

The technology tasks fit, its impact on the use of information system, performance and users' satisfaction

Technology
tasks fit

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Abstract

Purpose – Find out how the employees' performance on the implementation of the hotel reservation information system. Therefore, this paper aims to examine the effect of the task-technology fit (TTF) on the use of information systems, as well as its effect on user performance and satisfaction.

Design/methodology/approach – This research type is explanatory research. In explanatory research, the aim is to provide an explanation related to the causal relationship between variables and hypothesis testing. The unit of analysis adopted in this study is the individual of the front office employees who use the star hotel reservation information system in South Kalimantan Province (the population is 239, and the taken are 150 samples, based on the number of indicators multiplied 5).

Findings – The higher the TTF, the higher the level of using information systems. The higher the use level of information systems, the higher the information systems user performance and vice versa in which the higher the user's performance, the more increase the use of information systems. On the other hand, this study found that the use of information systems and user performance has no significant effect on user satisfaction.

Originality/value – The novelty in this study is shown in the influence between performance variables on the usage and the usage variables on the users' performance. This study examines the importance of reciprocal usage and user performance relationships based on previous research studies that examine the relationship and that information technology (IT) usage will affect user performance. In addition, the users' performance will affect the users' behavior in using IT.

Keywords Satisfaction, Performance, Use of information system, Technology tasks fit

Paper type Research paper



1. Background

The high number of citizens gives two opposite opportunities, on one side can be a positive factor in terms of production that is the availability of abundant labor and on the other hand can be the state's burden if the available employment is not balanced with the amount of labor. Employment can be generated from various sectors such as industry, agriculture, marine, manufacture and service. One of Indonesia's strengths that can be optimized other

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than agriculture and the marine sector is the service sector, especially in the sector of tourism. The development of tourism will drive other supporting sectors such as transportation, restaurants, retail, hotels, and other services such as banking, tour guide and so on. The mobilization of both domestic and foreign tourists has an impact on the rising needs of the hotel as a temporary place to stay.

The hotel industry belongs to the service industry that offers services of room, food and beverage, as well as other services for public, for commercial purposes (Wiyasha, 2007). The hotel is one of the main supporting facilities of the tourism sector business. In line with the rapid development of hotels in Indonesia in general and particularly in Banjarmasin, it will certainly lead to a more intense hotel business competition climate. The existing hotels will compete with each other for occupancy based on their respective classes. The increase in competition forces the hotel management to determine the right policy in creating an effort to attract the customers and in fulfilling its purpose of obtaining profit for the sake of the hotel's survival. Some of the policies that can be implemented are providing satisfactory services and providing adequate room facilities, restaurants and other supporting facilities. In addition, the hotel must also have a strategy that can attract consumers to obtain a high occupancy rate. One of the strategies is by providing fast service at the time of hotel reservation and it can be realized by using a system that uses information technology (IT) that is hotel reservation information system.

One of the factors that determine the level of success and quality of the company is the ability of the company in providing services to the customers (Lupiyoadi and Hamdani, 2008). According to Tciptono (2008), the quality of service should start with customer needs and end with customer satisfaction and positive perceptions of the service quality. Therefore, the advancement of a hotel is strongly influenced by the number of guests staying at the hotel. However, the more advanced a hotel, the more difficult the management of the hotel, as more guests will demand excellent service from the hotel. Information systems used in hospitality is needed in support of provided services. Through this system, the hotel can know the exact data about guests, rooms, restaurants and payment transactions made by the guests. Such information can be presented quickly and able to minimize human error problems.

The rapid development of information systems and technology makes it as a competitive weapon that must be owned by the company in winning the competition. The application of information systems and technology can be considered successful if it can improve the employees' performance. Through the application of information systems and technology company needs to prepare human resources (HRs). The ease in various aspects of business activities cannot be separated from the role of IT, which is able to provide innovation in every development (Cushing, 1993; Restuningdiah and Indriantoro, 2000; Hall, 2001; McLeod, 1997) According to McFarlan and McKenney (1983) and Rockart (1998) in Sham (1999), to gain competitive advantage, a company requires an application of IT as the center of business strategy. Information and communication technology has an important role to serve the needs of fast, accurate and relevant information. The benefits of the use of such information can be felt only if it is given to the right people who really need it, thus the information must also be relevant to the users.

Bodnar and Hopwood (2010) mention that there are three things related to the application of computer-based IT, namely, hardware, software and user (brainware). These three elements interact and are connected to an input-output media, which corresponds to their respective functions. Hardware is the medium used to process information. The software is a system and application, which is used to process inputs to become information, while users (brainware) is the most important thing because of its function as a developer of hardware and software, as well as the input operator and output receiver simultaneously, as well as the system user. The user of the

system is a human who psychologically has a certain behavior attached to him so that the behavioral aspects in a human context as the users (brainware) of IT becomes important as a determining factor in every person who runs the IT.

According to [Goodhue and Thompson \(1995\)](#), the definition of a valuable HR asset characteristic is an information system and technology that can consistently provide solutions to business problems and enhance business. Meanwhile, according to Lucas and Spittler in [Jin and Drozdenko \(2003\)](#) that the information systems and technology can be effectively used to contribute to the performance, then the members in the organization must be able to use the technology well.

