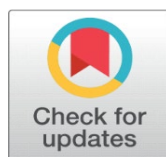# THE INFLUENCE OF RESOURCE BASED VIEW, STRATEGIC MANAGEMENT INFORMATION SYSTEM ON PERFORMANCE OF PERSONNEL IN INFORMATION INTELLIGENCE TECHNOLOGY IN STATE INTELLIGENCE AGENCY MEDIATED IN STRATEGIC POLICY

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ABSTRACT

This research is aimed at the interests of the Organization of the State Intelligence Agency, especially the Deputy for Information Technology, which is the implementing element of some of the tasks and functions of the State Intelligence Agency in the Field of Technology Intelligence who is directly responsible to the Head of the State Intelligence Agency. The Deputy for Technology Intelligence has the task of carrying out policy formulation and implementation of Information Technology intelligence activities and/or operations.

The method of analysis is done through explanatory research, with the application of PLS/SEM. Concepts and problems under study look at causality, then explain the variables causing the problem under study. The research sample was 96 Staff and Officials of the Directorate of Planning for Control of Activities and Operations, the Directorate of Telematics, and the Directorate of Geospatial Intelligence at the State Intelligence Agency.

The results of this study Resource Based View has a positive effect on Performance. Strategic Management Information System has a positive effect on Performance. Strategic Policy has a positive effect on Performance. illustrates that Resource Based View, Strategic Management Information System and Strategic Policy at the Deputy for Information Technology of the State Intelligence Agency can have an influence on the performance of the personnel of the State Intelligence Agency. Theoretical implications of the Strategic Policy through increasing its dimensions will be able to improve the performance of the Deputy for Information Technology of the State Intelligence Agency so as to increase the trust and loyalty of related parties. Resource Based View, and Strategic Management Information System The results of this study strengthen the positive and significant influence of Resource Based View, and Strategic Management Information System on Strategic Policy. Improvement and development of the quality of human resources must first, pay attention to policies and strategies. The development will give a good indication of the performance of the State Intelligence Agency personnel.

Keywords: Resource Based View, Strategic Management Information System, Strategic Policy, Performance

1. INTRODUCTION

In order to realize the Vision of the State Intelligence Agency, strategic steps have been formulated that must be carried out jointly by all elements in the organization, in the form of a mission statement. Vision and mission are the core that become written guidelines in a management system by describing what conditions are to be achieved, what must be implemented, prioritized, and prioritized and become the basis of all programs or activities of the organizational unit as the implementer. This means that the implementation of activities in every line in the organization must refer to the vision and mission guidelines. The thing that becomes the focus in achieving the leadership of the State Intelligence Agency is, of course, how the mission can be carried out quickly, measurably and its progress can be monitored.

As has been stipulated in the Strategic Plan of the State Intelligence Agency, that the formulation of the vision of the State Intelligence Agency in the 2015-2019 period is "The realization of a State Intelligence Agency that is increasingly professional, objective and with integrity in order to support the national security system in the context of realizing a sovereign, independent and personable Indonesia. ". Along with the formulation of the vision, the State Intelligence Agency has also set a mission as the answer regarding what must be done, meaning that if all missions can be implemented and achieved properly, a vision will be realized, and strategic objectives will be widely felt. Based on the Regulation of the State Intelligence Agency of the Republic of Indonesia Number 04 of 2020 concerning the Organizational Structure and Governance of the State Intelligence Agency of the Republic of Indonesia. The Position, Duties and Functions of the Deputy for Information Technology, which are the implementing elements of some of the tasks and functions of the State Intelligence Agency in the Field of Technology Intelligence, are directly responsible to the Head of the State Intelligence Agency. (BIN, 2020). The Deputy for Technology Intelligence has the task of carrying out policy formulation and implementation of technology intelligence activities and/or operations. The function of the Deputy for Intelligence is to prepare plans for activities and/or technology intelligence operations; implementation of technology intelligence activities and/or operations; coordinating technology intelligence activities and/or operations; assessment and engineering of intelligence technology; development of technological equipment in the control environment of technology intelligence activities and/or operations; and the preparation of technology intelligence reports.

