

MODEL OF ENHANCEMENT PERFORMANCE FOR HUMAN RESOURCE THROUGH SMART WORK PATTERN AND PROFESSIONAL COMPETENCE AS WELL AS WORK EXPERIENCE IN THE CONTEXT OF INFORMATION AND TECHNOLOGY USAGE EXPERIENCE

Hidan Noormantama^{1*}, Widodo^{2*}

* Affiliation:
^{1,2} Master of Management Program, Sultan Agung Islamic University Semarang
norman.tama@gmail.com

Abstract:

The purpose of this study is to describe and analyze the effects of Smart Work Pattern, Professional Competence Level and Work Experience on human resource performance in the context of Information Technology Usage Experience. The number of respondents in this study was 244 ASN in 4 Government Agencies namely Inspectorate of Central Java Province, Semarang City, Kendal District and Demak District. Hypothesis testing used was Structural Equation Modeling (SEM) with SmartPLS ver.3 software. The results showed that with moderation of IT usage experience resulted in total effects of Professional Competence and Work Experience to the improvement of human resource performance through Smart Working Pattern was smaller than the total effects before moderation, it means that IT usage experience variable does not strengthen the effects of Professional Competence – Human Resource Performance; Work Experience - Human Resources and Smart Work Performance – Human Resource Performance.

Keywords: Human Resource Performance, Work Experience, Professional Competence, Smart Working Pattern, IT Usage Experience

INTRODUCTION

In his study, Wong (2003, 2006) states that experience (ie, knowledge and skills) is the most significant input affecting performance, while in Widodo's study (2011), it was mentioned that Kraft research (1999) showed no effect between experience and performance. Higher employee performance helps companies achieve company goals. The introduction of a competence framework will encourage all employees to focus on key skills and competencies that lead to business success

(Stredwick, 2005), then from the results of the study (Widodo, 2014) shows innovative performance improvement was made with intelligent work patterns built through intrinsic motivation. Results-oriented smart work is the result of network through a collaborative process, changing an existing process to maximize results (Boorsma and Mitchel, 2011). In the classification scheme, the IT aspect consists physically such as IT / hardware and software tools, human, individual skills or knowledge of IT / knowledge, and organization like structure, rules, relationships, and culture / networking. Information technology has a strategic role in improving performance (Kim et al., 2011). Research (Vecchio, 1992) suggests that experience (either individual or group task experience) has a significant effect on individual and group performance (Wong, 2007).

The shift in the role of the Inspectorate as the supervisor apparatus of Internal Government of the old paradigm acts as a watchdog towards the new paradigm which turns into a Quality Assurance and Consulting Partner for the auditee, the mandated assignment becomes increased with the existence of review activity and performance evaluation started from the steps of planning, budgeting up to the execution, and following up the national policies / programs in the Bureaucracy Reform and Prevention, Eradication of Corruption in the Provincial Government of Central Java. Based on data from Inspectorate Profile of Central Java Province, the number of civil servants per March 2017 was 131 civil servants consisting of 9 Structural Officials, 60 Certain Functional Positions (Auditor and Government Supervisor) and 62 General Functional Positions (secretariat staff).

That number will be reduced by 8 people in 2017, 9 more in 2018 and beyond due to the retirement age. These conditions also occur in the Inspectorate of Kendal district, Semarang city and Demak district. Fulfillment of the required shortage of personnel is hampered by the moratorium policy on civil servant receipts by the Central Government. Seeing the description above, it can be estimated that the emergence of potential problems of which the imbalance between the number of activities carried out by the Inspectorate of Central Java Province with the number and quality of Human Resources (HR) they owned, so the improvement of Human Resource Performance of Inspectorate of Central Java Province is a necessity.

REVIEW OF LITERATURE

Human Resource Performance

Performance is a synonym of benefits (outcomes), results (output) and achievement (Rothwell, 2005). Performance is the benefit of work that supports organizational goals of quality, efficiency and effectiveness so that individual performance is the basis of organizational performance (Gibson, 2012). With the description above, the performance of human resources is the benefits, results and achievements of human resources obtained through the implementation of basic tasks and functions effectively and efficiently.

