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The Influence of Leadership, Technology Acceptance and Training on Performance

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Abstract: Literature Review Article The Effect of Leadership, Technology Acceptance and Training on Performance is a scientific article that aims to build a research hypothesis of the influence between variables that will be used in further research, within the scope of Human Resource Management science. The method of writing this Literature Review article is by *library research* method, which is sourced from online media such as *Google Scholar*, *Mendeley* and other academic *online* media. The results of this literature review article are: 1) Leadership affects performance; 2) Technology Acceptance affects performance; and 3) Training affects performance.

Keywords: Performance, Leadership, Technology Acceptance and Training

INTRODUCON

Every undergraduate, graduate and postgraduate student must conduct research in the form of thesis, thesis and dissertation. Likewise, lecturers, researchers and other functional staff should actively conduct research and produce scientific articles for publication in scientific journals. Scientific work is a requirement for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2), undergraduate dissertation (S3). Based on empirical experience, many students and authors have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and to build hypotheses. This article discusses the effect of Leadership, Technology Acceptance, and Training on Performance, a literature review study in the field of Human Resource Management.

LITERATURE REVIEW

Performance

Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and seriousness and time. Achievement is the work that can be achieved by a person or group of people in an organisation, in accordance with their respective authorities and responsibilities in the context of efforts to achieve organisational goals. (Prayetno & Ali, 2017). Dimensions or indicators of performance are quality, quantity, timeline, cost effectiveness, need for supervision, interpersonal impact. (Prayetno & Ali, 2017).

Performance is doing an activity and perfecting it in accordance with its responsibilities with the results as expected. Performance is more emphasised on responsibility with expected results. (Putri Jayanti & Syamsir, 2018). Dimensions or indicators of performance are salary, work environment, organisational culture, leadership and work motivation, work discipline, technology acceptance, communication and other factors. (Agustin, 2021).

Performance is the result of work that has been achieved by completing the tasks and responsibilities that have been given within a certain period of time. (Lilyana et al., 2021). Performance dimensions or indicators are

- a. Accuracy of task completion is the management of time at work and also the accuracy of employees in completing work.
- b. The suitability of working hours is the willingness of employees to comply with company regulations relating to punctuality / return to work and the number of attendances.
- c. Attendance rate can be seen from the number of employee absences in a company during a certain period. Co-operation between employees is the ability of employees to co-operate with others in completing their work.

a task is determined so as to achieve the greatest possible usability and results" (Setiawan & Pratama, 2019).

This performance has been studied by many previous researchers including (Hendra 2020), (Putri Primawanti and Ali 2022), (Setiawan and Pratama 2019), (Basyit and Edy 2020), (Caissar et al. 2022), and (Ronal and Hotlin 2019).

Leadership

Leadership is an effort made by someone with all his abilities to influence, encourage, guide, direct, and move others to want to work with enthusiasm and trust in achieving common goals. (Tanjung et al., 2020). Leadership dimensions or indicators are employee development value system, their motivation level, skill development, encouraging followers to achieve the goals of working in the organisation, behaviour that changes and inspires followers to perform beyond expectations for the good of the organisation (Tanjung et al., 2020).

Leadership is a person's skill in influencing others to perform their duties so that goals and objectives can be obtained optimally. (Floriana & Rostiana, 2018). Leadership dimensions or indicators are 1. Idealised Influence, the leader must be a good example, which can be followed by his employees, so that it will generate respect and trust for the leader. 2. Intellectual Simulation, leaders must be able to stimulate their employees to come up with new ideas and ideas, leaders must also let their employees become problem solvers and provide new innovations under their guidance. 3. Individualised Consideration, leaders must pay attention, listen to complaints, and understand the needs of their employees to be an assessment of how leadership is done. (Floriana & Rostiana, 2018).