The Deputy for Information Technology at the State Intelligence Agency also oversees several directorates which are part of the organizational elements of the State Intelligence Agency. The Deputy for Information Technology of the State Intelligence Agency carries out its activities in a competitive environment, and if the ranks of the State Intelligence Agency want to survive and exist, they must be prepared to face many challenges whose impacts will affect performance both positively and negatively. Organizations that can face challenges by using resources as much and efficiently as possible will be able to maintain and even improve their business performance. Organizational performance is a vital indicator of organizational success or failure. The challenge faced by the Deputy for Information Technology at the State Intelligence Agency at this time is the unstoppable development of industry 4.0 so that an organizational reaction is needed to prepare all organizational resources which include knowledge and capabilities of Human

Resources, capabilities in the field of information technology, capabilities in the field of resource management. People and leadership.

An empirical study conducted by Heuer (2019) proves that an increase in the use of technology significantly increases the need for human resource development such as training and formal and informal education (training and development). Further, Simpson et al. (2020) explains that in an environment where knowledge and technology continue to grow and develop, training and development are key factors in organizational success. Smart organizations invest in employee training and development to improve job performance, increase productivity, and boost morale all of which are aimed at improving the overall performance of the organization. This is in line with the research of Liu et al. (2018) which suggests that technology development significantly improves personnel performance in supporting organizational performance.

Resource Based View is an effort to approach the Deputy for Information Technology in carrying out the main organizational tasks carried out by the State Intelligence Agency through coordination with the division of the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics: (Telematics) and the Directorate of Geospatial Intelligence (Geospatial). Organizational performance is influenced by several factors, including the Strategic Management Information System. Simpson et al. (2020). Resource Based View is a systemic process that the organization agrees on and builds engagement among key stakeholders about the essential priorities for its mission and responsiveness to the operational environment. The opinion of Fred Luthans from the University of George Holmes in his book "Learning in and By Organization" says that a good organization is to have good resources and also have good performance. Mackenzie (2018). Organizations are where resources come together. Organizations use different resources to achieve goals. The main resources used by organizations are often described as follows: (1) human resources, (2) financial resources, (3) physical resources, and (4) information resources. Managers are responsible for acquiring and managing resources to achieve goals.

The Department of Human Resource Management considers military experience a plus in part, due to the mission-oriented work ethic of ex-military soldiers and quality management training. The military is related to the knowledge management program used in developing training quite comprehensively. The private sector can learn more from the military, including more effective ways of applying information technology to remote learning and teaching. Frey and Osborne (2017), Garcia-Lausin et al. (2019). Intelligence's main focus, centered on developing new strategies that would enable it to maintain the organization's dominant defense position despite funding constraints Ruel et al. (2018).

The research gap found the placement of the strategic policy variable as a mediator variable, which mediates the Resource Based View, Strategic Management Information System, on performance. This can be seen in the research: Pérez-Méndez and Machado-Cabezas (2019) with the title "Relationship Between Management Information Systems and Corporate Performance". Previous research on partnerships also shows a research gap on the conceptual aspect, namely the research of Yeh, Tseng and Jong et al. (2019) entitled "The Relationship Between Partnerships and Organizational Performance in The Industrial Waste Management Industry". Likewise, research by Jyoti and Kour (2017), Husmann et al. (2020) discusses the Resource Based View and the relationship between personnel in the organization. Furthermore, the research gap is on the method (methodological) aspect, namely differences in the research instruments used according to

dimensions or indicators. variables that refer to the theory used in building the research variables.

Novelty in this study is, Strategic Management Information System, and Strategic Policy, which gives influence on the Performance of Personnel of the Director General of Information Technology Development, especially at the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics: (Telematics), and the Directorate of Geospatial Intelligence (Geospatial). at the National Intelligence Service.