According to Government Regulation No.46 of 2011 on Performance Appraisal of Civil Servants, job performance is the work achieved by each civil servant in the organization unit in accordance with 1) the employee's job goals and 2) work behavior. In the Porter and Lawler model (Tyson, 2006) performance achievement is determined by 1) the effort, 2) the individual's understanding of the task, 3) the task requirements and 4) self-assessment. From some of the indicators above, in this study the indicators of Human Resource Performance used are 1) the

employee understanding of the main tasks and functions, 2) the efforts made to meet the targets / targets that have been set and 3) the behavior of employees in carrying out their duties.

Smart Work Pattern

Results-oriented smart work is the result of network through a collaborative process, changing an existing process to maximize results (Boorsma and Mitchel, 2011). “Work smarter is not harder” is a phrase that describes the completion of work through priority scale and system to be more efficient and productive (Seland, 2012). Smart Work is about how to live life, work and goals more fun and more sustainably and less from the other way (Phelps, 1999). Therefore, smart work pattern is an attempt to create new ways to accomplish work more effectively and efficiently in order to live the life and work have more fun.

To start smart work, then some rules should be done are 1) determine the priority scale of work; 2) make a work plan and do it; 3) make a rational deadline (Phelps, 1999). In research conducted by Klehe and Anderson (2007) stated that as a smart work measure is how efficiently individuals accomplish their tasks. The above indicators become the measures to the variables of smart work pattern in this study. Smart work improves the performance of sales people (Sujan et al, 1994). Furthermore, the results of the study (Widodo, 2014) indicate that the improvement of innovative performance is done with the improvement of smart work patterns. Therefore, the hypothesis proposed in this research is:

H1: When the smart work pattern is higher, the higher the Human Resource performance has.

Professional Competence

Bassellier (2001) in research (Davis, 2013) mentions that the general concept of individual competence, is as a potential that leads to effective behavior, while the concept of “professionalism” applies in all professions. According to Sandra Day O’Connor (1992) in research (Seidman, 2008), the essence of professionalism is a commitment to fully develop one’s skills as well as apply them as a responsibility. Definition of professional competence in this research is behavior to commit in developing skill responsibly.

Sandra Day O’Connor (1992) in research (Seidman, 2008) states that professionalism requires high adherence to 1) ethical standards and a willingness to 2) place personal interests under the more basic goals of public service. In Government Regulation No.60 in 2008 on Government Internal Control Systems, the competent and professional Auditors are 1) having an Auditor certification, 2) meeting the code of ethics and audit standards, 3) reporting the assignment results according to stakeholder needs and 4) performing the task independently and objectively. For this research the professional competency indicators used are 1) the behavior in accordance with the professional code of ethics, 2) having certification of professional expertise, 3) performing his duties in accordance with the standards set by the profession.

In the study (Dinger et al, 2015) explains that some professional dimensions have relationship with intrinsic motivation, job satisfaction and job performance, the hypothesis proposed in this research is:

H2: The higher the professional competence of employee has, then the more increasing performance he will have.

The study (Widodo, 2008) found that smart work pattern through professional competence affects improvement of sales performance, so the proposed hypothesis is:

H3: Smart work patterns are formed by employee's professional competence.

Work Experience

In general, work experience is related to a person's feelings, thoughts, and beliefs about his work in the workplace or organization. These feelings, thoughts, and beliefs are then learned in connection with the construction between work experience with work values, attitudes, and moods. Some of the dimensions of work experience according to (George et al. 1997) are: 1). Time: work experience requires simultaneous retrospective, contemporaneous, and prospective considerations from time to time (Schütz, 1972); 2) Dynamic: work experience is evolving and fluctuating over time but still in stable work value. (Foster, 2001) states that the way or method of completion of work is not obtained through training alone, but is obtained in the workplace informally with changes in the organization, continuous learning and becoming a necessity. Definition of work experience in this study is all things that individuals obtain in carrying out their duties from time to time.

