employee performance at Panca Budi Development University, Medan
6. To find out and analyze the influenceInformation Technologyon employee performance throughCompetenceemployee at Panca Budi Development University, Medan
7. To find out and analyze the influenceOrganizational culture on employee performance throughCompetenceemployee at Panca Budi Development University, Medan

Therefore, it is hoped that this research will be able to develop this research on Information Technology Analysis and Organizational Culture on employee performance with competency as an intervening variableinPanca Budi Development University Medan

LITERATURE REVIEW

Understanding Performance

According to (Kashmere, 2016)Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.Performance is focused on the process, where during its implementation improvements are made so that the results of work achievement or performance can be optimized. Individual performance is a person's skill to complete tasks with certain skills.

Factors Affecting Performance

According to (Kashmere, 2016) Factors that influence employee performance are as follows:

1) Abilities and Expertise
   The abilities or skills a person has in a job.
2) Knowledge
   Someone who has good knowledge about work will produce good work results.
3) Work Plan
   Job design will make it easier for employees to achieve their goals.
4) Personality

The personality or character of an employee.

5) Work motivation
   Encouragement for someone to do work.
6) Leadership
   The behavior of a leader in organizing, managing and ordering his subordinates to carry out the tasks and responsibilities given.
7) Leadership Style
   The style or way a leader manages his subordinates.
8) Organizational culture
   Customs or norms that apply by an organization or company.
9) Job satisfaction
   Feelings of satisfaction or pleasure after doing work.
10) Work environment
    The atmosphere or conditions of the workplace location.
11) Loyalty
    Loyalty to continue working and defending the company where you work.
12) Commitment
    Employee commitment to implementing company policies or regulations.
13) Work Discipline
    Carry out work activities according to punctuality.

Performance Indicators

As for performance indicatorsAccording to Kasmir (2016) performance has 5 (five) indicators, namely:

1) Quality (quality)
   Quality is a level at which the process or result of completing an activity approaches the point of perfection. The more perfect a product is, the better the performance, and vice versa, if the quality of the work produced is low, the performance will also be low.
2) Quantity (amount)
   To measure performance, it can also be done by looking at the quantity (amount) produced by a person.
3) Time (time period)
   For certain types of work, a time limit is given to complete the work. This means that there are minimum and maximum work deadlines that must be met.
4) Collaboration between employees
   Performance is often associated with collaboration between employees and between leaders. This relationship is often also said to be a relationship between individuals. In this relationship, it is measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.
5) Cost emphasis
   The costs incurred for each company activity are budgeted before the activity is carried out. This means that the budgeted costs are used as a reference so that they do not exceed what has been budgeted.

Understanding Employee Competency

In organizations, competence is very necessary, especially to answer organizational demands, where there is very rapid change, the development of very complex and dynamic problems and the uncertainty of the future in the order of social life. Competency shows an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competency shows the skills and knowledge of an employee in a professional manner in a particular field. According to Mc. Clelland quoted in (Sedarmayanti, 2017) competence is a fundamental characteristic that a person has that has a direct influence on excellent performance. From the description above, it can be concluded that competence is an ability that a person has which is related to knowledge, skills and personality characteristics that directly influence his performance so that he can achieve the desired goals.

Employee Competency Indicators

The components of human resource competency in Sedarmayanti (2017) are:

a. Skills, namely the ability to do something well. Skills are visible and easy to develop with training and human resource development programs.
b. Knowledge, namely the information a person has in a particular field. Just like skills, knowledge is also visible and easy to develop.
c. Social Role, is a person's perception of social norms of behavior that are accepted and appreciated by a social group.
d. Self-image is a person's perception of themselves. e. Traits/characteristics are physical characteristics that are relatively constant in a person's behavior. It can also be said to be a disposition that makes people behave or how someone responds to something in a certain way.
e. Motives are basic thoughts or intentions that encourage individuals to behave

Understanding Information Technology

The Information Technology Association of America (ITTA) in Sutarman (2013) defines information technology as follows: "Information technology is the study, design, development, implementation, support or management of computer-based information systems, especially software applications and computer hardware."

Information Technology Indicators

According to Sutarman (2013), there are five indicators of work discipline, namely:

1. *Hardware*(Hardware)
   A collection of equipment such as processors, monitors, keyboards and printers that receive data and information, process the data and display the data;
2. *Software*(Software)
   A collection of computer programs that enable hardware to process data;
3. *Databases*(Database)

A collection of interconnected and organized files or a collection of records that store data and the relationships between them.

4. *Network* (Network and communication facilities)

   A connected system that supports the sharing of resources between different computers.

5. *People* (Person)

   The most important elements in information technology, including the people who work using its output.