An information system in the hospitality industry used to create information in various levels of hospitality management. The division of hotel information systems is divided into several types or classes, one of them is hotel reservation information system. The system provides support in operational levels. This system plays a role in preparing, processing, sending and receiving reservations from the guests, preparing the payment documents, monitoring the room inventory, managing the list of products and services used by the guests and other operational things. A reservation information system is operated by front office employees, which is a department that directly deals with the hotel guests. The application of information and communication technology shows that the hospitality industry has been managed with well-standardized professional management. This is done to maintain their existence within the intense competition among the hotel industry in South Kalimantan.

The sophisticated information system applied in a company is possible to emerge awkwardness from the potential user. This can be occurred because of the lack of knowledge related to the mastery of information systems. On the contrary, individuals actually feel enthusiastic about the information system that has never been used because individuals consider it as new knowledge. Such a possibility may occur depends on the circumstances under, which the information system is applied and to which extent the employees can easily use it.

In the digital era, every company is required to be able to prepare competent HRs in operating information and communication technology. Qualified HRs certainly have good skills related to technical mastery, so it will be easier in completing their work activities ([Casalo et al., 2008](#)). The successful implementation of information and communication technology in every business company will certainly affect the individuals' performance in the company. It can be created by looking at several factors such as the fitness level of the task and technology, the usage and even from the side of users' satisfaction, which becomes benchmark to know to which extent a good performance can be provided.

The context in this study collaborated on several behavioral information systems theory approaches and created new relationships among the variables based on the experts' previous research. It aims to determine, which extent the success rate of companies in applying information systems, especially related to employees' performance in the company. [Venkatraman and Prescott \(1990\)](#) explain that in analyzing task and technological fit, it includes identifying the job duty criteria, determining the supporting technology and performance, which affects the accuracy test of task and technology. It means that in a company, it is not enough to only provide the completeness of information and communication technology infrastructure, but it needs to involve other elements as supporters of such implementation. In this research, it will be described that there are several factors used to determine the performance of individuals as users of information and communication technology.

Technology users will have an interest in using technology if they consider that the technology system is easy to be used, which leads them to use technology more. Conversely, if the information system is complicated to use, the user will less use the information system. The success of a company's information system depends on how the system is run, the ease of the

system for its users and the use of technology applied. [Goodhue and Thompson \(1995\)](#) state that the use of application systems will improve performance and also found a strong connection between the use of computers and the exact task ([Davis et al., 1989](#)). The achievement of individual performance is expressed related to the achievement of a series of individual tasks with the existing IT support ([Goodhue and Thompson, 1995](#)).

The explanation related to the user variables is not only on the DeLone and McLean (D&M) IS success model but also many behavior-based information systems theory involves usage as an important variable. [Venkatesh et al. \(2003\)](#) explain that the unified theory of acceptance and use of technology is an information system theory that describes the acceptance and the use of information and communication technology. Particularly, usage is defined as a behavior in the form of using information system to complete the work tasks. [Ajzen \(1988\)](#) explains that user behavior can occur on the basis of two situational controls, which are volitional behavior and mandatory behavior. Volitional behavior is defined as the behavior created because of the individual will. Individuals who use information systems with volitional behavior backgrounds usually do not have a certain pressure. Mandatory behavior is defined as the behavior created by necessity, usually associated with the existence of certain rules. Behavioral usage that leads to mandatory behavior often occurs in employees who are required by the company to use certain information systems in completing their work tasks.

This study examines the reciprocal relationship between usage and user performance based on some previous studies that examine such relationships. The use of IT will affect the performance of users as has been investigated by [Norzaiddi et al. \(2008\)](#), [Norzaiddi and Salwani \(2009\)](#), [Sun et al. \(2009\)](#), [Hou \(2012\)](#), [Zooohori et al. \(2012\)](#), [D'Ambra et al. \(2013\)](#), [Im \(2014\)](#) and [Chang et al. \(2015\)](#). In addition, the users' performance will affect the user behavior in using information systems as proposed by [Lucas \(1975\)](#) that once a person knows he performed well through the use of information systems, then it will affect his behavior to intensify the use of information system.

The relationship between information system user satisfaction and individual performance was tested by [DeLone and McLean \(2003\)](#) in the successful information system model they created. They state that between the effect of the use of information systems and individual performance, as well as the level of user satisfaction, there is a reciprocal relationship. Meanwhile, according to [Seddon and Kiew \(1994\)](#) in the successful information system model proposed as a refutation of the [DeLone and McLean \(2003\)](#) models, it does not mention that these two variables are reciprocal. [Seddon and Kiew \(1994\)](#) state that the impact of the use of information systems in the form of increased individual performance will affect the level of user satisfaction. [Rai et al. \(2002\)](#) examine the relationship between improving information systems user performance and user satisfaction. The results of their research show the benefits or impact of the information system used affects user satisfaction. Meanwhile, [Seddon and Kiew \(1994\)](#) define individuals' performance as users of the application systems used in improving their performance within the organization. [Davis et al. \(1989\)](#) also conducted a study aims at developing a valid measurement scale to measure individual impacts associated with the individuals' performance using such information system. [Livari \(2005\)](#) also conducted research on the success of new information system applied to the information systems users in a mandatory organization. This research will focus on seeing how far the effect of information system user satisfaction on their performance. If a person is satisfied with the information system they use, then they will tend to feel comfortable and secure while working with the system so that they will find it helpful to complete the job. It is predicted that the higher the user satisfaction level of an information system and the higher their performance will also be.

