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ENHANCING EMPLOYEE PERFORMANCE IN THE HOSPITALITY INDUSTRY: THE ROLE OF INFORMATION TECHNOLOGY, SOFT SKILLS, AND INTEGRATED MANAGEMENT INFORMATION SYSTEMS

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ABSTRACT

This study aims to analyze the influence of Information Technology, Soft Skills, and Integrated Management Information Systems on Employee Performance at Quest Hotel San Denpasar. The phenomenon underlying this study is a decline in employee performance due to the suboptimal implementation of the Integrated Management Information System (IMIS), a less-than-intuitive system interface, and weak employee communication skills in serving guests. This study employs a quantitative approach using a survey method. The study population consists of all 43 employees at Quest Hotel San Denpasar, with a saturated sampling technique ensuring the entire population serves as the sample. Data were collected via a questionnaire that had been tested for validity and reliability. Data analysis utilized multiple linear regression. The results of the study indicate that: Information technology has a positive and significant effect on employee performance. Soft skills and the integrated management information system have a positive and significant effect on employee performance. Simultaneously, all three variables have a significant effect on employee performance. This study recommends that the company enhance employee soft skills development and optimize the implementation of the integrated management information system to improve employee performance.

Keywords: information technology, soft skills, integrated management information systems, employee performance

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1. INTRODUCTION

In the Industry 4.0 era, information technology has become the backbone of operations across various business sectors, including the hospitality industry. Employee performance is no longer determined solely by technical skills (hard skills) but also by interpersonal and intrapersonal abilities known as soft skills, as well as support from integrated information systems (Laudon & Laudon, 2020). The combination of these three elements is key to an organization's success in achieving competitive advantage. Quest Hotel San Denpasar, as one of the hotels operating in downtown Denpasar, Bali, faces challenges in optimizing employee performance. Although it has implemented an Integrated Management Information System (IMIS), on-the-ground realities indicate that significant obstacles remain. The observed phenomena indicate that the SIMT implementation has not been effective due to a non-intuitive system interface, leading to operational difficulties and delays in task completion (Mair & Thompson, 2020).

In addition to technological issues, it was also found that employees' soft skills, particularly in effective communication with guests, remain weak. Guest complaints regarding unclear information and communication misunderstandings indicate the need to enhance employees' non-technical competencies (Setiawan, 2022). This situation is exacerbated by a lack of adequate training in the use of information technology, making it difficult for employees to maximize the available systems.Based on the Socio-Technical Systems Theory developed by Eric Trist (1950), organizational success depends on the balance between the technical subsystem (technology) and the social subsystem (people). This theory emphasizes that technology must align with human capabilities and characteristics to function optimally

(Mumford, 1983). Information Technology and SIMT represent the technical aspects, while Soft Skills represent the social aspects that mediate the relationship between technology and performance.

Based on the above description, the researcher is interested in conducting a study on "The Influence of Information Technology, Soft Skills, and Integrated Management Information Systems on Employee Performance at Quest Hotel San Denpasar"

2. LITERATURE AND HYPOTHESIS

This study employs the Socio-Technical Systems Theory (STST), a theory that integrates technological and social aspects in the design and management of organizational systems. This theory was developed by Eric Trist and Fred Emery at the Tavistock Institute of Human Relations in London in the early 1950s. STST emphasizes that organizations consist not only of technology and processes (technical aspects) but also of human elements, culture, and social interactions (social aspects). Enid Mumford (1983) expanded this theory by emphasizing user participation in technology design to ensure socio-technical balance. In the context of this study, STST demonstrates that Information Technology, Soft Skills, and SIMT collectively influence employee performance through increased efficiency, adaptability, and job satisfaction.

Information Technology

According to Laudon and Laudon (2020), information technology is "a collection of integrated components encompassing hardware, software, databases, networks, and human procedures that work together to produce high-quality information and support organizational operations and decision-making." IT plays a crucial role in enhancing employee performance through task automation, real-time data access, and system integration. Information Technology indicators, according to Venkatesh (2021), include: infrastructure availability, user-friendliness, system integration, training support, processing efficiency, and system security.

Soft Skills

Chamorro-Premuzic (2020) defines soft skills as "non-cognitive skills involving social interaction, emotional regulation, and behavioral adaptation, which distinguish humans from AI machines and are key to career success in the digital age." Soft skills include communication, teamwork, problem-solving, adaptability, and time management. The World Economic Forum (2023) emphasizes that soft skills will account for 85% of the skills needed by 2027, including in the hospitality industry. Soft skill indicators, according to Boyatzis (2020), include: effective communication, teamwork, proactive initiative, and complaint handling/empathy.

