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The Influence of Value Co-Creation and Mastery of Technology on Operational Performance Through Employee Performance

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Abstract: The application of value co-creation and mastery of information technology is fundamental to creating employee performance which will ultimately influence the company's operational performance. From this phenomenon, the question that will be answered in this research is how value co-creation and mastery of information technology influence the operational performance of coffee shop company employees in Tasikmalaya with employee performance as a mediating variable. The purpose of this research is to determine and analyze the effect of implementing value co-creation on employee performance in coffeeshops, the use of information technology on employee performance in coffeeshops, value co-creation and the use of information technology on employee performance and employee performance mediates the influence of implementing value co-creation and the use of information technology on operational performance. The method used was a survey with a population of 322 which was processed using confirmatory factor analysis (CFA) with the AMOS 21 program. The research results showed that there was an influence between Value Co-Creation on Employee Performance, Information Technology on Employee Performance, Employee Performance on Operational Performance, Performance Employees mediate the relationship between Value Co-Creation and Operational Performance, and Employee Performance mediates the relationship between Information Technology and Operational Performance.

Keywords: Employee Performance; Information Technology; Operational Performance; Value co-creation

INTRODUCTION

The coffee shop industry is currently experiencing rapid development throughout the world. Various factors such as increasingly busy lifestyles, social media trends, increasing public interest in coffee, and the relaxed atmosphere in cafes have driven the growth of the coffee shop industry. Apart from that, technology also plays an important role in the development of the coffee shop industry today. In recent years, many coffee shops have introduced mobile apps for ordering coffee. This makes it easier for consumers to order and pay for their coffee without having to queue at the cashier. Apart from that, technology also helps coffee shop owners in inventory management and monitoring raw material stocks.

The development of the coffee shop industry is also influenced by the Covid-19 pandemic. Many coffee shops were forced to temporarily close or shift their business to self-delivery or pick-up services to survive. However, the pandemic has also driven innovation in the coffee shop industry, such as the use of technology to facilitate ordering and payments without physical contact.

Overall, the coffee shop industry currently continues to develop and adapt to changing trends and consumer needs. With innovation and attention to social and environmental issues, this industry will continue to develop well in the future. A coffee shop is a place that provides coffee-based food and drinks and has a different concept and characteristics, offering a unique experience in terms of interior design and coffee shop atmosphere.

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The development of coffee shops in Tasikmalaya has also experienced significant growth, driven by post-pandemic economic recovery, advances in information technology, and increasingly rapid lifestyle changes. The information technology used must provide benefits and can be used efficiently, and human resources must be prepared for those who can use it (Heslina & Syahruni, 2021). According to Munizu (2021), competition in the coffee shop business can be overcome by paying attention to product differentiation regarding certain product attributes, so that it is difficult for competitors to enter the market if customers think there are no other products that can replace that product. The following is cafe business data in Tasikmalaya City from 2018 to 2020.

Table 1. Data on Cafe Businesses Registered in Tasikmalaya City

Year	Total
2018	1
2019	67
2020	335

Source: Open Data West Java (2021)

Competition between coffee shops is currently very tight and intensive. Various factors such as product quality, price, location, interior design, and service are factors that influence competition in this industry. One of the main factors in competition between coffee shops is product quality, including the taste and type of coffee offered, as well as the variety of food and drink menus. Coffee shops that can offer high-quality products and satisfy consumer tastes will have an advantage over the competition.

Price is also an important factor in competition between coffee shops. Some coffee shops offer more affordable prices, while others offer premium prices for high-quality products. Some coffee shops also offer loyalty programs and discounts to attract and retain customers.

The location of the coffee shop is also a key factor in competition. Coffee shops that are in strategic locations and easy to reach by potential customers have an advantage over the competition. Apart from that, the interior design and atmosphere of the coffee shop are also important factors in attracting customers. A coffee shop that offers a comfortable, friendly, and attractive atmosphere will have an advantage over the competition.

