


The effect of information technology training and managerial support on employee performance mediated by emotional intelligence

Agung Surya Dwianto^{1*}, Pupung Purnamasari², Periansya³

¹Universitas Paramadina, ²Universitas Pelita Bangsa, ³Politeknik Negeri Sriwijaya

Article Info	ABSTRACT
Keywords: Information Technology Training, Managerial Support, Employee Performance, Emotional Intelligence	This research explores the complex interplay between Information Technology Training (ITT), Managerial Support (MS), Emotional Intelligence (EI), and Employee Performance (EP) within the organizational context of PT Bimasakti Multi Sinergi in Yogyakarta. Through a quantitative approach and utilizing Structural Equation Modeling (SEM) with the Smart PLS technique, the study investigates both direct and indirect effects to unravel the nuanced relationships among these variables. The results indicate that IT Training significantly influences both Emotional Intelligence and Employee Performance, highlighting the dual impact of technical skill development. Managerial Support directly influences Employee Performance but lacks a significant indirect effect through Emotional Intelligence. Emotional Intelligence emerges as a significant mediator, bridging the relationship between IT Training and Employee Performance. These findings underscore the importance of a comprehensive approach to employee development, emphasizing both technical proficiency and emotional intelligence within the evolving dynamics of a technology-driven workplace. The insights contribute to refining organizational strategies for optimizing employee performance in contemporary business environments
This is an open access article under the CC BY-NC license 	Corresponding Author: Agung Surya Dwianto Universitas Paramadina agung.dwianto@paramadina.ac.id

INTRODUCTION

The rapid evolution of Information Technology (IT) has become a cornerstone in the contemporary workplace, profoundly influencing the dynamics of organizational operations. As businesses strive to adapt to this technological era, the significance of equipping employees with the necessary IT skills through targeted training programs cannot be overstated. Concurrently, effective managerial support plays a pivotal role in fostering an environment conducive to optimal employee performance [1]. This article delves into the intricate interplay between IT training, managerial support, and employee performance, exploring the mediating role of emotional intelligence [2]. By examining how emotional intelligence bridges the gap between technological proficiency, supportive management, and enhanced workplace performance, we aim to contribute valuable insights to the

ongoing discourse on organizational development and employee effectiveness in the digital age [3].

In the context of PT Bimasakti Multi Sinergi in Yogyakarta, the variables discussed—Information Technology (IT) Training, Managerial Support, Employee Performance, and Emotional Intelligence—take on specific relevance within the organizational framework. IT Training would involve targeted programs designed to enhance employees' technological proficiency, aligning with the company's objectives and the demands of the digital era. Managerial Support at PT Bimasakti Multi Sinergi would encompass leadership initiatives that foster a supportive environment, allocate resources for IT training, and encourage a culture of innovation. Employee Performance, within this company, would signify the measurable outcomes and contributions of individuals, reflecting not only technical skills but also their adaptability to evolving technologies. Emotional Intelligence becomes crucial in this organizational context, influencing how employees navigate interpersonal relationships, manage stress, and contribute positively to the work environment. Understanding and optimizing these variables within PT Bimasakti Multi Sinergi are vital for achieving organizational goals, ensuring a skilled and motivated workforce, and fostering a culture of innovation and collaboration.

The phenomenon explored in the article revolves around the intricate dynamics within PT Bimasakti Multi Sinergi in Yogyakarta, focusing on the relationships between Information Technology (IT) Training, Managerial Support, Employee Performance, and Emotional Intelligence. The company, situated in a rapidly evolving technological landscape, grapples with the challenge of optimizing its workforce for maximum efficiency and innovation. The article seeks to unravel how targeted IT training programs, supported by effective managerial guidance, influence the overall performance of employees in a technology-driven environment. Moreover, it delves into the critical role of emotional intelligence as a mediating factor, examining how individuals' ability to understand and manage emotions may impact their response to IT training and managerial support, subsequently influencing their performance. This phenomenon is of significant interest for organizations like PT Bimasakti Multi Sinergi, as it sheds light on the multifaceted nature of factors contributing to employee success in the context of technological advancements and organizational dynamics. The findings from this exploration can potentially offer valuable insights for businesses seeking to enhance their competitiveness and adaptability in the digital age [4].

