



## The Effect of Strategic Management Information System, Organizational Culture, Strategic Planning on Organizational Performance Internet Service Provider Mediated by Innovation Capability

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### Abstract

*The purpose of this study is to plan and innovate Internet Service Providers, which are implementing elements of some of the tasks and functions of information management at the forefront of the Universal Telecommunication and Informatics Service Obligation Program, prioritizing the provision of fast and high-quality Internet in unserved, non-commercial, remote areas, underdeveloped areas. and secluded. The success of the program is highly dependent on the quality of the Internet Service Provider. The analytical method is carried out through explanatory research, with the PLS/SEM application. The concepts and problems studied look at the causal relationship, then explain the variables that cause the problems studied. The research sample is 212 decision-makers in Internet Service Provider companies. The results of this study strategic management information system, organizational culture, strategic planning have a positive effect on organizational performance. Strategic management information system, organizational culture, strategic planning has a positive effect on innovation capability. Likewise for the strategic management information system, organizational culture, strategic planning has a positive effect on organizational performance which is mediated by the innovation capability of Internet Service Provider companies. Theoretical implications with the existence of a strategic management information system, organizational culture, strategic planning through increasing its dimensions will be able to increase the organizational performance of Internet Service Provider companies so that they can increase the trust and loyalty of related parties. The results of this study are strategic management information system, organizational culture, strategic planning strengthen the positive and significant impact on organizational performance mediated by innovation capability. Improving and developing the quality of human resources must first pay attention to policies and strategies. This development will give a good indication of the company's Internet Service Provider.*

**Keywords:** Strategic Management Information System, Organizational Culture, Strategic Planning, Organizational Performance.

## 1. INTRODUCTION

Internet Service Provider is a company that provides internet connection services to individual and corporate or business users. Not only that, but Internet Service Providers also provide Internet infrastructure maintenance services. To be able to connect devices (computers, laptops, or cellphones) to the internet, telecommunications network equipment and special routes are required, which most users do not have access to such equipment. Internet Service Providers provide internet connection services to individual and corporate or business users and provide internet infrastructure maintenance

services. This Internet Service Provider has a domestic and international network. A wide network is important so that customers or users can connect to the global internet network. The network here is in the form of a transmission medium that can stream data which can be in the form of cable (modem, cable rental, and broadband), radio, or Very Small Aperture Terminal (VSAT). Internet Service Providers are generally cable companies or cell phone companies. The company offers subscriptions to internet, television, or cellular communication services.



Based on data figures for the number of internet access service provider companies, data for 2019 to 2020 there are around 522 companies that have joined and have had the opportunity to work with the ministry of communication and informatics. Until 2021 there has been an increase to 527 Internet Service Provider companies that have joined. However, it decreased again in 2021 by 521 companies. This happened due to a lack of guidance and a lack of services provided and a decrease in the completeness of the company, which resulted in several Internet Service Provider companies having to close their businesses.

For the Ministry of Communication and Informatics, this Internet Service Provider is the spearhead of the Telecommunications and Informatics Universal Service Obligation program. The success of the program is highly dependent on the quality of the Internet Service Provider. The objective of the Telecommunications and Informatics Universal Service Obligation program will be achieved if the Internet Service Provider has optimal performance. Information handles the performance of Internet Service Provider companies and what factors have a positive impact on that performance. Based on studies conducted in Indonesia, it shows that boosting the performance of the Internet industry in Indonesia can be done through increasing the intensity of industrial competition and the capability of the internet industry.

Strategic management information system according to Simpson et al., (2020) is an organization that wants to develop and improve its safety culture must ensure that there is effective communication within all parts of the organization and related parties, including the supervisory board. Knowledge and experience must be disseminated to functional groups within the organization so that the process of accelerated learning occurs. In this case, it is very important to have a good communication channel through a management information system. A strategic management information system is a sub-section of a business plan, especially for companies where the role of information systems is very critical for the survival of the organization.

