

EFFECTS OF DIGITAL TRANSFORMATION, WORK FORM HOME, ANDEMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE THROUGH SELF-EFFICIENCY IN THE COVID-19 PANDEMI PERIOD AT THE LURAH OFFICE OF TANJUNGPINANG TIMUR DISTRICT

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Abstract

The workforce in government agencies is required to adjust to the sudden digital transformation. This appeal from Indonesian President Joko Widodo at a press conference at the Bogor Palace, West Java (15 March 2020) aims to minimize the spread of the Covid-19 Virus which requires people to study from home, worship from home, and carry out any activities at home. Minister of education Nadiem Makariem also appealed to all workers and teachers related to the temporary suspension of learning activities at schools and at universities affected by the Covid-19 virus to carry out teaching and learning from home through application technology. This policy is contained in the circular of the Minister of PAN-RB No.

Keywords: *Leadership , Work Attitude, Performance, Organizational Commitment , PLS*

1. INTRODUCTION

1.1. Background of the Problem

The issue of employee performance has experienced debate and intense contra since the beginning of 2019. This was due to the influence of the spread of the Covid-19 outbreak which paralyzed almost all sectors in the public sphere. It is no exception that it has an impact on all public service work systems. All community service activities that are usually carried out in person must be changed to an online system. The workforce in government agencies is required to adjust to the sudden digital transformation. This appeal from Indonesian President Joko Widodo at a press conference at the Bogor Palace, West Java (15 March 2020) aims to minimize the spread of the Covid-19 Virus which requires people to study from home, worship from home, and carry out any activities at home. Minister of education Nadiem Makariem also appealed to all workers and teachers regarding the temporary suspension of learning activities at schools and at universities affected by the Covid-19 virus to carry out teaching and learning from home through application technology. This policy is contained in the circular letter of the Minister of PAN-RB No.19 of 2020 concerning adjustments to the work system of the State Civil Apparatus (ASN) in an effort to prevent Covid-19 in Government Agencies. During the pandemic, public services in all practical service providers were disrupted. The urgent need for citizens' public services such as service invoices, land documents, business permits and other things is automatically disrupted. This is because the Lurah Office in East Tanjungpinang District issued internal regulations for, among others: First, all ASNs can only work from home or total WFH. Thus there is no direct service at the Lurah Office in East Tanjungpinang District; Second, WFH with a picket system that combines direct services and in-network or online services. It is this second method that is applied by service providers at the Lurah Office in East Tanjungpinang District. As a result of the change in the work system, the performance of village apparatus in East Tanjungpinang District decreased.

Based on the background above, the researcher wants to develop research with the title: Effects of Digital Transformation, Work From Home, and Employee Engagement on Employee Performance Through Self-Efficacy during the Covid-19 Pandemic at the East Tanjungpinang District Head Office.

1.2. Formulation of the Problem

Based on the problems set, the formulation of the problem in this study is:

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1. How Does Digital Transformation Directly Affect Performance?
2. How does Work From Home directly affect performance?
3. How does Employee Engagemnet directly affect performance?
4. How does Digital Transformation directly affect Self-Efficacy?
5. How does Work From Home directly affect Self-Efficacy?
6. How does Employee Engagemnet directly affect Self-Efficacy?
7. How does Self-Efficacy directly affect
8. What is the Indirect Effect of Digital Transformation on Employee Performance through Self-Efficacy?
9. What is the Indirect Effect of Work From Home on Employee Performance through Self-Efficacy?
10. What is the Indirect Effect of Employee Engagemnet on Employee Performance through Self-Efficacy?

2. FOUNDATION OF THEORY

2.1. Performance

The development and progress of an organization cannot be denied if the quality factor of performance management has an influence as a driven force capable of accelerating in that direction. According to Kasmir (2016: 182) states: "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period." According to Masram (2017: 138) states: "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon". Performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of an organization or organization, including the performance of each individual and work group in the organization. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Kasmir (2015: 182) states that individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results. From the various opinions above, it can be concluded that employee performance is an assessment of the work results of someone in an organization in accordance with their duties and responsibilities in order to achieve organizational goals.