Based on modern organization theory ([Hatch and Cunliffe, 1997](#)) the environment affects the organizational structure. IT is a part of a technological environment that is dynamic and often

changes. If the IT changes then it will be able to cause changes in the organizational structure including the duties and positions of the personnel within the organization. This study examines the object of front office employees in charge of operating IT in the form of the hotel reservation information system.

The appropriate use of information systems will result in good performance. [Lin and Huang \(2008\)](#) conducted an empirical study that showed a significant influence on the usage of performance. [D' Ambra et al. \(2013\)](#) in their research related to the use of e-books application with the TTF approach also showed the results that the user gives a significant influence on the students' performance. These results are in line with research conducted by [Norzaidi and Salwani \(2009\)](#), [Sun et al. \(2009\)](#), [Hou \(2012\)](#), [Zohoori et al. \(2012\)](#) and [Chang et al. \(2015\)](#). It means that individuals use information systems because it is considered to be able to improve their performance. This can occur in a volitional situation, which is the act of using occurs because of the willingness of the individual himself. Good performance will be created without any feeling of pressure on the individual self. Good performance will certainly give a sense of satisfaction in the individual self. [Pereira et al. \(2015\)](#) in their research related to satisfaction and the use of e-learning in public organizations state that performance has a significant effect on satisfaction. It shows that the use of information and communication technology has a role in improving individual performance to be better. The feeling of satisfaction arises because there is an achievement from the individuals at work.

From the background above, it is necessary to conduct research on the tasks and technology fit related to the use of hotel reservation information system on the employees' satisfaction and performance. It aims to find out how the employees' performance on the implementation of the hotel reservation information system. Therefore, this research aims to examine the effect of the task-technology fit (TTF) on the use of information systems, as well as its effect on user performance and satisfaction.

A novelty in this study is shown in the influence between performance variables on the usage and the usage variables on the users' performance. This study examines the importance of reciprocal usage and user performance relationships based on previous research studies that examine the relationship and that IT usage will affect user performance as has been investigated by [Norzaidi et al. \(2008\)](#), [Norzaidi and Salwani \(2009\)](#), [Sun et al. \(2009\)](#), [Hou \(2012\)](#), [Zohoori et al. \(2012\)](#), [D' Ambra et al. \(2013\)](#), [Im \(2014\)](#) and [Chang et al. \(2015\)](#). In addition, the users' performance will affect the users' behavior in using IT as [Lucas \(1975\)](#) opinion.

Several previous studies have found a partial relationship between variables as follow:

- (1) TTF toward usage by [Schrier et al. \(2010\)](#), [Isaac et al. \(2017\)](#), [Lewis and Loker \(2014\)](#), [Tam and Oliveira \(2016\)](#) and [Wu et al. \(2018\)](#). The study mentioned that fit between technology and task and usage are two factors with positive relationship and significant influence toward increasing individual performance;
- (2) usage toward users' satisfaction by [Shiv \(2014\)](#), [Lee et al. \(2015\)](#), [Amin et al. \(2014\)](#), [Masrek and Gaskin \(2016\)](#) and [Osah and Kyobe \(2017\)](#). The findings highlighted that overall there was a low degree of satisfaction among the users with some exceptions;
- (3) usage toward users' performance by [Upadhyay et al. \(2018\)](#), [Norzaidi et al. \(2007\)](#), [Harrati et al. \(2017\)](#) and [Román and Rodríguez \(2015\)](#). The results show that the relationship between usage and performance is not significant;
- (4) users' performance toward usage by [Singh et al. \(2017\)](#). This research shows that users' performance has a significant impact on usage. Further, the results vary according to the levels of experience of the professionals; and
- (5) users' performance toward users' satisfaction by [Chan et al. \(2015\)](#), [Ali and Kaur \(2018\)](#), [Park and Pobil \(2013\)](#), [Zhang and Zhou \(2018\)](#) and [Lin \(2016\)](#).

One of the studies states that users' performance significantly predicts user satisfaction. No previous study has comprehensively studied the technology tasks fit, its impact on the use of information system, performance and users' satisfaction, especially in South Kalimantan Province, Indonesia.

2. Concept framework and hypothesis

Norzaidi and Salwani (2009) examine the resistance evaluation of the use of campus-wide information system on satisfaction and performance. The results show that the user has a significant effect on satisfaction. This is in line with the research conducted by Casalo *et al.* (2008), Zohori *et al.* (2012), Jing and Seon (2013) and Chang *et al.* (2015). When the individual is satisfied with the use of information and communication technology, then there will be benefits obtained from that use. Larsen *et al.* (2009) and McGill and Klobas (2009) state different things that the user has an insignificant effect on satisfaction. This happens because the individual does not feel the benefits of the use of information systems so that they are reluctant to reuse the information system. It is necessary to be noted that such study was conducted on condition, which does not require individuals to have to use the information system.