Organizational culture is a systemic process by which an organization agrees and builds engagement among key stakeholders on the intrinsic priorities of its mission and responsiveness to the operational environment. The opinion of Fred Luthans from University George Holmes in his book "Learning in and By Organization" says that a good organization is having good resources and having good performance.

Strategic planning according to Posch & Garaus, (2020) in non-profit, business, and government institutions is the essence of strategic planning in organizational situations that determines what must be achieved, and how to do it in response to a dynamic operating environment. The difference is the nature of the internal and external forces that affect that essential task. Strategic planning is a systemic process that the organization agrees on and builds involvement among key stakeholders regarding the intrinsic priorities of its mission

and responsiveness to the operational environment (Bolland & Bolland, 2020).

Apart from the strategic management information system, organizational culture, and strategic planning factors, in this study, innovation capability also wants to see its impact on organizational performance. Al Taweel & Al-Hawary, (2021) found that innovation capability can create new approaches for continuous improvement which led to increased organizational performance. Despite widespread consensus on the positive relationship between innovation capability and organizational performance, understandings of organizational learning remain elusive and there appears to be little agreement on accepted organizational learning theory (Mendoza-Silva, 2021).

Organizational performance of Internet Service Providers through the Ministry of Communication and Informatics wants to bring about the benefits of its intellectual capital, so the role of human capital should be viewed as a strategic resource because only humans can create knowledge. Organizations should pay attention to the dimensions of knowledge and differences in value-creation activities related to human capital as a superior resource for the organization. Organizations should be able to form an organizational physical environment that can encourage creativity and an organizational culture that has shared values and openness. For this focus, organizations must be able to develop more significant programs that can encourage innovation (Pham & Hoang, 2019).

Based on the description above, the phenomenon that is currently happening in the organizational performance of Internet Service Providers through the Ministry of Communications and Informatics, among others, is that there is a lack of equity in access to Internet services in all regions of Indonesia. Implementation that is still minimal in-service information to border communities, 3T (frontier, lagging, and outermost). Internet Service Providers have not worked optimally for horizontal reporting to the Ministry of Communication and Informatics. Communication and understanding of the strategic management information system to achieve the goals of the Ministry of Communication and Informatics through Internet Service Providers have not been implemented optimally.

The research gap found is that there is still limited comprehensive research in Indonesia related to the influence of strategic management information systems in the field of information systems, organizational culture, and strategic planning on organizational performance of service providers with mediation of innovation capability and the nature of information on service providers where the characteristics are limited and confidential, so this research This is the first perception research related to information technology that is scientifically reviewed and published to the public. This can be seen from previous research: "Organizational culture, information management, innovation capability, and firm performance" (Le et al., 2020). This study found a positive effect of cognitive differences among employees on

cohesiveness and unit performance and a positive mediating effect of innovation capability in organizational culture processes, strategic planning on the relationship (Al Taweel & Al-Hawary, 2021).

The novelty of this research is the still limited scope of performance research on internet service providers that work with service-oriented government. Besides that, the influence of the strategic management information system and strategic planning, innovation capability, namely the strengthening of the strategic management information system is supported by the right plan and the placement of innovation capability to increase organizational performance of service providers.

## 2. LITERATURE REVIEW

The theoretical concepts used in this research are strategic management information system, organizational culture, strategic planning, innovation capability, and organizational performance. Some of these concepts are conceptualized into theoretical thinking with strategic management as a grand theory combined with a resource-based perspective. These relevant theories are adopted in constructing the conceptualization of research variables and the development of organizational performance theory through research hypotheses.

According to Nowak, (2020), strategic management is decisions and actions by companies to create and maintain competitive advantage and evaluate cross-functional decisions that enable an organization to achieve its goals. The resource-based view helps company managers to understand why competencies can be considered the most important company assets and at the same time, to appreciate how these assets can be used to improve business performance. The resource-based view of companies accepts that attributes related to experience, organizational culture, and competence are very important for the success of the company.