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individual and collective efforts to achieve common goals. (Yukl, 2013). The dimensions or indicators of Leadership are Leader Consideration, Initiating Structures are (Yukl, 2013):

- a) Criticise the work
- b) Emphasising the importance of meeting time targets
- c) Giving tasks to subordinates
- d) Maintaining performance standards

e) Ask subordinates to follow procedures f) Coordinating activities

This leadership has been widely researched by previous researchers including (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Ramlan, Ruvendi, 2005), (Rise, Herdiyanti, Margono Setiawan, Umar Nimran. 2010), (Dira Mayaningrum, 2017), (Taty Fauzi, Yulia Andriani, Omar Hendro. 2020), (Aries Susanty, Sigit Wahyu Baskoro, 2012), (Masdihajo. 2011), (Oktariana. 2009), (Suharnomo, 2010), (Sumaryanto. 2012).

Acceptance Technology

Technology Acceptance is a model to predict and explain how technology users accept and use technology related to the user's work. (Davis Jr, 1985). The dimensions or indicators of Acceptance Technology are (1) Computers are very easy to learn, (2) Computers do easily what users want (3) User skills will increase by using computers (4) Computers are very easy to operate. (Davis Jr, 1985).

Technology Acceptance is a person's intention to use a system or technology determined by two factors, namely perceived usefulness, is the level of individual confidence that the use of technology will improve their performance, and perceived ease of use, is the level of individual confidence that the use of technology makes it easier to get the job done. (Akbar et al., 2013). The dimensions or indicators of Technology Acceptance are perceived ease of use, perceived usefulness, attitude to use, behavioural interest in using and the real conditions of using the system. (Akbar et al., 2013).

Acceptance Technology offers a powerful and simple explanation for studying the acceptance and use of technology. (Viswanath & Fred D., , Davis, 2000). Performance dimensions or indicators are perceived ease of use of technology and perceived benefits of technology to determine a person's behavioural intention to use technology. (Viswanath & Fred D.Davis, 2000).

Acceptance technology has been widely researched by previous researchers including (hancanatanee, Suwanno, and Jarernvongrayab (2014), O'regan, Chang (2015), Kim and Wachter (2013), Omigie, Zo and Rho, (2015), Raman and Krishnasamy (2015), Moran and Hawkes (2011), Kanchanatanee, Suwanno and Jarenvongrayeb (2014), Praveena and Thomas. (2014), Nawaz and Thelijjagoda (2015).

Training

Training is an effort to improve skills and knowledge, and improve employee performance by improving less favourable skills. Training is very important for employees so that they can better master the work they are carrying out and ways to prepare employees for work that is considered not yet understood and ways to improve performance (Sugiarti et al, 2016) Training is an educational method carried out by teaching certain work skills and skills to employees. (Hasibuan, 2012: 81).

Training is an activity to improve mastery of various skills and abilities in carrying out specific, detailed, and routine work. The following are indicators of training according to (Triton, 2005: 87), which states that training has six indicators as follows: a) Objectives, it can be said that the expectations that have been set, are precisely related to the preparation of action plans and target setting, as well as the expected results of the training to be organised. b) Training targets, must be set with precise and structured criteria. c) Trainers, Given that training is based on improving skills. Therefore, the trainer selected to provide learning materials must have qualifications in accordance with their field and be professional and competent. Training methods will ensure that HR training activities are effective if they are appropriate to the type of material and the abilities of the trainees. e) Training Materials. HR training requires materials or curricula that have been determined by the HR training orientation that the organisation wants to achieve. f) Trainees. Training participants must of course be selected in advance based on certain requirements and qualifications set by the organisation. Education and Training for

Civil Servants is an effort made for Civil Servants to improve their personality, knowledge and abilities in accordance with the demands of their positions and job requirements as Civil Servants. Training is a teaching and learning process using certain techniques and methods, to improve the expertise and/or skills of a person or group of people in handling tasks and functions through systematic and organised procedures that take place in a relatively short time (Sedarmayanti, 2010: 379).