Understanding Work Culture

Work culture according to Afandi (2018),Organizational culture is a system of values, assumptions, beliefs, philosophy, organizational habits that exist in an organization. In the last twenty years, the topic of work culture has attracted the attention of many people, especially those who study work behavior issues. Work culture is starting to be seen as something that has an important role in achieving the ultimate goals of a company.

Organizational Culture Indicators

According to Afandi (2018), there are four indicators of organizational culture, namely:

1) Leadership
   Leadership is a manager's style in managing an organization professionally.
2) Discipline
   Discipline is obeying company regulations.
3) Organizational relationships
   Organizational relationships are the interrelationships of all levels of positions.
4) Communication
   Communication is a well-established work flow between leaders and employees.

Conceptual framework

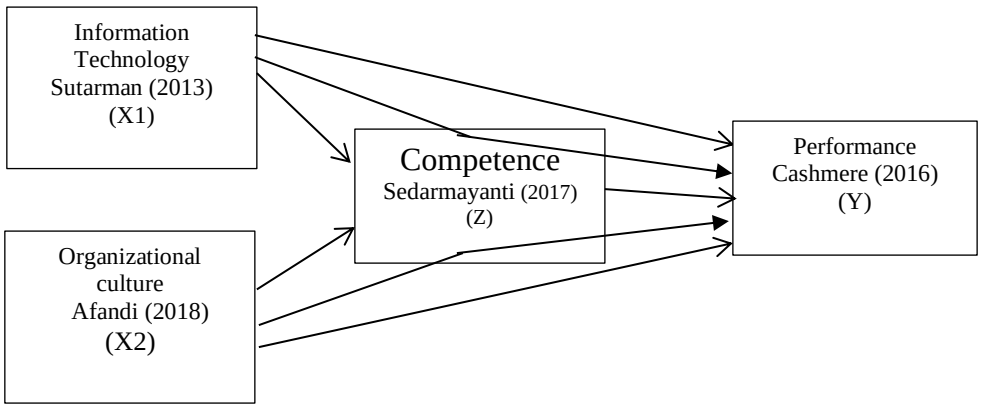

Figure 1. Conceptual Framework

Research Hypothesis

H1: Information Technology has a positive and significant effect on employee competency at Panca Budi Development University, Medan

H2: Organizational culture has a positive and significant effect on employee competency at Panca Budi Development University, Medan

H3: Information Technology has a positive and significant effect on employee performance at Panca Budi Development University, Medan

H4: Organizational culture has a positive and significant effect on employee performance at Panca Budi Development University, Medan

H5: Competency has a positive and significant effect on employee performance at Panca Budi Development University, Medan

H6: Information Technology has a positive and significant effect on employee performance through employee competency at the Panca Budi Development University, Medan

H7: Organizational culture has a positive and significant effect on employee performance through employee competency at the Panca Budi Development University, Medan

METHOD

Types of research

To see the extent to which an element measures what will be measured in a study, a validity test is needed. Comparison between calculated r and r table for degrees of freedom / df = n-2, with the information n = number of samples used to see whether a research instrument item is valid or invalid. It can be said that an item is valid if the calculated r is greater than the table r.

Research Location and Research Time

In this research the object is inPanca Budi Development University MedanThe research was carried out over a period of 3 months, namely from October 2023 to December 2023

Population and Sample

The total population in this study was 153 respondents consisting of 3 fields, namelyAcademic and Student Affairs, Finance and Assets, and Governance. The sampling method in this research uses Proportionate Stratified Random Sampling, a hypothesis tester to produce a suitable model, with a sample size of 153 employees (Census Sample) inPanca Budi Development University Medan. Data collection in the research was carried out by giving closed questionnaires addressed to employees atPanca Budi Development University Medanselected as the research sample. By using a Likert scale which uses research intervals for each respondent's answer with a score of 1 to 5.

Data analysis technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. PLS is a method for solving Structural Equation Modeling (SEM) which has advantages compared to other SEM techniques. SEM

has a higher level of flexibility in research that connects theory and data, and is able to carry out path analysis with latent variables so it is often used by researchers who focus on social sciences. PLS is a component or variant-based structural equation model (SEM).

