

INFLUENCE COMPETENCE, TRANSFORMAS DIGITAL AND UPDATE SKILLS ON EMPLOYEE PERFORMANCE AT DINAS SUMBER DAYA AIR, CIPTA KARYA DAN TATA RUANG PROVINSI SUMATERA UTARA

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ABSTRACT

The purpose of this study was to determine and analyze the effect of employee competence, digital transformation and skills renewal on employee performance At Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara on Jalan Sakti Lubis No. 7 Medan. The sample in this study using the formula slovin 10% as many as 70 employees, where the population of all employees as many as 239 employees. Data collection techniques in this study using the questionnaire method and back as many as 70 questionnaire respondents, while data analysis techniques in this study using a quantitative approach with statistical analysis program SEM PLS version 21. The results of this study prove that directly employee competencies have a positive and significant effect on employee performance, directly digital transformation has a positive and significant effect on employee performance, and directly skill renewal (reskilling) has a positive and significant effect on employee performance. Simultaneously, employee competency, digital transformation and reskilling affect employee performance by 71.1%. This calculation provides an explanation that in order to realize good performance and increase, there needs to be improvement and more efforts in increasing competence, using digital transformation and updating skills (reskilling) for workers/employees. This shows that the development of employees through competence, digital transformation, and skills renewal (reskilling) can affect the performance of employees of the Department of Water Resources, Cipta Karya and spatial North Sumatra province in improving employee performance that is effective and efficient and more professional.

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1. INTRODUCTION

Currently, the state administration institution has issued guidelines for the development of State Civil apparatus competencies for government agencies. This is regulated through LAN Regulation Number 10/2018 concerning the development of competence of the State Civil apparatus. The issuance of this guideline is an important moment for the development of competence of the State Civil apparatus in Indonesia. The regulation can be a guideline for government agencies in developing the competence of the State Civil apparatus.

Hope in the future the development of competence of the State Civil apparatus should be a serious concern by government agencies and in its implementation carried out more planned and systematic. Like a management system, the development of competence of the State Civil apparatus must go through the stages of planning, implementation, and evaluation. This process is a cycle, with the results of the evaluation will be an input in the planning of the next year. Even the system of facilities and infrastructure in the organization must continue to grow and continue to be refined as needed over time, so that an organization can develop in accordance with existing human resources.

Conditions in at Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara in the renewal of skills (reskilling) employees can immediately increase the ability or competence of employees with education and training (training) and non-training. Skill renewal (reskilling) through training can be done by conducting various courses, formal and non-formal education, or other education related to improving technical ability or competence, as well as changes in mindset, morals, and behavior

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of the apparatus. Although changing the mindset, morals, and behavior of the apparatus through training is not easy, it still needs to be done. Improvement of ability or competence through non-training can be done by creating situations and working conditions that are conducive to the improvement of ability, mutation periodically, creating harmonious interpersonal relationships, and so forth.

The importance of information technology-based Human Resources has the spirit and desire to perform skills renewal (reskilling) that human resources should focus on becoming digitally intelligent and socially conscious individuals because they are the key to the organization going forward.

Every employee (ASN) in North Sumatra province has received additional income from the results of the performance achieved, where the calculation is in accordance with the workload performed, but so must still be evaluated for changes to improve the performance and competence of each employee so that what is the vision and mission of the government / organization can be achieved and employees prosper.

Tabel 1 Recap the percentage of Employee Performance Goals (SKP) and employee work behavior (PKP) TA employees. 2021

No	BULAN	% SKP	% PKP	Keterangan
1	JANUARI	98	96	
2	FEBRUARI	97	97	
3	MARET	83	97	
4	APRIL	94	95	
5	MEI	97	97	
6	JUNI	96	97	
7	JULI	95	97	
8	AGUSTUS	95	97	
9	SEPTEMBER	97	97	
10	OKTOBER	97	97	
11	NOPEMBER	97	96	
12	DESEMBER	74	97	

From the employee performance data obtained from the performance report every month, it can be seen fluctuations in the rise and fall of employee performance based on attendance and performance reports. From the above problems, it is necessary to increase the competence of employees, carry out digital transformation of the work of the apparatus and update the skills (reskilling) of the apparatus for employees of the Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara.

2. LITERATURE REVIEW

2.1 Performance

According Simanjuntak that performance is the level of achievement of the results of the implementation of certain tasks. So it can be said that performance is a factor that can support the successful achievement of company goals through the implementation of tasks within a predetermined time [1][2]. Performance is a multi-dimensional concept that includes 3 aspects, namely: attitude (attitude), ability (ability), and achievement [3][4].