This training has been widely researched by previous researchers including (Sari & Ali, 2019), (Ali & Sardjijo, 2017), (SiVARAM et al., 2019), (Chauhan et al., 2019), (Sulaeman et al., 2019), (No et al., 2017).

RESEARCH METHOD

The method of writing this Literature Review article is the Descriptive Qualitative method and Library Research, sourced from the online application *Google Scholar*, *Mendeley* and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on the relevant **theoretical** studies and previous research, the discussion of *this literature review* article is a review of **relevant articles**, followed by a review of the influence between variables and continued by making a conceptual thinking research plan:

Review of Relevant Articles

Reviewing relevant articles as a basis for setting research hypotheses by explaining the results of previous research, explaining the similarities and differences with the research plan from relevant research as table 1 below.

Table 1: Review of relevant articles

1	TRIASTUTI, D. A. (2019)	Leadership and Technology Acceptance have a positive and significant effect on Performance	Acceptance Technology affects Performance	Leadership affects performance	H3
2	TANJUNG, B. N., RAHMAN, Y., BUDIYANTO, BADAWI, SURYANA, A. T., SUMAR, W. T., MUFID, A., PURWANTO, A., & WARTO. (2020)	Leadership, Technology Acceptance and Training have a positive and significant effect on Performance	Leadership & Technology Acceptance affect performance	Training affects performance	H3
3	VISWANATH, V., & FRED D. , DAVIS. (2000)	Leadership and Technology Acceptance have a positive and	Leadership & Technology Acceptance affect	Leadership and Technology Acceptance have an effect on	H3

significant effect performance
on Performance
and

Influence Analysis between Variables

The Effect of Leadership on Performance.

Leadership style is a very important factor to provide direction to employees. That way, the leader needed is a leader who can utilise his employees. The right leadership style also plays a crucial role for employees to get achievements. Hasibuan through Herman & Nasruji, (2018) said that leadership is the method or style of the leader in influencing the behaviour and attitudes of employees so that they are willing to cooperate and work productively to obtain company goals. There are various aspects that can affect employee performance, including through leadership style. Leadership style has a positive and crucial impact on employee performance. For this reason, it needs to be maintained so that it gets better, according to the study of (Faizatur Rohmah, 2019), (Abdul Majid, 2019), (Istiqomah Qodriani Fajrin, 2018), (Yuli Handayani, et al, 2019), Pantun Bukit, (Fakhrul Rozi Yamali, and Rizki Ananda, 2019).

The Effect of Technology Acceptance on Performance.

In its development, information technology has a strategic and significant role in the company. Hardware and software support that has excellent quality can lead to a tendency for decentralised divisions within the company to have their own computer hardware. Resource Based View (RBV) or Resource Based Theory has a very broad definition of resources, including assets, knowledge and capabilities. So RBT explains the relationship between information technology and employee performance. RBT discusses the diversity of resources that have been owned by organisations that focus on excellence in firm specific resources (Jaryono & Widuri, 2011).

Information technology is increasingly widespread and is needed to support all kinds of company management, so resources are needed that can provide maximisation of employee performance in order to go through all kinds of competition in the increasingly fierce world of work. Technology Resources have no effect without cooperation with human and business resources. The ability of human resources to use information technology is an added value in order to improve employee performance. With this, the company's targets and objectives can be achieved according to the predetermined time (Jaryono & Widuri, 2011).

The performance of information technology in public companies requires the support of human resources, business resources and technology that work together. It can be seen from the results of research that can prove that information technology based on human resources, business resources, and technology sources can have a positive influence on the performance of information technology. Information technology can support reliable human resources in order to make it easier for companies to process data more practically. The implementation of appropriate information technology is very effective in influencing employee performance in a company (Jaryono & Widuri, 2011).

