



## Determinants of Employee Performance Through Management Decision Making at PT. Air Liquide Indonesia

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**Abstract:** In order to enhance human resources within the IM Division, all company activities must be aligned with the company's objectives. Effective communication is crucial in achieving these goals and obtaining information to inform decision making. The Brio system is an example of technology acceptance, as it provides data on liquefied gas usage and tank levels to customers. The system must be reliable in sending this data to the distribution department to effectively analyze customer needs. The information gathered through effective communication and technology acceptance through the Brio system can then be utilized as data for making well-informed and low-risk decisions. These two independent variables, communication and technology acceptance, along with decision making as the intervening variable, play a significant role in improving employee performance. They assist management in the process of enhancing employee performance within the company.

**Keyword:** Communication, Technology Acceptance, Decision Making and Employee Performance.

### INTRODUCTION

In order to improve human resources towards a better PT. Air Liquide Indonesia, all activities in this company cannot be separated from organizational goals. However, the condition of the company does not always run smoothly, as there are several indications of problems that become obstacles and obstacles in achieving the goals of the company. Delivery of liquid gas products at PT. Air Liquide Indonesia uses liquid gas tank trucks to transport customers, which will be filled into the tanks installed at the customers.

Communication is a tremendous force in customer product delivery activities. Condition Poor communication can cause delays filling in the customer's liquid gas tank, and keeping the tank level not below the minimum level, so that the tank's temperature does not get hot

and disrupt the customer's production process, which can result in the customer's production process stopping, which can cause billions of rupiah in losses. Communication skills have an important meaning in organizational life. Implementation and implementation of effective communication that can improve the delivery performance of liquefied gas to customers of PT. Air Liquide Indonesia.

In carrying out its activities, companies need technology acceptance which aims to explain and predict user acceptance of an information system. At PT. Air Liquide Indonesia Technology Acceptance in the form of the Brio system which provides data regarding the use of liquefied gas and tank levels at customers. Tank filling control at customers is divided into 2 types, namely VMI (Vendor Managed Inventory) and CMI (Customer Managed Inventory). For the VMI type, the tank installed at the customer is equipped with a BRIO device to monitor the level of the liquid gas tank and is based on a GSM signal, so PT. Air Liquide Indonesia. The reliability of technology acceptance will improve the performance of its users.

Irrational decision making will make the goal unclear, because the information data is not correct. When making unprogrammed decisions it will disrupt the well-scheduled product delivery schedule. The progress of a company is influenced by the way leaders make decisions. Factors management decision making will improve employee performance.

With communication you can get data and the right time, so that decisions taken can improve employee performance, as well as by increasing the reliability of acceptance technology, accurate data will be obtained to make decisions that affect employee performance improvement.

This article discusses the influence of communication and technology acceptance through decision making on employee performance.

Based on the background and problem identification above, the formulation of research problems in the IM Division is obtained as follows:

- 1) Does communication affect decision making?
- 2) Does technology acceptance affect decision making?
- 3) Does communication affect employee performance?
- 4) Does technology acceptance affect employee performance?
- 5) Does decision making affect employee performance?
- 6) Is decision making proven to mediate communication on employee performance?
- 7) Is decision making proven to mediate technology acceptance on employee performance?

## **THEORITICAL REVIEW**

### **Communication**

Communication is the most important part that needs extra attention for leaders when they want to influence others to want to carry out their orders or in the decision-making process. pregnant (2016, p228) according to the journal (Faris & Rostina, 2016), stating that effective communication in the organization will make it easier for everyone to carry out the tasks that are their responsibility. Communication does not only occur between superiors and subordinates but also between colleagues and customers, so that every employee can work well. Kotler and Armstrong (1999) according to the journal (Zakaria & Leiwakabessy, 2020), stated that communication carried out by an employee is able to create an attitude of openness and a sense of empathy to create a comfortable and harmonious atmosphere. Thoha (2011:167) according to the journal (Usman, 2013), states that "communication is a process of delivering and receiving news or information from one person to another".

From some of the definitions above, it can be concluded that communication is very important in an organization because if various relationships or communications within the organization can be well established, it will result in good employee performance so that an

effective and efficient organization is formed and this will greatly affect the achievement of one's goals. organization.

The role of effective communication is a requirement for the achievement of organizational goals. Abdullah (2010:74) in A Pustaka(Li & Pustaka, 2005), with his book Organizational Communication, states that there are several functions of communication in organizations, including:

1) Production and Arrangement Functions

This means that communication which is mainly related to the completion of work and helping organizations achieve production goals (products, services, and so on) is oriented towards management and production. Examples of production communications are sales information, quality control messages, budgets, and policy and regulatory messages that show organizational members how to carry out their tasks.

