

The Influence of Digital Culture on Employee Performance with Work Discipline as a Moderating Variable

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ABSTRACT

This research is a quantitative research with an explanatory approach, which uses primary research to create hypotheses, test hypotheses, modify hypotheses, and prove the hypotheses that are built. The data used in this study is primary data that the researcher obtained from two hundred and eighty Bank Mandiri employees spread throughout Indonesia. The researcher obtained data from an online questionnaire containing ten questions about digital culture, employee performance, and work discipline. The data that the researcher obtained was analyzed using the smart PLS 4.0 analysis tool. The result of this article shows that the Digital Culture variable can have a positive relationship direction and a significant influence on employee performance. The P-values are positive and below the 0.05 significance level, namely 0.002. These results are in line with research. These results indicate that the better the Digital Culture, the easier it will be for employees to complete tasks and be more successful in completing targets. This, in turn, can improve Employee Performance. In the next row, the Work Discipline variable can moderate the influence of the Digital Culture variable on Employee Performance because the P-values also tend to be positive and below the 0.05 significance level, namely 0.000, smaller than direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

Keywords: Digital Culture, Employee Performance, Work Discipline

Introduction

The rise of communication technology and virtual connections has opened the world to new ways of acquiring, developing, and managing talent and jobs, including changing how work is distributed. It has also changed perceptions about work, the people in it, and the overall work culture. Digital technology has dramatically impacted the culture surrounding the workplace and within the workplace. Digital technology facilitates work effectiveness and expands the work goals to be achieved. [1] Digital culture is likened to seven key attributes: innovation, Data-driven Decision-Making, Collaboration, Open Culture, a digital-first Mindset, Agility and Flexibility, and Customer Centricity. [2]. Digital culture is the deeply rooted assumptions, values, beliefs, and norms that characterize how an organization encourages and supports technology to complete work most effectively. [3]. This digital culture refers to the cultural influence of the new media environment and the digitalization process, where, according to some approaches, digital culture has emerged with the phenomenon of new media. [4]. Meanwhile, according to [5] Digital culture is a new form of culture formed through digitalization.

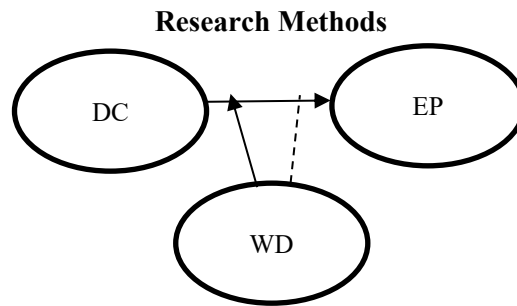
Based on the explanations of experts or the literature above, it can be concluded that digital culture is the values, beliefs, and norms adopted by an organization, and consists of various attributes or beliefs that encourage and support the use of technology to complete work effectively. In this study, researchers used seven attributes or dimensions in digital culture, namely [2]: 1. Innovation: The prevalence or habit of organizational behavior that supports employees to take risks and explore new ideas. 2. Data-Driven Decision-Making: An indicator where the organization uses data and analysis to make better business decisions, or it can be said that the organization makes decisions based on the data it has. 3. Collaboration: The organization creates cross-functional and inter-departmental teams to optimize company expertise to achieve organizational goals. 4. Open Culture: An indicator where the organization is open to external network partnerships such as third-party vendors, startups (new companies), or customers, which means the organization is open to the outside or external world. 5. Digital First

Mindset (Digitalization): Organizations use a mindset where digital solutions are the main way to solve problems or improve organizational performance in the future. Organizations are accustomed to interacting with digital-related things such as smartphones, applications or software, information systems, the internet, or websites that help make work easier. 6. Agility and Flexibility: An indicator of the organization's ability to quickly and dynamically make decisions, as well as the organization's ability to adapt to changing technological demands. 7. Customer Centricity (Customer Centrality or Customer Center of Attention): Organizations use digital solutions to expand their customer base by changing the customer experience to create new products. It can be said that with digital technology, organizations can make customer engagement closer and stronger.