The roles of time in the definition of work experience are: 1) retrospective: individuals in understanding the value of work and the events / conditions of the organization that have occurred through reflection and evaluation; 2) contemporaneous: individual attitudes in terms of "real-time" work; ongoing from hour to hour, day to day, and week to week; and 3) prospective: influenced by individual expectations about what their job or organization should look like (George et al., 1997). The roles are used as indicators in this study.

Previous research has shown that experience, whether individual or group task experience, has a significant effect on individual and group performance (Vecchio, 1992). The results (Wong, 2007) on software review tasks shows that there is a positive relationship between work experience and individual performance. Hypothesis used in this research is:

H4: When the work experience is high, then the higher performance the human resource has.

We can draw on the experience of working in the past then apply the acquired skills to solve problems with similar situations. A difficult problem requires more time and energy for the problem-solving process. Learning new things as part of the problem-solving process becomes necessary, including data collection and analysis to find the cause of the dilemma. In any case, smart work requires that we prioritize our work so that we overcome the things that are easily solved and create time for problems that require more effort (Kruse, 2009). Hypothesis used in this research is:

H5: When the work experience is high, the higher the smart work pattern will be.

Experience of Information Technology Usage

Forester, 1985 in the article (Boaden and Lockett, 1990) defines Information Technology (IT) as a new science related to collecting, storing, processing and disseminating information. Information is the lifeblood of a complex industrial society and it is increasingly important. In the same article the other definition stated by the local government in Information Technology

and Public Policy is: information technology concerning the use of devices that are programmed to handle information, whether sending to humans or to setting machines. Information handled are in the form of text, sound, image, data or control signals, and for handling includes collection, storage, retrieval, processing, transmission and display tasks. IT refers to computing technology, electronics, telecommunications, office equipment and control techniques. From these descriptions, the experience of using IT is an individual experience in using or processing information with technology in carrying out his work.

IT function is a free organizational function, such as a marketing function or research and development. Most studies of information systems make use of the classification of organizational resources, as described by Grant (1991) or Barney (1991), as their theoretical basis. Grants (1991) divide organizational resources into tangible, human, and intangible resources. Barney (1991) categorizes organizational resources into physical capital, human capital, and capital resources.

In the classification scheme of the IT aspect, although different in defining but similar, that IT aspect consists of physical, for example, IT / hardware and software tools, human, individual skill or knowledge of IT / knowledge, and organization such as structure, rules, / networking, as described in the study (Kim et al, 2011). From the previous explanation, then the IT aspects in this research are 1) IT device, 2) IT usage in work and 3) Internet Network.

Research (Seung-Hwan Ju et al, 2012) explains that smart work is a flexible work arrangement related to location and hours of work. By utilizing mobile telecommunication technology to work from multiple locations, savvy workers use devices such as laptops and smartphones to read and send email, access websites, review and edit documents, and perform many other tasks. The hypothesis proposed is:

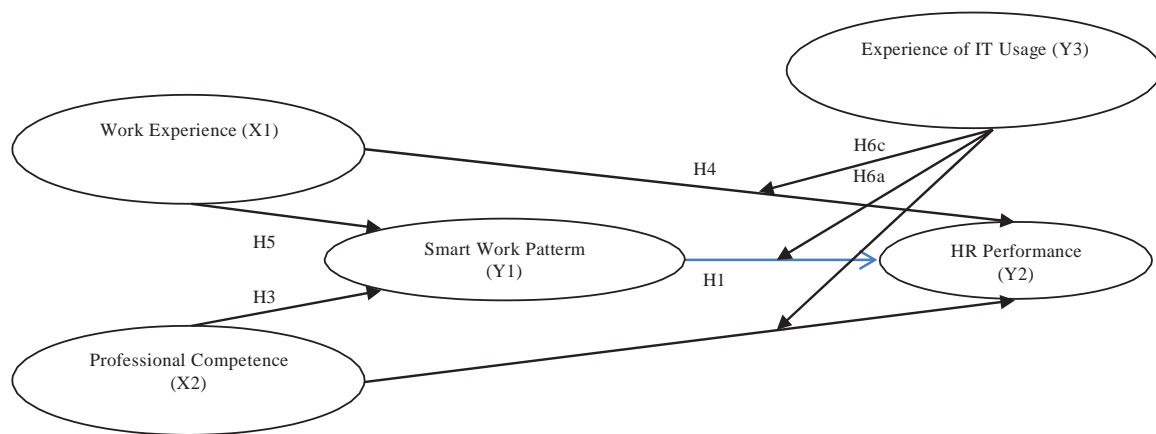
H6a: The Context of Information Technology Usage Experience is High when the improvement of smart work patterns increases, then the performance of human resources is also increasing.