2) Update Function

This means communication activities such as advice systems throughout the organization, research and development work, market research and analysis, brainstorming sessions, and “think tank” committees. This function allows the organization to adapt to the changes that occur in its environment.

3) Correctional or Maintenance Functions

This means communication activities related to the self-esteem of members of the organization, employee rewards and motivation, morale, their interpersonal relationships within the organization.

4) Task Function

This means that communication activities relating to the implementation of organizational tasks by members of the organization. This message includes providing information to employees to perform their duties efficiently, such as training activities for employees, providing orientation to new employees, setting goals and other activities related to production, marketing services and so on. Or in other words, the task function can be said to be a message related to the system output desired by the organization.

5) Command Function.

This means that communication allows members of the organization to discuss, receive, interpret and act on an order. The two types of communication that support the implementation of this function are direction and feedback, and the goal is to successfully influence other members of the organization. The result of the command function is coordination among a number of interdependent members within the organization.

6) Relational Functions

This means that communication allows organizational members to create and maintain productive business and personal relationships with other organizational members.

7) Ambiguous Management Functions

This means that choices in organizational situations are often made in highly ambiguous circumstances. For example, multiple motivations arise because the choices made will affect co-workers and the organization as well as oneself, the goals of the organization are unclear, and the context that requires these choices may not be clear.

### Acceptance Technology

Ahmed & Sigamony (2020)in journals(Ahmed & Sigamony, 2020), explained TAM is an information system theory designed to explain how users understand and use an information technology. Brynjolfsson & McElheran (2016) in the journal Gunnarsson (2020), states that the large amount of data available to managers will change the way decisions are made, not on intuition but more based on data.

Understanding Technology Acceptance Model (Tam) is a good concept to describe user behavior or customer satisfaction. Lots of companies that implement applications based on the TAM method which aim to determine user behavior towards applications made by the company. As a benchmark for the company whether the application that is being carried out is widely accepted by the community. If not received then the presentation will be bad.

Understanding the Technology Acceptance Model (TAM) aims to determine customer response to applications, in the application there are various features that implement TAM. Examples of features implemented are questionnaires, comment fields, live chat, friendly applications. A good application is an application that does not make it difficult for customers.

A good application is an application that is easy to understand without the user reading the instructions for use. Fast response and access, accurate data and information, and can be accessed at any time.

Thai (2002) in the journal (Zakaria & Leiwakabessy, 2020), said the Technology Acceptance Model (TAM), which also said that the use of information technology can improve performance.

Adhipura (2015) in the journal (Helmiawan et al., 2019), defines perceived usefulness as a belief in usefulness, namely the level at which users believe that the use of technology/systems will improve their performance at work. Perceived usefulness is defined as the extent to which a person believes that the use of a particular information system will increase productivity: effectiveness, make jobs easier and useful.

Benefits can be divided into two categories, namely:

- 1) Usefulness with one factor estimation, which includes dimensions: making work easier, more useful, increasing productivity, increasing effectiveness and developing work performance.
- 2) Usefulness with the estimation of two factors, which include dimensions: usefulness and effectiveness.

### **Decision-making**

Decision is a choice of two or more alternatives (Robbins and Coulter, 2015) in the journal (Sugiyanto & Ruknan, 2020) with his book Management, Luthans (2006: 406) in the journal (Mokat, 2019), argues that decision making is an alternative selection, and states that the notion of decision making is an approach and process of determining the best decision from a number of alternatives for future activities and activities taken by management/managerial to achieve the desired goals.

Colquitt, LePine, Wesson (2008:256) in the journal (AHMAD FAUZI, 2009), states that decision making is the process of generating and choosing more than one alternative in solving a problem (decision making, the process of generating and choosing from a set of alternatives to solve a problem). Malakooti (2010) according to the journal (Grušovnik et al., 2017), said that the decision-making process can be seen as a model of four dimensions: information processing, generation of alternatives, evaluation of alternatives, and decision closure. According to Ivancevich et al (2007:19) in the journal (Mokat, 2019), said the quality of decision-making in the organization depends on selecting the right goals and identifying ways to achieve them. Meanwhile, according to Siswanto (2012) in the journal (Murtiningsih & Lian, 2017), said that where decision making is a series of activities carried out by someone in an effort to solve the problem being faced and then determines the alternative that is considered the most rational and in accordance with the organizational environment, then decision making can be interpreted as the essence of the administrative process.

