



## THE INFLUENCE OF DIGITAL TRANSFORMATION USE ON EMPLOYEE PERFORMANCE WITH WORK PRODUCTIVITY AS A MODERATING VARIABLE

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### ABSTRACT

*This research is a quantitative study with an explanatory approach, an approach that relies on previous research as the main pillar to prove the hypothesis in this article. The data in this study comes from BCA Finance employees spread throughout Indonesia totaling one hundred and eighty-five employees. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the first hypothesis in this article is acceptable. This is because the P-values are positive and below the 0.05 significance level, namely 0.015. These results indicate that digital transformation can make work easier, improve employee performance, and ultimately improve employee performance. In the next row, the second hypothesis in this article is also acceptable. This is because the P-values are positive and below the 0.05 significance level, namely 0.000. Because of these results, the researcher concludes that the first and second hypotheses in this article are acceptable.*

**Keywords:** Digital Transformation, Employee Performance, Work Productivity



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### INTRODUCTION

According to (Isnawati, 2024), digital transformation is a change in the way work is handled using information technology. Several fields have undergone transformational changes, such as education with e-learning, business with e-business, banking with e-banking, government with e-government, and many others. The essence is to increase the efficiency and effectiveness of work and supporting documents using databases. The discussion above illustrates how information technology has developed so rapidly over time. It is inevitable that every service facility, including in the court environment, must be supported by information technology devices, ultimately enabling and

facilitating the public to access information and obtain services via mobile, without having to come directly to the court office.

According to (Kirana, 2023) explains that a condition can be said to have successfully undergone a transformation if it meets 3 mechanisms, namely invention, diffusion, and consequences, namely: 1. Invention (creation): Namely the existence of changes in society, meaning that in society there are new discoveries and breakthroughs that slowly cause change. In the context of government agencies, new breakthroughs and the creation of service innovation models and assessments of digital-based organizational performance accountability carried out by government agencies. 2. Diffusion or (mixing): This diffusion mechanism is a second stage in transformation, here there will be intertwined communication of ideas, new concepts or efforts for change in society at large. At this stage, government agencies that adopt digital transformation utilize external or external sources to be adopted in the process of creating new innovation models. 3. Consequences: Namely the final stage of a transformation, the stage of adopting new ideas or concepts. At this stage, the implementation of the digital-based innovation model that has been created previously and determines whether it can provide benefits or not for them.

Digital transformation is the use of new digital technologies to facilitate and accelerate improvements in how businesses and services operate more effectively (Mondy, R., 2008). Digital transformation is also a transformative cycle that relies on capacity and innovation that creates or changes business processes, functional cycles, and meetings to generate new value (Sitinjak, 2021). The emerging new value creates meetings from associations, organizations, or institutions to provide new experiences. These new experiences can be recognized as the value obtained by users in pursuing digitalization, such as becoming more effective and efficient in their processes and outputs, such as the ease of virtual meetings, virtual teaching, and building virtual business networks. According to (Hasibuan, 2020) that digital transformation is a holistic effort to improve core processes and services that focuses on satisfying user needs, building new frameworks in service delivery, and creating new forms of relationships. Digital transformation consists of the combined effects of several digital innovations and technologies that create new structures, practices, values, arrangements, and beliefs that change, replace, or complement existing rules within organizations such as ecosystems and industries (Afandi, 2018). Digital transformation can be defined as a change (or transformation) in business models, resulting from the rapid development of dynamic technological advances and innovations that trigger changes in consumer and social behavior (Pertiwi, 2018).

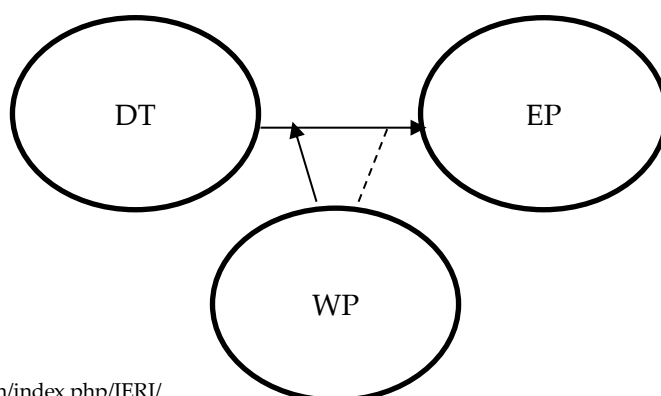
According to (Shidqi, 2023), digital transformation is a process of utilizing digital technologies such as cloud computing, mobile computing, and virtualization technology where all system components within an organization are integrated.

Furthermore, digital transformation can also be defined as a combined result of a business and digital innovation that has an impact in the form of changes in structure, values, processes, positions, and ecosystems within and outside an organization's environment. Digital transformation is needed to develop businesses in the digitalization era, as organizations and society are highly dependent on data and technology. Therefore, digital transformation can be expected to increase operational efficiency and provide more value to customers. According to (Stich, 2020) define digital transformation as the use of technology with the general aim of improving the performance or reach of a company. Another definition cited by (Nurariansyah, 2019) states that digital transformation is the third and highest level of digital skills achieved when the use of digital provides innovation and creativity and drives significant changes in professional fields or knowledge. Another fairly common understanding of digital transformation is the changes caused or influenced by the use of digital technology in every aspect of human life (Wakhid, 2021).