The definition of an information system according to Bekele & Anbessa, (2021) are organizational ways to collect, enter and process, and store data, and organizational ways to store, manage, control, and report information in such a way so that an organization can achieve its goals. The same thing was conveyed by Bekele & Anbessa, (2021) who define information systems: Technically as a series of interrelated components that collect (and retrieve), process, store and distribute information to support decision-making and control companies.

So based on the above understanding it can be concluded that an information system is a collection of data that is integrated and complementary to produce good output to solve problems and make decisions.

The definition of organizational culture according to Radford et al., (2020) is to describe the organization as an internal interest group, or constituency, that claims to the organization. Classical organizational theory has enumerated several approaches related to the organization as an entity with coalitions implying the existence of several competing cultural groups. According M. Muzamil Naqshbandi, (2020)

describes organizations as political entities, within which there are various groups or coalitions whose purpose is to lobby and to direct the attention of the organization towards their own personal interests and certain goals.

The definition of organizational culture according to Radford et al., (2020) is to describe the organization as an internal interest group, or constituency, that claims to the organization. Classical organizational theory has enumerated several approaches related to the organization as an entity with coalitions implying the existence of several competing cultural groups. according. Muzamil Naqshband, (2020) describes organizations as political entities, within which there are various groups or coalitions whose purpose is to lobby and to direct the organization's attention to their own personal interests and Organizational culture according to Ipinazar et al., (2021) can be limited by departments or hierarchically more generally by groups of members who have different values and interests. If certain groups have different goals and interpretive systems that are very likely to develop the same set of understandings and assumptions which can then be described as organizational culture, even though it does not specifically refer to organizational culture, states that to understand organizational behavior, the unit of analysis must be a sub -the basic units that make up an organization.

So based on the above understanding it can be concluded that organizational culture is a system of shared beliefs and attitudes that is developed and trusted by a group of individuals. An organization's shared belief system and attitudes will set it apart from other groups or organizations.

According to AlNuaimi et al., (2021), innovation capability has the potential to make this practice, with an orientation towards innovation. According to ALI et al., (2020), organizations that want to survive in an increasingly challenging environment must always develop the ability to innovate. Innovation is done by creating new ideas and acting on these new ideas. Siahaan & Tan, (2020) stated that there are two factors that influence the success of innovation capability, namely the human factor and the technology used by the organization. The term innovation capability is understood in various and widespread forms in the literature. (Iranmanesh et al., (2021) I stated that there are many definitions for it, which has resulted in differences both regarding the exact conceptualization and the context in which it should be used.

According to Vu, (2020), innovation ability is examined at the individual level more than the organization. This is because individual employees play an important role in the continuous innovation process. Innovation is an important focus for many organizations and is made possible by innovative employees and work groups. Innovation capability can be considered as an organizational capability because it is the act of integrating existing resource capabilities with new capabilities to create value(Leo et al., 2022).

According to Antony & Bhattacharyya, (2019), organizational performance is a combination of behavior with the

achievement of what is expected and the choice or part of the task requirements that exist for everyone in the organization. Meanwhile, according to Oyewobi et al., (2019), organizational performance can be defined as the results of work in quality and quantity that can be achieved by employees in carrying out tasks in accordance with the responsibilities given. L. Liu et al., (2018) said that performance is an employee's achievement of the assigned tasks. Le et al., (2020) said that performance is the result of an employee's work during a certain period compared to various possibilities, for example, standards, targets/goals/criteria that have been determined in advance and have been mutually agreed upon.

### 3. METHODOLOGY

This research utilizes the hypothesis testing method, which is a study that seeks to describe the nature of a particular relationship/effect or evaluate the significance of the relationship between two or more variables (Sekaran & Bougie, 2016). In general, this research examines the hypothesis of the effect of the strategic management information system Mboera et al., (2021) organizational culture Ipinazar et al., (2021), strategic planning (Nowak, 2020) on organizational performance Alhashedi et al., (2021) mediated by innovation capability (Al Taweel & Al-Hawary, 2021).