A decision making is said to be effective if the decisions taken are carried out correctly and can be beneficial for achieving organizational goals. Therefore, decision making cannot

be done without consideration and estimation because decision making has an important role for human resources in the organization in the form of motivation, leadership, communication, coordination, and organizational change.

In making decisions, steps must also be determined by the decision maker, Robbins and Coulter (2015: 44-53) in the journal (Sugiyanto & Ruknan, 2020) with his book *Management*, argues that there are eight steps in decision making, namely:

- 1) Identifying Problems, meaning that every decision begins with a problem, namely the difference between the existing conditions and the desired one.
- 2) Identifying Decision Criteria, meaning important or relevant decision criteria to solve the problem. Alternative decision alternatives are selected, which are more important and relevant to the problem conditions.
- 3) Allocating Criteria Weight, meaning assigning a weight value to each selected criterion in order to give it priority in making decisions
- 4) Developing Alternatives, meaning making a list of alternatives that can solve the problem. A decision maker must be creative in determining alternative decision criteria other than the existing ones.
- 5) Analyzing Alternatives, meaning that every possibility of other alternatives must be evaluated. However, this step does not always have to be done if there is already an alternative that has the highest score.
- 6) Choosing an Alternative, means choosing the alternative that has the highest score.
- 7) Implementing Alternatives, meaning implementing the decision into action by imposing it on those affected and making them commit.
- 8) Evaluating the Effectiveness of Decisions, meaning evaluating the results of the decisions that have been taken, if the problem does not arise again it means that the decision taken is correct, but if there are still problems that arise the manager must reassess what went wrong.

### **Employee performance**

The term performance comes from the word Job Performance or Actual Performance, which means work performance or actual achievement achieved by someone. But actually performance has a broader meaning, not only can be interpreted as a result of work but includes how the work process takes place.

Luthans (2005: 165) according to the journal (Nirmala, 2021), said Performance is the quantity or quality of something produced or services provided by someone doing the work. Performance is work that can be achieved by a person or better known as a group of people in a company in accordance with their respective authorities and responsibilities so as to achieve company goals legally, do not violate the law and comply with morals and ethics. Wayne and Ferris 1990) according to the journal (SAPTA et al., 2021), stated work results relate to the level of quantity and quality, how it has been produced and delivered, and the extent to which supervision is carried out. Mangkunegara (2013:67) according to the journal (Setiawan & Primary, 2019), said that "performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile, according to Wibowo (2012: 7) according to the journal (Usman, 2013), that "performance is about doing the work and the results achieved from the work, performance is about what is done and how to do it".

Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. How well we manage the performance of our subordinates will directly affect not only the performance of each individual worker and work unit but also the work of the entire organization.



From some of the definitions above, it can be concluded that performance is an achievement of work results by employees in carrying out their duties and roles in an organization or company to achieve a certain goal.

Basically employee performance needs to be measured to find out whether during implementation, performance is carried out from a predetermined plan or whether performance can be carried out according to a specified time schedule, or whether performance results have been achieved as expected by the company.

To carry out measurements, it is necessary to have the ability to measure performance so that there is a measure of performance. Measurement is concerned only with measuring what is important and relevant. For that, it is necessary to be clear about what is said to be important and relevant before determining what measure to use.

Moehariono (2012:113) in the journal (Pramularso, 2018), in his book *Competency-based Performance Measurement* said that in general the size of work indicators can be grouped into the following six categories. However, certain organizations can develop their own categories according to their mission.

1. Effectiveness. This indicator assesses the level of appropriateness of the produced output in achieving a desired outcome.
2. Efficiency. This indicator evaluates the extent to which the process of producing output utilizes the lowest possible resources.
3. Quality. This indicator determines the level of consistency between the quality of the products or services and the consumers' needs and expectations.
4. Punctuality. This indicator gauges the organization's productivity by determining how long it takes to produce a product.
5. Productivity. This indicator calculates the level of productivity of the organization by measuring the added value generated by a process in relation to the value consumed for capital and labor costs.
6. Safety. This indicator checks the overall health of the organization and the safety of its employees' working environment.