2.2. Self-Efficacy

The history of self-efficacy was first introduced by Bandura in social learning, where self-efficacy is a derivative of social cognitive theory (Social Cognitive Theory). In theory, Bandura (2012) states that self-efficacy influences the choice of activities by employees. Self-efficacy can influence a person to choose business activities that need to be carried out in completing the tasks at hand. Bandura defines self-efficacy as a person's belief in his ability to organize and carry out the series of actions needed to produce certain achievements. This belief can encourage him to do an activity that he thinks he can do. Baron and Byrne (2013) argue that self-efficacy refers to an individual's belief that he is able to do a task, achieve a goal, or recognize an obstacle. On the other hand, Santrock (2012) states that, "Self-efficacy is the belief that I can. Kreitner and Kinicki (2013) define self-efficacy as belief in one's own ability to face and solve problems effectively. Self-efficacy also means believing yourself to be successful and successful.

2.3. Digital Transformation

According to Najooan and Johansen (2017) said that transformation is a process of change gradually so that it reaches the ultimate stage of change which is carried out by responding to the influence of external and internal elements which will direct changes from previously known forms through a process of duplicating automatically. repeatedly or multiplied. According to Lei Guo (2021) digital transformation refers to the efforts made by companies to improve customer relationships, operational processes, or business models with digital technologies (efforts made by organizations to improve services, operational processes, or operational models with digital technology). . Wuryanta, (2014). Digital theory is always closely related to the media,

2.4. Work From Home

As WFH develops in the literature, such as the understanding by Mungkasa (2020:129) which is relatively easy to understand, namely work done by a person (employee, self-employed, homemaker) specifically, or only a certain time, at a location far from the office, using telecommunications media as a work tool. Mungkasa (2020: 129) also states that working remotely is intended as a way of working in an organization that is carried out partially or completely outside conventional offices with the help of telecommunications and information services. According to Amador (2016) Work From Home is a comfortable work from home has a positive relationship to productivity compared to work in place (Work From Home is working from a comfortable home having a positive relationship to productivity compared to working in a place). In 1980, Alvin Toffler introduced the idea of working remotely (telework) in 3 (three) stages based on the emergence of "the third wave" (Mungkasa 2020:128). Employee Engagement

According to Schaufeli (2017) Employee Engagement is a positive, meaningful, and high motivational attitude of members of the organization towards work which is characterized by vigor (high energy level, strong desire to try), enthusiasm for work, devotion to ideals, concentration full of work). According to Franky Ari Andriprianto (2022) attachment is the self-utilization of members of an organization for their respective job roles by using and expressing themselves, both physically, cognitively, and emotionally while carrying out their roles in an organization or organization. Employee engagement is not an attitude, but the degree to which an individual is attentive and happy in carrying out the assigned tasks.

3. RESEARCH METHOD

3.1. Type of Research

This type of research uses a causality associative design. Associative research is research that aims to determine the effect or relationship between two or more variables. In this study, the research approach used is a quantitative approach which can be interpreted as a research method based on the philosophy of positivism. So, in this study describe the facts that occur clearly and see the effect of each causal variable (X) on the effect variable (Y) through an intermediary or intervening (Z)

3.2. Time and Location of Research

The research time that the author conducted was May 2022 to October 2022. at the East Tanjungpinang District Office, Tanjungpinang City

3.3. Population

The population is a generalization of all subjects and objects from existing research. the authors determined that the population in this study were employees with ASN status in the East Tanjungpinang sub-district, Tanjungpinang City, with a total of 83 employees.

3.4. Sample

Withdrawal of sample members by sampling technique, the results are expected to represent the characteristics of the study population members (representative). Researchers used processed data using SEM with PLS software, which stated that optimal data collection was to use a sample of 100-200 samples and in this study the researcher used the census method, so that there were 83 respondents, respondents had to fill out the questionnaires that had been distributed.

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3.5. Data Collection Techniques

For the purposes of analysis of the problems under study, data collection is carried out using the following techniques:

1. Interviews are questions and answers directly to related parties to obtain the desired data and information.
2. The distribution of the questionnaire contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Furthermore, these questions are weighted based on a Likert scale with a weighting value of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Riau Archipelago Provincial Health Office.