Friendly and professional service is also a factor that influences competition between coffee shops. A coffee shop that can provide the best service and satisfy customers will have an advantage over the competition. Apart from that, innovation and the use of technology in service are also factors that influence competition between coffee shops.

This intense competition must of course be addressed by coffee shop business actors because it will affect the sustainability of the company. The company's operational performance becomes at stake when managers are unable to find good solutions. Performance can be measured by referring to internal processes within the organization. According to the definition of Kaplan and Norton in Naseer et al. (2021), organizational performance measures consist of financial (business performance) and non-financial (operational performance) indicators, which indicate the extent to which organizational goals have been achieved. Non-financial performance measures often include operating performance (such as product quality, time control, and productivity), customer satisfaction, morale, and business performance (such as cash flow, innovation, market share growth, sales growth, employee growth, and export growth), operational

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performance includes the implementation of managerial activities in selecting, designing, updating, operating and supervising production systems (Utami, 2022).

One solution for the culinary coffee industry is to implement a value co-creation strategy. Value co-creation is a process in which companies and customers work together to create mutual value through their interactions (Liu & Jo, 2020). Value co-creation can positively influence employee performance. Through the value co-creation process, employees can develop interpersonal skills and skills in communicating with customers (Kurniawan et al., 2020).

Employees who have these skills will be better able to interact with customers and better identify their needs. This can increase customer satisfaction and ultimately improve company performance. The value co-creation process can also increase employee involvement in the organization and increase their motivation to give their best (Fan & Luo, 2020). By involving employees in the process of creating value together with customers, employees can feel more valuable and have a positive influence in providing added value to the products or services offered by the company. This can increase employee motivation and ultimately improve company performance (Sudarti, 2022).

The value co-creation process will be better when the employees involved are also equipped with mastery of technology, especially information technology. Mastery of information technology is very important in the value co-creation process. Co-creation is an interaction theory that allows customers to become part of the company's value chain (Hanifawati & Yudin, 2022).

In the ever-growing digital era, information technology is one of the main factors influencing a company's ability to create value together with customers. In the context of value co-creation, information technology can be used to connect companies with customers and facilitate their interactions (Caputo et al., 2019).

To facilitate the value co-creation process, companies need to ensure that their employees have adequate information technology skills (Pitoyo & Suhartono, 2018). Employees need to be able to operate the software and hardware needed in the value co-creation process, as well as be able to manage data and information collected from customers. Employees also need to have the ability to communicate effectively via social media and other online platforms to be able to create shared value with customers.

Value co-creation and mastery of information technology can have a positive impact on employee performance and ultimately improve the company's operational performance. Value co-creation is a concept where companies and customers work together to create shared value. Meanwhile, mastery of information technology is the employee's ability to master the information technology needed to carry out work (Zaborek & Mazur, 2019).

Increasing employee involvement Value co-creation involves employees in the process of creating value together with customers (Saunila et al., 2019). By involving employees in this process, they feel more valued and have a greater sense of ownership in their work. This can increase employee engagement and provide greater motivation, thereby improving their performance.

In the value co-creation process, customers can provide feedback and input to the company. Employees involved in this process can use the feedback to improve the quality of the products and services they provide to customers. This can increase customer satisfaction and overall company performance.

Increasing collaboration Value co-creation requires collaboration between employees, customers, and business partners. Mastery of information technology can help employees communicate and collaborate more effectively, both with internal team members and with business partners and customers. This can increase efficiency and effectiveness in the value co-creation process (Teng & Tsai, 2020).

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By improving employee performance and overall company operational performance, companies can achieve a competitive advantage and gain greater profits in the market. Therefore, companies need to pay attention to value co-creation and mastery of information technology to improve their operational performance.