**Table 1: Previous research**

No	Author year	Research Results	This Research Equation	The difference with this Research	Basic Hypot hesis
1	(Handayani , 2018)	Leadership and Interpersonal Communication have a positive and significant effect on Decision Making and Employee Performance Improvement	Interpersonal communication affects decision making and employee performance	Leadership influences decision making and employee performance	H1
2	(Wahyuuddin Habiebie et al., 2017)	Communication, Teamwork and Decision Making have a positive and significant effect on Employee Performance	Communication and decision making affect employee performance	Teamwork affects employee performance	H3
3	(Sugiyanto & Ruknan, 2020)	Leadership, Managerial Skills, and Decision Making have a positive and significant effect on Employee Performance	Decision making affects employee performance	Leadership and management skills affect employee performance	H5
4	(Eriyanti et al., 2021)	Interpersonal Communication and Conflict Management	Interpersonal communication affects teacher performance	Conflict management affects teacher performance	H3

		have a positive and significant effect on Teacher Performance			
5	(AHMAD FAUZI, 2009)	Communication and Decision Making have a positive and significant effect on Principal Performance	Communication and Decision Making affect the Principal's Performance	Decision making (X2) affects the performance of the Principal	H5
6	(Usman, 2013)	Interpersonal Communication has a positive and significant effect on Employee Performance	Communication affects Employee Performance		H3
7	(Nasuka et al., 2020)	Effective Communication Leaders have a positive and significant effect on Institutional Performance	Effective Communication affects Institutional Performance		H3
8	(Nirmala, 2021)	Interpersonal Communication and Leadership Communication have a positive and significant effect on the Employee Performance	Interpersonal communication has an impact on Employee Performance	Leadership communication influences Employee Performance	H3
9	(Rosanty et al., 2017)	Accounting Information System Technology, Information System Quality and User Satisfaction have a positive and significant effect on Organizational Work	Information system technology influences organizational work.	Information system quality and user satisfaction affect organizational work	H4
10	(Grušovnik et al., 2017)	Decision-Making Process Quality has a positive and significant effect on Company Performance:	Decision making influences Company performance	Process Quality affects Company Performance	H5.
11	(Tevi Maryani, 2020)	Information Systems, Information System user capabilities, Organizational Size, Training and Education Programs have a positive and significant effect on Information System Performance	Information systems affect the performance of information systems	The ability of Information System users, Organizational Size, Training and Education Programs affect the performance of information systems	H4
12	(Murtiningsih & Lian, 2017)	Decision Making has a positive and significant effect on Performance Improvement	Decision making influences Performance Improvement		H5
13	(Irawati, 2021)	The development of Microsoft Teams has a positive and significant impact on the Improvement of Teacher Professionalism Performance	Microsoft Development has an effect on the Improvement of Teacher Professionalism Performance		H4
14	(Mukhtar & Yamin, 2020)	Academic Culture, Knowledge Management and Interpersonal Communication have a	Interpersonal Communication influences Decision Making	Academic Culture and Management Knowledge influence Decision Making	H1

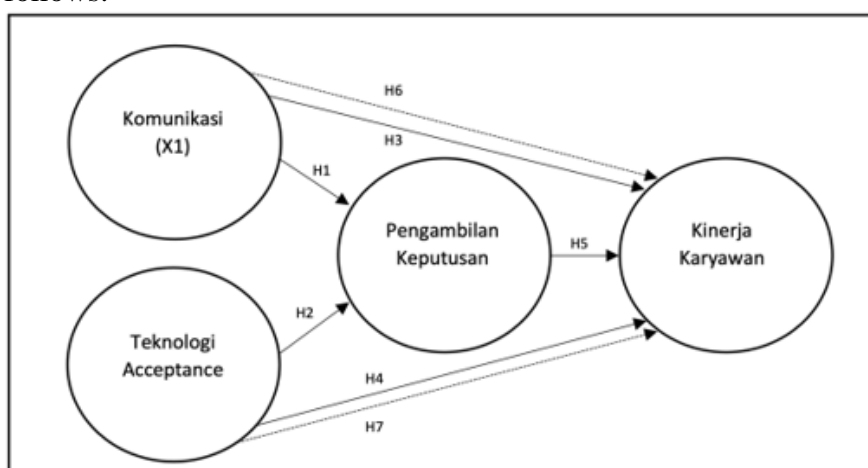
		positive and significant effect on Decision Making			
15	(Idrus et al., 2019)	Information Technology has a positive and significant effect on Financial Performance	Information technology influences financial performance.		H4
16	(Kamble & Patil, 2017)	The Distribution System has a positive and significant effect on the Decision Making Method	The distribution system influences Decision Making		H2
17	(Sasongko, 2015)	Management Information Systems and Organizational Structure have a positive and significant effect on Decision Making	Management information systems affect Decision Making	Organizational Structure influences Decision Making	H2
18	(Suhartini et al., 2020)	Interpersonal Communication And Physical Work Environment has a positive and significant effect on Employee' Performance	Interpersonal Communication influences Employee performance	The Physical Work Environment affects Employee performance	H3
19	(Setiawan & Primary, 2019)	The Influence of Leadership Style, Effective Communication and Decision Making have a positive and significant effect on Employee Performance	Effective communication and decision making affect employee performance	Leadership Style influences Employee Performance	H5
20	(Gunnarsson, 2020)	Technology Acceptance has a positive and significant effect on Decision makes	Technology acceptance influences Decision makes		H2
21	(Zulkifli, 2016a)	The Decision Support System for giving bonuses has a positive and significant effect on employee performance	Decision Support System affects Employee Performance		H4
22	(Zakaria & Leiwakabesy, 2020)	Information Technology, Interpersonal Communication Skills, and Leadership Style have a positive and significant effect on Employee Performance	Information Technology, Interpersonal Communication Skills affect Employee Performance	Leadership Style influences Employee Performance	H4
23	(Grgic-Hlaca et al., 2019)	Machine Advice has a positive and significant effect on Decision making	Machine Advice influences Decision Making		H2
24	(Faris & Rostina, 2016)	Communication and work environment have a positive and significant effect on Employee Performance	Communication affects Employee Performance	Motivation as an intervening variable influences Employee Performance	H1