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2014). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2014).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variable). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that all indicators have loadings above 0.70 and are significant. The structural model in this research is shown in Figure 1 below:

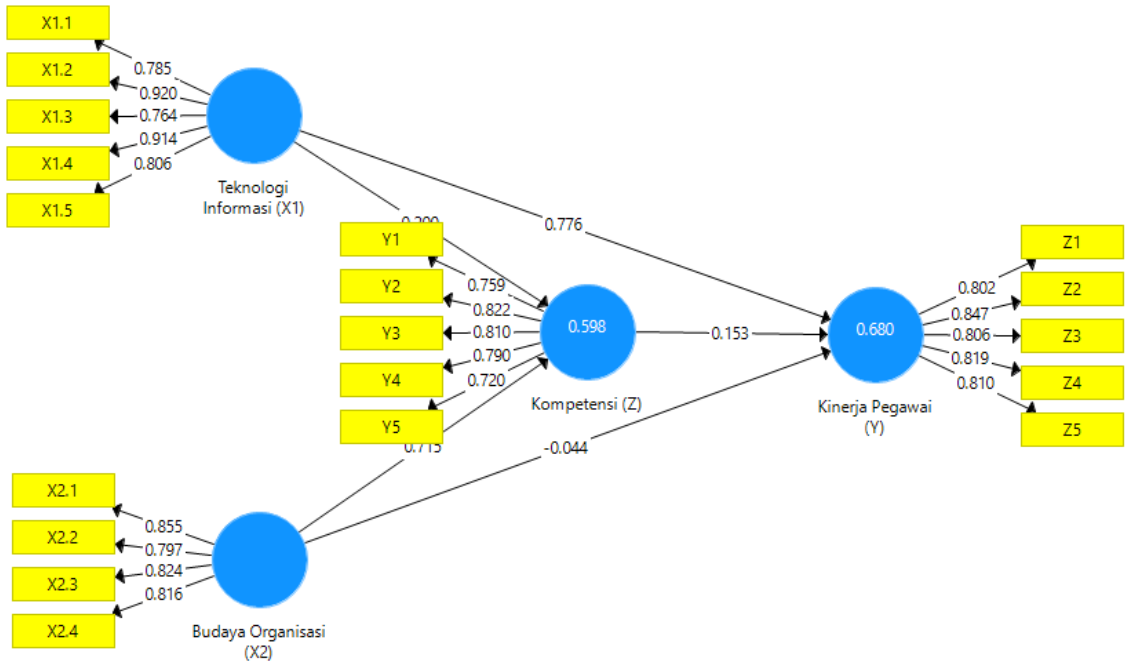

Figure 2. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings.

Table 1. Outer Loadings

	Organizational Culture (X2)	Employee Performance (Y)	Competency (Z)	Information Technology (X1)
X1.1				0.785
X1.2				0.920
X1.3				0.764
X1.4				0.914

X1.5				**0.806**
X2.1	**0.855**			
X2.2	**0.797**			
X2.3	**0.824**			
X2.4	**0.816**			
Y1		**0.755**		
Y2		**0.820**		
Y3		**0.813**		
Y4		**0.791**		
Y5		**0.724**		
Z1			**0.802**	
Z2			**0.849**	
Z3			**0.805**	
Z4			**0.817**	
Z5			**0.812**	

Source: Smart PLS 3.3.3

Table 1 shows that the assessment shows that the loading factor results are > 0.07, meaning that all indicators are valid so that the number of indicators now is 19 indicators. After the factor loading is valid, further research can be carried out. This means that all indicators are valid indicators for measuring the construct.

The regression equation in this study consists of 2 substructures:

Substructure equation 1 is as follows:

$Z = b1X1 + b2X2 + e1$

$Z = 0.918X1 + 0.017X2 + e1$

Substructure Equation 2 is as follows:

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.263X1 + 0.462X2 – 0.060Z + e2$

Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 2. Discriminant Validity

	Organizational Culture (X2)	Employee Performance (Y)	Competency (Z)	Information Technology (X1)
X1.1	0.049	0.226	0.648	0.785
X1.2	0.110	0.244	0.666	0.920
X1.3	0.176	0.253	0.667	0.764

X1.4	0.103	0.258	0.680	0.914
X1.5	0.225	0.324	0.750	0.806
X2.1	0.855	0.601	0.197	0.211
X2.2	0.797	0.591	0.097	0.071
X2.3	0.824	0.663	0.196	0.126
X2.4	0.816	0.600	0.152	0.123
Y1	0.600	0.755	0.345	0.322
Y2	0.573	0.820	0.335	0.281
Y3	0.638	0.813	0.246	0.206
Y4	0.591	0.791	0.266	0.265
Y5	0.506	0.724	0.222	0.135
Z1	0.108	0.296	0.802	0.629
Z2	0.222	0.326	0.849	0.687
Z3	0.132	0.239	0.805	0.619
Z4	0.091	0.266	0.817	0.690
Z5	0.239	0.350	0.812	0.703

Source: Smart PLS 3.3.3

In table 2 above, the indicators for the research variables have a cross loading value that is greater than the cross loading value for the other variables. The cross loading value for the Information Technology variable is greater than the other variables, for the cross loading value for the Organizational Culture variable is greater than for other variables, the cross loading value for the Competency variable is greater than the cross loading value for the Employee Performance variable is greater than the other variables, meaning the cross loading value is Discriminately valid.

Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60 and the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	**0.841**	**0.894**	**0.678**
Employee Performance (Y)	**0.840**	**0.887**	**0.610**
Competency (Z)	**0.875**	**0.909**	**0.667**
Information Technology (X1)	**0.894**	**0.923**	**0.706**

Source: Smart PLS 3.3.3

Table 3 shows that the Average Variance Extracted (AVE) for each variable, namely Information Technology, Organizational Culture, Competency, Employee Performance, has a construct > 0.50, meaning all constructs are reliable. Thus it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value > 0.60. These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality.

Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70, thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So you can It was concluded that the indicators used in this research had high discriminant validity in compiling their respective variables.

Inner Model Analysis

The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.608	0.601
Competency (Z)	0.672	0.667

Source: Smart PLS 3.3.3

Table 4 above shows that the R Square value for the Employee Performance variable is 0.608. These results explain that the percentage of Work Performance is 60.8%. This means that the Information Technology, Organizational Culture and Competency variables influence employee performance by 60.8% and the remaining 39.2% is influenced by other variables. Meanwhile, the R Square value for the Competency variable is 0.672. These results explain that the percentage of Position Promotion is 67.2%. This means that the variables Information Technology, Organizational Culture influence Competency by 67.2% and the remaining 32.8% is influenced by other variables.

Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.074	0.074
d_ULS	1,047	1,047
d_G	1,078	1,078
Chi-Square	679,435	679,435
NFI	0.700	0.700

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in Table 5 below show that an NFI value of 0.700 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

Hypothesis test

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the direct influence Path Coefficients results:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X2) -> Employee Performance (Y)	0.715	17,574	**0,000**	**Accepted**
Organizational Culture (X2) -> Competency (Z)	0.066	1,368	**0.172**	**Rejected**
Competency (Z) -> Employee Performance (Y)	0.187	1,730	**0.084**	**Rejected**
Information Technology (X1) -> Employee Performance (Y)	0.198	3,279	**0.001**	**Accepted**
Information Technology (X1) -> Competency (Z)	0.806	26,928	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 6 above, there is a direct influence from the 5 hypotheses and it will be explained that Organizational Culture has a positive and significant effect on Employee

Performance with an original sample value of 0.715 P values 0.000 < 0.05. Organizational culture has a positive and insignificant effect on competence with an original sample value of 0.066 P value 0.172 > 0.05. Competency has a positive and insignificant effect on employee performance with a value of 0.187 and a P value of 0.084 > 0.05. Information Technology has a positive and significant effect on Employee Performance with a value of 0.198 P value 0.001 < 0.05. Information Technology has a positive and significant effect on Competency with an Original sample value of 0.086 and a P value of 0.000 <0.05.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X2) -> Competency (Z) -> Employee Performance (Y)	0.012	1,054	**0.292**	**Rejected**
Information Technology (X1) -> Competency (Z) -> Employee Performance (Y)	0.150	1,734	**0.083**	**Rejected**

Source: Smart PLS 3.3.3

The results of the table above show that Organizational Culture has a direct effect on Employee Performance through Competency and is not significant with the original sample value of 0.012 P values 0.292 > 0.05. Information Technology has a direct effect on Employee Performance through Competency and is not significant with the original sample value of 0.150 P values 0.083 > 0.05

CLOSING

Conclusion

1. Information Technologyhas a positive and significant effect on Competency at the Panca Budi Development University, Medan
2. Organizational cultureinsignificant positive effect on Competency at the Panca Budi Development University, Medan
3. Information Technologyhas a positive and significant effect on employee performance at Panca Budi Development University, Medan
4. Organizational culturepositive and insignificant effect on employee performance at Panca Budi Development University, Medan
5. Competency has an insignificant positive effect on employee performanceinPanca Budi Development University Medan
6. Information Technology has a positive and insignificant effect on Employee Performance through CompetencyinPanca Budi Development University Medan
7. Organizational culture has a positive and insignificant effect on employee performance through competencyinPanca Budi Development University Medan

Suggestion

1. Organizations must be able to create good information systems to facilitate the work process for employees.
2. Organizations must be able to create a good organizational culture for employees to improve employee performance.
3. Organizations must increase employee competency by implementing and holding training so that employee capabilities increase.
4. Organizations must look to recruit employees who have more specific abilities for the progress of the organization.

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