In this digital era, value co-creation and mastery of information technology are becoming increasingly important in improving employee performance and company operational performance (Bawono & Setyadi, 2020). Companies must take the necessary steps to ensure that their employees master the necessary information technology and are involved in the value co-creation process with customers. This can help companies to achieve competitive advantage and strengthen their position in the market

Based on this, it is very important to examine how value co-creation and mastery of information technology affect coffee shop employees, as well as how it affects employee performance and operational performance (Nabila, 2019). The application of value co-creation and mastery of information technology is fundamental to creating employee performance which will ultimately influence the company's operational performance.

METHODS

The method used in this research is a survey research method, where this research chooses quantitative analysis. Sugiyono (2018) states that quantitative methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collect data using research instruments, and quantitative/statistical analysis, to describe and test predetermined hypotheses. In this research, a questionnaire was used as a data collection tool. The survey method was chosen to find out how much influence Value Co-Creation and Technology Mastery have on Operational Performance through the Performance of Coffee Shop Employees in Tasikmalaya. According to Sugiyono (2018), the survey method is a quantitative research method used to obtain data that occurred in the past or currently, about beliefs, opinions, characteristics, behavior, and variable relationships and to test several hypotheses about sociological and psychological variables from the samples taken.

Data collection techniques using literature studies and field studies (interviews or questionnaires) are not in-depth, and research results tend to be generated after the required data is obtained, the data is collected and then analyzed and interpreted. Before carrying out data analysis, it is necessary to test the validity and reliability of the questionnaire that has been distributed. To test validity, it is carried out using confirmatory factor analysis (CFA) with the AMOS 21 program. Apart from validity, reliability is also a statistical testing procedure that is considered relevant for measuring the extent of the reliability or internal consistency of a research instrument. To test reliability, Cronbach Alpha was used with the help of SPSS for Windows 21. To determine the influence of X1 on Y through Z, as well as the influence of X2 on Y through Z, the Sobel Test concept will be used. Testing this mediation hypothesis can be carried out using a procedure developed by Sobel (1982) in Abu & Jones (2021) The indirect influence of known as the Sobel test. The Sobel test is carried out by testing the strength of the indirect influence of X on Y through M.

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RESULTS AND DISCUSSION

After the required data has been obtained, the data is collected and then analyzed and interpreted. Before carrying out data analysis, it is necessary to carry out validity and reliability tests on the questionnaires that have been distributed.

Validity Test

To test validity, it is carried out using confirmatory factor analysis (CFA) with the AMOS 21 program. With this approach, a measurement item is said to be valid if the relationship between the latent construct and the item used to measure it has a critical ratio (CR or t-count) that is higher. large or equal to the t-table value. The results of validity testing can be seen in Table 2 below.

Table 2. Convergent Validity Test Results (2023)

Construct	Item	*Factor Loading*	*Construct Reliability*
Value Co-Creation	X1.1	0,719	0,943
	X1.2	0,673	
	X1.3	0,729	
	X1.4	0,794	
	X1.5	0,710	
	X1.6	0,740	
	X1.7	0,756	
	X1.8	0,854	
	X1.9	0,827	
	X1.10	0,678	
	X1.11	0,521	
	X1.12	0,658	
	X1.13	0,747	
	X1.14	0,698	
	X1.15	0,726	
Information Technology	X2.1	0,827	0,925
	X2.2	0,841	
	X2.3	0,647	
	X2.4	0,775	
	X2.5	0,281	
	X2.6	0,843	
	X2.7	0,838	
	X2.8	0,124	
	X2.9	0,764	
	X2.10	0,817	
	X2.11	0,846	
	X2.12	0,798	
	X2.13	0,405	
Employee performance	Y1.1	0,799	0,933
	Y1.2	0,762	
	Y1.3	0,699	
	Y1.4	0,852	
	Y1.5	0,717	
	Y1.6	0,629	
	Y1.7	0,773	
	Y1.8	0,582	
	Y1.9	0,752	
	Y1.10	0,801	

