

**ANALYSIS OF THE INFLUENCE OF INFORMATION TECHNOLOGY AND
INNOVATION ON THE ADVANTAGES OF COMPETING TO IMPROVE
ORGANIZATIONAL PERFORMANCE (CASE STUDY ON THE
ATTRACTIONS OF BUKIT PANEMBONGAN VILLAGE TEMBONG
KUNINGAN REGENCY**

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Abstract:

Tourism is one of the uses of natural resources that can have high economic value for regions that manage natural resources into tourist attractions that can attract visitors both from within and outside the country. In addition, tourism also has an influence on Regional Original Revenue (PAD) for Local Governments. Kuningan Regency is one of the areas in West Java which has a variety of tourist attractions. One of the leading tourist objects is Panembongan Hill Tour. Panembongan Hill Tourism has potential that needs to be developed. With the existence of competition, the panembongan hill tourism is faced with various opportunities and threats both from outside and from within the country. Based on a survey conducted there was a decrease in the number of visitors during the opening of new tourist attractions, therefore this study was conducted to determine the effect of Information Technology and Innovation on Competitive Advantage to Improve Organizational Performance in Panembongan tourist attractions. The population in this study visitors come to tourist attractions in Panembongan which are domestic tourism and foreign tourists. The number of samples used was 150 respondents. The data collection method is done through a questionnaire method. This study uses structural equation modeling (SEM) analysis techniques using the AMOS 2.1 analysis tool.

Keywords: *Information Technology, Innovation, Competitive Advantage, Organizational Performance.*

1. Introduction

Panembongan Hill Tourism is known as a tourist spot in Kuningan. The topography of the hills is ± 600 mpl. The management is in collaboration with PerumPerhutani KPH Kuningan, Forest Village Community Institution (LMDH) and Tembong Village through Collaborative Forest Management (PHBM). The tour offers views of rice fields, village atmosphere, lined mountains, valleys on hills, cool atmosphere of pine forest, outbound flying foxs arena, and two towers made of bamboo, namely: Guludug&Lebay. The tower is used for selfies, pre-wedding photos, camping ground.

The popularity of Bukit Panembongan cannot be separated from the role of social media. Its appearance on social media makes audiences curious. The significant increase in the number of visitors led to a surge in revenue through ticket sales in no time.

The road to the tourist attraction is narrow, only one car can pass. The road is winding and potholed and becomes an obstacle. When two cars pass by, several young men control the traffic. Panembongan Hill entrance ticket ± IDR 5000 / person and children <12th are free to enter. Parking fee is IDR 3000 / motorcycle, helmet storage IDR 2000 / helmet. Car, parking under Rp. 10,000 / car.

Bukit Panembongan Kuningan facilities are incomplete, there are only food stalls around the location, motorcycle parking, prayer rooms, trash bins at several points and toilets. The area looks dirty, lack of attention from the manager. In order to produce a good photo, the manager placed 2 towers on the edge of the cliff so that the background of the hills and the city of Kuningan could be seen clearly, but the stage made of bamboo was not so sturdy, so it could endanger tourists who climbed the stage together. The available play facilities and facilities provide safety facilities for tourists, minimizing weaknesses and maximizing strengths. Traditional tickets have not used technology / electronic ticketing. Traditional ticketing makes it difficult for tourists when it is crowded. The guards tear the paper first takes some time. Using electronic ticketing is easier. Culinary tourism is still lacking, it needs innovation to make tourist attractions more attractive, for example restaurants serving brass specialties so that it makes Panembongan tourism added value and superior to other tourist objects. Based on the existing problems, it was raised "Analysis of the Influence of Information Technology and Innovation on Competitive Advantage to improve Organizational Performance (Study on the Tourism Object of Bukit Panembongan, Tembong Village, Kuningan Regency)".

2. Background Problems

Does information technology affect competitive advantage?

Does innovation affect competitive advantage?

Does information technology affect organizational performance?

Does innovation affect organizational performance?

Does competitive advantage affect organizational performance?

3. Research purposes

Test and analyze the effect of information technology on competitive advantage

Test and analyze the effect of innovation on competitive advantage

Test and analyze the effect of information technology on organizational performance

Test and analyze the effect of innovation on organizational performance

Test and analyze the effect of competitive advantage on organizational performance.

4. Formulation of the problem

Input and reference for PerumPerhutani KPH Kuningan with Forest Village Community Institutions (LMDH) and Tembong Village with the Collaborative Forest Management System (PHBM) system pattern in determining policies related to Bukit Panembongan tourist attraction, Tembong Village, Kuningan Regency. Input and reference of knowledge regarding information technology and innovation in the management of tourist objects in order to excel in competition.