25	(Zakaria & Leiwakabesy, 2020)	Information technology, interpersonal communication and leadership style have a positive and significant effect on employee performance	Information Technology and interpersonal communication affect employee performance	Leadership Style influences Employee Performance	H4
26	(SAPTA et al., 2021)	Technology has a positive and significant effect on Employee Performance	Technology affects Employee Performance	Organizational culture, job satisfaction and motivation affect Employee Performance	H4
27	(Sitti M, 2019)	Family Communication has a positive and significant effect on Decision Making	Family Communication influences Decision Making		H1

**Arrangement**

According to the formulation of the problem, research objectives, theoretical studies, prior research, and the relationship between variables, the structure of this research is presented as follows:



**Figure 1: Thinking Framework**

**Research Hypothesis**

Based on the formulation of the problem, research objectives, theoretical studies and relevant research, the research hypothesis in IM Division is:

- 1) H1: Communication has a positive and significant impact on decision making.
- 2) H2: Technology acceptance has a positive and significant effect on decision making.
- 3) H3: Communication has a positive and significant effect on employee performance.
- 4) H4: Technology acceptance has a positive and significant effect on employee performance.
- 5) H5: Decision Making has a positive and significant effect on Employee Performance.
- 6) H6: Decision Making is proven to significantly mediate Communication on Employee Performance.
- 7) H7: Decision Making is proven to mediate Technology Acceptance on Employee Performance.

## METHOD

The method used in writing this article is a quantitative and purposive approach (Library Research). Using theory and the relationship or influence between variables or other data to analyze the diversity of books and journal articles both offline and online sourced from Mendeley, Google Scholar, and other online media. The primary data collection technique is by providing research questionnaires to be filled out by respondents. The data used is usually in the form of numbers/scores. This research was conducted using a path analysis model and Structural Equation Model (SEM) analysis technique based on Partial Least Square (PLS), assisted by the SMARTPLS 3.0 application to test the hypothesis. Because between exogenous variables and endogenous variables there are intervening variables that influence. This research was conducted on employees of the IM Division of PT. Air Liquide Indonesia by filling out a questionnaire via google form and manually by filling out a questionnaire sheet. In the study using accidental sampling as many as 110 respondents. The research instrument in this study was the validity and reliability test used the Outer Model (Measurement Model) and Inner Model (Structural Model) test methods which were based on SEMPLS. Data analysis techniques in the form of descriptive analysis results and path analysis. And test the hypothesis, namely: direct and indirect influence. The research instrument in this study was the validity and reliability test used the Outer Model (Measurement Model) and Inner Model (Structural Model) test methods which were based on SEMPLS. Data analysis techniques in the form of descriptive analysis results and path analysis. And test the hypothesis, namely: direct and indirect influence. The research instrument in this study was the validity and reliability test used the Outer Model (Measurement Model) and Inner Model (Structural Model) test methods which were based on SEMPLS. Data analysis techniques in the form of descriptive analysis results and path analysis. And test the hypothesis, namely: direct and indirect influence.

## RESULTS AND DISCUSSION

Validity test is used to test the extent to which the accuracy or correctness of an instrument as a measuring tool for research variables. According to Sugiyono (2014: 24) validity indicates the degree of accuracy between the data that actually occurs on the object and the data that can be collected by researchers. The reliability test shows an understanding that an instrument can be trusted enough to be used as a data collection tool because the instrument is good (Arikunto, 2013: 221).

