

THE EFFECT OF WORK COMMITMENT, DOWNSIZING, ROLE AMBIGUITY ON EMPLOYEE PERFORMANCE MODERATED BY DIGITAL INVOLVEMENT IN BKKBN REPRESENTATIVES NORTH SUMATRA PROVINCE

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Abstract

This research was motivated by the conditions that occurred at the BKKBN Representative of North Sumatra Province after downsizing as a result of the merger of agencies within the local government. Employee performance has decreased fluctuatively. digital involvement that is still lacking so that it demands high employee commitment. The purpose of this study was to determine and analyze the effect of work commitment, downsizing, work ambiguity on employee performance moderated by digital involvement at the BKKBN Representative of North Sumatra Province. Data collection in this study was conducted through a survey approach by distributing questionnaires. The population of this study were 257 family planning extension civil servants. The number of research samples was 195 people. The type of research conducted is descriptive quantitative using a causality approach. The data analysis method in this study uses SEM which is operated through the SmartPLS program. The results showed that work commitment has a positive and significant effect on the performance of employees of the BKKBN Representative of North Sumatra Province. Role ambiguity has a negative but insignificant effect on the performance of employees of the BKKBN Representative of North Sumatra Province. Downsizing has a positive and significant effect on the performance of employees of the BKKBN Representative of North Sumatra Province. Digital engagement weakens and does not significantly affect work commitment to the performance of employees of the BKKBN Representative of North Sumatra Province. Digital engagement weakens and does not significantly affect role ambiguity on the performance of employees of the BKKBN Representative of North Sumatra Province. Digital engagement weakens and significantly affects downsizing on the performance of employees of the BKKBN Representative of North Sumatra Province.

Keywords : *Job Commitment, Downsizing, Job Ambiguity, Employee Performance, and Performance Digitalization.*

1. INTRODUCTION

The industrial revolution 4.0 integrates physical, digital, and biological aspects, such as the use of artificial intelligence, robotics, and the ability of machines to learn from data in the manufacturing industry. This industrial revolution 4.0 in its activities relies on automation using machines and advanced technology called digitalization. One of them is the change in work activities in the social order. Work activities affected by automation that have been felt in the last two years are the concept of working from home, this is due to the Covid-19 pandemic which prohibits people from working in offices because they have to maintain distance. The application of working from home is considered capable of adjusting the work system in all fields of work. This work system adjustment was also felt by ASN, which was instructed by the President of the Republic of Indonesia Joko Widodo through a national policy on adjusting the work system of the state civil apparatus during the Covid-19 pandemic, whose impact is felt today. The unfamiliarity of employees in doing work online, makes employees force themselves to learn to use digital communication technology, so that work completion can meet the specified time target. One of the results of an online survey conducted by Asture Solution (2020) of 210 employees stated that 45.6% of employees felt more productive when working from home while 45% were productive at the office and the remaining 9.4% were very productive at the office.

The results of research conducted by LIPI together with the Ministry of Manpower and the Demographic Institute of the Faculty of Economics and Business, University of Indonesia, state that 78% of employees can remain productive when automating work activities or can be said to be more productive when working from home. This explanation is supported by Saputra's research (2018) that work commitment is influenced from within employees. According to Pambudi (2019) commitment to this organization is divided into three attitudes, namely feelings of identification with organizational goals, feelings of involvement in organizational tasks, and feelings of loyalty to the organization. Job commitment is a relatively strong individual identification and involvement with the organization where the individual works. Family planning extension workers think that the salary and benefits provided by BKKBN are not in accordance with the fulfillment of their needs. This is due to the fact that the BKKBN's workforce is already full, so there can be no promotion or promotion that can improve the welfare of family planning extension workers.

The position of family planning extension worker is a certain functional position whose promotion or promotion considers one of the requirements is the number of needs for family planning extension workers serving in a city or district in the BKKBN Representative of North Sumatra Province through the available ABK. Therefore, when they carry out their duties and functions as family planning extension workers very well, it will not increase the welfare of family planning extension workers. So that some family planning extension workers want a transfer through PAI to an agency that pays more attention to their welfare. Employee work commitment can be measured by a sense of connection with organizational goals, involvement in organizational work, and loyalty to the organization. However, employee work commitment can also be seen from the personal characteristics of employees, situational conditions that influence and positional employees in the organization. One of the adjustments that employees must make is adapting to new ways of working through the use of digital communication technology. This requires work commitment from employees in the form of willingness and ability to maintain or even develop the existence of an organization. This policy is an effort to realize effective and efficient bureaucratic governance by optimizing electronic-based government systems (Baihaqi, 2018).

2. IMPLEMENTATION METHOD

This research is descriptive quantitative research that uses a causality approach. Where this research wants to describe the causal relationship of one or more of the problems that have been stated in the formulation of research problems (Sekaran, 2017). The location of this research was conducted in 3 districts / cities in North Sumatra, consisting of Medan City, Langkat Regency and Deli Serdang Regency with a period of 3 months from March to May 2023. The population of this study included Family Planning Extension employees, BKKBN North Sumatra Province, totaling 257 employees. This study uses 2 sample techniques, namely nonprobability purposive sampling and purposive sampling.

3. RESULTS AND DISCUSSION

From this study, it can be concluded that:

1. Respondents on Employee Performance Variables

- The employee performance variable of 195 respondents who answered for the employee item minimized errors in work as many as 92 respondents strongly agreed with 47.2%, 87 respondents answered agree with a percentage of 44.6%, 11 respondents answered disagree with a percentage of 5.6%, 3 respondents answered disagree with a percentage of 1.5% and 2 respondents answered strongly disagree

with a percentage of 1.1%. The mean value of this study is 4.35, meaning that respondents strongly agree that every work always minimizes errors.