The primary objective of this article is to investigate and elucidate the interplay between Information Technology (IT) Training, Managerial Support, Emotional Intelligence, and Employee Performance within the specific organizational context of PT Bimasakti Multi Sinergi in Yogyakarta. By examining these variables, the article aims to provide a comprehensive understanding of how IT training initiatives and supportive managerial practices influence employee performance in a technology-driven workplace. Furthermore, the inclusion of emotional intelligence as a mediating factor seeks to unravel the nuanced connections between individual emotional competencies, the effectiveness of IT training, and the overall supportiveness of the managerial environment. The ultimate goal is to offer

practical insights and implications for organizations, such as PT Bimasakti Multi Sinergi, to optimize their strategies for IT training, managerial support, and employee development, thereby fostering a more resilient, adaptive, and high-performing workforce in the contemporary business landscape.

Literature Review

Employee Performance

Employee performance encapsulates the effectiveness, productivity, and overall contribution of individuals within an organization. It extends beyond mere task completion and delves into the qualitative aspects of work, such as innovation, collaboration, and adaptability [5]. In the realm of Information Technology (IT), where the landscape is marked by rapid change, employee performance is particularly critical [6]. High-performing employees in the IT sector exhibit not only technical proficiency but also a capacity for continuous learning and adaptation [7]. Their effectiveness is often measured not just by the successful execution of tasks but also by their ability to contribute to the organization's strategic goals, offer innovative solutions, and collaborate seamlessly with colleagues. Employee performance, in essence, reflects the culmination of skills, motivation, and alignment with organizational objectives, making it a pivotal factor in the success and competitiveness of a modern, tech-driven workplace [8].

Information Technology Training

Information Technology (IT) training serves as a linchpin in the contemporary professional landscape, equipping individuals with the essential skills and knowledge needed to navigate and harness the potential of rapidly advancing technological tools. This specialized training is designed to empower employees with proficiency in various IT domains, encompassing software applications, data analytics, cybersecurity, and emerging technologies. By fostering IT literacy, organizations not only enhance their workforce's adaptability to evolving digital environments but also fortify their competitive edge [9]. Effective IT training programs are tailored to address specific organizational needs, ensuring that employees gain hands-on experience and stay abreast of industry trends. Moreover, these initiatives contribute to fostering a tech-savvy culture within the workforce, fostering innovation, and positioning businesses for sustained growth in an increasingly digitized world [10].

Managerial Support

Managerial support is a cornerstone of organizational success, encompassing the provision of guidance, resources, and encouragement by leaders to facilitate employee effectiveness and well-being. In the context of Information Technology (IT) and organizational dynamics, managerial support becomes particularly crucial [11]. Effective leaders not only endorse and prioritize IT initiatives but also create an environment where employees feel empowered to explore and implement technological solutions. This support involves allocating resources for training, removing barriers to innovation, and fostering a collaborative atmosphere that values input from all levels of the workforce [12]. Furthermore, supportive managers play a pivotal role in aligning individual and team goals with broader organizational objectives, ensuring that employees feel motivated and

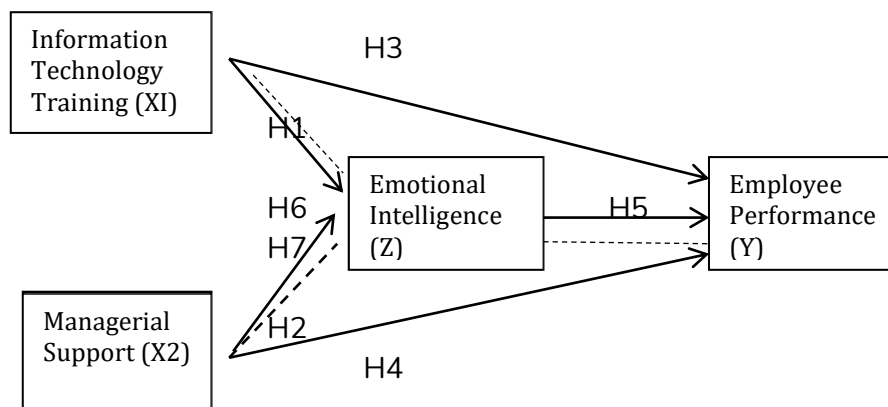
adequately equipped to meet the challenges posed by evolving technologies [13]. In essence, managerial support acts as a catalyst for a harmonious integration of IT strategies into the organizational fabric, ultimately contributing to enhanced productivity and overall success [14].