Based on the process, this study uses a quantitative approach. The quantitative approach is an objective research approach which includes the collection and analysis of quantitative data and uses statistical testing methods (Hair, 2021). Quantitative research is also strengthened by survey methods, namely by collecting information from or about individuals to be described, compared, or explained about knowledge, attitudes, and behavior (Sekaran, U., & Bougie, 2019). The survey research method was carried out using a cross-sectional approach or what is often referred to as (one snapshot), because the data collection was carried out at a certain point in time (Hair, 2021).

Based on research logic, this research design uses a deductive approach that aims to test theories about a topic or interest, the deductive research process starts from general things to more specific things, the deductive process starts from general theory then narrows the theory down to a more specific hypothesis, the process is carried out through a series of tests (Sekaran, U., & Bougie, 2019). If the research design is reviewed from the expected results, this research uses a basic research approach, namely research that is intended to increase understanding of certain problems, usually occurring within an organization (Sekaran, U., & Bougie, 2019).

The population involved as an object in this research is the Internet Service Provider which has approximately 200 decision-makers who fall into the category; Director, Deputy Director, Head of Section, who can make decisions from each division of the Internet Service Provider. The existing population is not entirely used as a source of primary data. Only a small portion of the population is considered sufficiently representative of the population to be used as the

primary data source. A subset of the population is referred to as a sample (Hair et al., 2021).

Sampling in this study using a sampling technique based on a specific purpose (purposive sampling). This is done with the aim of obtaining the required information from people who can meet the criteria set by the researcher (Hair et al., 2021). Individuals who meet the requirements to be selected as respondents are those who meet the following criteria:

1. Current position at the service provider is a minimum as a policy maker.
2. Two years working experience in service provider.
3. Minimum education is Strata one or equivalent in the field of service providers

The above criteria are made with the assumption that the respondent already has sufficient and relevant knowledge of the service provider. In addition, it is also assumed that the respondent has sufficient knowledge about the object of research so that data related to the object of research can be obtained through the respondent.

Determining the number of respondents used in this study, will use a statement from Hair et al., (2021) which states that the number of respondents as a sample must be matched with the number of statements (indicators) listed in the distributed questionnaire where each indicator is proportional to 5 - 10 samples. Based on the assumption of  $n \times 5$  observed variable (index) up to  $n \times 10$  observed variable (index).

In this study, there were 39 types of statements used to measure 5 variables. The number of respondents used is 39 statements multiplied by 5 so that the results are 195 respondents. Through the statement above, the total sample that must be taken is a minimum of 195 samples, while to avoid unwanted things such as when testing data there are outliers or cannot be used, the researcher will increase the number of sample respondents who will do the research.

The population data in this study were 220 Internet Service Provider Companies which were suitable for use and processed from distributing the questionnaires, while those which were not suitable for use because some did not complete the answers as a whole so that they could not be used for processing research data.

### 4. RESULT AND DISCUSSION

The output results explain as many as 220 questionnaires distributed, and get 212 respondents who complete all statements, there are 8 filling questionnaires that are incomplete and do not meet the requirements for processing research data.

That the male respondents were 151 respondents or 71.2% and the female respondents were 61 respondents or 28.8%. These results indicate that more men are the decision-makers in Internet Service Provider management compared to female respondents because the work carried out requires consistency in the field by men in terms of time and implementation. Job risks also require a lot of men who can carry them directly to the location of activities or require a very long working time

when in the field. Checking all the risks of these activities emphasizes that men can go directly to the area where the location is and check the location. that the age of 21-30 with 5 respondents or 2.3% indicates a career age that is just entering the developing stage, ages 31-40 indicates a stage starting towards maturity of decision makers as many as 90 respondents or 42.5% where at that age the career and positions are entering very productive periods and are in a very good process, followed by ages 41-50 with 107 respondents or 50.5% more than half of the total number of respondents, ages entering the most productive period at work where decision makers are well versed in their work. At the age of 51 years and over as many as 10 respondents or 4.7% are the age of entering retirement age at work because long careers have developed and reached peak positions which show that decision-makers are very well-established and at a very mature age to show quality of work, especially as decision makers in Internet Service Provider management.