2. LITERATURE REFERENCES

This study tries to develop theories about Resource Based View which is carried out to see how Resource Based View helps human resources so that it will improve performance, several theories about the latest Resource Based View include opinions from, Bamel and Bamel (2018), Albrecht et al. (2018), Pan et al. (2019), Heuer (2019), De Clercq et al. (2020), Husmann et al. (2020). Strategic Management Information System, which is carried out for strategic management of information systems in the development of personnel, is found in several studies from Matarneh et al. (2019), Yang et al. (2019), Asad et al. (2019), Munir et al. (2019), Hutahayan (2020), Messina et al. (2020), Frank Nana Kweku (2020). Strategic Policy in this aspect will discuss the policy strategies carried out by the organization towards its personnel where some of the previous and recent studies that have become references are according to several experts including, Lee and Cho (2017), Couch (2019), Barbieri et al. (2019), El-Dessouki and Mansour (2020), Tarigan et al. (2020), Beckett-Camarata (2020). Performance according to Antony & Budi Gunawan (2021), Oyewobi et al. (2019) The potential for success of an organization depends to a large extent on the performance of personnel in terms of quality and quantity, which relates to their ability to effectively implement strategies to achieve organizational goals. Liu et al. (2018), Baird et al. (2019), De Clercq et al. (2020), Chen et al. (2020), Tarigan et al. (2020)

Strategic Management Information System according to Simpson et al. (2020). An organization wishing to develop and enhance its safety culture must ensure that there is effective communication within all parts of the organization and all relevant parties, including regulatory bodies. Knowledge and experience must be disseminated to functional groups within the organization in order to accelerate the learning process. In this case, it is very important to have a good communication channel through a management information system. Strategic Management Information System is a sub part of a business plan, especially for companies where the role of information systems is considered very critical for the survival of the organization.

Strategic Policy is the chosen and conceptualized method to achieve strategic goals and objectives which are translated into policies to carry out various programs according to the duties and functions of the work unit. Policy is a series of concepts and principles that form the outline and basis of plans for implementing work, leadership, and ways of acting (regarding orders, organization, etc.), which will be applied to the State Intelligence Agency.

Strategic Policy is basically a provision set by the State Intelligence Agency to the authorized division or director general to be used as a guideline, guide or guide in the development or implementation of various programs and activities, in order to facilitate and integrate the achievement and realization of the goals, objectives, mission and vision of the work unit. organization. Couch (2019). The Strategic Policy

at the State Intelligence Agency which is a comprehensive policy will be prepared based on the surrounding strategic environmental factors, in order to find strategic options and key success factors.

Performance of Information Technology Personnel of the State Intelligence Agency wants to give birth to the benefits of intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge. Organizations should pay attention to the dimensions of knowledge and the 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. With such a focus, organizations must be able to develop more significant programs, which can encourage innovation Anwar et al. (2016). Factors that affect employee performance are education and training. Gonzalez et al. (2020) Education is not something foreign to the people of Indonesia. Education is needed by everyone; it can even be said that education is experienced by all humans from all groups. But often people forget the meaning and nature of education itself. As with other things that have become routine because it is true to say that everyone who is involved in the world of education must always reflect on the meaning and nature of education, reflecting it in the midst of the actions in the world that they do. That education is very important for all groups of society so that it can affect employee performance. But often, people forget the meaning and nature of education itself like other things that have become routine for actions or actions in the work they do.

3. METHODOLOGY

In this study, using a descriptive and verification approach Hair et al. (2015), Voler (2015). Descriptive approach is a method in examining the status of human groups, objects, conditions, and systems of thought. The purpose of descriptive research is to make a systematic, factual, and accurate description, picture or painting of the facts, characteristics and relationships of the phenomena being investigated. The verification approach is a research method that aims to determine the causal relationship between variables through a hypothesis test through a statistical calculation so that evidence is obtained that shows the hypothesis is rejected or accepted Hair et al. (2015), Voler (2015).