The following results of the validity and reliability tests in this study can be presented in Table 2 and Table 3. as follows:

**Table 1. Results of AVE Analysis of Latent Variables**

Variable	Original Sample (O)	P Values	Information
Communication (X1)	0.552	0.000	Valid
Accpetance Technology(X2)	0.603	0.000	Valid
Decision Making (Y1)	0.574	0.000	Valid
Employee Performance (Y2)	0.585	0.000	Valid

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0.

Table 2 shows that all AVE values of the Communication variables (X1) and Accpetance Technology (X2), Decision Making (M) and Employee Performance (Y) > 0.5 Thus all latent or construct variables in the study fulfill the convergent variable requirements. Table2Cronbach's Alpha Analysis Results

**Table 3. Reliability**

Variable	Original Sample (O)	P Values	description
Communication (X1)	0.865	0.000	Reliable
Accpetance Technology(X2)	0.890	0.000	Reliable
Decision Making (Y1)	0.893	0.000	Reliable
Employee Performance (Y2)	0.858	0.000	Reliable

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0.

Based on table 3 That the results of the composite reliability test show a value of > 0.7, which means that all variables are declared reliable.

**Evaluation of the Structural Model (Inner Model)**

Evaluation of the structural model in SEM with PLS is carried out by testing model fit, Path Coefficient, and R<sup>2</sup>.

**Table 4. Path Coefficient Analysis Results**

Variable	Original sample	T Statistics	P Values	Information
Communication → Decision Making (H1)	0.450	4,902	0.000	Positive Influence
Acceptance Technology→ Decision Making (H2)	0.492	5,675	0.000	Positive Influence
Communication → Employee Performance (H3)	0.229	2,254	0.025	Positive Influence
Acceptance Technology → Employee Performance (H4)	-0.021	0.231	0.817	Negative influence
Decision Making → Employee Performance (H5)	0.678	6,971	0.000	Positive influence

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0.

Hypothesis testing was carried out on the path coefficient between variables by comparing the p-value with alpha (0.05). The magnitude of the P-value is obtained from the output on SmartPLS version 3.0 using the bootstrapping method. If the P-Value is <0.05, it means that it has an effect.

**R-Square Test (R2)**

The R<sup>2</sup> value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive effect. The R-Square and R-Square terms of the intrinsic latent structure are R-squared 0.75. 0.50; 0.25 means the model is strong. Currently; weak.

**Table 3. Adjusted R-Square Analysis Results**

Variable	R-Square Adjusted	R-Squre	Information
Decision-making	0.740	0.735	Strong
Employee performance	0.724	0.717	Strong

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0

**Hypothesis Analysis**

Testing the hypothesis on the path coefficient between variables by comparing the p-value with alpha (0.05). The magnitude of the P-value is obtained from the output on

SmartPLS version 3.0 using the bootstrapping method. This test is intended to test the hypothesis which consists of the following 5 hypotheses:

**Table 6. Path Coefficient Analysis Results**

Variable	Original sample	T Statistics	P Values	Information
Communication → Decision Making (H1)	0.450	4,902	0.000	Positive influence
Acceptance Technology → Decision Making (H2)	0.492	5,675	0.000	Positive influence
Communication → Employee Performance (H3)	0.229	2,254	0.025	Positive influence
Acceptance Technology → Employee Performance (H4)	-0.021	0.231	0.817	Negative influence
Decision Making → Employee Performance (H5)	0.678	6,971	0.000	Positive influence

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0.

The results of the SmartPLS analysis of the relationship between exogenous variables and endogenous variables affected by intervening variables show that all hypotheses are appropriate, except for H4. The following is an explanation of the results of the hypothesis test:

**The Effect of Communication on Decision Making (H1)**

Effective communication is important in decision making, and this is one of the solutions in improving employee performance, so that the targets set by the company can be achieved. Seeing that the IM division's delivery performance targets have not been achieved, it is very important to improve effective communication, both internally and with customers. The role of effective communication is a prerequisite for achieving the performance set by the Company. So the emergence of unclear problems, information that is not conveyed properly, poor interpersonal relationships and selfishness that causes communication to be less effective.

Therefore, the IM Division has created effective communication, so that the information to be conveyed and obtained has been well established. One of them is by immediately sharing the results of every meeting involving all departments within the IM Division to the subordinate departments involved, so that all the information needed will always be updated and distributed quickly. In this way, a solid work team and good inter-departmental relations are created, which can support each other, especially in building good cooperation with customers. From the theory of Robbins and Coulter (2015: 44-53) in the journal (Sugiyanto & Ruknan, 2020) which says communication provides information needed by individuals and groups to make decisions by providing information to identify and evaluate alternative options. Seen on the communication indicator namely easy to obtain information and understand the information communicated, which strongly supports decision-making indicators, namely collecting and analyzing data for problem solving, so that employees will be easy to make decisions.