Integrated Management Information System

Stair and Reynolds (2023) define SIMT as "a fully integrated information system encompassing hardware, software, and procedures for managing an organization's information cycle from collection to analysis, with a focus on scalability and security." SIMT integrates various information subsystems to support holistic management decision-making. SIMT indicators according to DeLone and McLean (2020) include: business process integration, effective training, real-time information accessibility, data flow efficiency, and decision-making support.

Employee Performance

Robbins and Judge (2021) define employee performance as "the result of evaluating work behavior that contributes to organizational goals, encompassing task-related aspects (task performance) and contextual aspects (contextual performance) such as initiative and teamwork." Employee performance indicators include: quality of work/service, timeliness, quantity of output, resource effectiveness, and operational autonomy.

Research Hypotheses

Based on the literature review and previous research, the hypotheses in this study are:

H1: Information Technology has a positive and significant effect on Employee Performance at Quest Hotel San Denpasar. Research by Pratama & Sari (2022) and Wijaya (2022) demonstrates that the use of information technology has a positive and significant effect on employee performance because it enhances work efficiency and effectiveness.

H2: Soft skills have a positive and significant effect on employee performance at Quest Hotel San Denpasar. Setiawan (2022) and Widyaningsih et al. (2023) found that soft skills make a significant contribution to employee performance in the hospitality industry, particularly in guest service.

H3: The Integrated Management Information System has a positive and significant effect on employee performance at Quest Hotel San Denpasar. Ali & Law (2021) and Aluri & Paluch (2024) show that the implementation of the IMIS results in a significant increase in operational efficiency at hotels.

3. RESEARCH METHOD

This study employs a quantitative approach using a survey method to test the causal relationship between the independent variables (Information Technology, Soft Skills, and Integrated Management Information Systems) and the dependent variable (Employee Performance). The study was conducted at Quest Hotel San Denpasar, located at Jl. Mahendradata No. 93 Padang Sambian, Denpasar Barat District, Denpasar City, Bali. The research objective was to examine the influence of Information Technology, Soft Skills, and Integrated Management Information Systems on Employee Performance. The population in this study consisted of all 43 employees at Quest Hotel San Denpasar. The sampling technique used was saturation sampling, in which the entire population was included as the research sample (Sugiyono, 2021). This method was chosen because the population size was limited and relatively small. Data Collection Method Data was collected through a structured questionnaire using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire consisted of 20 statements covering all indicators of the research variables. Data analysis utilized: Validity Test, Reliability Test, Classical Assumption Test, Multiple Linear Regression Analysis, and Hypothesis Testing.

4. RESULTS AND DISCUSSION

Research Instrument Validation Test

a. Validity Test

Table 1. Results of the Instrument Validity Test

Variable	Item Question	Coefficient Correlation	>0.30	Note
Technology Information (X1)	X1.1	0.916	0.30	Valid
	X1.2	0.802	0.30	Valid
	X1.3	0.854	0.30	Valid
	X1.4	0.917	0.30	Valid
	X1.5	0.833	0.30	Valid
	X1.6	0.924	0.30	Valid
Soft Skills (X2)	X2.1	0.876	0.30	Valid
	X2.2	0.898	0.30	Valid
	X2.3	0.934	0.30	Valid
	X2.4	0.887	0.30	Valid
Integrated Management Information System (X3)	X3.1	0.799	0.30	Valid
	X3.2	0.831	0.30	Valid
	X3.3	0.822	0.30	Valid
	X3.4	0.696	0.30	Valid
	X3.5	0.649	0.30	Valid
Employee Performance (Y)	Y1.1	0.594	0.30	Valid
	Y1.2	0.825	0.30	Valid
	Y1.3	0.854	0.30	Valid
	Y1.4	0.878	0.30	Valid

	Y1.5	0.960	0.30	Valid

Source: Processed data, 2025

The validity test results show that all statement items have a Pearson Correlation value > 0.30, with a range of values from 0.557 to 0.967. This indicates that all research instruments are valid and can be used for measurement.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Information Technology (X1)	6	0.937	Reliable
Soft Skills (X2)	4	0.917	Reliable
Integrated Management Information System (X3)	5	0.813	Reliable
Employee Performance (Y)	5	0.877	Reliable

Source: Processed data, 2025

Based on the reliability test results table above, all Cronbach's Alpha values are > 0.60, indicating that the research instrument is reliable and consistent.