In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets/targets or criteria that have been determined in advance and agreed upon. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, does not violate the law and in accordance with norms and ethics [5]. The performance of employees of the State Civil apparatus (ASN) often gets the spotlight from various circles, even various mass media almost every day report on the poor performance of civil servants (PNS). The basic reason is that civil servants are considered less productive, wasting state money, lack of discipline and low work ethic. Bad Stigma is generally addressed to civil servants in almost all government agencies.

According to [6] there are two variables that can affect employee performance, namely:

- 1) Individual variables include: attitudes, characteristics, physical traits, interests and motivations, experience, age, gender, education, as well as other individual factors.
- 2) Situational variables, including physical and occupational factors, consisting of: working methods, conditions and design of work equipment, spatial planning and physical environment (irradiation, temperature, and ventilation) and social and organizational factors include: organizational

regulations, the nature of the organization, type of training and supervision, wage system and social environment.

2.2 Employee Competence

The definition of competence as a skill or ability is also stated by Roe (2001:73) as follows : Competence is defined as the ability to adequately perform a task, duty or role. Competence integrates knowledge, skills, personal values and attitudes. Competence builds on knowledge and skills and is acquired through work experience and learning by doing [7]. The competence of civil servants (PNS) in facing the era of document digitization in the era of information management that already uses a web-based basis, becomes very urgent in achieving the goals set forth in government regulations on each regional organization. According to Prihadi in the journal [8] stated about the importance of competencies as follows : a Cluster of related knowledge, skills, and attitudes that affects a major part of one's job (role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development, competence is a set of, and can be measured with acceptable standards, and can be improved through training and development efforts". Starting from this understanding, the competence of an individual is something inherent in him that can be used to predict his level of performance. It concerns the motives, self-concept, nature, knowledge and ability / expertise, and individual competence in the form of ability and knowledge can be developed through education and training. In general, there are still shortcomings in the delegation of work with the competencies possessed by the State Civil apparatus so that the State Civil apparatus feels excessive how to complete their work. In the learning process in order to adjust the competencies possessed by the work given. If the work is given in accordance with the competencies possessed, it will optimize the completion of the work. Have a good communication skill. In the competence standard of the state apparatus position regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia number 38 of 2017, hereinafter referred to as the ASN competence standard, is a description of the knowledge, skills and behavior required of a state civil apparatus in carrying out their duties. According to Gordon's theory (Hs, 2003) states that employee competency indicators consist of :

- 1) An Knowledge.
- 2) An Understanding.
- 3) An Abilities / Skills (Skills).
- 4) Value (Value)
- 5) Attitude (Attitude)
- 6) Interest (Interest.)

From various expert reports, there are many similarities with those applied through PermenPANRB number 38 of 2017.

2.3 Digital Transformation

Digital transformation simultaneously affects many areas within an organization and there are many stakeholders involved in determining the transformation strategy, for example, Marketing, Information Technology, Product Development, Strategy, or human resources. All these groups need to develop a common understanding of the priorities of digital transformation activities [9]. Digital transformation has many definitions, digital transformation can be called "digitization of all changes", according to [10] which is caused by all things digital changes, organizations, processes, business models, cultures, fundamentally changed management strategies. According to [11] there are various factors to consider to develop a security solution. Digital transformation process requires data security, effective security involves thorough analysis, implementation, renew. Digital transformation has different effects in different industries / users. Organizations that have a strong customer orientation and business-to-consumer relationship may experience the effects of the digital age earlier and with greater impact than organizations with a prevailing business-to-business focus [12]. As [13] puts it, "Turning the challenges of manufacturing into new opportunities for success with Digital Transformation." By doing digital transformation, companies / institutions are expected to be better prepared to face challenges in the future (e.g. F. Wulandari, 2021). The changes that occur with the use of digital transformation technology are (1) time savings (real time), (2) added value, (3) thorough data analysis and (4) a higher level of quality.

2.4 Reskilling

Upskilling or reskilling is done by the organization so that employees have a competitive advantage. So when our work is added then logically our responsibilities must increase. Upskilling is the process of learning a new skill or teaching a worker a new skill [14]. While Reskilling is the process of learning new skills so that we can do different jobs, or train people to do different jobs [15]. The Era of the Industrial Revolution 4.0 opens up opportunities for Human Resources (HR) to have expertise that is in accordance with the latest technological developments. For this reason, it is necessary to implement an up-skilling or reskilling program for human resources based on current needs, one of the competencies needed is human resources that have talent, because talent is a key or important factor for the successful implementation of Industry 4.0 [16]. This is in line with Meade's opinion in [17] which states that the Industrial Revolution 4.0 uses a lot of digital and sophisticated models requiring all parties involved or stakeholders to evaluate what has been implemented and must adjust to the needs. Technological innovation is considered a key strategic tool for organizations to improve competitiveness and performance [18]. Organizations and companies that are able to develop digital innovation are expected to be the best organizations/companies and can compete in the current era [19].