5. Literature Review

Information Technology

Information technology is the process of exchanging data and messages without the constraints of space and time. Information technology is also defined as a set of different tools including hardware, information theory, data networks, workstations and artificial intelligence (robotics),

Ahmad, 2014). Information technology is not only related to computer technology to process or obtain information, but also to improve communication methods, involving hardware, software, computer peripheral devices, communication devices, internet networks, photocopying, facsimile machines, cellular telephones, controlled wireless devices. factory machines, robots, and video recorders, (Nustini, Yuni, 2003) (Gareau 2004) in his journal argues that information technology is a potential tool in fighting and helping the needs of society. Therefore information technology is the best tool in detecting problems that occur in society. Information technology competencies have an external focus on adding value to customers. Information technology capabilities focus on internal efficiency and reduce unnecessary costs. This has led to changes in information technology capabilities that significantly integrate the value chain (Vogel, Myles A., 2005).

Innovation

Innovation involves creativity and involves creative action or ideas to make some specific and tangible difference in the domain where the innovation is made. Innovation is beneficial for companies to create new value propositions through offering new products or services, adopting new organizational and operational practices, providing solutions to technology or creating new skills and competencies, innovation can also foster the skills and knowledge needed to effectively realize, master and improve existing technology, and to create something new (Ofori, Daniel, 2015). Therefore, it is proposed that the relationship between the four dimensions of innovation factors is product innovation, company innovation, industrial innovation, and market innovation (Soliman 2013). Innovation is the process of creating a commercial product from an invention. The benefits of an innovation that are most distinctive are providing knowledge, building a brand, building a new platform in the form of a new community, and creating a new culture. with more value and benefits (Ibrahim 2009).

Competitive Advantage

In creating a competitive advantage, companies need to have the ability to exploit, deal with certain problems as the ability grows over time, utilize and create new resources, such as skills (through new technology or software applications), or open up new opportunities for developing new types of products. . Companies are said to have a competitive advantage when implementing a value creation strategy in the process that will produce professional personnel. Finally, superior performance results and excellence in production reflect competitive advantage (Agha, Sabah, 2012). Porter (1985) defines competitive advantage along three dimensions: cost, differentiation and focus with competitors trying to organize themselves to escape "encirclement" with no competitive advantage. Porter's (1985) work shows that differentiation results in a lower cost compared to competitors. Companies create competitive advantage through competitive capabilities or priorities which are defined as strategic preferences or dimensions where the company chooses to compete in the targeted market. Many competitive priorities are identified in the literature. In fact, White various literatures found several steps to gain competitive advantage (Russel, Suzana N, 2014).

Types of Competitive Advantage Based on the basic theory and real and concrete dynamics, the competitive advantage of competition can be divided into five general types: Favorable Position Against Movements (Dynamic), Homogeneous Advantage over Heterogeneous Advantage, Real Advantage over Unrealized Advantage, Simple Advantage over Combined Benefits (accumulated), a temporary advantage over permanent One.

Organizational Performance

Organizational performance can be seen as a multi-dimensional construct that consists of more than just financial performance. Organizational performance is described as an organization capable of meeting stakeholder needs and its own needs for survival (Abbas Al-alak, Basheer,

2011). Organizational performance is measured in terms of ROA (Return on assets) and Sales Growth Ratio as this ratio measures the ratio of financial performance (Majeed 2011).

Organizational performance takes into account the organization's responsibility towards shareholders and has objective profit maximization. Organizational performance includes indicators of market performance and financial performance. Organizational performance also defines the market performance of an organization achieving valued market results (e.g. sales and market growth) and financial performance as an organization achieving profit-oriented results (e.g. return on investment (ROI), and return on sales (ROS), (Muafi and Roostika, Ratna, 2014).

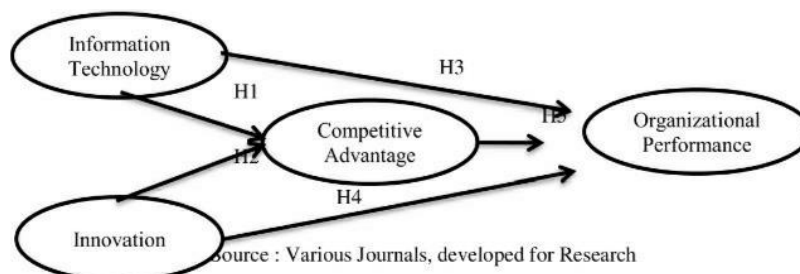
Organizational performance should be measured subjectively whenever possible to examine the influence that customer orientation and additional services have over it (Tarabieh, Saaed M.Z A, 2015). Organizational processes must be effective, efficient and more customer friendly. There are several approaches to measuring organizational performance that include different perspectives of stakeholders, namely: The balanced scorecard is the most commonly used but this measure is not the only one. The performance framework multimodel (MMPF) is also very attractive and has four dimensions including employee motivation, market performance, performance productivity and social impact which includes the satisfaction of various stakeholders such as customers, investors, employees, suppliers, and the community. A more recently developed conceptual framework is the performance prism, which suggests that a performance measurement system should be organized around five different aspects but related to its performance perspective (Ringim, Kabiru Jinjiri, 2012).