From the analysis (Kim et al, 2011) found an important route of causality, between personnel skills - management capabilities - flexibility of IT Infrastructure - process-oriented dynamic capabilities - financial performance, demonstrating the strategic role of IT in improving company performance. The hypothesis proposed here is:

H6b: The Context of Information Technology Usage Experience is High when professional competence increases, then the performance of human resources also is increasing.

With the use of smart technology in the field of tourism is aimed at enhancing experience, generating added value and enhancing competitiveness (Neuhofer et al., 2015). The hypothesis tested is:

H6c: The Context of nformation Technology Usage Experience is High when work experience increases, then HR performance also increases



Picture 1. Empirical Model

RESEARCH METHOD

The type of research used is “Explanatory research”, ie research that its nature explains relationship, difference or effects between variables through sample and hypothesis (Bungin, 2008). Sources of data used consist of: 1) Primary data in the form of answers / written entries of the questionnaire distributed; 2) Secondary data obtained from research journals, articles, magazines, scientific books related to this research. The respondents in this study were all 130 Inspectorate of Central Java composed from 51 Inspectorates of Semarang city, 43 Inspectorates of Kendal district and 35 Inspectorates of Demak district with total 260 people. From the 260 sheets of questionnaires, the realization in the field were only 244 pieces of questionnaires distributed due to the employees who have retired and had the mutation. Then from 244 pieces of the questionnaire, the researchers obtained 123 pieces of questionnaires filled or equal to 50.41%. The method of sampling used was census method. Model evaluation in PLS (SmartPLS ver.3.0) were done through two stages of outer model or measurement model and inner model or structural model.

DISCUSSION

The evaluation of the structural model will evaluate by looking at the significance of the relationship between the variables (Path Coefficient) before and after the moderation shown by the T statistic value in the Calculate PLS Bootstrapping table command as follows:

Table 1. Value of Path Coefficient before Moderation

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Professional Competence (X2)- HR Performance (Y2)	0,417	0,416	0,084	4,983	0,000
Professional Competence (X2)-Smart Work Pattern (Y1)	0,457	0,438	0,122	3,750	0,000
Work Experience (X1)- HR Performance (Y2)	0,336	0,316	0,103	3,247	0,002
Work Experience (X1)- Smart Work Pattern (Y1)	0,397	0,416	0,107	3,716	0,000
Smart Work Pattern (Y1)- HR Performance (Y2)	0,157	0,177	0,108	1,455	0,148

Source : Primary analyzed data, 2017

Table 2. Value of Path Coefficient after Moderation

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Professional Competence (X2)- HR Performance (Y2)	0,383	0,372	0,090	4,261	0,000	
Professional Competence (X2)- Smart Work Pattern (Y1)	0,457	0,461	0,111	4,098	0,000	
IT Usage Experience (Y3)	Professional Competence (X2)- HR Performance (Y2)	0,153	0,112	0,108	1,426	0,156
	Work Experience (X1)- HR Performance (Y2)	-0,021	-0,026	0,180	0,115	0,909
	Smart Work Pattern (Y1) - HR Performance (Y2)	-0,128	-0,109	0,168	0,763	0,447
Work Experience (X1)- HR Performance (Y2)	0,278	0,243	0,139	1,994	0,048	
Work Experience (X1)- Smart Work Pattern (Y1)	0,397	0,396	0,099	3,993	0,000	
IT Usage Experience (Y3) - HR Performance (Y2)	0,116	0,154	0,128	0,906	0,367	
Smart Work Pattern (Y1)- HR Performance (Y2)	0,176	0,182	0,114	1,550	0,124	