The Strategic Management Information System variable is an integrated human or machine system to provide information to support the organization's operational functions, management, and decision-making processes within an organization, measured by 3 (three) dimensions with 6 (six) statements. Measurement of variables with an interval scale using a 5-point Likert scale, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). (Hair et al., 2019).

Strategic Policy Variable is a process or series of decision-making activities that are fundamental and comprehensive in nature. A successful organization will have an overarching policy strategy that drives all other strategies. Organizational strategy and information strategy depend on the policy strategy, measured by 3 (three) dimensions with 6 (six) questions. Measurement of variables with an interval scale using a 5-point Likert scale, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree)

Performance variable is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. The success of employee performance can be known if

the organization has predetermined success criteria. Measured by 3 (three) dimensions consisting of 9 (nine) statements. Measurement of variables with an interval scale using a Likert scale comparison of a scale of 1 to 5, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Hair et al. (2015), Rasid et al. (2017).

The population in this study were all staff and leaders of 119 people who were registered as staff and leadership of the Personnel in the Intelligence Information Technology Division at the State Intelligence Agency at the level of strategic or operational policy makers through the Director General of Information Technology at the State Intelligence Agency. Director General of Information Technology Development, especially at the Directorate of Planning for Control of Activities and Operations (Rendalgiatops), the Directorate of Telematics: (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) at the State Intelligence Agency

Questionnaires were distributed to respondents who are the leading officials of the Director General of Information Technology Development, especially at the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) at the State Intelligence Agency at the level of strategic or operational policy makers. The number of samples in this study is a saturated sample, where all the population is a sample of 119 respondents.

In this study, we will use a structural equation model or Structural Equation Modeling (SEM) as an analysis. A minimum sample size of 100 will be used as a benchmark referring to Wijayanto (2015) which states that a minimum sample size of 100 is sufficient to be used to estimate the model.

Primary data collection in this study was carried out through a survey process. The survey was conducted using a questionnaire instrument. Questionnaires are the most commonly used data collection instrument in business research Cooper and Schindler (2014). The questionnaire made did not ask for the name of the respondent and the company where he worked to ensure that the respondent gave an objective answer. The cover letter also states that the data collected will be kept confidential and for academic purposes only. The results of these respondents are planned to be processed using SMART PLS/SEM.

4. RESULT AND DISCUSSION

The loading factor value for each indicator from the data processing results must be more than 0.5 and the average extracted variance (AVE) value must be more than 0.5 to assess convergent validity. Measurement model to measure the validity of the Resource Based View.
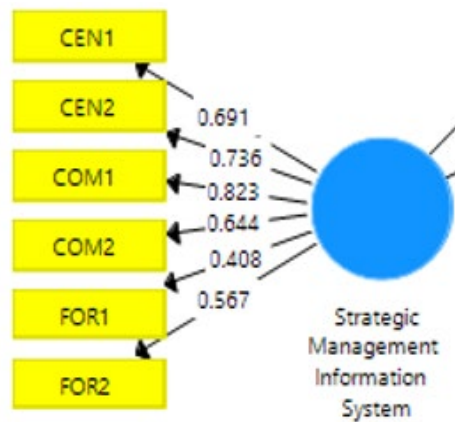
Figure 1
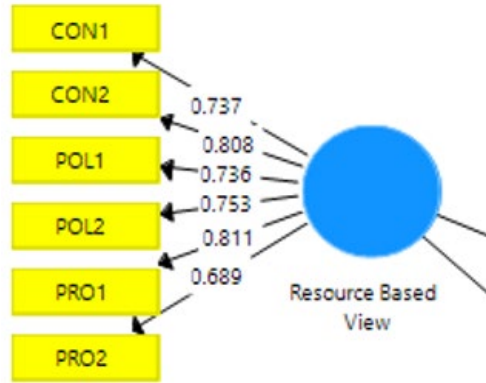
Figure 1 Display the results of the PLS Algorithm Resource Based View
Source: Processed Data (2021)

The Resource Based View variable shows that all indicators are declared valid, meaning that these indicators can be used for testing. Measurement model for the validity of the Strategic Management Information System.