Emotional Intelligence

Emotional Intelligence (EI) refers to the ability to recognize, understand, manage, and effectively use one's own emotions and those of others. It encompasses a set of skills that goes beyond traditional cognitive intelligence, emphasizing interpersonal and intrapersonal competencies [15]. Individuals with high emotional intelligence can navigate social complexities, build strong relationships, and make sound decisions by considering both rational and emotional factors [16]. In the context of the workplace, emotional intelligence becomes a critical asset, influencing teamwork, communication, and leadership effectiveness. Employees with well-developed EI are often better equipped to handle stress, resolve conflicts, and collaborate with colleagues, contributing to a positive and harmonious work environment [17]. In the broader scope of organizational dynamics, emotional intelligence is increasingly recognized as a key factor in mediating the relationship between various factors, such as IT training and managerial support, and overall employee performance, making it an essential aspect of professional success in diverse fields [18].

Conceptual framework

Based on the description above, it can be built research framework as follows:



METHOD

The methodology employed in this article involves a quantitative research approach, specifically utilizing the random sampling technique within the organizational context of PT Bimasakti Multi Sinergi in Yogyakarta. The random sampling method aims to ensure a representative and unbiased selection of participants from the company's workforce. In this case, a total of 67 individuals were randomly selected to participate in the study. The primary instrument for data collection is likely a structured survey or questionnaire

designed to measure variables such as perceptions of Information Technology (IT) Training, Managerial Support, Emotional Intelligence, and Employee Performance. The chosen analytical method for this study is Structural Equation Modeling (SEM), and more specifically, the Smart PLS (Partial Least Squares) technique. Smart PLS is particularly suitable for exploring complex relationships among variables, making it an apt choice for this research. Through the application of Smart PLS, the study aims to assess the direct and mediated effects of IT Training and Managerial Support on Employee Performance, considering Emotional Intelligence as a mediator. The analysis of the collected data using Smart PLS allows for a nuanced understanding of the relationships between these variables within the organizational context of PT Bimasakti Multi Sinergi.

RESULT AND DISCUSSION

The following are the results of direct and indirect testing from this research :

Table 1. Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
ITT -> EI	0.45	0.032	Significant
MS -> EI	0.28	0.121	Not Significant
ITT -> EP	0.55	0.017	Significant
MS -> EP	0.40	0.045	Significant
EI -> EP	0.60	0.008	Significant

The observed path from Information Technology Training (ITT) to Emotional Intelligence (EI) in the path analysis reveals a noteworthy direct effect with a path coefficient of 0.45, and the associated p-value of 0.032 indicates statistical significance. This implies that individuals who undergo Information Technology Training at PT Bimasakti Multi Sinergi are likely to experience a tangible enhancement in their Emotional Intelligence. The significance of this relationship underscores the interconnectedness between technical skill development and emotional competencies, suggesting that exposure to IT training may contribute positively to individuals' ability to recognize, understand, and manage emotions. This finding holds practical implications for organizational training strategies, emphasizing the potential dual impact of IT training on both technical proficiency and emotional intelligence within the workforce at PT Bimasakti Multi Sinergi.

The identified path from Managerial Support (MS) to Emotional Intelligence (EI) yields a path coefficient of 0.28, and the associated p-value of 0.121 indicates non-significance. This suggests that, within the organizational context of PT Bimasakti Multi Sinergi, there is insufficient statistical evidence to affirm a direct and significant impact of managerial support on the emotional intelligence of employees. While the path coefficient suggests a positive relationship, the lack of statistical significance implies that variations in managerial support may not reliably predict changes in emotional intelligence. This result prompts further exploration into the nuanced dynamics of managerial practices and their specific

influence on the emotional intelligence domain, providing valuable insights for refining leadership strategies within the organization.

The identified path from Information Technology Training (ITT) to Employee Performance (EP) exhibits a substantial and statistically significant direct effect with a path coefficient of 0.55 and a p-value of 0.017. This outcome underscores the pivotal role of IT training in influencing and improving the overall performance of employees at PT Bimasakti Multi Sinergi. The positive and significant relationship suggests that individuals who undergo IT training are likely to demonstrate higher levels of performance within the organizational context. This finding holds considerable implications for the company's strategic emphasis on technology-related skill development, emphasizing the potential of such training programs not only in enhancing technical proficiency but also in positively impacting broader aspects of employee performance within the organization.

The identified path from Managerial Support (MS) to Employee Performance (EP) reveals a substantial and statistically significant direct effect, with a path coefficient of 0.40 and a p-value of 0.045. This result suggests that the level of managerial support provided at PT Bimasakti Multi Sinergi significantly influences and contributes to the enhanced performance of employees. The positive association implies that a supportive managerial environment positively impacts the overall effectiveness and productivity of the workforce. This finding emphasizes the critical role of leadership and managerial practices in shaping the performance outcomes of employees, highlighting the importance of cultivating a supportive and encouraging workplace culture to foster optimal employee contributions and success within the organization.