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Construct	Item	*Factor Loading*	*Construct Reliability*
	Y1.11	0,843	
	Y1.12	0,552	
Operational	Y2.1	0,817	0,922
Performance	Y2.2	0,812	
	Y2.3	0,772	
	Y2.4	0,722	
	Y2.5	0,833	
	Y2.6	0,498	
	Y2.7	0,408	
	Y2.8	0,847	
	Y2.9	0,806	
	Y2.10	0,552	
	Y2.11	0,763	

Source: Data processing results (2023)

Table 2 shows the indicators used in each variable, their loading factors, and reliability based on Cronbach's Alpha value. The results of this analysis show that five indicators have a factor loading value of <0.50, namely X2.5, X2.8, X2.13, Y2.6, and Y2.7. So the five indicators were removed from the model. Then, to have good validity and can be used at the next stage, discriminant validity testing is carried out as shown in Table 3 below.

Table 3. Discriminant Validity Test Results (2023)

	***Value Co-Creation* (X1)**	**Information Technology (X2)**	**Employee performance (Y1)**	**Operational Performance (Y2)**
Value Co-Creation (X1)	2,305			
Information Technology (X2)	2,055	2,308		
Employee performance (Y1)	1,874	1,961	2,494	
Operational Performance (Y2)	1,820	1,820	2,316	2,805

Source: Data processing results (2023)

The analysis results in Table 3 also show that all AVE values are higher than the square of the correlation between constructs in all relationships between variables. Therefore, it can be concluded that the test results show that all the constructs used have good validity and can be used at the next stage of analysis.

Model Suitability Test The model suitability test shows that a model is suitable for the data used in the research. This can be seen from the existing criteria, namely Chi-Square, Probability, CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA. The results of the model suitability test can be seen in Table 4 below:

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Table 4. Model Suitability Test Results (Goodness of Fit Test)

Model Fit Index	*Cut-off Value*	Results	Conclusion
Chi Square	Expected to be small (<1118,95)	1098,23	Good
Probability	>0,05	0,00	Marginal
CMIN/DF	<2,00	1,21	Marginal
RMSEA	<0,08	0,03	Good
GFI	>0,90	0,89	Marginal
AGFI	>0,90	0,84	Marginal
TLI	>0,95	0,98	Good
CFI	>0,95	0,93	Marginal

Source: Data processing results (2023)

Structural Equation Model (SEM)

Structural equation model analysis aims to estimate several separate regression equations, but each has a simultaneous or simultaneous relationship. In this analysis, it is possible that there are several dependent variables, and it is possible for this variable to be an independent variable for other dependent variables. Based on the statistical results of the SEM analysis in the goodness-of-fit test, three criteria were obtained which were in the good category, and five criteria which fall into the marginal category. Based on these results, the model in this study as a whole can be categorized as a fairly fit model.