Hou (2012) analyzes, which extent the satisfaction and performance obtained from the use of business intelligence systems. The results showed that there was a significant effect between usage and performance. The same results are also obtained by Norzaidi *et al.* (2008), Sun *et al.* (2009), Norzaidi and Salwani (2009), Zohoori *et al.* (2012), D' Ambra *et al.* (2013), Im (2014) and Chang *et al.* (2015). The appropriate use of information systems can alleviate individual work tasks. When a job can be quickly resolved in an automated manner, then good performance will be achieved. Pereira *et al.* (2015) state that good performance has a significant effect on satisfaction. Satisfaction can be felt by the individual if there is good performance achieved.

In the explanation of the research results conducted by some experts, especially related to the effect of TTF on the use, and the use of the performance, most of them produce a significant effect. In certain conditions when the individual manages to achieve the best performance by using the information system, then it does not rule out the possibility that the individual decides to keep using information systems in completing their work. This means that the achievement of good performance can be one of the factors driving individuals to use information systems.

Characteristics of technology can be the main predictor to measure the fit between tasks and technology. Effective implementation of IT is closely related to trust and individual satisfaction. These lead to utilization that affects individual performance. Utilization may be achieved under certain conditions other than volitional. In companies where information system is mandatory, performance will depend upon characteristics of task and technology instead of utilization.

Technology and tasks have influence toward level of accuracy of both variables, particularly in terms of technology task fit. Utilization is considered important as it is one of the individual reactions when using IT to finish his or her tasks. The fit between the two predictors has positive influence on individual performance.

Based on several theories of behavior-based information system approaches and the experts' previous researchers, it is important for researchers to develop models to analyze the effect of task and technological characteristics on TTF. Then, the technological task fit on the usage, the usage on satisfaction and performance, and performance on the satisfaction and reciprocal effect of performance on the usage and the use of the fits (Figure 1).

Based on the conceptual and concept model framework in accordance with the empirical studies, literature review, problems formulation and research objectives proposed in the previous chapter, therefore, it can be formulated the following research hypothesis:

H1. TTF has a significant effect on usage.

Theory: TTF (Goodhue and Thompson, 1995).

Previous studies: Lin and Huang (2008), Norzaidi *et al.* (2008), Larsen *et al.* (2009), McGill and Klobas (2009), Norzaidi and Salwani (2009), D' Ambra *et al.* (2013), Im (2014) and Chang *et al.* (2015).

H2. Usage has a significant effect on users' satisfaction.

Theory: D&M IS Success Model (DeLone and McLean, 2003).

Previous studies: Larsen *et al.* (2009), McGill dan Klobas (2009), Norzaidi and Salwani (2009) Casalo *et al.* (2008), Zoonori *et al.* (2012), Jing and Seon (2013) and Chang *et al.* (2015).

H3. Usage has a significant effect on the users' performance.

Theory: D&M IS Success Model (DeLone and McLean, 2003).

Previous studies: Norzaidi *et al.* (2008), Norzaidi and Salwani (2009), Sun *et al.* (2009), Hou (2012), Zoonori *et al.* (2012), D' Ambra *et al.* (2013), Im (2014) and Chang *et al.* (2015).

H4. Users' performance has a significant effect on the usage.

Theory: TTF (Goodhue and Thompson, 1995).

Previous study: _____ (novelty research).

H5. Users' performance has a significant effect on the users' satisfaction.

Theory: D&M IS Success Model (DeLone and McLean, 2003).

Previous study: Pereira *et al.* (2015).

3. Research method

This study uses the basic positivist paradigm that leads to phenomena that occur in accordance with the existing reality. Kerlinger and Lee (2000) explain that the objective determination of science included in the positivist paradigm must be observable, repeatable, measurable, testable and predictable. This means that the provisions are in accordance with the positivism paradigm related to behavior, operational and quantitative. This research type is explanatory research. In explanatory research, the aim is to provide an explanation related to the causal relationship between variables and hypothesis testing. The unit of analysis adopted in this study is the individual of the front office employees who use star hotel reservation information system in South Kalimantan Province (the population is 239, and the taken are 150 samples, based on the number of indicators multiplied 5).

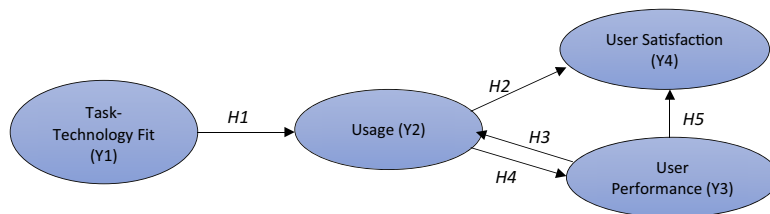


Figure 1. Conceptual framework

This study consisted of two exogenous variables and four endogenous variables. Specifically, the exogenous variables were characteristic of tasks and characteristics of technology while the endogenous variables were technology task matching, utilization, customer/user satisfaction and performance. The concept of this study was determined based on several theories of information system based on behavioral approach, namely, [Goodhue and Thompson \(1995\)](#)'s TTF, and DeLone dan McLean (2003)'s D&M IS Success Model. Four variables used in this study are defined as follow:

- (1) TTF variables. Fit is described in how far the fit between tasks and technology. In the context of this study, fit is defined to know, to what extent the IT can help the front office employees in completing their work. When the technology used has the right characteristics to complete the work related to their activities in the front office then the work will be easily resolved. The TTF variable was measured using indicators adopted from [Goodhue and Thompson \(1995\)](#), [Schrier et al. \(2010\)](#), [D'Ambra et al. \(2013\)](#), McGill and Klobas (2009) and has been adapted to the object of this research as follows: adequate, functional, responsive, altitude and consistent; accessible and reliable. Studies on information system utilization behavior with the TTF approach have always been used under mandatory condition, a condition where individual is required to use information system implemented in a company.
- (2) The information system use variable. Usage is the perception of the user related to the behavior in using IT in completing the work. In the context of this research, use is explained related to the behavior of employees who use IT in completing the jobs in the front office. Usage variable (Y2) was measured using indicators adopted from [Goodhue and Thompson \(1995\)](#) and [Casalo et al. \(2008\)](#) and has been adapted to the object of this research as follows: easy to understand, easy to use, easy to implement, easy to control and easy to maintain. Under certain conditions when an individual achieves his or her best performance after taking advantage of information system, it is very likely that the individual decided to keep using information system to finish his or her task. In other words, performance is one of the driving factors to use information systems.
- (3) Users' performance variables. Performance relates to how much the individual achievement level in the fulfillment of the task. In the context of this study, performance relates to employees' work by using information systems in doing the jobs in the front office. The performance variable (Y3) was measured using indicators adopted from [Goodhue and Thompson \(1995\)](#) and [D'Ambra et al. \(2013\)](#) and has been adapted to this research object as follows: speed of completion of work, reduced error rate, increased productivity, increased effectiveness and achieve efficiency.
- (4) User satisfaction variable. User satisfaction is the perception of the user associated with the behavior that is a positive response from the user related to the output obtained from the use of information systems. Satisfaction reflects which extent the individuals are convinced that by using information systems, it will increase the output obtained in positive feelings. In the context of this study, user satisfaction is defined as related to how big the positive response of employees to the output obtained from the use of information systems in completing tasks in the front office. The user satisfaction variable (Y1) is measured from the indicators adopted from [DeLone and McLean \(2003\)](#), [Casalo et al. \(2008\)](#), [Jing and Seon \(2013\)](#) and has been adapted to the object of this research as follows: pride, fun, comfort and priority.

4. Finding and discussion

4.1 Finding

This research uses generalized structured component analysis method. Before the analysis results model can be interpreted, the fit test of the model was conducted first. The model is declared fit if the value of R^2 (coefficient of determination) is high (Hair *et al.*, 2012 requires a minimum of 75 per cent). The result of the analysis shows that R^2 value is 87 per cent, indicating a feasible model can be used for further analysis. Hypothesis testing is based on following criterion relationship is significant if p -value (p) is less than 0.05 (5 per cent of significance level) and relationship is not significant if p -value (p) is greater than 0.05.

The analysis results in Figure 2 shows that $H1$, $H3$ and $H4$ are accepted ($p < 0.05$), on the other hand, $H2$ and $H5$ are not significant. The higher the TTF, the higher the level of using information systems. The higher the use level of information systems, the higher the information systems user performance and vice versa in which the higher the user's performance, the more increase the use of information systems. On the other hand, this study found that the use of information systems and user performance has no significant effect on user satisfaction.

The interrelationship between usage and performance shows significant results both on the effect of usage on performance and vice versa. The use of reservation information systems by front office employees significantly affects the performance improvements. Performance improvements can be seen from the speed of completing the job. This means that the faster the employee can complete the job well, then the more increase the performance. Similarly, other indicators of performance such as reducing the error rate, improving the quality of work, increasing productivity and improving the effectiveness and efficiency. The effect of performance on usage also shows significant results that occur under mandatory conditions. The use of information systems in daily activities unconsciously makes the employees be dependent on the use of information systems. When employees want to improve performance, employees will try to make changes in doing their duties, one of them with the use of information systems that are believed to improve performance automation. Based on these two discussions, it explains the significant interrelationships between usage and performance.

4.2 Discussion

4.2.1 The effect of usage on the user satisfaction. Usage is measured through the indicators of easy to understand, easy to use, easy to implement, easy to control and easy to maintain. Based on the statistics calculation, usage affects user satisfaction but is not significant. It means that amount of usage does not significantly affect the satisfaction level of the reservation information system users. Meanwhile, satisfaction is described by several indicators such as pride, fun, comfort and priority. This phenomenon is an interesting and feasible finding to be explained logically in accordance with the conditions in the field.

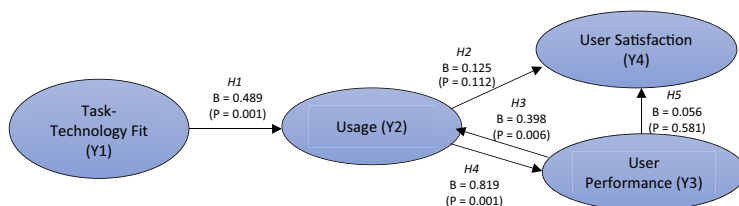


Figure 2.
Result analysis

There are several experts' research results, which are not in line with this research. The research that has been done by [Casalo et al. \(2008\)](#), [Norzaidi and Salwani \(2009\)](#), [Zohoori et al. \(2012\)](#) and [Jing and Seon \(2013\)](#) actually shows that the user has a significant effect on user satisfaction. [Casalo et al. \(2008\)](#) explain that users of online systems tend to feel satisfied because they can transfer data virtually. The online system provides convenience to users. Users feel satisfied because they think that the system is quite easy and practical to use without limited space and time. As long as it is still affordable with the internet network, users can operate the system online anytime and anywhere.