6. Research Framework

Theory and research results show the relationship between the variables which can be seen in the figure below and as a basis for making or describing the framework of this research.

The first hypothesis is based on the opinion of Mc. Kenna 1997 shows the effect of the application of information technology on competitive advantage. The second hypothesis is based on the research of Sandvik, 2003 which shows a positive relationship between innovation and competitive advantage. The third hypothesis, based on research by Chowdhury (2003), shows that there is a high relationship between information technology and organizational performance. The fourth hypothesis is built based on research from Mokhber et al. (2015) which states the positive influence between innovation on organizational performance. The fifth hypothesis, Sari (2003), has a positive influence and relationship between competitive advantage and organizational performance.

Research Framework



Source : Various Journals, developed for Research

Research Methodology

Population and Sample

Population is a combination of all elements in the form of events, things or people who have similar characteristics which become the center of attention of a researcher because it is seen as a research universe. In this study, the population taken was the tourist visitor of Panembongan whose number was not known with certainty (Ferdinad, 2006). The sample is a subset of the population, consisting of several members of the population. This subset is taken because in most cases it is not possible to study all members of the population, therefore we form a population representative called the sample. The sample of this research is 150 visitors who come to Panembongan tourism which are domestic tourism and foreign tourists.

Types and sources of data

Data collection is a systematic and standard procedure for obtaining the necessary data. The data collected for the research to be carried out is primary data using a questionnaire that has been obtained from the results of distributing questions related to information technology, innovation, organizational performance, and competitive advantage. Method of collecting data The success of a research must use or use a good technique in order to achieve maximum results. The research used data collection techniques as follows: Survey, Observation and Questionnaire.

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Analysis Technique

Data analysis in this study used The Structural Equation Modeling (SEM) from the statistical software package AMOS 2.1 in the hypothesis assessment model. The structural equation model, Structural Equation Model (SEM) is a statistical technique that allows testing a series of relatively “complicated” relationships simultaneously (Hair et al, 1995).

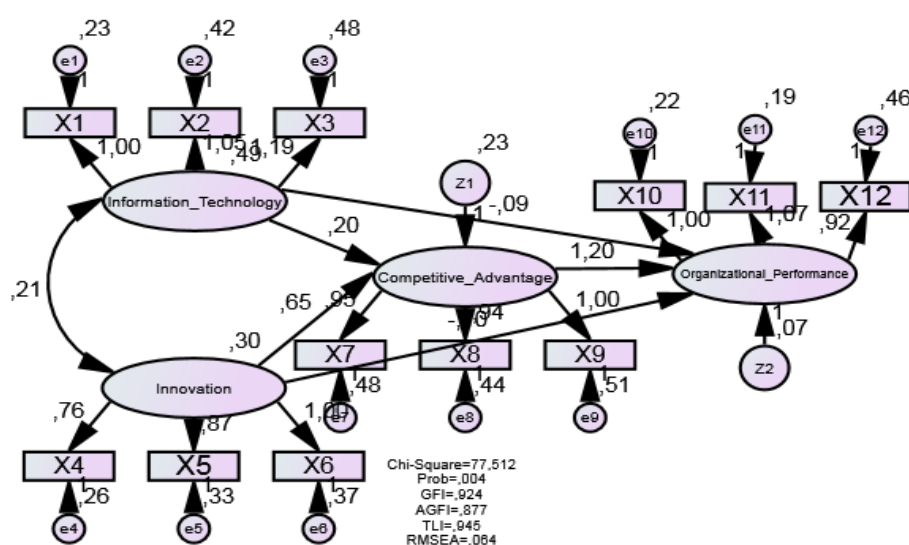
The reason for using SEM is because SEM carries out tests for exogenous and endogenous confirmatory constructs, where the exogenous confirmatory construct test is to test the feasibility of the model between the independent variable and the intervening variable, while the endogenous confirmatory construct test is to test the feasibility of the model between the

intervening variable and the dependent variable. This is done in order to get good research results.