Source : Primary analyzed data, 2017

Effect between Smart Work Pattern and Human Resource Performance

Testing the first hypothesis, yielding T Statistics value of $1.455 \leq 1.96$ and P Value $0.148 \geq 0.05$, indicating that the Smart Work Pattern has no significant effect on HR Performance or hypothesis rejected. In this study, the whole respondents were civil servants, who work as the bureaucrats.

Bureaucratic terminology is the power to be in those who have the authority and perform the duties in accordance with established rules. Characteristics of bureaucratic organization according to Max Weber include the existence of approved rules, regulations and standard procedures and organizational authorization. In other words, the entire implementation of activities in bureaucracy must always be in accordance with the applicable regulations and in accordance with the authority. With the definition of the Smart Work Pattern in this research is the effort to create new ways in completing the work more effectively and efficiently in order to live this life and work more fun, the possibility can only be implemented by personnels / employees and certain activities that functions as supporting and not the main activities. So the impact is not too significant for the improvement of HR performance in general. The results of this study contradict the results of the study (Sujan et al, 1994) which states that smart work improves the performance of sales people and study results (Widodo, 2014) shows that improvement of innovative performance is done by the improvement of smart work patterns.

Effect between Professional Competence and Performance of Human Resources

Testing second hypothesis, yielding T Statistic of $4,983 \geq 1,96$ and P Value $0.000 \leq 0,05$, showed that Professional Competence positively and significantly affects HR Performance or

hypothesis accepted. The role of Inspectorate as an effective Government Internal Supervisory Apparatus (GISP) can be realized if supported by professional and competent Human Resources (Auditor and Staff Secretariat) with better quality supervision result.

The auditor must specifically have education, knowledge, skills, experience, and other competencies required to carry out his responsibilities. Education, knowledge, skills, experience, and other competencies are collective, which refers to the professional skills that auditors need to effectively carry out their professional responsibilities. The results of the study support the results of previous studies. In the study (Dinger et al, 2015) explains that some professional dimensions are related to intrinsic motivation, job satisfaction and job performance.

Effect between Professional Competence and Smart Work Patterns

The tested third hypothesis resulted in T statistic value of $3,750 \geq 1,96$ and P Value $0.000 \leq 0,05$, showed that Professional Competence positively and significantly affects Smart Work Pattern or hypothesis accepted. In each assignment, with the limitation of time and budget in accordance with those contained in the Annual Monitoring Program (AMP), the assigned team of Human Resources / Inspectorate personnels were required to prepare a work plan which consists of time and budget allocations and the assignment for HR / personnel of the Team in each stage / step work.

The risk considerations of audit which are related to the magnitude of the budget from the object examination and the impact of the activities carried out becomes necessary. The results of the study support the results of previous studies. The study (Widodo, 2008) mentions that smart work patterns through professional competence affect the improvement of sales performance.

Effect between Work Experience and HR Performance

Testing of the fourth hypothesis, yielding T statistic value of $3,247 \geq 1,96$ and P Value $0,002 \leq 0,05$, showed Work Experience positively and significantly affects HR Performance or hypothesis accepted. In the assignment, management must be confident that the educational background, competence, and experience of human resources are adequate for the work to be performed.

Work Experience in this research is all the things that individuals obtain in carrying out their duties from time to time so not only the problem of length of time for work but also related to the understanding of personnel / employees to the value of the work he does, the attitude in carrying out his work and expectations about the work or organization in the future. The results of the study support the results from the previous studies. Research (Vecchio, 1992) suggests that experience (either individual or group task experience) has a significant effect on individual and group performance (Wong, 2007).

