

## **IMPACT OF CHANGES TO THE DIGITALIZATION SYSTEM ON EMPLOYEE PERFORMANCE (LITERATURE REVIEW STUDY)**

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### **Abstract**

*Digitizing changes in employee performance. In this digital era, Human Resources (HR) is very important or very much needed. Management of Human Resources (HR) must be integrated with technological developments to achieve effectiveness and efficiency. Employees are the most important people in realizing the vision, mission and goals of an organization. Employee performance is one of the metrics that companies must consider. Creating a company with superior quality requires improving employee performance by improving skills. This is an opportunity for the organization or company to increase the productivity of others, such as employee work assignments. This research method adopts a literature search method. The method used is a literature survey using secondary data, where the authors collect data on a related topic and extract information from various Scopus indexed journals. This article aims to review the effect of digitization on employee performance. The results of this literature review section suggest that changes in digitization can affect employee performance in organizations or companies.*

**Keywords:** digitalization, employee performance

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### **INTRODUCTION**

In the era of digitalization, the Human Resources (HR) factor is a major issue that can affect all areas of life. "This is due to the fairly rapid development of technology that requires humans to continue to update about existing trends and master digital skills to survive and be able to compete in the world of work" (Baharrudin et al., n.d.). In addition, "the digital era is also here to replace some past technologies, making them more modern and practical" (Baharrudin et al., n.d.). To deal with it properly, we therefore prepare very mature Human Resources (HR).

In this digital era, Human Resource Management (HR) is very crucial or really needed. To achieve the effectiveness and efficiency of the management of Human Resources (HR) needs to be integrated with technological developments. Collaboration from all stakeholders (Management, Employees) is one of the keys in implementing digital-based HR management. In addition, the digital strategy in HR management requires technology support that is not only developed by the company internally, but

involves the development of technology from external companies as a provider of digital platform services or the company's backbone for company operations and customer involvement in company development.

"Human resources are one of the most important and can not even be separated from an organization, both institutions and companies" (Azahary & Pradana, 2021). Human resources are the key to company development. Human resources are one of the most important factors in a company in addition to other factors such as capital because "human resources (HR) must be managed properly to increase the effectiveness and efficiency of the organization" (Suswardji et al., 2020). "In essence, human resources are people who are employed in an organization as promoters, thinkers, and planners to achieve organizational or business goals" (Maksum, 2021).

Employees are not only resources, but they are a form of capital and assets of an organization or company. Therefore, a new term appears besides human resources, namely human capital. Human resources are seen not only as a great asset, but on the contrary as an asset that can be developed by multiplying (compared to an investment portfolio) not as a burden (cost). Here we focus on the human resource perspective as an investment in institutions and organizations.

So that in the end it can be concluded that the change in the digitalization system is where the process of utilizing information and communication technology to transform the activities of the community, the business world, and the government in conducting business processes so that their needs can be met more quickly, easily, and comfortably. One of the changes in digitization discussed in this article is how changes in the digitization system affect employee performance. The change in the digitization system here is a process of change that occurs in analog technology to digital technology. "Digital transformation can be interpreted as a fundamental process that occurs in organizations that use people and technology to dramatically change organizations" (Maksum, 2021).

Based on the description that has been described above, the authors suspect that there is an Impact of Changes in the Digitalization System on Employee Performance. Therefore, the authors conducted a literature review on the impact of changes in the digitization system on employee performance. Because the phenomenon of digitalization change is an interesting topic to study.

## RESEARCH METHODS

In compiling scientific papers should be arranged according to the system, sequentially or from beginning to end. This research method adopts the literature search method. The method used is a literature survey using secondary data, where the authors collect data on a related topic and extract information from various Scopus indexed journals. The collected articles were read and carefully scrutinized to determine whether they met the researcher's criteria for use as literature for writing a literature review. Search is limited to 2018 to 2022 and can be accessed in full text in PDF form. The sources referred to in this article can be used as the basis for efforts to develop human

resources through the influence of changes in the digitalization system in improving employee performance.

Author and Year	Title	Publisher
Mergel, I., Edelmann, N., & Haug, N. (2019).	Expert interviews ☆. Government Information Quarterly, 36(4), 101385.	Elsevier
Heredia, J., Castillo-vergara, M., Geldes, C., Gamarra, F. M. C., Flores, A., & Heredia, W. (2022).	Journal of Innovation. Journal of Innovation & Knowledge, 7(2), 100171.	Journal of Innovation & Knowledge
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Hole, G., Hole, A. S., & Mcfalone-shaw, I. (2021).	International Journal of Pharmaceutics: X Digitizing the Pharmaceutical Industry: What should be noted in the digital	Elsevier