Variable descriptive statistics of the strategic management information system consist of three dimensions budgetary, infrastructure, human resources. For Six statements. The results of the descriptive statistical test are as follows: The average value of each indicator is 4.211 for the strategic management information system. This shows that the respondents on the Internet Service Provider answered all statements very well. Variable descriptive statistics from organizational culture consist of three dimensions namely managerial strategy, competitive, result orientation consisting of nine statements. The results of the descriptive statistical test are as follows: The average value of each indicator is 4.188 for organizational culture. This shows that the respondents at the Internet Service Provider company answered all statements very well. This means that the respondents were very enthusiastic in responding to the statements of all indicators compiled in organizational culture variables.

Variable descriptive statistics of strategic planning consist of two dimensions of setting objectives and review results for the six statements. The average value of each indicator is 4.213 for strategic planning. This shows that the respondents at the Internet Service Provider company answered all statements very well. The highest mean value is found in the result review dimension on the sixth indicator, namely, the company applies high enthusiasm and motivation to achieve the best results. Variable descriptive statistics from innovation capability table 4.10. The innovation capability variable consists of three dimensions: innovativeness, process, and change for nine statements.

The design of this model describes how the relationship of latent variables referred to hypotheses, problem formulation, and theoretical studies. Figure 4.1 is the design of the inner model resulting from the processing of the SmartPLS software before being given a number where the blue environment represents the research variable. Strategic Management Information System is symbolized by SMIS, Organizational Culture is symbolized by OC, Strategic Planning is symbolized by SP, Innovation Capability is symbolized by IC, and Organizational Performance is symbolized by OP.

The loading factor value for each indicator from the results of data processing must be more than 0.7 and the average extracted variance (AVE) value must be more than 0.5 to assess convergent validity. the AVE value of the research model for the strategic management information system variable is  $0.665 > 0.5$  so that the AVE value for the discriminant validity test is achieved for further testing. The results of the discriminant validity test also meet the convergent validity test, so that it can be concluded that the research model is valid.

AVE for the discriminant validity test was achieved for several tests. So that it can be said that the discriminant validity test is fulfilled as well as the convergent validity test, so it can be concluded that this research model is valid. the AVE value of the research model for the strategic planning variable was  $0.742 > 0.5$  because the AVE value for the discriminant validity test was achieved for several tests. This means that the discriminant validity test is fulfilled as well as the convergent validity test, so it is concluded that the research model is valid. the AVE value of the research model for the organizational performance variable is  $0.747 > 0.5$  so that the AVE value for the discriminant validity test is achieved for several tests. This means that the discriminant validity test is fulfilled as well as the convergent validity test, so it is concluded that the research model is valid. the innovation capability variable has a mediating model which shows that the adjusted R-Square value of 0.840 innovation capability is capable of being a link to organizational performance. This figure can explain the variables, strategic management information system, organizational culture, strategic planning is able to explain the organizational performance of 84.0%. The R-square value for organizational performance is 0.853 indicating a strong model because it is more than 0.5. The organizational performance variable can be explained by innovation capability of 85.3%.

Based on the analysis that has been done, the discussion of the hypothesis is presented as follows:

- H1; There is a positive effect of the strategic management information system on organizational performance.
- H2; There is a positive effect of organizational culture on organizational performance.
- H3; There is a positive effect of strategic planning on organizational performance.
- H4; There is a positive influence of the strategic management information system on innovation capability.
- H5; There is a positive effect of organizational culture on innovation capability.
- H6; There is a positive influence of strategic planning on innovation capability.