Effect between Work Experience and Smart Work Patterns

Testing of the fifth hypothesis, yielding T Statistic value of $3,716 \geq 1,96$ and P Value $\leq 0,05$, showing that Work Experience positively and significantly affects smart work pattern or hypothesis accepted. For this type of skill work, continuous activities within a certain period of

time can increase productivity, but for the type of managerial or technical work, in addition to the length of time also the type / variation of work performed gives individual value to work experience.

Methods of work completion are not obtained through training alone, but are acquired in the workplace informally with changes in the organization, continuous learning and becoming a necessity (Foster, 2001). The results of the study support the opinion (Kruse, 2009) which states that learning new things as part of the problem-solving process becomes necessary, such as data collection and analysis to find the cause of the dilemma. In any case, smart work requires that we prioritize our work so that we address the things that are easily solved and create time for problems that require more effort.

Effect of IT Usage Experience as a Moderation Variable

Testing of the sixth hypothesis, yielding significant value of moderation effect shown through above T value statistic which is equal to 1.426; 0.115; and 0,763 are all $\leq 1,96$ or 2 and P Values is 0,156; 0.909; and 0.447 are all ≥ 0.05 , indicating that the IT Usage Experience is not as a moderator of the effects of Professional Competence - HR Performance; Work Experience - Human Resources and Smart Work Performance - HR Performance. It can be concluded that high or low of having IT usage experience does not significantly affect Professional Competence; Work Experience and Smart Work Pattern on HR Performance or hypothesis rejected.

If this is compared with the results of the description of the IT Usage Experience which gained high criterion, it could be due to the utilization of IT devices which is not yet optimal and the quality of internet network that still needs to be improved. Currently, the use of IT by respondents is still limited as a support such as sending files via email, coordination between teams through social media and the use of search engines for reference needs of the latest regulations. Utilization of IT such as the use of Management Information System in the completion of the main work include: SIMWAS (SIM Supervision) on monitoring system which follows up examination results, e-controlling on the report for monitoring of physical and financial performance of each activity, e-project planning associated with planning of activity completion schedule, e-budgeting on budgeting process, e-personal system related to staffing, etc., still limited to administrative personnel from each system.

The results of this study contradict the results of research conducted by Seung-Hwan Ju et al (2012) which explains that by utilizing mobile telecommunication technology to work from multiple locations, smart workers use various devices, such as laptops and smartphones to read and send email, access, review and edit documents, and perform many other tasks and analyzes (Kim et al., 2011) demonstrating the strategic role of IT in improving company performance and research (Neuhofer et al., 2015) which mentions that the use of smart technology in tourism is aimed at enhancing experience, generating added value and improving competitiveness.

Direct, Indirect and Total Effects

The test results on the direct, indirect and total effects of each variable are presented in the following table:

Table 3. Direct Effect, Indirect Effect and Total Effect

Correlation	Coefficient	
	Before Moderation	After Moderation
Direct effect of Work Experience-HR Performance	0,336	0,278
Indirect effect of Work Experience-HR Performance through Smart Work Pattern (0,397 x 0,157)	0,069	0,070
Total effect of Work Experience-HR Performance	0,405	0,348
Direct effect of Professional Competence - HR Performance	0,417	0,383
Indirect effect of Professional Competence - HR Performance through Smart Work Pattern (0,457 x 0,157)	0,072	0,080
Total Effect of Professional Competence - HR Performance	0,489	0,463

Source : Primary analyzed data, 2017

From the above table it is known that the direct effect of Work Experience (X1) and Professional Competency (X2) on Human Resource (Y2) with moderation variables of IT Usage Experience (Y3) has a coefficient of 0.278 and 0.383 is smaller than the pre-moderate coefficient of 0.336 and 0.417. It can be concluded that moderating variables of IT Usage Experience undermine the effect of Work Experience and Professional Competence on HR Performance.