According to [20][21] that companies must successfully embrace transformation through digital technology to enabling big business improvements such as improving customer experience and engagement, streamlining operations and creating new business models but if they do not do so then will face ruin at the hands of their competitors who do.

3. METHODS

This study uses participatory qualitative research methods, which emphasize the depth of research results in which researchers are directly involved as research instruments. The population of this study is civil servants (PNS) Department of Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara amounting to 239 people. Based on the existing population, the minimum sample size is obtained using the slovin formula, then the sample calculation is prepared as follows :

$$n = \frac{N}{1 + N(M)^2}$$

$$n = \frac{239}{1 + 239(0.1)^2} = 70,50$$

The Data in this study will be analyzed by quantitative descriptive approach. Data analysis techniques this study uses statistical analysis that aims to analyze the path (path) with latent variables. This analysis is often referred to as the second generation of multivariate analysis [22].

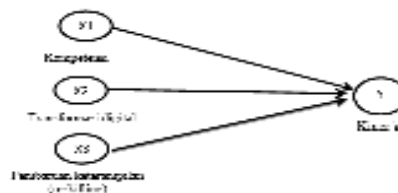


Figure 1. Structure Analysis Of Research Variables In SEM Pls Program

4. RESULT AND DISCUSSION

Measurement Evaluation (Outer) Model

The measurement model for validity and reliability test, model determination coefficient and path coefficient for equation model, can be seen in the following figure :

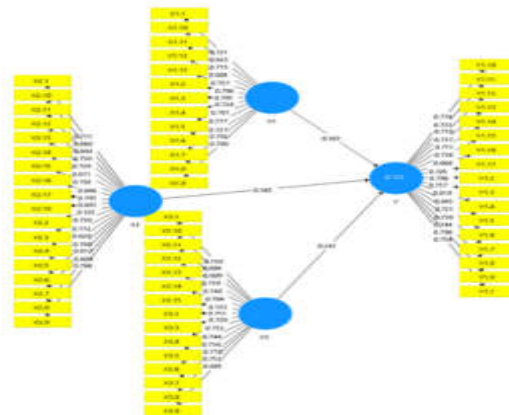


Figure 2. The measurement model

Convergent Validity

Based on the figure above, it is known that each indicator of many research variables that have a value of outer loading > 0.7 . According to Chin as quoted by Imam Ghozali, the outer loading value between 0.5-0.6 is considered sufficient to qualify for Convergent validity.

Discriminat Validity

Table 1 Discriminat Validity

Variabel	Cronbach's Alpha
Employee Competency	0,582
Digital Transformation	0,619
Skill Renewal (Reskilling)	0,573
Employee Performance	0,572

Based on the data presented in the table above, it is known that the Ave value of employee competency variables, digital transformation, skill renewal (reskilling) and employee performance > 0.5 . Thus, it can be stated that each variable has a good discriminant validity.

Composite Reliability

Table 2 the value of composite reliability

Variabel	Composite Reliability	Hasil Uji
Employee Competency	0,948	Reliabel
Digital Transformation	0,967	Reliabel
Skill Renewal (Reskilling)	0,953	Reliabel
Employee Performance	0,958	Reliabel

Based on the data presented in the table above, it can be seen that the value of composite reliability of all research variables > 0.6 . These results indicate that each variable has met the composite reliability so that it can be concluded that the overall variable has a high level of reliability.

Structural Model Testing (Inner Model)

Structural Model in PLS evaluated by using R^2 for dependent variable and path coefficient value for independent variable which then assessed its significance based on T-statistic value of each path. The structural model of this study can be seen in the following figure:

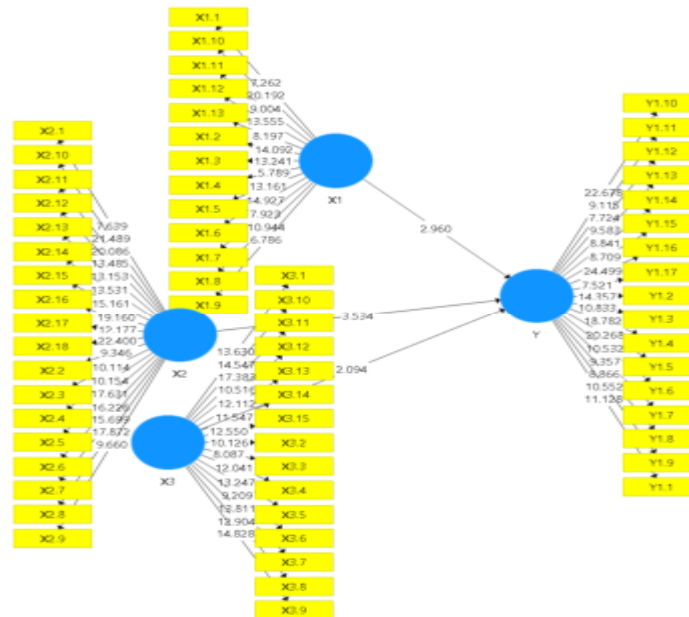


Figure 3. Structural Model Testing (Inner Model)