Based on the explanation above, researchers believe that Digital Culture can have a positive relationship direction and significant influence on Employee Performance. Employee performance results from a person's work and work behavior that have been achieved in completing tasks and responsibilities given in a certain period. [6]. Employee performance is the manifestation of abilities in the form of real work or work results from the tasks and work given by the company. [7]. Employee performance is the work results individuals achieve according to their roles or duties in a certain period, which are linked to certain values or standards of the organization where the individual works (Umam, 2018). Performance is a general description of the implementation of a policy or program to achieve the vision, mission, and objectives of the organization using a strategic plan in the related organization [8]. According to [9] Performance can be assessed and defined through a goal approach, where work achievements are measured in achieving organizational goals or objectives. Performance can also be seen through routine actions, indicating skills and work achievements. Performance is a person's overall ability to work in such a way as to achieve work goals optimally. Various targets have been created with relatively small sacrifices compared to the results achieved. [10]. Performance is a formal or informal activity carried out by a person or group in a private or public organization to provide work results. [11] Performance or work results must be based on the responsibilities and authorities delegated to each individual by an organization, and they must not violate ethics or morals or conflict with a series of legal organizational goals and achievements. [12]. Expert explanations suggest that employee performance results from a job or task given by the organization to its employees within a certain time or period to achieve organizational goals. [13]. In this study, researchers measured employee performance assessments using job standards, which can be measured through dimensions. [14] 1. Amount of Work: This dimension shows the amount of work produced by individuals or groups as a requirement to become a job standard, where employees are required to meet the requirements, including knowledge, skills, and appropriate abilities. So, from these requirements, it can be known how many employees are needed to do the job or how many units of work each employee can do. 2. Quality of Work: This dimension requires every employee in the company to meet certain requirements to produce work that meets the quality required of the job. This means that employee performance can be good if they produce work according to the job's quality requirements. 3. Punctuality: In this dimension, employees are required to be able to complete work on time. 4. Attendance: This dimension includes employee attendance in doing their work. 5. Ability to Work Together: This dimension assesses employees' ability to work with coworkers.

Employee performance can be high or low. The interaction of various factors determines this, according to [15] & [16], which can be explained as follows: 1) Declarative knowledge: A person's knowledge of a fact in any matter is called Declarative knowledge. Workers pursuing Declarative knowledge must possess a good understanding of how to carry out a task or job. Like a chef, he must have declarative knowledge in the form of an understanding of the equipment, composition, and stages in cooking the menu served in a restaurant. Several factors can influence an individual's declarative knowledge: education and training, willingness or interest, personality, skills, personal experience, and the ability to interact. These things can help someone improve declarative knowledge, accompanied by an open attitude to new things, which will support knowledge and skills in work so that the declarative knowledge will be even better. 2) Procedural knowledge: When employees have achieved high declarative knowledge, they can achieve procedural knowledge. At this stage, employees not only know what to do, but also understand how to do it and can do it. A mechanical technician with procedural knowledge can repair a machine correctly based on their knowledge. The factors that differentiate an employee's procedural knowledge or skill are the same as those that influence declarative knowledge. 3) Motivation: Workers who have achieved procedural knowledge can demonstrate high performance. At this stage, workers have the potential to display good performance. Motivation determines the potential that will lead to a high performance level. Strong motivation at work encourages someone to work harder and demonstrate better performance.

There are several previous studies, namely. [17] & [18], which shows that the Digital Culture variable can have a positive relationship direction and significantly influence Employee Performance. In contrast to the studies [17] & [18] This article adds the Work Discipline variable as a moderating variable that can strengthen the influence of the Digital Culture variable on Employee Performance.



Gambar 1. Model

Noted:

DC: Digital Culture

EP: Employee Performance

WD: Work Discipline

From the first image above, it can be concluded that this study aims to analyze the influence of digital culture on employee performance. The objectives stated by the researcher align with the research [17] & [18]. Unlike the research [17] & [18], this article adds the variable of Work Discipline as a moderating variable. This research is a quantitative research with an explanatory approach, which uses primary research to create hypotheses, test hypotheses, modify hypotheses, and prove the hypotheses that are built. [19] & [20]. The data used in this study is primary data that the researcher obtained from two hundred and eighty Bank Mandiri employees spread throughout Indonesia. [21] & [22]The researcher obtained data from an online questionnaire containing ten questions about digital culture, employee performance, and work discipline. The data was analyzed using the smart PLS 4.0 analysis tool with the hypothesis below.