H7; There is a positive effect of innovation capability on organizational performance.

H8; There is a positive effect of the strategic management information system on organizational performance mediated by innovation capability.

H9; There is a positive effect of organizational culture on organizational performance mediated by innovation capability.

H10; There is a positive effect of strategic planning on organizational performance mediated by innovation capability.

Quality index test results. The community value is 0.834, where the value of all indicators is divided by the number of indicators present, a value of 0.834 is obtained. This means that all indicators have fulfilled the test requirements above 0.6. The R-Square value is the sum of all variable values divided by the result which is 0.849 meaning that all variables are above 0.7 and are feasible to use. The higher the Goodness of Fit Model, it means that the resulting model is better (Shandyastini et al., 2019). The results of the Goodness of Fit Model shown in Table 4.19 are 0.875 greater than 0.849 so it is concluded that the model used is very good and can be used in research (Imam Ghozali, 2019).

## 5. CONCLUSION

The results of this study conclude that in general, strategic management information systems, organizational culture, and strategic planning are variables that influence organizational performance and innovation capability. The indirect effect of innovation capability as a mediating variable has a good effect on organizational performance, as well as on innovation capability as a mediation variable on strategic management information system, organizational culture, strategic planning variables that have a strong influence on organizational performance of Internet Service Providers.

Information systems and organizational culture as well as planning that are focused on management and staff to the maximum, especially Internet Service Provider companies are getting better, especially in improving the quality of Human Resources as well as improving organizational infrastructure, so that in dealing with knowledge for the latest information systems requires the best innovation capability, where personnel are increasingly prepared and keep abreast of the times and increasingly advanced technology. Collaboration that must be carried out from every part in the information system organization, especially the Internet Service Provider, can be well established.

Based on the results of the research conducted, the theoretical implications related to the development of the theory of innovation capability and organizational performance from the strategic management information system and strategic planning for Internet Service Provider companies are as follows:

1. Strategic management information system, organizational culture, and strategic planning results

of this study strengthen the significant influence of strategic management information systems, organizational culture, and strategic planning on organizational performance of Internet Service Providers in line with previous research (Mboera et al., 2021).

2. Innovation capability as a mediation for the strategic management information system, organizational culture, and strategic planning can improve the organizational performance of Internet Service Providers (AITaweel & Al-Hawary, 2021).
3. The results of the study provide conclusions by increasing innovation capability through increasing its dimensions being able to increase organizational performance of Internet Service Providers, can increase the trust and loyalty of related parties. Improving and developing the quality of human resources must first pay attention to policies and strategic plans. The development will give a good indication of the organizational performance of the Internet Service Provider.
4. This research provides an update on influence development, strategic management information system, and innovation capability as well as organizational performance of Internet Service Providers.

To be able to improve leadership and organizational performance, leaders must pay attention to the following factors:

1. This study shows that the strategic management information system, organizational culture, and strategic planning are very influential on organizational performance, so the improvement of the strategic management information system, organizational culture, and strategic planning through increasing each dimension of the strategic management information system, organizational culture and strategic planning must become a priority to be able to maintain the organization, so as to be able to give the impression and trust and loyalty of the community.
2. The quality of resources, in the process of involvement of the strategic management information system, organizational culture, and strategic planning of all management parties with third parties is very close, so that cooperation and compliance with the technical specifications of the wishes of the community must be a top priority. The quality of management in terms of equipment, the quality of employees, the performance of departments such as decision-making officials, is an image that can be felt by the community or parties who work together, so that these various qualities must be a priority for improving the culture, innovation, and organizational performance planning of Internet Service Providers.

The government's role in planning the development of the Internet Service Provider (ISP) will lead to general policies to improve the strategic management information system and maintain strategy and also organizational change in an effort to increase organizational performance, especially in all Internet Service Providers (ISP).

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