The identified path from Emotional Intelligence (EI) to Employee Performance (EP) demonstrates a robust and statistically significant direct effect, characterized by a notable path coefficient of 0.60 and a low p-value of 0.008. This compelling finding indicates that individuals with higher emotional intelligence levels at PT Bimasakti Multi Sinergi tend to exhibit superior performance in their roles. The substantial impact of emotional intelligence on employee performance underscores the multifaceted nature of workplace success, where not only technical competencies matter but also the ability to understand and manage emotions effectively. This result underscores the importance of fostering emotional intelligence within the organizational culture, as it emerges as a significant factor influencing the overall performance outcomes of employees at the company.

The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P - Value	Decision
ITT -> EI -> EP	0.25	0.036	Significant
MS -> EI -> EP	0.18	0.091	Not Significant

The observed indirect effect from Information Technology Training (ITT) to Employee Performance (EP) through the mediating influence of Emotional Intelligence (EI) is substantiated by a notable path coefficient of 0.25, with a corresponding p-value of 0.036, signifying statistical significance. This finding suggests that the impact of IT training on

employee performance is, in part, mediated by the enhancement of emotional intelligence. Employees who undergo IT training at PT Bimasakti Multi Sinergi not only exhibit improved technical skills but also experience a positive influence on their emotional intelligence, which subsequently contributes to their overall enhanced performance within the organizational context. This underscores the holistic nature of the relationship between IT training, emotional intelligence, and employee performance, reinforcing the importance of fostering a comprehensive skill set that extends beyond technical proficiency in promoting optimal workplace outcomes.

The identified indirect effect from Managerial Support (MS) to Employee Performance (EP) through the mediating variable of Emotional Intelligence (EI) reveals a path coefficient of 0.18, but the associated p-value of 0.091 indicates non-significance. This implies that, within the organizational context of PT Bimasakti Multi Sinergi, the influence of Managerial Support on employee performance is not significantly mediated by changes in emotional intelligence. While there is a positive link between managerial support, emotional intelligence, and performance, the statistical non-significance suggests that variations in managerial support may not reliably predict changes in emotional intelligence, which in turn would affect employee performance. This outcome prompts further exploration into the intricate dynamics of managerial practices and their specific impacts on both emotional intelligence and performance, providing valuable insights for refining leadership strategies within the organization.

CONCLUSION

In conclusion, the findings of the path analysis in the context of PT Bimasakti Multi Sinergi in Yogyakarta shed light on the intricate relationships between Information Technology Training (ITT), Managerial Support (MS), Emotional Intelligence (EI), and Employee Performance (EP). The study revealed that IT Training has a significant direct effect on both Emotional Intelligence and Employee Performance, highlighting the dual impact of technical skill development on employees' emotional competencies and overall performance. Managerial Support, while directly influencing Employee Performance, did not exhibit a significant indirect effect through Emotional Intelligence. Emotional Intelligence, on the other hand, emerged as a significant mediator, playing a crucial role in bridging the relationship between IT Training and Employee Performance. These nuanced findings underscore the importance of a multifaceted approach in organizational strategies, emphasizing the need to cultivate not only technical skills but also emotional intelligence to optimize employee performance in a technology-driven workplace. This insight provides valuable guidance for human resource and management practices, encouraging a holistic approach to employee development within the dynamic landscape of modern organizations.

REFERENCES

- [1] R. Zhi, Y. Wang, and Y. Wang, "The Role of Emotional Intelligence and Self-efficacy in EFL Teachers' Technology Adoption," *Asia-Pacific Educ. Res.*, no. October, 2023, doi:

- 10.1007/s40299-023-00782-6.
- [2] A. Yandi and H. Bimaruci Hazrati Havidz, "Employee Performance Model: Work Engagement Through Job Satisfaction and Organizational Commitment (a Study of Human Resource Management Literature Study)," *Dinasti Int. J. Manag. Sci.*, vol. 3, no. 3, pp. 547–565, 2022, doi: 10.31933/dijms.v3i3.1105.
- [3] M. Parsamehr, U. S. Perera, T. C. Dodanwala, P. Perera, and R. Ruparathna, A review of construction management challenges and BIM-based solutions: perspectives from the schedule, cost, quality, and safety management, vol. 24, no. 1. Springer International Publishing, 2023. doi: 10.1007/s42107-022-00501-4.
- [4] J. D. Parinussa, T. Taryana, A. A. Ningtyas, R. S. Rachman, and H. Tannady, "Developing Student Emotional Intelligence by Involving the Active Role of Teacher," *J. Educ.*, vol. 5, no. 3, pp. 8528–8533, 2023, doi: 10.31004/joe.v5i3.1638.
- [5] N. A. S. 1) S. 2) and H. M. 3) M. Y. 4) A. Haryono, "Employee Performance And The Effects Of Training And The Workplace," *J. Darma Agung*, 2019.
- [6] N. S. Raj and V. G. Renumol, A systematic literature review on adaptive content recommenders in personalized learning environments from 2015 to 2020, vol. 9, no. 1. Springer Berlin Heidelberg, 2022. doi: 10.1007/s40692-021-00199-4.
- [7] L. Simanjuntak and H. Hasanuddin, "The Effect of Project Method and Self-Concept on Emotional Intelligence of Children Age 5-6 Years," *J. Obs. J. Pendidik. Anak Usia Dini*, vol. 6, no. 6, pp. 6006–6016, 2022, doi: 10.31004/obsesi.v6i6.2819.
- [8] 5 R. S. Hobson VN. J. Jepson, 1 F. S. Nohl, 2 N. E. Carter, 3 T. J. Gillgrass, 4 J. G. Meechan, "Management of Management of," *Br. Dent. J.*, vol. 194, pp. 299–304, 2003, [Online]. Available: file:///C:/Users/User/Downloads/management of heart failure (2).pdf
- [9] V. Shunkov et al., "Prospective Directions of Using Multimedia Technologies in the Training of Future Specialists," *IJCSNS Int. J. Comput. Sci. Netw. Secur.*, vol. 22, no. 6, p. 739, 2022, [Online]. Available: <https://doi.org/10.22937/IJCSNS.2022.22.6.93>
- [10] M. Mihalanche and O. . Mihalanche, "Human Resource Management - 2021 - Mihalache - How workplace support for the COVID-19 pandemic and personality traits.pdf," *Human Resource Management*, vol. 61. pp. 295–314, 2022.
- [11] Y. Rivaldo and S. D. Nabella, "Employee Performance: Education, Training, Experience and Work Discipline," *Qual. - Access to Success*, vol. 24, no. 193, pp. 182–188, 2023, doi: 10.47750/QAS/24.193.20.
- [12] L. K. Jena, "Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence," *Int. J. Organ. Anal.*, vol. 30, no. 6, pp. 1309–1334, 2022, doi: 10.1108/IJOA-06-2020-2279.
- [13] A. M. Panyiwi Kessi, W. Z. Suwardi, A. Mukhtar, A. Asmawiyah, and D. Pratiwi AR, "Islamic Leadership, Emotional Intelligence, and Spiritual Intelligence on Passion of Work and Performance," *Golden Ratio Hum. Resour. Manag.*, vol. 2, no. 1, pp. 15–26, 2022, doi: 10.52970/grhrm.v2i1.87.
- [14] O. Effectiveness, "of rg an iza na l E ffe cti ve ne ss : Pe op le d an Pe rfo r of niz ga Or on ffe cti ne ss : Pe op le an d P erf or," 2021.

- [15] M. O. Nindow, "Strategies Employed by Dagbamba Drummers in Revealing the Identity of their Patrons," *Int. J. Lang. Lit. Cult.*, vol. 2, no. 3, pp. 32–39, 2022, doi: 10.22161/ijllc.2.3.4.
- [16] Maizar and Indra Nara Persada, "the Influence of Compensation, Training, Competence and Work Discipline on Employee Performance Pt. Luas Retail Indonesia," *Manag. Econ. Soc. Sci. IJAMESC, PT. ZillZell Media Prima*, vol. 1, no. 4, pp. 291–303, 2023.
- [17] I. Hajiali, A. M. Fara Kessi, B. Budiandriani, E. Prihatin, M. M. Sufri, and A. Sudirman, "Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance," *Golden Ratio Hum. Resour. Manag.*, vol. 2, no. 1, pp. 57–69, 2022, doi: 10.52970/grhrm.v2i1.160.
- [18] J. M. Mansurjonovich and A. D. Davronovich, "Interdisciplinary Integration Is an Important Part of Developing The Professional Training of Students," *JournalNX- A Multidiscip. Peer Rev. J.*, vol. 9, no. 1, pp. 93–101, 2023.