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results

		Unstandardized Residual
N		43
Normal Parameters[a, b]	Mean	0.000000
	Standard Deviation	1.51028598
Most Extreme Differences	Absolute	0.084
	Positive	0.079
	Negative	-0.084
Test Statistic		0.084
Asymptotic Significance (2-tailed)		0.200[c,d]

Source: Processed data, 2025

The results of the Kolmogorov-Smirnov test show an Asymp. Sig. (2-tailed) value of 0.200 > 0.05, which means that the residual data are normally distributed and satisfy the normality assumption for regression analysis.

b. Test for Multicollinearity

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Information Technology	0.850	1.176
Soft Skills	0.899	1.113
Integrated Management Information Systems	0.777	1.287

Source: Processed data, 2025

Table 5 shows the results of the multicollinearity test, where all Tolerance values are > 0.10 and VIF < 10, indicating that there is no multicollinearity among the independent variables

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.865	1.576		3,087	0.004
	Information Technology	-0.005	0.048	-0.016	-0.104	0.918
	Soft Skills	-0.087	0.063	-0.210	-0.136	0.205
	Integrated Management Information System	-0.105	0.061	-0.288	-1.740	0.090

a. Dependent Variable: ABS_RES

Source: Processed data, 2025

Table 6 shows the significance values: All significance values are > 0.05, indicating that there is no heteroscedasticity in the regression model.

Data Analysis Results

Based on the analysis results, the following regression equation is obtained:

$Y = 2.527 + 0.221X_1 + 0.453X_2 + 0.325X_3$

Interpretation of the equation:

a) The constant (a) = 2.527 indicates that if the variables Information Technology, Soft Skills, and SIMT are zero, then Employee Performance has a baseline value of 2.527.
b) b_1 = 0.221 indicates that every 1-unit increase in Information Technology will increase Employee Performance by 0.221 units, assuming other variables remain constant.
c) b_2 = 0.453 indicates that a 1-unit increase in Soft Skills will increase Employee Performance by 0.453 units, assuming all other variables remain constant.
d) b_3 = 0.325 indicates that a 1-unit increase in SIMT increases Employee Performance by 0.325 units, assuming all other variables remain constant.

Coefficient of Determination (R^2)

The Adjusted R-Square value of 0.587 or 58.7% indicates that the variables Information Technology, Soft Skills, and Integrated Management Information Systems collectively explain 58.7% of the variation in Employee Performance, while the remaining 41.3% is explained by other variables outside the research model, such as work motivation, compensation, organizational culture, or leadership

F-Test

The results of the F-test show a calculated F-value of 20.925 with a significance level of 0.000 < 0.05. This indicates that Information Technology, Soft Skills, and the Integrated Management Information System simultaneously have a significant effect on Employee Performance at Quest Hotel San Denpasar.

t-Test

The Effect of Information Technology on Employee Performance (H1)

The t-test results show a calculated t-value of 2.719 with a beta coefficient of 0.292 and a significance level of 0.010 < 0.05. This means that Hypothesis 1 is accepted, namely that Information Technology has a positive and significant effect on Employee Performance. This finding is consistent with the research by Pratama & Sari (2022), which showed that the use of information technology has a positive and significant effect on employee performance because it improves work efficiency and effectiveness. In the context of

Quest Hotel San Denpasar, employees who have access to adequate IT infrastructure, integrated systems, and proper training can complete their work more quickly and accurately. Nevertheless, there are still challenges regarding user-friendliness (score 4.33), indicating that the system interface remains less intuitive for some employees. This aligns with observations in the field, where some employees face difficulties operating the system, leading to work delays.

The Effect of Soft Skills on Employee Performance (H2)

The t-test results show a calculated t-value of 4.199 with a beta coefficient of 0.439 and a significance level of 0.000 < 0.05. This means Hypothesis 2 is accepted, namely that Soft Skills have a positive and significant effect on Employee Performance. Soft Skills are the variable with the greatest contribution to employee performance. This finding aligns with Setiawan's (2022) research, which found that soft skills contribute more significantly than employee engagement to employee performance in the hospitality industry. The World Economic Forum (2023) also emphasizes that soft skills account for 85% of the skills required in the digital age. In the context of Quest Hotel San Denpasar, employees with effective communication skills, strong teamwork, proactive initiative, and high empathy are able to provide higher-quality service to guests. Although the overall soft skill score is already very good (4.53), there is still a weakness in effective communication (4.44), as evidenced by guest complaints regarding unclear information.