Based on this discussion, an analysis can be produced that shows that Information Technology has a very positive impact on the company's performance. The application of information technology in government institutions has a good impact, so that employee performance has improved. The implementation of e-government that has improved is expected to have a positive impact on government performance in providing services to the wider community (A. A. Hidayat & Achjari, 2017). In this case, company performance can be improved by improving excellence in the context of competitiveness by improving information technology. This application can be done by making cost efficiency, facilities and increasing competitive advantage through promotional events. This will then cause an impact on

increasing competitiveness which can automatically improve company performance (Adietya et al., 2015). The discussion regarding the effect of information technology on employee performance has produced many literacy studies, including, (Prasetyaningrum et al., 2019), (Indrayani, 2012), (Sawitri, 2016) (Samsiah et al., 2018) shows that information technology has an effect on employee performance.

The Effect of Training on Performance.

The next research also in the same year was conducted by (Septyandi & Susanto, 2020) with the title "The Effect of Job Training and Discipline on the Performance of XYZ Service Employees", where the difference is in the research sample and the object of research that is the respondent, the similarity is the variable job training, work discipline, and employee performance. Furthermore, research conducted by (Maharani & Effendy, 2021) with the title "The Effect of Job Training and Discipline on Employee Performance at PT Panarub Industry Tangerang Laboratory Section", where the difference is in the research sample and the research object that is the respondent, the similarity is the variable job training, work discipline, and employee performance. The next research in the same year was conducted by (Karyono, 2021) with the title "The Effect of Job Training and Discipline on Employee Performance of Politeknik STMI Jakarta", where the difference is in the research sample and the object of research that is the respondent, the similarity is the variable job training, work discipline, and employee performance. Then, in the same year, (Lestari & Mayasari, 2021) conducted a study with the title "The Effect of Training and Work Motivation on the Performance of Corporate Division Employees at PT Telkom Akses Singaraja").

Research conceptual framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the thinking framework of this article is as follows Below.

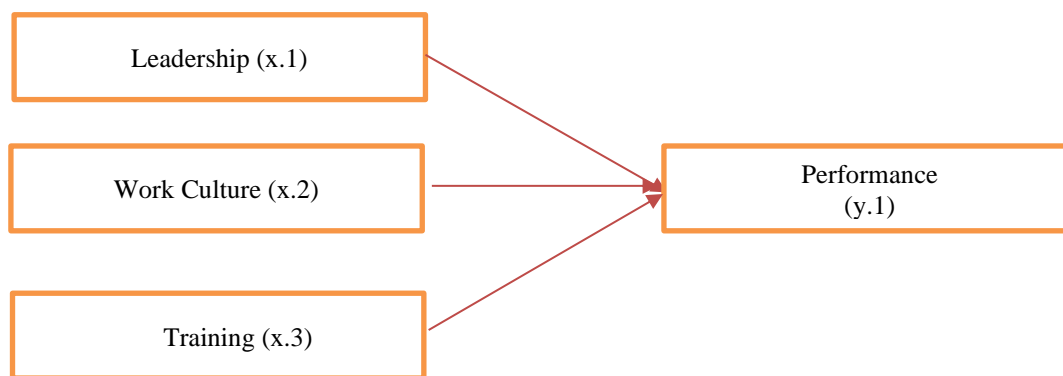


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Leadership, Technology Acceptance, and Training affect performance. Apart from these three exogenous variables that affect performance, there are still many other variables that affect employee performance including:

- 1) Organisation Culture: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016),
- 2) Discipline: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) Governance: (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on theory, relevant articles and discussion, hypotheses can be formulated for further research: 1. Leadership affects performance. 2. Acceptance technology affects performance. 3. Training affects performance.

Suggestions

Based on the above conclusions, the suggestion for the next author is that there are many other factors that affect performance, apart from leadership, technology acceptance, and training, therefore further studies are still needed to find these other factors. Other factors affect performance apart from the three variables examined in this article such as organisational culture, discipline and governance.

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