[Jing and Seon \(2013\)](#) show that e-banking users are satisfied with the technology. Customers as respondents can make transactions without having to come to the bank face to face with the bank tellers. Virtual transactions can be done anywhere and anytime. Satisfaction from the use of these technologies shows that self-service technology has been created. Customers as users can serve their own needs, especially in conducting all forms of transactions using e-banking. [Jing and Seon \(2013\)](#) conducted research with the situation of the use of information and communication technology that is volitional in which the users may voluntarily decide on their own regarding the use of e-banking services.

The results of this study support the research that has been done by [Larsen et al. \(2009\)](#) in his research conducted on employees of private companies, explaining that the use of information and communication technology has no significant effect on user satisfaction. This happens because of the use of IT in volitional situations, which means individuals can freely choose to use information and communication technology or not using any of them. Although it is done in private companies, the company does not make any special policy that requires employees to use information and communication technology that is being implemented. The presence of information and communication technology at that time is still in the process of introduction to the employees, therefore, the companies still do not provide any rules that require the employees to use it at work. Conventional working patterns have become a habit that cannot be changed quickly, so when the employees are introduced to new technology, they tend to have difficulty in operating it.

[McGill and Klobas \(2009\)](#) in their study related to the use of a learning management system state that usage produces a non-significant effect on the users' performance. The TTF approach used in the study was conducted on Australian University students. Students who have used the learning management system tend to be dissatisfied when it is done during the learning process. In learning management system, there are some steps that cannot easily be understood by the students. Such difficulty becomes the reason that students who should be facilitated in learning through the new technology, on the contrary, find it difficult. The lack of information that can guide the students as a user affects the emergence of dissatisfaction related to the use of information and communication technology.

In this study, based on the empirical data, especially the description of satisfaction variables, it is known that the average of respondents is classified in the categories quite satisfied. It supports the results of research showing that there is an effect but it is not significant. Conditions in the field show that as many as 113 of 164 of hotel front office employees who have worked for more than one year. This means that the majority of respondents have been long enough and accustomed to use the reservation information system in doing work tasks in the front office, especially related to service. The emergence of dissatisfaction in the employees because of the demands of some technical changes that employees want, such as the display of information systems or the addition of certain content demanded by the employees but cannot be realized. Even though the technical

changes do not diminish the essence of how the reservation information system works, it can affect the employees' satisfaction.

In addition, the binding rules of hotel management are also sufficient to suppress the front office employees, so their use of reservation information systems is carried out with a low level of satisfaction. These rules include regular password changes, responsibility for hotel reservation data security and accuracy of data input. Employees realize that the rules are indeed their responsibility and duty, they keep running well and the performance is shown by employees also shows positive results, but because it is done with coercion so that the satisfaction is felt by employees can be considered only sufficient.

This is because the training program is only given to the employees who are accepted as front office staff, as the beginning of employee recruitment. Meanwhile, not all front office employees are determined from the beginning of employee recruitment. Some of them become front office staff because of the rolling by hotel management. At the employees' acceptance, the accepted participants will be placed in the department in need and in accordance with the qualifications of the participants concerned. Only employees placed in the front office are trained on the reservation information system.

In the development of hotel management, they will do rolling, so that the front office employees who got the rolling are not getting any training from the hotel management but only get mentoring. Based on the table, it shows that almost half of employees do not get special assistance related to the use of reservation information systems that are applied at the hotel where they work. The number shows employees who have received training in their work, so the hotel management does not provide assistance to the employees. The management of the hotel only provides guidance in the form of information that explains the steps of system usage.

This training and advisory program can affect employee satisfaction with the hotel reservation information system because the application is different for each employee. Although the objectives of the training and mentoring are the same, the employee acceptance of the two programs is different. Employees who are not trained will feel overwhelmed by the use of the reservation information system because the system is new to them, while those who have been trained are considered proficient in using the system well. However, for employees who have received training, it is still deemed necessary to get assistance even though the execution time is not as long as the implementation of rolling employees.

The operation manual is quite easy to do because it needs to know the stages of the login password only to open the system that sometimes becomes an obstacle for new front office employees. Regular change of password by the management of the hotel is done for data security, thus it makes the employees must be observant to remember the password that has been changed. Moreover, as the employee has been familiar with the work system in their previous department, therefore, the satisfaction of employees to the reservation information system is low.

The use of the reservation information system in this study clearly illustrates the mandatory situation. Employees are required to use the system in performing work tasks. Mandatory conditions require employees to be obliged to operate the reservation information system, therefore, the employees do not have any choice. This becomes one of the factors, although employees have used information systems that should be able to alleviate work tasks but instead employees are not satisfied. Dissatisfaction is motivated by mandatory usage behavior. The necessity in the use of the system is certainly followed by the form of responsibility of the employee as the user.