- Descriptive statistics on employee items completing work in accordance with the rules of the BKKBN of North Sumatra Province in Table 4.7 explain that of 195 respondents, 112 or 57.4% of respondents strongly agreed, 76 respondents or 39% of respondents agreed, 5 respondents or 2.6% disagreed and the remaining 2 respondents or 1% strongly disagreed. The mean value of this study is 4.52, meaning that respondents strongly agree that they can complete their work in accordance with the rules of the BKKBN of North Sumatra Province.
- Descriptive statistics on employees can complete all employees' work in cooperation with the team explain that of the 195 respondents, 85 respondents or 43.6% stated strongly agree, 106 respondents or 54.4% stated agree, 2 respondents or 1% stated disagree, 1 respondent or 0.5% stated disagree and the remaining 1 respondent or 0.5% stated strongly disagree. The mean value of this study is 4.40, meaning that respondents strongly agree that they can complete all their work.
- Descriptive statistics on employees are able to complete according to the given target and are able to explain that of the 195 respondents who answered as many as 63 respondents or 32.3% answered strongly agree, as many as 121 respondents or 62.1% answered agree, 9 respondents or 4.6% answered disagree, 2 respondents or 1% answered disagree. The mean value is 4.26, meaning that the respondents strongly agree that they are able to complete the work according to the given target.
- Descriptive statistics on employees completing work before the specified deadline explain that of the 195 respondents who answered as many as 62 respondents or 31.8% answered strongly agree, as many as 103 respondents or 52.8% answered agree, 26 respondents or 13.3% answered disagree, and the remaining 4 respondents or 2.1% answered disagree. The mean value is 4.14, meaning that respondents agree that they are able to complete the work before the specified deadline.
- Descriptive statistics on employees completing work on time. explained that out of 195 respondents, 62 respondents or 31.3% answered strongly agree, 112 respondents or 57.4% answered agree, 19 respondents or 9.7% answered disagree and the remaining 2 respondents or 1% answered disagree. The mean value is 4.20, meaning that respondents strongly agree that they always complete their work on time.
- Descriptive statistics of employees doing teamwork explain that of the 195 respondents, 105 respondents or 53.9% answered strongly agree, 85 respondents or 43.6% answered agree, 3 respondents or 1.5% answered disagree, 1 respondent or 0.5 disagree, and 1 respondent or 0.5% answered strongly disagree. The mean value is 4.50, meaning that respondents strongly agree that respondents always cooperate with the team in completing work.
- Descriptive statistics of employees supporting coworkers' work explain that out of 195 respondents, 81 respondents or 41.5% answered strongly agree, 108 respondents or 55.4% answered agree, 5 respondents or 2.6% answered disagree, and the remaining 1 respondent or 0.5 disagreed. The mean value is 4.38, meaning that respondents strongly agree that respondents always support their coworkers' work.
- Descriptive statistics of employees at work considering budget efficiency explain that of 195 respondents, 49 respondents or 25.1% answered strongly agree, 121 respondents or 62.1% answered agree, 18 respondents or 9.2% answered disagree, 5 respondents or 2.6% answered disagree and 2 respondents or 1% answered strongly disagree. The mean value is 4.08, meaning that respondents agree that respondents always consider budget efficiency in their work.
- Descriptive statistics of employees doing additional work because they understand the need for budget savings in Table 4.7 explain that of the 195 respondents, 33

respondents or 16.9% answered strongly agree, 95 respondents or 48.7% answered agree, 46 respondents or 23.6% answered disagree, 13 respondents or 6.7% of respondents answered disagree, and 8 respondents or 4.1% answered strongly disagree. The mean value is 3.68, meaning that respondents agree to do additional work on the grounds of budget savings.

- Descriptive statistics of employees responsible for the work given explain that of the 195 respondents, 92 respondents or 47.1% answered strongly agree, 98 respondents or 50.3% answered agree, and the remaining 5 respondents or 2.6% answered disagree. The mean value is 4.45, meaning that respondents strongly agree to always be responsible for all the work given.
- Descriptive statistics of employees doing work based on predetermined SOPs explain that of 195 respondents, 80 respondents or 41% answered strongly agree, 109 respondents or 55.9% answered agree, and the remaining 6 respondents or 3.1% answered disagree. The mean value is 4.38, meaning that respondents strongly agree that doing work is always based on the established SOP.

2. Average Variance Extracted (AVE)

The result is that for all variables >0.5 , thus it can be stated that the convergent validity test of the model is acceptable.

3. Structural Model (Inner Model)

The result of the R^2 value is 0.564, which means that the effect of work commitment variables, role ambiguity, downsizing on employee performance with digital involvement as a moderator variable is 56.4% and the remaining 43.6% is influenced by other variables outside this study.

4. CONCLUSION

From this research it can be concluded that:

1. Work commitment has a positive and significant effect on the performance of employees of the BKKBN Representative of North Sumatra Province.
2. Role ambiguity has a negative but insignificant effect on the performance of employees of the BKKBN Representative of North Sumatra Province.
3. Downsizing has a positive and significant effect on the performance of employees of the BKKBN Representative of North Sumatra Province.
4. Digital engagement weakens and does not significantly affect work commitment to the performance of employees of the BKKBN Representative of North Sumatra Province.
5. Digital engagement weakens and does not significantly affect role ambiguity on the performance of employees of the BKKBN Representative of North Sumatra Province.
6. Digital engagement weakens and significantly affects downsizing on the performance of employees of the BKKBN Representative of North Sumatra Province.

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