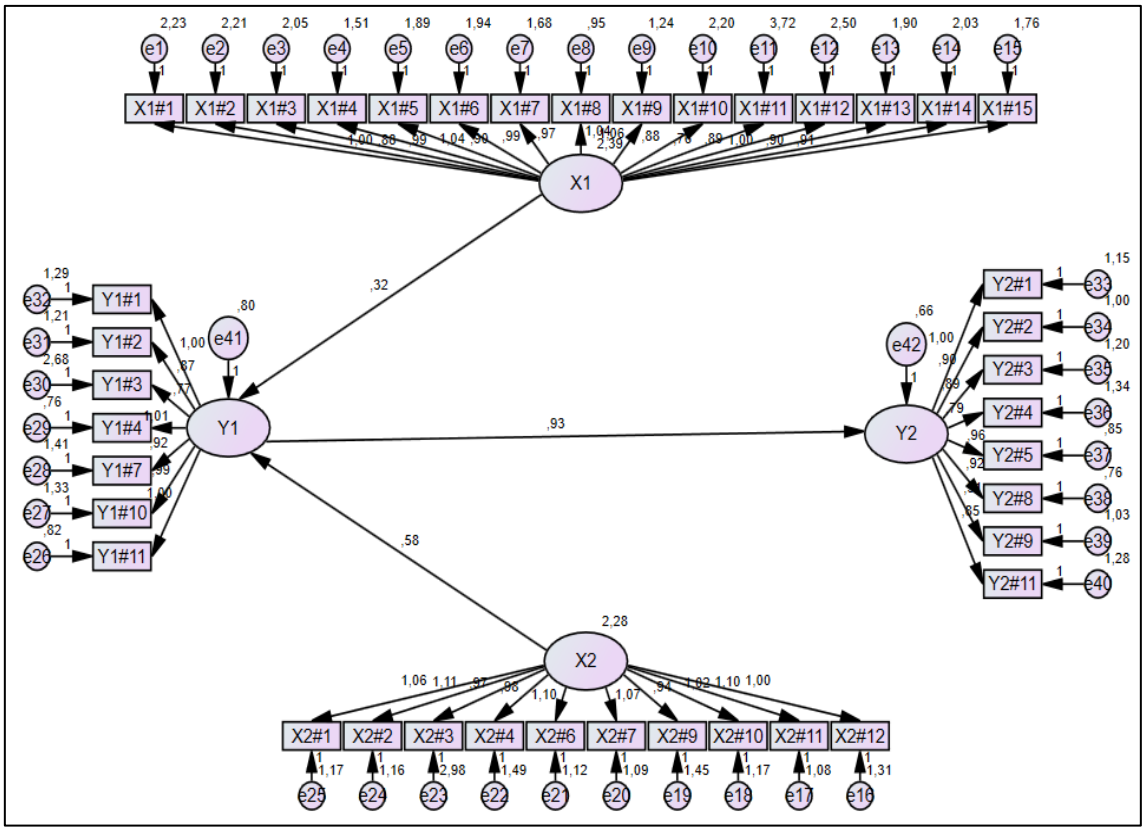

Figure 1. Full Structural Equation Model

Source: Data processing results (2023)

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Hypothesis testing is carried out by looking at the critical value or ttable, namely by comparing the ttable value with the tcount value in the research or comparing the p-value with 0.05. The hypothesis is said to be accepted if the ttable value < tcount or p < 0.05. Based on the t distribution table, the t table value in this study, namely with a sample size of 322 and a significance level of 5% (0.05) is 1.96. Meanwhile, the t-count value for the relationship between the variables in this research can be seen in Table 5.

Table 5. Research Hypothesis Test Results

			Estimate	S.E.	C.R.	P
Employee performance (Y1)	<---	*Value Co-Creation* (X1)	0,223	0,059	3,784	***
Employee performance (Y1)	<---	Information Technology (X2)	0,673	0,141	4,759	***
Operational Performance (Y2)	<---	Employee performance (Y1)	1,261	0,114	11,024	***

Source: Data processing results (2023)

Based on the test results in the table above, it is known that Value Co-Creation (X1) affects the intervening variable (employee performance) obtained through a C.R value of 3.784) when compared with the t table value (1.96), it is known that the CR value > from t table (C.R of 3.784)> t table 1.96). Likewise, the p-value (0.0000) <0.05. Therefore, the null hypothesis which states that the regression weight is equal to zero can be rejected and this means that the effect of Value Co-Creation on Employee Performance is significantly positive. Thus, the hypothesis which states that Value Co-Creation has a positive effect on Employee Performance, is accepted.