The results of this study are in line with research conducted by (Handayani, 2018) and (Mukhtar & Yamin, 2020).

**Influence Acceptance Technology Against Decision Making (H2)**

Acceptance Technology Support in the operations and business activities of the IM division in providing a number of information about customer tank levels and gas usage is very useful in making decisions, thereby helping to speed up the gas delivery process to

customers and increase business efficiency. Acceptance technology here allows the distribution department to better collaborate with internal departments in the IM Division and customers in executing decisions.

Therefore, the reliability of the Acceptance Technology, in this case, is the Brio system installed by the customer, which includes the maintenance schedule. When employees can access the customer's Brio system quickly and accurately, because no errors occur, such as low batts and errors on the Brio cycle call, then all data from the Brio system can be accessed quickly. These data will be used by the distribution department to make decisions regarding the schedule for the delivery of liquefied gas to customers. From Littel's theory (1970) in the journal (Muslihudin & Amrullah, 2016) says a decision support system is a set of model-based methods for processing and evaluating data to help managers make decisions. Seen in the technology acceptance indicators, where acceptance technology is able to analyze customer needs and provide information quickly, which really supports decision-making indicators, namely following up-to-date information, which greatly facilitates his employees in making decisions that are fast and profitable for the company.

The results of this study are in line with research conducted by (Gunnarsson, 2020) And (Sasongko, 2015).

### **The Effect of Communication on Employee Performance (H3)**

Good and effective communication makes the performance of its employees better, with this communication it can spur employees to be able to work more actively, so that they are able to increase morale and creativity which makes employee performance run optimally and is considered an asset for the company. This can be seen in the IM Division environment, where with good and effective communication employees dare to submit ideas and problem solving for the progress of the department and the company, and their performance can be achieved, both with other departments and with superiors. And with increased morale, intentional mistakes will not occur and good coordination can be created, thus increasing employee performance. Within each department itself, From the theory of Lecturer and Gangel (2015) in the journal (Herman, 2020), said employee performance is better and more complete when efficiency is created in communication. It can be seen in the communication indicators that employees are capable carrying out tasks with full responsibility and efficiency, which really supports employee performance indicators, namely being able to produce output as desired, which will make it easier for employees to improve their performance.

The results of this study are in line with research conducted by (Wahyuddin Habibie et al., 2017) And (Nasuka et al., 2020).

### **Influence Acceptance Technology on Employee Performance (H4)**

In this case, why does it not affect the two variables in this fourth hypothesis because at the time of the research, many of the Brio devices installed on the customer were damaged, so they could not send data to the IM Division server. Of all the Brio systems installed in customer tanks, nearly 30% of the equipment is damaged. This can happen because the spare parts for the Brio system have not been produced since 2020. So to solve this problem, apart from completely dismantling the Brio system, if you still can't send data, then cannibalize spare parts for other Brio systems. In this case priority is given to customers who are difficult to control, in the sense that they require special attention to the delivery of the liquefied gas. This causes one of the targets to limit the number of errors that occur in the Brio system not to be achieved. Therefore the results of the Technology Acceptance assessment on Employee Performance also decreased, this was adjusted to the condition of the Brio system which could not send data on customer usage and needs, due to spare parts being no longer

produced. From the theory of Jumaili (2005) in the journal (Rosanty et al., 2017), said the quality of corporate information systems is measured by how easy it is for users to identify, access, and interpret data. On due to spare parts that are no longer produced. From the theory of Jumaili (2005) in the journal (Rosanty et al., 2017), said the quality of corporate information systems is measured by how easy it is for users to identify, access, and interpret data. On due to spare parts that are no longer produced. From the theory of Jumaili (2005) in the journal (Rosanty et al., 2017), said the quality of corporate information systems is measured by how easy it is for users to identify, access, and interpret data. Ontechnology acceptance indicator namely the Brio system quickly provides information, cannot support employee performance indicators, namely being able to send products on time, because the Brio system cannot send data to the IM Division server when it is accessed.

The results of this study are in line with research conducted by (Μηχανικων et al., 2020).