Figure 2 Display the results of the PLS Algorithm Strategic Management Information System
Source: Processed Data (2021)

The Strategic Management Information System variable shows that all indicators are declared valid, meaning that these indicators can be used for testing. The results of the reliability test to see the value of Cronbach's alpha and composite reliability. The requirements for the value of Cronbach's alpha and composite reliability are 0.7. So that all variables in this study are said to be reliable. The results of reliability testing of the variables of this study are outlined in Table 1.

Table 1

Table 1 Reliability Test Results			
Variabel	**Dimensi**	**Cronbachs Alpha**	**Composite Reliability**
Resource Based Value	Policy Procedure Control	0.85	0.889
Strategic Management Information System	Formalization Centralization Competence	0.727	0.815

| Strategic Policy | Team Orientation. Organizational Focus People Management | 0.814 | 0.886 |
| Performance | Cooperatives—social skills Work quality Personal presentation | 0.868 | 0.895 |

Source: Processed Data (2021)

The results of testing the hypothesis of the influence of each variable are as follows:

Hypothesis 1. The influence of Resource Based View on Performance is positive and significant. Resource Based View has a T-Statistic value of 2.524 > 1.96 and a P-Value of 0.000 < 0.05. This figure shows that Research Based View has a significant positive effect on Performance.

Hypothesis 2. The effect of Strategic Management Information System on Performance is positive and significant. The Strategic Management Information System has a T-Statistic value of 4.791 > 1.96 and a P-Value of 0.000 < 0.05. This figure shows that the Strategic Management Information System has a significant positive effect on Performance.

Hypothesis 3. The influence of Resource Based View on Strategic Policy is positive and significant. Resource Based View has a T-Statistic value of 3.129 > 1.96 and a P-Value of 0.002 < 0.05. This figure shows that Resource Based View has a significant positive influence on Strategic Policy.

Hypothesis 4. The influence of the Strategic Management Information System on Strategic Policy is positive and significant. Strategic Management Information System has a T-Statistic value of 4,568 > 1.96 and a P-Value of 0.000 < 0.05. This figure shows that the Strategic Management Information System has a significant positive influence on Strategic Policy.

Hypothesis 5. The effect of Strategic Policy on Performance is positive and significant. Strategic Policy has a T-Statistic value of 15.298 > 1.96 and a P-Value of 0.000 < 0.05. This figure shows that Strategic Policy has a significant positive effect on Performance.

Hypothesis 6. The influence of Strategic Policy mediating Resource Based View on Performance is positive and significant Strategic Policy has a T-Statistic value of 3,048 > 1.96 and a P-Value of 0.002 < 0.05. This figure shows that Strategic Policy has a significant positive mediating effect on Resource Based View on Performance.

Hypothesis 7. The influence of Strategic Policy mediating Strategic Management Information System on Performance is positive and significant Strategic Policy, has a T-Statistic value of 4.510 > 1.96 and a P-Value of 0.000 < 0.05. This figure shows that Strategic Policy has a significant positive mediating effect on Strategic Management Information System on Performance.

5. CONCLUSION

The conclusion is that in general there is an influence of Resources Based View and Strategic Management Information System on Performance mediated by Strategic Policy. Of the seven hypotheses proposed, all of them proved to be influential. Strategic Policy as a mediating variable plays an effective or strong role in increasing the influence of Resources Based View and Strategic Management Information System on the Performance of Personnel of the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) of the State

Intelligence Agency. The conclusions of the research in detail based on the objectives of this study are as follows:

There is a positive influence from Resource Based View on Performance, illustrating that the development of resources at the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) of the State Intelligence Agency greatly affects the strategy policy affecting all echelon officials in make decisions that are made so as to be able to provide maximum policy in maintaining the level of ability and greatly affect the performance of the personnel of the State Intelligence Agency.