CONCLUSION

This study aims to develop an improved model of HR Performance through Smart Work Pattern and Professional Competence and Work Experience in the context of Information

Technology Usage Experience. With moderation of IT Usage Experience resulted in total effect of Professional Competence on Human Resource Performance improvement through 46.3% Smart Working Pattern and total Work Experience impact on the improvement of HR performance through Smart Work pattern of 34.8%. When compared with before the moderation then the total effect of each is greater that is 48.9% and 40.5%. This means that the IT Usage Experience variable does not reinforce the effect of Professional Competence - HR Performance; Work Experience - Human Resources and Smart Work Pattern - HR Performance.

Then based on hypothesis testing, it is concluded that: 1) if the Smart Work Pattern is higher, it does not affect significantly to the high Performance of human resources; 2) the higher the Professional Competence of employees have, the higher performance they will have; 3) Smart work patterns were formed by Professional Employee Competencies; 4) if the Work Experience is high, the higher the Human Resource Performance does; 5) if the Work Experience is high, the higher the Smart Work Pattern is; 6) Context of IT usage experience which is high and low does not affect the improvement of the relationship between Smart Work Pattern and Professional Competence and Work Experience on HR Performance.

SUGGESTION

1. Work experience, the assignment by management to the team needs to consider the different types of tasks as well, in addition to the specificity of the particular skill, it is intended to provide an experience of which can improve the team's ability.
2. Professional competence, to maintain or control the quality of results of activities, especially for new activities such as evaluation, review and examination with a specific purpose, then before implementation, management needs to provide education and training and technical guidance to all personnel assigned. It is also intended to improve professional competence for assigned personnel as well as provide positive input for the implementation of auditing organizations.
3. Experience of information technology usage, to further optimize the utilization of information technology facilities, management should also conduct practical / technical training on the use of information technology tools, such as input and data processing training into management information systems. In addition, efforts to increase the capacity and quality of internet network in the office environment becomes a necessity.

This research has several limitations, namely: 1) Low T Statistic value shows Smart Work pattern is not as intervening variable between Work Experience and Professional Competence to HR Performance; 2) The low T statistic value indicates that IT Usage Experience is not enough to moderate Work Experience and Professional Competence and Smart Work Pattern on HR Performance; 3) the limitations associated with the research object although consisting of 4 different government agencies but with the same basic tasks and functions, different results may be obtained when the research object from a local / private company or government agency is related to the variables of IT Usage Experience and Smart Work Pattern.

Based on the limitations of existing research, the next research agenda can use the same empirical model, with other variables as intervening and moderation or research data can be taken from different research objects e.g. communications and information agencies or IT-based local / private companies.

REFERENCE

- Bas Boorsma, S. M. 2011. *Work-Life Innovation :Smart Work—A Paradigm Shift Transforming How, Where, and When Work Gets Done. Cisco Internet Business Solutions Group.*
- Bungin, Burhan. HM. 2008. *Metodologi Penelitian Kuantitatif : Komunikasi, Ekonomi dan Kebijakan Publik Serta Ilmu-Ilmu Sosial Lainnya.* Kencana Prenada Media Grup.
- Davis, J. M. 2013. Leveraging the IT competence of non-IS workers: social exchange and the good corporate citizen. *European Journal of Information Systems*(22): 12.
- Foster, Bill;Seeker, Karen, R. 2010. *Pembinaan Untuk Meningkatkan Kinerja Karyawan.* PPM-Bisnis2030