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	implementation process? International Journal of Pharmaceutics: X, 3, 100095.	
Maftai, M., & Ş, T. E. F. (2020).	Research on employee performance evaluation methods associated with digitalization.	Sciendo
Mergel, I., Edelmann, N., & Haug, N. (2019).	Expert interviews ☆. Government Information Quarterly, 36(4), 101385.	Elsevier
Anita Ilyas, Bahagia. (2021)	Dampak Digitalisasi Pelayanan Publik Terhadap Kinerja Pegawai Selama Pandemi di Lembaga Diklat Pendidikan dan Pelatihan	<i>Research &amp; Learning in Education</i>
Sulistianingtiyas, I., & Djastuti, I. (2020).	Impact of Workplace Digitalization on Employee Performance Through Employee Retention (Study of Product Processing Research Center and Marine Aquatic Biotechnology Employees, Central Jakarta ). 2019, 15121–15136.	(BIRCI-Journal)
Mahmud, Sopiah.(2022)	The effect of transformational leadership on employee performance: literature review	Syntax Literate
Muhamad Haikal Azhary, Mahir Pradana. (2021)	The Influence of Digital Organizational Culture on Employee Performance With Business Digitization And The Development Of Digital Technology Values As Intervening Variables (Case Study At PT Pegadaian (Persero) Regional Office X Bandung)	ISSN
Suswardji, E., Aziz, S., Wulandari, R., & Singaperbangsa, U. (2020).	Intervening Variables in Public Company Money Printing of the Republic of Indonesia (Perum Peruri) Directorate of Human Resources and General Affairs. 8(1).	ISSN
Ribeiro-navarrete, S., Botella-carrubi, D., Palacios-marqu, D., & Orero-blat, M. (2021).	The effect of digitalization on business performance : An applied study of KIBS. 126(July 2020), 319–326.	Elsevier
Soumendu Biswas.2019	Organizational Culture & Transformational Leadership as Predictors of Employee Performance	JSTOR
Tenaga, K., Di, K.,	The impact of digitizing education	ISSN

Swasta, M., & Utara, S. T. (2021)	programs on the performance of education personnel in private schools throughout North Tapanuli Regency	
Putri, M., Bahas, R., & Yamit, Z. (2022).	The impact of digitization on organizational practices and operational performance at PT . Yogyakarta International IGP. 01(03), 16–23.	ISSN
Frialdo Etanim. (2022)	The Effect of E-Commerce Utilization and Tax Digitization on MSME Performance in West Jakarta With Tax Incentives During Covid-19 As Moderating Variables	ISSN
Wike Pertiwi, Fika Nurhikmah. (2018)	The Effect of Changes in the Digitalization System on Employee Performance	ISSN

## RESULTS AND DISCUSSION

### Digitizing System

In today's digital era, technological developments make things that must be followed, "humans cannot be separated from the existence of all-electronic devices, with increasingly rapid technological developments, everything that was previously difficult is now easy and fast" (S. R. Putri & Ferdinand, 2021). The rapid development of digital technology has brought various cutting-edge technologies that allow anyone, anywhere, anytime, to process, generate, send and receive communication messages in any form, as if they knew no boundaries. Furthermore, with the development of digital devices and access to information in digital form, it presents challenges as well as opportunities. Therefore, digital skills are indispensable for every individual. "The individual's ability to know, understand and use digital hardware, software, and operating systems" (S. R. Putri & Ferdian, 2021). According to (Study et al., 2020) "there are four factors driving digital transformation. These factors are a) regulatory changes, b) changes in the competitive landscape, and c). Shifts/changes in the digital economy d). Changes in consumer behavior and expectations".

Digitization in the workplace poses new challenges in increasing employee engagement, "encourages organizational operations to become more complex, demands speed to adapt to technological developments, encourages new initiatives to reduce costs, and increase company profitability" (Sulistianingtiyas & Djastuti, 2020). The continuity of technological developments that have continued from time to time throughout human history essentially shows that there will always and surely be changes and developments in time, sooner or later. Technological advances which are summarized in digital terms have provided new values while also indirectly erasing old values in life, especially in the efficiency of human work. Of course, with the above

statement, almost all economic sectors in companies inevitably have to adapt to these developments in order to maintain the running of their business.

Furthermore, with the development of digital transformation carried out by organizations and companies, transformations and changes in organizational management also need to be balanced with the placement of organizational strategies. "Digital transformation must be able to improve employee performance more effectively and efficiently as well as establish communication between existing entities anytime, anywhere without distance or time restrictions" (Pertiwi et al., 2018). All of these are linked to other aspects of the organization which aim to increase customer satisfaction, increase company profits and accelerate the reach of the target market. According to (Issn, 2021) "organizations will benefit from digital change", namely:

a. Improve customer satisfaction

The development of digital change makes it easier for customers to access all information about the products and services offered. Customers can get information services that update the latest information and customer service in real time, and of course provide peace and customer satisfaction.

b. Can find out changes in consumer behavior

Of course, with the development of digital technology today, it is easier for organizations and businesses to detect changes in consumer behavior in existing market segments. In this way, organizations or companies can easily offer innovative solutions to consumer needs.

c. Save time and budget.