Hypothesis:

H1: The Influence of Digital Culture on Employee Performance

H2: Work Discipline Can Moderate the Influence of Digital Culture on Employee Performance

Result And Discussion

Background Analysis

The rise of communication technology and virtual connections has opened the world to new ways of acquiring, developing, and managing talent and jobs, including changing how work is distributed. It has also changed perceptions about work, the people in it, and the overall work culture. Digital technology has dramatically impacted the culture surrounding the workplace and within the workplace. Digital technology facilitates work effectiveness and expands the work goals to be achieved. [1]Digital culture is likened to seven key attributes: innovation, Data-driven Decision-Making, Collaboration, Open Culture, a Digital-First Mindset, Agility and Flexibility, and Customer Centricity. [2]. Digital culture is the deeply rooted assumptions, values, beliefs, and norms that characterize how an organization encourages and supports technology to complete work most effectively. [3]. This digital culture refers to the cultural influence of the new media environment and the digitalization process, where, according to some approaches, digital culture has emerged with the phenomenon of new media. [4]. Meanwhile, according to [5]Digital culture is a new form of culture formed through digitalization.

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Validity Test

The ten questionnaires distributed by researchers to 250 Bank Mandiri employees—four questions about Digital Culture, four questions about Employee Performance, and two questions about Work Discipline—must first be tested for validity. Based on these experts, the following validity test results are presented in this article. [23].

Tabel 1. Validity Test

Variable	Question Item	Loading Factor
Digital Culture (X)	Digital Culture Can Influence Employee Performance	0.897
	Digital Culture Can Make It Easier for Employees to Complete Their Work	0.879
	Digital Culture Can Make It Easier for Employees to Achieve Their Goals	0.895

Employee Performance (Y)	Digital Culture Can Advance Employees' Careers	0.911
	Work Discipline Can Influence Employee Performance	0.924
	Employee Performance Can Be Influenced by How Smart Employees Are at Meeting Their Goals	0.933
	Employee Performance Can Be Influenced by How Successful Employees Are at Completing Tasks	0.929
	Employee Performance Can Be Influenced by How Quickly Employees Advance Their Careers	0.941
Work Discipline (Z)	Work Discipline Can Influence Employee Performance	0.972
	Work Discipline Can Strengthen the Influence of Digital Culture on Employee Performance	0.961

Valid > 0.70

Reliability Test

The next stage focuses on the variables used in this study, including Digital Culture, Employee Performance, and Work Discipline, to determine whether their values exceed the minimum composite reliability and Cronbach's alpha values. The reliability test results are presented in this article to help readers understand these results. [24]:

Tabel 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Digital Culture	0.894	0.855	Reliable
Employee Performance	0.925	0.881	Reliable
Work Discipline	0.967	0.915	Reliable

Reliable > 0.70

Path Coefficient

The final stage in this research is proving the two hypotheses used in this study: the Digital Culture variable can have a positive direction of relationship and a significant influence on Employee Performance, and the Work Discipline variable can moderate the impact of the Digital Culture variable on Employee Performance. The following are the Path Coefficient results in this article to help you understand these results. [25]:

Tabel 3. Path Coefficient

	Variable	P-Values	Noted
Direct Influence	DG->EP	0.002	Accepted
Indirect Influence	WD* DG->EP	0.000	Accepted

Significant Level < 0.05

The first row of the third table above shows that the Digital Culture variable can have a positive relationship direction and a significant influence on Employee Performance. The P-values are positive and below the 0.05 significance level, namely 0.002. These results align with research [17] & [18]. These results indicate that the better the Digital Culture, the easier it will be for employees to complete tasks and be more successful in achieving targets. This, in turn, can improve Employee Performance. In the next row, the Work Discipline variable can moderate the influence of the Digital Culture variable on Employee Performance because the P-values also tend to be positive and below the 0.05 significance level, namely 0.000, smaller than the direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

Conclusion

The first row of the third table above shows that the Digital Culture variable can have a positive relationship direction and a significant influence on Employee Performance. The P-values are positive and below the 0.05 significance level, namely 0.002. These results align with research [17] & [18]. These results indicate that the better the Digital Culture, the easier it will be for employees to complete tasks and be more successful in achieving targets. This, in turn, can improve Employee Performance. In the next row, the Work Discipline variable can moderate the influence of the Digital Culture variable on Employee Performance because the P-values also tend to be positive and below the 0.05 significance level, namely 0.000, smaller than the direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

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