Each data that has been inputted is always recorded by the system. In case of errors caused by human error, the hotel management can track through reservation information systems by looking at the system history and employee schedule, as employees have to account for the mistakes made. The existence of these consequences leads to pressure and anxiety that causes the employees to be dissatisfied with the use of reservation information systems in completing their work tasks. Based on the explanation above and supported by experts' previous research, it is revealed that the use of reservation information systems has no significant effect on employee satisfaction in performing job tasks in the front office.

4.2.2 The influence of usage on performance. Usage is measured through several indicators, those are to which extent the individual in understanding, using, implementing, controlling and then maintaining the information and communication technology, which statistically has a significant effect on user performance. It means that the higher the use, the better the performance achieved. The measurement of performance in this research was conducted through several factors, those are the speed in completing the work, the lack of error rate, the increasing quality of work, productivity, effectiveness and the achievement of efficiency by using information and communication technology.

The results of this study are in line with the previous research by [Norzaidi et al. \(2008\)](#), [Norzaidi and Salwani \(2009\)](#), [Sun et al. \(2009\)](#), [Hou \(2012\)](#), [D'Ambra et al. \(2013\)](#), [Im \(2014\)](#) and [Chang et al. \(2015\)](#). The use of information and communication technology appropriately can improve individual performance. The use of enterprise resource planning (ERP) in an enterprise encourages the improvement of employee performance ([Sun et al., 2009](#)). The application of IT is a form of corporate support to drive performance improvement. Research conducted by [Sun et al. \(2009\)](#) on mandatory conditions found that employees have no choice but to use ERP to support performance improvement.

[D'Ambra et al. \(2013\)](#) in his research explain that the use of e-book applications shows a significant effect on the students' performance. The use of e-books is done in volitional conditions, which means that the students can voluntarily use e-book or a hardcopy book in the learning process. It means that volitional behavior can occur when there are no rules that require using certain information and communication technologies and the individuals have a wide selection of types of IT with the same function or do it manually.

In the context of this study, the use of reservation information systems by employees is known to be included in mandatory conditions. The hotel management party requires the use of reservation information systems, especially in front office employees when performing job tasks. The steps of the use of information systems can be easily understood by employees. It shows that the information system is applicable to the front office employees when they serve the hotel customers. The ease of using the information systems indicates that the system is user-friendly.

Control of reservation information system can be done by employees with the knowledge of the hotel management. Control of the system becomes inseparable from the activities of information system management. This is supported by the measurement model, which shows that the system management indicator is the most dominant one, which affects the usage. The ability of employees in controlling the system showed their interest in technology so that the individual has the motivation to interact with the IT regardless the situation whether it is mandatory or volitional.

Employees who have more expertise in the mastery of IT can easily perform maintenance. Particularly, in this study, the hotel management provides limits on the extent to which employees can do maintenance although, from the technical side, the reservation information system is easy to maintain. These limits are made to avoid data leakage on the

other party. The reasons are consistent with the measurement model result data showing that the maintenance indicator is the lowest indicator affecting the usage.

The various convenience of the reservation information system supports the employees in achieving their best performance. Job tasks can be resolved quickly and the error rate can be minimized so that employee productivity increases. This is because the switch of work that is usually done manually, but in the presence of information systems, it can be done automatically. For example, if the data collection is done manually then the employees need to do the checking by visiting each room and record it in the paper, which certainly would take a long time. The information system makes it easy for the employees to do the work so it does not take long to know the number of available hotel rooms so that the system usage is effective and efficient. Based on the explanation above and supported by experts' previous research, the higher the use of reservation information systems, the more it supports the performance of front office employees at hotels in the Province of South Kalimantan.

4.2.3 The effect of performance on usage. User performance is measured through several indicators: speed in completing job tasks, minimized the error rate, increased quality of work, increased productivity, increased effectiveness and efficiency that statistically has a significant influence on the use of information and communication technology. It shows that the higher the achievement of performance, the higher the use of IT. The effect between the performance variables and usage is a part of the novelty of this study. This finding is interesting because it is in line with the conditions in the field.

In general, the achievement of performance can push the usage level of information and communication technology when it is in a volitional condition. Volitional conditions illustrate the absence of binding rules related to the use of IT. The interesting thing about this research is the mandatory condition that employees are obliged to use IT. Based on the measurement model of the user performance variable, it is known that the most dominant influence comes from the indicator of the speed of completing the work. When a job can be completed quickly and correctly, it will reduce the level of work stress experienced by employees.

The use of reservation information systems helps employees to get things done practically. Data storage in the reservation information system database is more secure than manual data storage. Data processing is vulnerable to error generating information when it is done manually but it does not happen again when data is processed using the information system. Improved quality and work productivity are achieved because the operation of the reservation information system is done in accordance with the steps specified and the employee complies with the applicable standard operating procedure (SOP).

The effectiveness and efficiency are achieved because the data processing in the front office is done by using the reservation information system so that it can be done quickly. These are the reasons that good performance can improve the use of IT even in mandatory situations. That is, although the information system is mandatory to be applied the employee feels that they are able to accomplish the job tasks easily. It becomes a daily activity that must be done. Subconsciously, employees become dependent on the use of reservation information system although sometimes they feel dissatisfied because of certain factors described in the discussion of *H8* related to performance satisfaction. The dependence on information and communication technology because individuals have no other choice to use other technology alternatives. The same daily routine in working becomes a habit that must be done by using information systems. Achievement of performance provides encouragement for individuals to always use the information system because it cannot be denied the success is inseparable from the role of reservation

information system. Based on the explanation above and supported by the measurement model results, the higher the performance achieved will support the use of reservation information systems more by the employees of the front office, although it is in mandatory conditions in hotels in South Kalimantan Province.