The Effect of the Integrated Management Information System on Employee Performance (H3)

The t-test results show a calculated t-value of 3.157 with a beta coefficient of 0.355 and a significance level of 0.003 < 0.05. This indicates that Hypothesis 3 is accepted, meaning the Integrated Management Information System has a positive and significant effect on Employee Performance. This finding is consistent with the research by Ali & Law (2021) and Aluri & Paluch (2024), which showed that the implementation of an Integrated Management Information System (IMIS) results in a significant increase in operational efficiency. An effective IMIS enables the integration of business processes across departments, real-time information accessibility, and data flow efficiency. However, the results of the descriptive analysis indicate that the SIMT variable has the lowest average score (3.82) compared to the other variables. Significant disparities were observed in the "decision-making support" (2.77) and "ease of system access" (2.86) indicators, confirming the phenomenon in the field that the system has not been optimally utilized for strategic decision-making and that some employees still struggle to operate the system due to a less-than-intuitive interface.

Discussion

The Impact of Information Technology on Employee Performance

Based on the data analysis, the regression coefficient for the information technology variable was .221 with a significance level of .010, which is less than 0.05. This indicates that information technology has a positive and significant effect on employee performance. Therefore, the first hypothesis of this study is accepted. Based on the description of the information technology variable, the highest response score was found in the statement "I feel secure using the information system at Quest Hotel San Denpasar for operational activities." The results of this study are consistent with previous research conducted by Karnadi & Ediyanto (2022), Sholikah, Ardianto & Prasetya (2022), and Hidayati & Putri (2022), who found that information technology has a positive and significant effect on employee performance.

The Impact of Soft Skills on Employee Performance

Based on the data analysis, the regression coefficient for the soft skills variable was .453 with a significance level of .000, which is less than 0.05. This indicates that soft skills have a positive and significant effect on employee performance. Therefore, the second hypothesis of this study is accepted. Based on the description of the soft skill variable, the highest response score was for the statement "I can provide solutions to problems at Quest Hotel San Denpasar." The results of this study are consistent with previous research conducted by Setiawan (2022), Widyaningsih, Sinaga, and Wirawan (2023), and

Mahfud et al. (2022), who found that soft skills have a positive and significant effect on employee performance.

The Impact of an Integrated Management Information System on Employee Performance

The results of the study indicate that the integrated management information system has a positive and significant effect on employee performance at Quest Hotel San Denpasar. These results indicate that the regression coefficient for the integrated management information system variable is .325 with a significance level of .003, which is less than 0.05. This indicates that the integrated management information system has a positive and significant effect on employee performance. Therefore, the second hypothesis in this study is accepted.

Based on the description of the integrated management information system variables, the highest response score was for the statement "I have quick and accurate access to information when making decisions." The results of this study are consistent with previous research conducted by Ali & Law (2021), Ivanov & Webster (2022), Sari & Susanto (2020), Aluri & Paluch (2024), and Sigala & Kumar (2024), which found that the integrated management information system has a positive and significant effect on employee performance.

5. CONCLUSIONS AND LIMITATIONS

Based on the results of the research and discussion, it can be concluded that Information Technology, Soft Skills, and the Integrated Management Information System each have a positive and significant effect on employee performance at Quest Hotel San Denpasar. These findings indicate that the effective use of information technology, the development of employees' interpersonal and professional competencies, and the implementation of an integrated management information system are important factors in improving employee performance. Therefore, strengthening these three aspects can support better work effectiveness, productivity, and service quality within the organization.

Based on the lowest average scores from the respondents' responses, several recommendations can be proposed. Quest Hotel San Denpasar should strengthen the implementation of Information Technology by providing structured and phased training whenever new system features are introduced, supported by a mentoring approach in which employees who adapt more quickly assist their colleagues. In terms of Soft Skills, the hotel should conduct regular workshops on effective communication and establish internal communication channels, such as routine morning briefings or a dedicated digital platform, to improve information sharing across departments. Regarding the Integrated Management Information System, the hotel is advised to upgrade its system by integrating a user-friendly analytical dashboard that can present real-time data, enabling management and staff to access important information quickly and accurately. To improve Employee Performance, the hotel should also implement a structured program that encourages employees to actively identify areas for improvement in guest service. For future research, the scope of the study should be expanded by involving other hotels in Bali or other regions in Indonesia in order to obtain broader and more generalizable findings regarding the influence of Information Technology, Soft Skills, and Integrated Management Information Systems on employee performance.

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