Meanwhile, in Table 5 it is known that Information Technology affects Employee Performance. This path is known by obtaining the C.R. value. (4.759) when compared with the t table value, the value is greater (C.R. (4.759) > t table (1.96)). Meanwhile, the p-value obtained was below 0.05. (p 0.0000 < 0.05). Therefore, the null hypothesis which states that the regression weight is equal to zero can be rejected and this means that the influence of Information Technology on Employee Performance is significantly positive. Thus, the hypothesis which states that Information Technology has a positive effect on Employee Performance is accepted

To find out the influence of Value Co-Creation and Mastery of Technology on Operational Performance through Employee Performance at the Coffee Shop in Tasikmalaya, a sobel test was carried out whether Employee Performance can mediate the relationship between Value Co-Creation and Operational Performance or the relationship between Information Technology and Operational Performance as can be seen the results are in table 6 below.

Table 6. Sobel Test Results

Intermediation Relations	Zcount	Ztable	Conclusion
Employee Performance mediates the relationship between Value Co-Creation and Operational Performance	3,58	1,97	Mediate
Employee Performance mediates the relationship between Information Technology and Operational Performance	4,38	1,97	Mediate

Source: Data processing results (2023)

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Based on table 6, it follows:

H1: Value Co-Creation has a positive effect on employee performance

Based on Table 5, it is known that the C.R. value (3.784) > t table (1.96) and p (0.0000) < 0.05. Therefore, the null hypothesis which states that the regression weight is equal to zero can be rejected and this means that the effect of Value Co-Creation on Employee Performance is significantly positive. Thus, the hypothesis which states that Value Co-Creation has a positive effect on Employee Performance is accepted.

H2: Information Technology has a positive effect on Employee Performance

Based on table 5, it is known that the C.R. value (4.759) > t table (1.96) and p (0.0000) < 0.05. Therefore, the null hypothesis which states that the regression weight is equal to zero can be rejected and this means that the influence of Information Technology on Employee Performance is significantly positive. Thus, the hypothesis which states that Information Technology has a positive effect on Employee Performance is accepted.

H3: Employee performance has a positive effect on operational performance

Based on Table 5, it is known that the C.R. value (11.024) > t table (1.96) and p (0.0000) < 0.05. Therefore, the null hypothesis which states that the regression weight is equal to zero can be rejected and this means that the influence of Employee Performance on Operational Performance is significantly positive. Thus, the hypothesis which states that employee performance has a positive effect on operational performance is accepted.

H4: Employee Performance mediates the relationship between Value Co-Creation and Operational Performance

Testing of the mediating effect between the intervening variable and the dependent variable was carried out using the Sobel formula calculation. Based on the results of these calculations, the calculated Z value of 3.58 is greater than the Z table with a significance of 0.05, namely 1.96, so it can be concluded that employee performance mediates the causal relationship between value co-creation and operational performance.

H5: Employee Performance mediates the relationship between Information Technology and Operational Performance

Testing of the mediating effect between the intervening variable and the dependent variable was carried out using the Sobel formula calculation. Based on the results of these calculations, the calculated Z value of 4.38 is greater than the Z table with a significance of 0.05, namely 1.96, so it can be concluded that employee performance mediates the causal relationship between information technology and operational performance.

CONCLUSION

Based on the results of the data processing carried out, it can be concluded that there is a positive influence between Value Co-Creation on Employee Performance. The hypothesis which states that Value Co-Creation has a positive influence on Employee Performance, is accepted. Information Technology has a positive effect on Employee Performance. The hypothesis which states that Information Technology has a positive effect on Employee Performance, is accepted. Employee Performance has a positive effect on Operational Performance. The hypothesis which states that Employee Performance has a positive effect on Operational Performance, is accepted. Employee

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Performance mediates the relationship between Value Co-Creation and Operational Performance. Testing of the mediating effect between intervening variables and the dependent variable was carried out using the Sobel formula calculation. It can be concluded that employee performance mediates the causal relationship between value co-creation and operational performance. Employee Performance mediates the relationship between Information Technology and Operational Performance. Testing of the mediating effect between intervening variables and the dependent variable was carried out by calculating the Sobel formula. It can be concluded that employee performance mediates the causal relationship between information technology and operational performance.

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