The advantage of SEM application in this research is due to its ability to confirm the dimensions of a concept or factor that is very commonly used in measuring the effect of theoretically existing relationships (Hair et al., 1995)

Structural Equation Model (SEM)

Figure 1



7. Result and Discussion

This study uses Structural Equation Modeling (SEM), namely: evaluation of the criteria for goodness of fit. In brief, the criteria for the model feasibility test index (goodness of fit). The results of the processing in the confirmatory factor analysis of Information Technology and Innovation show that all the indicators used to form this research model have met the criteria for goodness of fit. All goodness of fit values shown in the data processing result column have met most of the requirements where these values fall within the range of required values indicated in the cut of value column. Thus, it means that the constructs used to form a research model have met the eligibility criteria of a model.

The full model SEM feasibility test using Chi-Square, CFI, TLI, CMIN / DF and RMSEA is within the expected value range. The test of the model hypothesis shows that this model is in accordance with the data or fit as seen in the following table:

Table. 1
Feasibility Test Results for Structural Equation

Goodness of Fit Indeks	Cut-off Value	Analysis Results	Model Evaluation
Chi – Square	Expected to be small	77,512	Good
Significant Probability	≥ 0.05	0,004	Marginal
GFI	≥ 0.90	0,924	Good
AGFI	≥ 0.90	0,877	Marginal
TLI	≥ 0.95	0,945	Good
CFI	≥ 0.95	0,960	Good
RMSEA	≤ 0.08	0,64	Good

Source : Data Processing 2020

For statistical tests on the relationship between variables which will be used as a basis for answering the research hypothesis that has been proposed. The statistical test of processing results by SEM is carried out by looking at the level of significance of the relationship between variables as shown by the value of Probability (p) and Critical Ratio (CR) of each relationship between variables. The process of statistical testing is shown in the table below:

Table. 2
Standardized Regression Weight

			Estimate
Competitive Advantage	<---	Information Technology	,209
Competitive Advantage	<---	Innovation	,541
Organization Performance	<---	Competitive Advantage	1,022
Organization Performance	<---	Information Technology	-,079
Organization Performance	<---	Innovation	-,074
X1	<---	Information Technology	,825
X2	<---	Information Technology	,751
X3	<---	Information Technology	,770
X6	<---	Innovation	,673
X5	<---	Innovation	,641
X4	<---	Innovation	,637
X9	<---	Competitive Advantage	,677
X8	<---	Competitive Advantage	,684
X7	<---	Competitive Advantage	,670
X10	<---	Organization Performance	,855
X11	<---	Organization Performance	,882
X12	<---	Organization Performance	,725

Source : Data Processing 2020

After all the assumptions have been met, then the hypothesis testing will be carried out as proposed in the previous chapter. Testing the 5 hypotheses of this study was carried out based on the Critical Ratio (CR) value of a causal relationship from the results of SEM processing as in the following table:

Table 3
Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P
Competitive Advantage	<---	Information Technology	,195	,118	1,655	,098
Competitive Advantage	<---	Innovation	,645	,181	3,567	***
Organization Performance	<---	Competitive Advantage	1,201	,220	5,457	***
Organization Performance	<---	Information Technology	-,087	,112	-,778	,437
Organization Performance	<---	Innovation	-,104	,208	-,499	,618

Source : Data Processing 2020

The calculation result obtained from t is 1,655 with a probability of 0.098 greater than 0.05. Indicating that information technology has no influence on competitive advantage, H1 thus is rejected. The results of this study show that existing information technology does not increase the competitive advantage of Panembongan attractions.

The calculation result is obtained from t of 3,567 with a probability of 0.00 which is smaller than 0.05. Signifying that innovation has an influence on competitive excellence, thus H2 is accepted. The results of this study show that its improved innovation will increase the competitive advantage of Panembongan attractions.

The result of the calculation obtained from the t is - 0.778 with a probability of 0.437s which is greater than 0.05. It indicates that Information Technology has no effect on the performance of the organization, thus H3 is rejected. The results of this study show that its innovations in panembongan attractions do not make the organization's performance improve.

The calculation result obtained from t is -0,499 with a probability of 0.618s greater than 0.05. It indicates that high innovation has no effect on the performance of the organization, thus H4 is rejected. The results of this study show that the high competitive advantage of panembongan attractions will not improve the performance of the organization.

The result of the calculation obtained from t is 5,457 with a probability of 0.00s which is smaller than 0.05. Indicating that Competitive Advantage has an influence on organizational performance, H5 is thus accepted. The results of this study show that the high information technology of the attraction will improve the performance of panembongan attraction organization.