Test Path Coefficient

Table 3 The Influence Of Competence On Employee Performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 -> Y	0,363	0,367	0,123	2,960	0,003
X2 -> Y	0,365	0,358	0,103	3,534	0,000
X3 -> Y	0,241	0,251	0,115	2,094	0,037

Based on the above path coefficient test results show the influence of competence on employee performance of 2.960 it can be concluded that the competence of a positive and significant effect on the performance of employees of the Department of Water Resources Cipta Karya and spatial North Sumatra province. Then the second biggest influence is the influence of digital transformation on employee performance of 3.534 it can be concluded that digital transformation has a positive and significant effect on the performance of employees of the Department of Water Resources Cipta Karya and spatial North Sumatra province, and the smallest effect is shown by the effect of skill renewal (reskilling) on employee performance of 2,094 it can be concluded that the renewal of skills and significant positive effect on employee performance Department of Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara.

Influence Of Competence On Employee Performance

Based on the results of hypothesis testing analysis showed that employee competence has a positive and significant effect on the performance of employees at the Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara. This means that increasing work competence will affect the level of employee performance in the service. In addition, the competence of employees determines the performance of employees in the Office Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara who always consider the implementation of competence in the form of attention to employees by providing education and training, as well as other skills to improve employee performance. Competence in science can be improved by attending trainings in accordance with their field of work, so that employees can deepen their knowledge and knowledge and can complete their work well and improve their performance. Work experience can also affect the results of the work, with the more experience an employee has in working the more he understands so that he can improve his performance. The results of the study are in line with the theory put forward by [23][24][25] which explains that if employees have high competence, they will be able to improve the performance of the employees

themselves. Improving work competencies needs to be done within the company organization. Employees who have work competencies tend to have good abilities in carrying out work and have the skills to be able to complete work based on work targets given by the company.

The Impact Of Digital Transformation On Employee Performance

Based on the results of hypothesis testing analysis shows that digital transformation has a positive effect on employee performance at the Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara. This explains that the use of Information Technology or digital transformation has an important effect on improving employee performance. So it can be said that organizations / resources must be able to run technology in order to create digital innovations that can improve organizational performance from various aspects. In addition, seeing the results of previous research published in national and international journals that there is an influence between digital innovation and organizational performance. Technological innovation is considered a key strategic tool for organizations to improve competitiveness and performance. Organizations and resources that are able to develop digital innovation are expected to be the best organizations and can compete in the current era. According to [26][27][28] that companies/organizations must successfully embrace transformation through digital technologies to enable major business improvements such as improving customer experience and engagement, streamlining operations and creating new business models but if they do not do so then will face ruin at the hands of their competitors who do.

The Effect Of Skills Update On Employee Performance

Based on the results of the test analysis showed that the renewal of skills (reskilling) a positive effect on employee performance at the Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara and significance below 5% (significant). The results show that skill renewal (reskilling) has a positive influence on employee performance. Civil servants who have low competence and even do not have skills (skills), so that the implementation of daily tasks is not optimal and affects the effectiveness of their duties and work. So it is natural that the central government and local governments give adequate attention to the development of work competence of the apparatus both in terms of quality and quantity of good knowledge, expertise, skills and attitudes so as to carry out duties and positions in a professional manner.

The implementation of all public needs should be managed professionally. In order to improve this not only requires technology that accommodates the progress of the times, but still must be equipped with reliable human resources. Advanced technology will not mean much if it is not balanced with employees who are able to operate well. Therefore, bureaucracy requires qualified human resources to achieve the expected goals. Favorably describe technological change as a revolution that people experience in their lives due to technological developments [29][30][31].

5. CONCLUSION

Employee competencies have a positive and significant effect on employee performance. This certainly means that the existence of work competencies owned will play a role in improving the performance of the employee is good and in the same direction so that if employees have high work competencies, then the resulting performance of employees is also high.

Digital transformation has a positive and significant effect on employee performance at the Office of Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara. This explains that the use of Information Technology or digital transformation has an important effect on improving employee performance. When digital transformation is better utilized, performance will increase even better.

Skill renewal (reskilling) has a positive and significant effect on employee performance at the Office Dinas Sumber Daya Air, Cipta Karya Dan Tata Ruang Provinsi Sumatera Utara. These results indicate that the renewal of skills (reskilling) plays an important role through education training and technical guidance is done well, then the performance of employees will also increase well.

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