- George, Jennifer M.; Jones, Gareth R., 1997. Experiencing work: Values, attitudes, and moods. *Human Relations*, Vol. 50, No. 4, 1997
- Gimun Kim, B. S., Kyung Kyu Kim, Ho Geun Lee. 2011. IT Capabilities, Process-Oriented Dynamic Capabilities, and Firm Financial Performance. *Journal of the Association for Information Systems*, 12(7): 30.
- Harish Sujana, B. A. W., & Nirmalya Kumar. 1994. Learning Orientation, Working Smart, and Effective Selling. *Journal of Marketing*.
- Haryono, Siswoyo. 2017. *Metode SEM Untuk Penelitian Manajemen Dengan AMOS LISREL PLS*. Luxima Metro Media
- INDONESIA, P. R. No. 60 TAHUN 2008. Sistem Pengendalian Intern Pemerintah.
- James L. Gibson, J. M. I., James H. Donnelly, Jr., Robert Konopaske. 2009. *Organizations Behavior, Structure, Processes* (fourteenth edition 2012 ed.): The McGraw-Hill Companies, Inc.
- JATENG, P. No. 56 Tahun 2016. Penjabaran Tugas Pokok, Fungsi dan Tata Kerja Inspektorat Provinsi Jawa Tengah.
- Kurse, Sharon. D. 2009. *Working smart : problem-solving strategies for school leaders*. Rowman & Littlefield Education.
- Kumar, K. 2013. Knowledge on ICT Skills among LIS Professionals of Engineering Institutions of Andhra Pradesh State: A Survey. *DESIDOC Journal of Library & Information Technology*, 33(6): 7.
- Michael Dinger, J. B. T., Darren Treadway, Lee Stepina, Jacob Breland. 2015. Does Professionalism Matter in the IT Workforce? An Empirical Examination of IT Professionals. *Journal of the Association for Information Systems*, Vol. 16,(Issue 4,): 32.
- Michael, E, Porter. 1993. *Keunggulan Bersaing Menciptakan dan Mempertahankan Kinerja Unggul*. PT.Gelora Aksara Pratama.
- Neuhofer et al. 2015. Smart technologies for personalized experiences: a case study in the hospitality domain. *Electronic Markets*. September 2015, Volume 25, Issue 3, pp 243–254.
- Nurbiyati, T. 2014. Pengaruh Quality Of Work Life (QWL) Terhadap Kinerja Pegawai Dengan Disiplin Dan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Siasat Bisnis*, 18(2): 10.
- Program Magister Manajemen 2016. Pedoman Penulisan Proposal dan Tesis. *Fakultas Ekonomi Unissula Semarang*.
- R. Boaden, G. L. 1991. Information technology, information systems and information management: definition and development. *Eur. J. Inf. Sys.*, 1(1): 9.
- Roberts-Phelps, G. 1999. *Working Smarter*: Thorogood Limited.

- Rothwell, W. J. 2005. *Beyond Training And Development*, second edition ed.: American Management Association.
- Seidman, S. B. 2008. The Emergence of Software Engineering Professionalism *IFIP International Federation for Information Processing*, 280: 8.
- SELAND, D. 2012. Working Smarter, Not Harder, *QUALITY MAG*.
- Seung-hwan Ju, H.-s. S., Seung-jae Lee, Jong-sung Lee. 2012. Mobile Smart-work Appling to Security Policy For Data Loss Tracking. *International Information Institute (Tokyo)*, 15(5): 9.
- Sumarsono, Sonny, HM. 2004. *Metode Riset Sumber Daya Manusia*. Graha Ilmu
- Tyson, S. 1989. *Essentials of Human Resource Management* (Fifth edition 2006 ed.): Butterworth-Heinemann is an imprint of Elsevier.
- Ute Christine Klehe, N. A. 2007. Working Hard and Working Smart: Motivation and Ability During Typical and Maximum Performance. *Journal of Applied Psychology*, 92(4): 14.
- Widodo, 2008. Peningkatan Kinerja Penjualan Melalui Pola Kerja Cerdas. *Telaah Bisnis*, 9(1): 20.
- Widodo, 2011. Model Pengembangan Evaluasi Strategi. *Jurnal Dinamika Sosial Ekonomi*, 7(2).
- Widodo. 2014. Upaya Peningkatan Kinerja Inovatif berbasis Pola Kerja Cerdas dalam Konteks Teknologi Informasi. *Jurnal Manajemen Teknologi*, 13(2).
- Yuk Kuen Wong. 2007. Software quality and group performance. *AI & Soc* (2009) 23:559–573.