4.2.4 *The effect of user performance on user satisfaction.* The usage performance is measured through speed indicators in completing the work, reducing the error rate, improving the quality of work, increasing productivity, increasing effectiveness and achieving efficiency in statistically affect the user satisfaction but not significant. This is evidenced by the critical ratio value of less than 1.96 that is equal to 0.38. The high performance of the users has little impact on the high satisfaction of the reservation information system.

The results of this study are not in line with the research conducted by [Pereira et al. \(2015\)](#), which shows that performance significantly affects user satisfaction. The use of e-learning services in government organizations increasingly improves performance that also affects employee satisfaction. The implementation of e-learning makes it easier to conduct learning by employees in government organizations. [Pereira et al. \(2015\)](#) explain that employees are able to achieve the best performance with the help of IT. Good performance will bring motivation to the individual so that the spirit of work emerges with the best achievement results that can give the satisfaction feeling.

Different results in this research reveal that the performance has no significant effect on employee satisfaction as a user of the reservation information system in the front office. The phenomenon occurs because of the lack of special appreciation from the management of the hotel associated with the achievement of the performance of front office employees. In the context of this study, specifically discusses the use of information systems, which means performance can be achieved because front office employees use reservation information system in performing job tasks. Successful achievement of good performance is shown in the description of respondents, which shows an average of 3.74 if it is classified as a good category.

In general, good performance and achievement can increase satisfaction, but it does not happen in this research. This is supported by the average in the description of satisfaction variables that only reached 3.36, which means that it is included in the fair category. Based on the description of performance variables in the previous chapter, it is known that the majority of respondents provide a positive response related to the use of information systems, which can assist employees in completing tasks work quickly and quite effectively and efficiently. The level of error in the distribution of information to the hotel customers can be minimized so that the quality of employee performance increases. Please note that there are also respondents who do not respond positively related to performance achievement by using the reservation information system.

The application of the reservation information system aims to reduce errors in data processing to become information, which is ready to be distributed, but the error caused by humans is still possible to happen. In addition, based on the respondents' description, it shows that the majority of employees around 20-25 years of age, which is quite young, thus they always excited about achieving the best performance. Achieving the best performance becomes the demand of every company to its employees. Employee's dissatisfaction emerges despite having performed well because of the feeling of being saturated. The use of reservation information systems is very easy in doing front office job tasks but for the employees, it is considered as boring.

Most employees are young enough, at those ages the individual's curiosity is quite high because of the mastery of information and communication technology. Front office job tasks, especially related to reservation service, data collection, customer, until check-in and check-out service can be done by simply clicking and input on reservation information system without the needs of a manual recording. For the employees, such jobs initially

considered to be challenged to complete the tasks with the information systems. These activities become a routine that must be run so that employees feel that the use of reservation information systems is no longer a special thing.

Satisfaction is a matter of perception, boredom arises because the condition of the utilization of information system is mandatory and accompanied by the SOP which must be obeyed by the employees. It indicates that the employee is only authorized to operate the information system and has no right to change any content. This limitation becomes one of the factors that cause employees to be less satisfied although they can improve their performance when they complete the tasks in the front office by using reservation information system. Based on the explanation above and supported by the data of respondents, the higher the performance does not affect the satisfaction of employees as users of reservation information systems.

5. The limitations and recommendations

This study has several limitations, which affect the research results obtained:

- In the field, the use of IT by hotel employees is not only limited to front office employees but also is associated with employees of the department of housekeeping, food and beverages, so the limitation of this research is to examine only the star hotel's front office employees.
- Limitations on the selection of samples used are limited to star hotels in South Kalimantan. This means that researchers do not use samples in other potential areas that exist in Indonesia, thus the results cannot be used in generalization and cannot be used as a measurement of the level of TTF on the usage, especially at different research sites.
- Indicators used in each variable is still limited, therefore, there are still some things that have not been covered in the discussion and still need to be developed further examples include complete variables and indicators on TTF, individual characteristics, information quality and system quality. This is because the situation and condition, particularly the application of the rules of information systems usage at each hotel are different.

6. Recommendations

- The TTF has a significant effect on the usage, and the usage affects the performance, then the Hotel's management should continue to apply and improve so that the user of the reservation information system will continue to use it and the company shall pay attention to the creation of task suitability given to the technology prepared. Thus, the employees will be more interested and intense to use the reservation information system, which improves the employees' performance;
- The application of reservation information systems should be accompanied by the readiness of employees as potential users. Training of IT mastery should not only be done at the beginning of work entry but also needs to be done periodically. It becomes important because of the rapid development of IT; and
- The need to accommodate the aspirations of employees related to technical matters desired by the employees, for example, the color change on the interface, which is the facility of the software used to change the future and the necessary interface. It is important to do such things because it can reduce the employees' saturation level. Meanwhile, the hardware is used to run the software.

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Further reading

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