8. Discussion

Hipotesis 1

The Effect of Information Technology on Competitive Advantage

The existing information technology in the tourist village of Panembongan does not affect competitive advantage. This research is in line with research conducted by Samsiah, Marlina, Ardi (2018) and Cakmak (2012) that information technology does not affect competitive advantage. There is evidence that companies do not excel in the competition using information

technology because the use of information technology only creates technical and economic effects, not strategic. Thus companies that compete in business need to use information technology at the strategic level to gain a competitive advantage. Information technology has a role in increasing the productivity of human resources in exploring, controlling, and developing natural resources to increase competition in the market (LIPI, 1993). A set of technologies used by the manager of the tourism village of Panembongan to produce, process, and disseminate information in various forms in order to be able to reap a higher number of visitors as a competitive advantage has no effect, because it is not a strategic part.

Hipotesis 2

The Influence of Innovation on Competitive Advantage

High innovation is able to affect the competitive advantage of the Panembongan tourist attraction. These results are in line with research conducted by Suhaeni (2018), The innovation process is very important, because this will have an impact on Competitive Advantage. The opinion of Jin et. al. (2004) stated that innovation is the core ability of an organization to master and maintain a holistic value-dynamic where opportunities for change are exploited and new ideas are raised, translated, and implemented in practice. It can be seen clearly here, when Panembongan tourism objects are innovating they are able to compete with tourist objects in Kuningan Regency.

Hipotesis 3

The Effect of Information Technology on Organizational Performance

High information technology does not affect the performance of organizations in panembongan attractions. This research is in line with nasir and oktari research (2013), information technology is not much needed to facilitate organizational activities. In panembongan tourist attraction information technology is only used marketing only, for other operational activities, more use of simple equipment, because this attraction offers natural tourism. According to Braun (2004) the factor of information technology and communication is the use of the internet as a tool for marketing to small companies engaged in tourism in increasing the interest of tourists to visit. In this case, panembongan attractions do not really need high information technology, because the attractions offered are natural

Hipotesis 4

The Influence of Innovation on Organizational Performance

The innovations made by the Panembongan tourist attraction have no influence on the organizational performance of the tourist attraction. In line with research conducted by Hamali, Hidayat, Darman (2017) that innovations made by companies have no effect on organizational performance. Han et.al (1998) in the US banking industry stated that innovation is an intermediary factor between market orientation and performance. This means that innovation is only limited to an intermediary to improve organizational performance.

Hipotesis 5

Effect of Competitive Advantage on Organizational Performance

Competitive excellence has an influence on the performance of organizations on Panembongan attractions, in line with research conducted by Adiputra and Mandala (2017) that competitive excellence affects the performance of the organization. Day & Wensley, (1988). Dickson (1992); Ghemawat (1986) in Kandampully and Duddy (1999), argued that the company's competitive advantage was enhanced through the company's distinctive resources and capabilities so that it could be expected to demand management produce superior performance.

The Company creates a competitive advantage through competitive capabilities or priorities defined as strategic preferences or dimensions in which the company chooses to compete in the targeted market. In this case, the competitive advantage created by panembongan attractions does not affect the performance of the organization of the attraction.

9. Conclusion And Suggestion

Conclusion

The conclusions of the five hypotheses are as follows:

Information technology has no influence on competitive advantage. Good understanding and application of information technology does not have a direct impact on competitive advantage, because it is not part of a strategy for competitive advantage.

Innovation has an influence on competitive advantage. Innovations made by the impact of increasing competitive advantage over competitors.

Information technology has an influence on organizational performance. Information technology which is enhanced its use greatly affects organizational performance.

Innovation has no influence on organizational performance. Perceptions of enhanced innovation do not lead to better organizational performance.

Competitive advantage has no influence on organizational performance. when competitive advantage increases it does not provide better organizational performance.

Competitive Advantage Panembongan tourism object is expected to have a strategy to explore the uniqueness - uniqueness that is different from existing tourist objects in Kuningan Regency, by innovating existing facilities in tourist objects and increasing service innovation so that visitors feel safe and comfortable enjoying the tourist attraction.

Organizational Performance Panembongan tourism objects are expected to improve organizational performance by continuing to build good cooperation between tourism object managers between PerumPerhutani KPH Kuningan and Forest Village Community Institutions (LMDH) and Tembong Village with the Collaborative Forest Management System (PHBM) pattern, establishing relationships with consumers and stakeholders, as well as utilize and develop natural resources to the fullest.

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