There is a positive influence of the Strategic Management Information System on Performance, it provides information that the Strategic Management Information System is able to demonstrate a good management strategy on the performance of the personnel of the State Intelligence Agency, which is the goal of the State Intelligence Agency in producing quality resources, as well as good capabilities so that the direction of quality must meet the dimensions that become the standard of the performance quality of the personnel of the State Intelligence Agency, this is still the main task if the State Intelligence Agency wants to continue to be a quality ministry.

There is a positive influence of Resource Based View on Strategic Policy, the meaning of this positive influence is that the accepted strategic policy can give a positive reaction to the process of human resource organization. Improving strategic policy can be done by increasing the dimensions of the organization of resources in the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics: (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) of the State Intelligence Agency.

There is an influence of the Strategic Management Information System on Strategic Policy, this illustrates that the objectives of the information system management strategy have met the standards expected for the advancement of the State Intelligence Agency so that development is carried out, especially in responding to all strategic policies from officials related to other resources.

There is a positive influence of Strategic Policy on Performance, this illustrates that strategy and policies and performance greatly affect the performance of the State Intelligence Agency. The maximum policy is the extent to which the benefits of an outcome are felt in accordance with what is expected. So that strategic policy is a strong variable affecting the performance of the personnel of the State Intelligence Agency, it can be seen from how all parties involved work together to increase the maximum value for the needs and desires of the State Intelligence Agency.

There is an influence of Resource Based View on Performance mediated by Strategic Policy, this shows that the existence of strategic policies that mediate human resource development provided by the State Intelligence Agency can increase the influence on performance in the Directorate of Planning for Activities and Operations Control (Rendalgiatops), Directorate of Telematics:(Telematics), and the Directorate of Geospatial Intelligence (Geospatial) of the State Intelligence Agency. Good personnel performance will have a maximum impact on the progress of the State Intelligence Agency in each section, in taking the policy of readiness in creating the performance of the State Intelligence Agency personnel.

There is an influence of Strategic Management Information System on Performance mediated by Strategic Policy, this shows that a good information system management strategy affects the performance of State Intelligence Agency

personnel, then Strategic Policy as mediation can further increase the positive influence of strategic policy on the performance of State Intelligence Agency personnel. Good resources will also bring good quality to an organization that maximally develops all aspects for the progress of the organization, especially the Directorate of Planning for Activities and Operations Control (Rendalgiatops), the Directorate of Telematics: (Telematics), and the Directorate of Geospatial Intelligence (Geospatial) of the State Intelligence Agency.

Based on the results of the research conducted, the theoretical implications related to the development of strategic policy theory and personnel performance from the Resources Based View, and Strategic Management Information System on the performance of the State Intelligence Agency personnel are as follows:

Resources Based View, and Strategic Management Information System The results of this study strengthen the positive and significant influence. Resources Based View, and Strategic Management Information System on the Performance of State Intelligence Agency personnel are in line with previous research. Xuebing et al. (2019), Budi Gunawan (2021), Francis (2021).

Strategic Policy as mediating against Resources Based View, and Strategic Management Information System is able to improve the performance of State Intelligence Agency personnel. Xuebing et al. (2019), Francis (2021)

In order to improve strategic policies and personnel performance, officials and echelons must pay attention to the following factors:

This study shows that policies and strategies greatly affect the performance of personnel, so improving policies and strategies through improving every dimension of policy and strategy, must be a priority to be able to maintain personnel performance, so as to be able to give the impression and trust and loyalty of the community.

The quality of resources, in the policy and strategy involvement process of all echelon parties and officials with third parties is very close, so that cooperation and conformity to technical specifications with the wishes of the community must be a top priority. The quality of the State Intelligence Agency in terms of equipment, quality of employees, performance of sections such as decision-making officials, is a picture that can be felt by the community or parties who cooperate, so that various qualities must be a priority for the improvement and development of the State Intelligence Agency in meeting the quality of personnel performance, so that able to provide satisfaction to the community and have an impact on loyalty to the State Intelligence Agency.

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