3.6. Research Variables

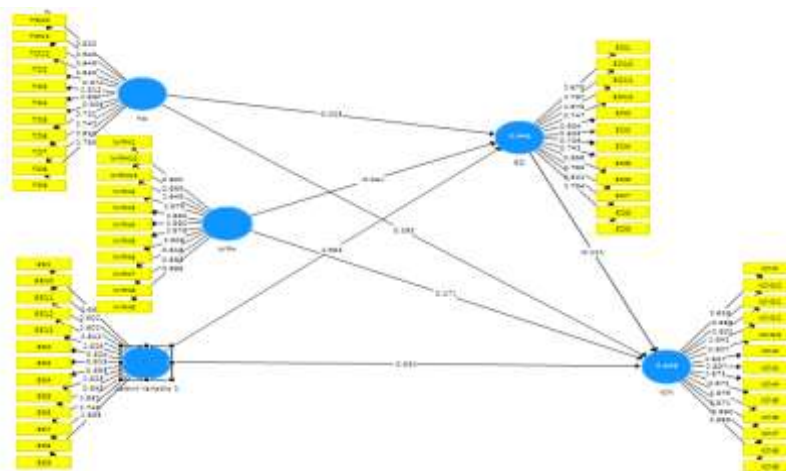
In this study the variables are divided into independent variables, namely variables that influence, consisting of (X1) Digital Transformation, (X2) Work From Home, (X3)Employee Engagement. The other variable is the dependent variable, which is the variable that is affected or is the result of the independent variable. In this study there are two dependent variables, namely the Intervening Variable (Y) Increasing Self-Efficacy, and the dependent variable (Z) Performance.

4. RESULTS AND DISCUSSION

4.1. Research Results

This research was conducted with the aim of testing, analyzing and knowing the Effects of Digital Transformation, Work From Home and Employee Engagement with Self-Efficacy as Intervening Variables on Employee Performance in East Tanjungpinang District, Tanjungpinang City. This research consists of five latent variables where three are in independent form, one dependent variable and one intervening variable. This research was conducted by distributing questionnaires to 83 civil servants in East Tanjungpinang District, Tanjungpinang City.

SEM TEST RESULTS PLS



The Direct Effect Hypothesis

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Transformation-> Performance	1,371	0.870	1,054	1,301	0.014
Work From Home-> Performance	-0.405	-0.300	0.382	1.059	0.020
Employee Engagement -> Performance	-0.126	-0.115	0.065	1,946	0.002
Self Efficacy-> Performance	1.174	1,062	0.390	3,011	0.003
Digital Transformation->Self Efficacy	0.015	0.007	0.027	0.565	0.012
Work From Home->Self Efficacy	0.977	0.978	0.020	48,824	0.000
Employee Engagement ->Self Efficacy	0.059	0.051	0.023	2,597	0.010

Source: Data Processing (2022)

Indirect Effect Hypothesis

Variable	Original Sample	Sample Average	Standard Deviation	T Statistics	P Values
Digital Transformation, -> self-efficacy -> Performance	0.018	0.009	0.030	0.594	0.553
Work From Home-> self-efficacy -> Performance	1.148	1,040	0.385	2,979	0.003
Employee Engagement -> self-efficacy -> Performance	0.070	0.054	0.030	2,285	0.023

Source: Data Processing (2022)

4.2.Discussion

Based on the results of data analysis, the discussion can be carried out as follows.

The issue of employee performance has experienced debate and intense contra since the beginning of 2019. This was due to the influence of the spread of the Covid-19 outbreak which paralyzed almost all sectors in the public sphere. It is no exception that it has an impact on all public service work systems. All community service activities that are usually carried out in person must be changed to an online system. The workforce in government agencies is required to adjust to the sudden digital transformation. This situation prompted changes in all aspects, including the work management of various government and private agencies. For some agencies, adapting to technology in the midst of a pandemic might not be that difficult. Moreover, with private institutions and organizations. However, it is different from public organization or government. In government organizations the use of switching to a modern work system is still a challenge for the government to overcome.

In adapting public service management during the pandemic, all village administrations in Tanjungpinang Timur District have also implemented digital transformation. At the organizational level, there is an opinion that organizations should find ways to innovate with these technologies by designing a strategy that embraces the implications of digital transformation and drives better operational performance. The findings of the research conducted are relevant to previous research from Henfridsson et al. (2018) and Nambisan et al. (2017) who found the unique nature of digital technology enables new types of innovation and entrepreneurship that are different from industrial analog processes. The findings of this study are also in line with the results of the study by Karagiannaki et al. (2017) which revealed that innovation is a very important factor that drives organizational survival. However, there are also differences with previous research from a theoretical perspective.