Based on this, researchers believe that Digital Transformation can have a positive relationship direction and a significant influence on Employee Performance. Performance is a translation of the word performance which is defined as a person's overall level of success during a certain period in carrying out tasks compared to various possibilities, such as work standards produced, targets or objectives or criteria that have been determined in advance and mutually agreed upon. In addition, performance is also a reflection of the level of achievement of the implementation of an activity/program/policy and realizing the goals, objectives, missions, and visions of the organization as stated in the formulation of a strategic scheme (strategic planning) of an organization. There are a number of previous studies (Siahaan, 2025) & (MUHAMMAD, 2024) showing that the Digital Transformation variable can have a positive relationship direction and a significant influence on the Employee Performance variable. In contrast to the research (Siahaan, 2025) & (MUHAMMAD, 2024), this article adds the Work Productivity variable as a moderating variable.

## RESEARCH METHODS

**Figure 1**  
Model



**Noted:**

DT: Digital Transformation

EP: Employee Performance

WP: Work Productivity

**Hypothesis:**

H1: The Influence of Digital Transformation on Employee Performance

H2: Work Productivity can moderates The Influence of Digital Transformation on Employee Performance

The first figure above shows that the Digital Transformation variable can have a positive relationship direction and the influence of the Digital Transformation variable can have a positive relationship direction and a significant influence on the Employee Performance variable (Abdurahman, 2016) & (Lestari & Ghaby, 2018). This objective is in line with previous studies, namely (Siahaan, 2025) & (MUHAMMAD, 2024). Unlike the research (Siahaan, 2025) & (MUHAMMAD, 2024), this article adds the Work Productivity variable as a moderating variable. This research is a quantitative study with an explanatory approach, an approach that relies on previous research as the main pillar to prove the hypothesis in this article (PRAMAESTI, 2024). The data in this study comes from BCA Finance employees spread throughout Indonesia totaling one hundred and eighty-five employees (Siamita & Ismail, 2021). The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool with a more complete explanation below.

**RESULT AND DISCUSSION**

**Background Analysis**

According to (Isnawati, 2024), digital transformation is a change in the way work is handled using information technology. Several fields have undergone transformational changes, such as education with e-learning, business with e-business, banking with e-banking, government with e-government, and many others. The essence is to increase the efficiency and effectiveness of work and supporting documents using databases. The discussion above illustrates how information technology has developed so rapidly over time. It is inevitable that every service facility, including in the court environment, must be supported by information technology devices, ultimately enabling and facilitating the public to access information and obtain services via mobile, without having to come directly to the court office.

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**Validity Test**

The first stage is the validity test, which aims to ensure the accuracy of the data obtained by researchers from 185 BCA Finance employees across Indonesia. To understand this, the following are the validity test results in this article (Sarstedt et al., 2014):

**Table 1**  
Validity Test

Variable	Question Item	Loading Factor
Digital Transformation (X)	Digital Transformation Can Make Difficult Jobs Easier	0.884
	Digital Transformation Can Improve Employee Performance	0.917
	Digital Transformation Can Improve Company Performance	0.921

	Digital Transformation Can Make Employees Happier	0.896
Employee Performance (Y)	Employee Performance Can Be Influenced by Digital Transformation	0.923
	Employee Performance Can Be Influenced by Work Productivity	0.936
	Employee Performance Can Be Influenced by Employee Happiness	0.942
	Employee Performance Can Be Influenced by Work Motivation	0.949
Work Productivity (Z)	Work Productivity Can Influence Employee Performance	0.969
	Work Productivity Can Moderate the Effect of Digital Transformation on Employee Performance	0.982

**Valid** > 0.70

### Reliability Test

The next stage is the reliability test, which serves to determine whether the variables used in this article are reliable. The variables used in this article include Digital Transformation and Employee Performance. To determine this, here are the results of the reliability test in this article (Ghozali, 2016):

**Table 2**  
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Digital Transformation	0.924	0.876	Reliable
Employee Performance	0.961	0.911	Reliable
Work Productivity	0.996	0.955	Reliable

**Reliable** > 0.70

### Path Coefisien

The final and final stage in this article is the path coefficient analysis, which serves to prove the hypotheses used in this article. This study has two hypotheses: the Digital Transformation variable can have a positive relationship and a significant influence on Employee Performance, and the Work Productivity variable can moderate the influence. The Digital Transformation variable can have a positive relationship and a significant influence on Employee Performance. The following are the path coefficient results in this article (Hair, 2010).

**Table 3**  
Path Coefisien

	<b>Variable</b>	<b>P-Values</b>	<b>Noted</b>
<b>Direct Influence</b>	DT->EP	0.015	Accepted
<b>Indirect Influence</b>	WP* DT->EP	0.000	Accepted

**Significant Level** < 0.05

The results of the first three rows of the table above indicate that the first hypothesis in this article is acceptable. This is because the P-values are positive and below the 0.05 significance level, namely 0.015. These results indicate that digital transformation can make work easier, improve employee performance, and ultimately improve employee performance. In the next row, the second hypothesis in this article is also acceptable. This is because the P-values are positive and below the 0.05 significance level, namely 0.000. Because of these results, the researcher concludes that the first and second hypotheses in this article are acceptable.

## CONCLUSION

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