### The Influence of Decision Making on Employee Performance (H5)

Decision making on the performance of the IM Division has been very good, the biggest influence is good and effective communication given to the IM Division, so that the information conveyed and obtained has been well established. In this case the performance will increase accompanied by good decision making and beneficial for the progress of the company in order to achieve the desired performance. From theory George and Jones (2012: 471) in the Journal (Sugiyanto & Ruknan, 2020), says "the process by which company employees choose certain actions to respond to opportunities and problems". This is also supported by decision-making indicators, namely those that support employee performance, including being able to differentiate and the advantages and disadvantages of decisions made, so as to be able to support employee performance, namely employees are able to generate added value within the IM Division.

The results of this study are in line with research conducted by (Grušovnik et al., 2017) And (Murtiningsih & Lian, 2017).

### Mediation Analysis

This study employs a mediation test by examining the SmartPLS Output results on Bootstrapping in the Specific Indirect Effects section. Mediation analysis is utilized to evaluate the mediating variable as a connection between the independent and dependent variables presented in table 7.

**Table 7. Mediation analysis**

Variable	Original Sample	T Statistics	P Values	Information
Communication → Decision Making → Employee Performance (H6)	0.305	4,055	0.000	Mediation
Acceptance Technology → Decision Making → Employee Performance (H7)	0.334	4,253	0.000	Mediation

Source: Data Processed by Researchers 2023 Through Smart PLS 3.0.

### The Effect of Decision Making Mediating Communication on Employee Performance (H6)

The results of the elaboration above explain that good and effective communication within the IM Division environment, it will be easier to obtain the necessary information and will make it easier for employees in the IM Division Environment to make decisions, and be able to analyze other alternatives, or in field language often used scenarios A, B and C. Making high-value decisions will tend to improve employee performance. From Kotler and



Armstrong's theory (1999) found that employee communication can create a sense of openness and empathy so as to create a comfortable and harmonious atmosphere. Seen on the communication indicator i.e. employees are able to assist companies in achieving production goals with transparent communication, what influences it in decision making is employees being able to analyze decisions taken, with the availability of supporting information, which will be able to support employee performance indicators, namely being able to produce output at low cost and in accordance with set targets.

The results of this study are in line with research conducted by (Handayani, 2018).

### **The Influence of Decision Making to Mediate Technology Acceptance on Employee Performance (H7)**

Acceptance technology plays a role in accelerating and facilitating decision making in the IM Division environment, because the more reliable the acceptance technology, in this case is the Brio system, the data that can be accessed by customers will be faster and easier, so that decision making can be done in advance, accurately and quickly, which will also affect the performance of employees. So in conclusion This research is a decision-making mediating technology acceptance on employee performance. From the theory of Brynjolfsson & McElheran (2016) in the journal Gunnarsson (2020), states the large amount of data available to managers will change the way decisions are made, not on intuition but more based on data. From these results it can be seen from the acceptance technology indicators i.e. it is easy to control the tank level and able to analyze customer needs by providing accurate data, what influences this in decision making is that employees are able to analyze decisions taken, with accurate information provided by the Brio system, so as to be able to develop employee performance through the reliability of the Brio system which can provide accurate information in decision making.

The results of this study are in line with research conducted by (Sasongko, 2015) and (Wahyuddin Habibie et al., 2017).

## **CONCLUSIONS**

Based on the results of data analysis, hypothesis testing and discussion, several conclusions can be drawn as follows:

1. If employees communicate well and effectively, both to superiors, subordinates and horizontal communication, as well as customers, it will greatly support superiors or decision makers in solving problems.
2. Reliability of acceptance technology, in this case the Brio system in sending data so as to be able to provide updated information, employees will easily get data quickly, which can immediately be used in making profitable decisions company.
3. The creation of good and efficient communication with employees, will make employees carry out their duties with full sense of responsibility, so as to be able to produce output as desired, which can improve performance employee.
4. Maintained reliability of the system Brio, will always quickly provide usage information to customers, so that information that can be accessed by employees quickly and accurately will be able to improve their performance.
5. Decision making by employees, taking into account the advantages and disadvantages for the company, will support employee performance, because it will provide added value to the company.
6. With transparent communication, employees are able to assist the company in achieving production goals, because employees are able to analyze decisions taken to produce output at low cost and in accordance with the targets set by the company.

7. Directly mediating decision-making technology acceptance of employee performance. Thus employee performance will be high if acceptance technology reliability can be increased through decision making by replacing the Brio system with a new, more reliable system.

According to the article, it is concluded that there are still many other factors that impact employee performance at all types and levels of the organization, thus further studies are required to complement what other factors can affect employee performance. Other factors such as Leadership and Teamwork are also suggested as having an impact.

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