All Kelurahan government agencies in East Tanjungpinang District implemented Work From Home during the pandemic according to a presidential circular. This appeal from Indonesian President Joko Widodo at a press conference at the Bogor Palace, West Java (15 March 2020) aims to minimize the spread of the Covid-19 Virus which requires people to study from home, worship

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from home, and carry out any activities at home. Minister of education Nadiem Makariem also appealed to all workers and teachers related to the temporary suspension of learning activities at schools and at universities affected by the Covid-19 virus to carry out teaching and learning from home through application technology. This policy is contained in the circular of the Minister of PAN-RB No.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

1. Direct influence of Digital Transformation variables on the Performance variable has a path coefficient of 1,301(positive), then the value of the Digital Transformation variable increases will be followed by an increase in the Performance variable. Effect of Digital Transformation variables on Performance has a P-Values of $0.014 < 0.05$, so it can be stated that the influence between Digital Transformation on performance is significant.
2. The direct effect of the Work Form Home variable on the Performance variable has a path coefficient of 1.059(positive), then the increase in the value of the Work Form Home variable will be followed by an increase in the Performance variable. Effect of variable Work Form Home on Performance has a P-Values of $0.020 < 0.05$, so it can be stated that the influence between Work Form Home on performance is significant.
3. Variable direct effect Employee Engagement on the Performance variable has a path coefficient of 1,946(positive), then the increase in the value of the variable Employee Engagement will be followed by an increase in the Performance variable. Variable influence Employee Engagement on Performance has a P-Values of $0.002 < 0.05$, so it can be stated that the influence between Employee Engagement on performance is significant.
4. The direct effect of the Self-Efficacy variable on the Performance variable has a path coefficient of 3,011(positive), then an increase in the value of the Self-Efficacy variable will be followed by an increase in the Performance variable. The effect of the variable Self-Efficacy on Performance has a P-Values of $0.003 < 0.05$, so it can be stated that the influence between Self-Efficacy on Performance is significant.
5. Direct influence of Digital Transformation variables to the Self-Efficacy variable has a path coefficient of 0.565(positive), then the value of the Digital Transformation variable increases will be followed by an increase in the Self-Efficacy variable. Effect of Digital Transformation variables on Performance has a P-Values of $0.012 > 0.05$, so it can be stated that the effect of Digital Transformation on Self-Efficacy is not significant.

5.2. SUGGESTIONS

Based on the conclusions from the results of the research above, in accordance with the objectives of this research, it can be suggested to the kelurahan in East Tanjungpinang sub-district, Tanjungpinang City and for the advancement of management economics science, it is suggested as follows:

1. The effect of digital transformation on the performance of employees in sub-districts in the East Tanjungpinang sub-district is very good, but some improvements need to be made, among other things, employees must start getting used to working with software according to current developments. When doing services, you have to get used to using computers and the internet, let alone being able to serve using applications.
2. The effect of Work From Home on the Performance of employees In the sub-district of East Tanjungpinang sub-district during the Covid 19 pandemic it was very good, this needs to be maintained. For this reason, development needs to be carried out, including the need for

applications that can accommodate employees working from home when this is not a pandemic, this is to help employees if the employee cannot go to the office but the work can be completed as well.

3. The influence of Employee Engagement on the performance of employees in sub-districts in the East Tanjungpinang sub-district during the Covid 19 pandemic was very good. However, this still needs some improvement, including the need to provide motivation and meet the needs of employees so that employees can improve their performance. As with the leadership to provide motivation to employees by way of giving awards for achievement.
4. The effect of self-efficacy on the performance of employees in sub-districts in the East Tanjungpinang sub-district has been good, positive and very significant. This is already very good, so the leaders in the sub-districts in the East Tanjungpinang sub-district need to give trust and confidence to employees that the tasks and responsibilities given can be completed properly and correctly.
5. The Effect of Digital Transformation on the Self-Efficacy of Employees in sub-districts in the Tanjungpinang Timur sub-district has been good, positive and very significant. This is very good, so it is hoped that the leaders in the sub-districts in the East Tanjungpinang sub-district need to give confidence to employees that they are able to work using more sophisticated equipment or with a digitalization system.

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