Companies use digital technology to ensure all documents are in digital format without the need to buy paper or have a storage budget. In addition, it saves time in terms of coordination between units, there is no distance or time limit, and all activities can be carried out simultaneously between units within a company. Employees can see and act together without waiting for messages from other units, making employee performance more effective and efficient.

From the discussion above, it is clear that digital change is not just the application of technology to organizations and business activities. Instead, "digital transformation must enable organizations to apply existing digital technologies to change and develop every aspect of an organization so that it can achieve its vision and mission" (Digital et al., 2022).

Digital orientation is an organization's guiding principle for pursuing digital technology-enabled opportunities to achieve competitive advantage. "This includes the dimensions of digital technology scope, digital capabilities, digital ecosystem coordination, and digital architecture configuration" (Kindermann et al., 2021). Furthermore, Nylen and Holmström in (Erik et al., 2022) stated "Digital technology is very important in achieving business goals, and its pervasive effect has enabled the transformation of entire industries".

**Employee performance**

When working, “employees create what is called performance. The performance that a person achieves in carrying out his duties is the notion of performance” (Kerja et al., 2015). “The level of success of an individual in completing a task as a whole within a certain period of time is also called performance, and the completion of tasks and responsibilities by a group of people in an organization is also called performance” (Sulistianingtiyas & Djastuti, 2020). (Kerja et al., 2015). “Performance is the effort of an employee over a period of time that does not include contingencies i.e., goals, or mutually agreed upon goals or standards” (M. Putri et al., 2022). Mangkunegara in (M. Putri et al., 2022) states: “Performance is the work that will occur, the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given”. Furthermore, “employee performance is a manifestation of one's ability in the form of real work or work achieved by employees from the results of working on a task and work given by the company” (S. R. Putri & Ferdian, 2021).

Creating a company that has superior quality is certainly needed with employee performance through improving skills which will be an opportunity for the organization or company to increase its productivity, such as creating communicative harmony about common goals and being able to contribute to increasing a broad view of each other's tasks. employee. In addition to providing a series of benefits for the company, employee performance through skill improvement also essentially provides personal benefits to the employees themselves such as, they can assess their own strengths and weaknesses and employees can be more observant and thorough in seeing the context of their work. Based on the reasons above, it can be underlined that assessing performance is very mandatory for an organization or company in order to create a company that excels in both internal and external quality.

### **Impact of Changes in Digitization on Employee Performance.**

“Digital technology is the transition from a manual operational system to a fully automated and sophisticated operating system” (Sulistianingtiyas & Djastuti, 2020). Evidence of technological developments with the presence of a number of advanced communication tools that anyone can use, “producing and receiving and even sending information whenever and wherever they want” (Ribeiro-navarrete et al., 2021). This certainly has certain impacts on the company and employees. However, “in order to keep the company running and winning the increasingly fierce competition, they must accept and adapt to the developments of this era” (Pertiwi et al., 2018). The use of information technology in the work process of employees, the progress of people in the field of information technology is something we should appreciate. “Because with these advances it will make it easier for humans to do the work and tasks they have to do” (Again et al., 2022).

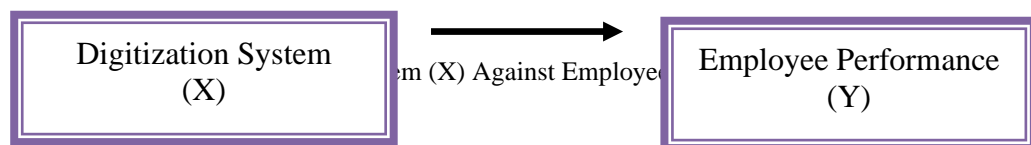
Changes in the use of digital media from generation to generation are very dependent on technological developments on one side of technology adoption in the context of society, especially for an employee. “Complex changes and rapid technological growth have made many organizations or companies digitalize, namely the process of becoming digital” (Ribeiro-navarrete et al., 2021). With changes, of

course, employee performance will change. Companies that previously still used traditional methods and have now become digital, the employees needed are employees who are digitally savvy, or who have the ability to use technology.

“Technological capabilities have enabled organizations to create opportunities to support their competitive advantage” (Heredia et al., 2022). “Digital capability development is critical for generating innovation and leveraging the mediating effect of technology capabilities to improve enterprise performance” (Heredia et al., 2022). Therefore, “digitalization by the company has an influence on employee performance” (Baharrudin et al., n.d.). This model of changing the digitalization system also provides many opportunities for companies to be more successful and can increase the speed in responding to something. Furthermore, we assume that individuals are not only affected by digitization but can also actively shape it (Blanka et al., 2022). So that the impact of digitalization changes can have a significant impact on employee performance.

### CONCEPTUAL FRAMEWORK

Based on the formulation of the problem in writing this article and literature review studies from various related articles, the form of the framework for this article is:



Based on a review of relevant articles and conceptual framework drawings, then: the impact of the digitalization system has an effect on employee performance. Therefore, "if the digital culture increases, the employee's performance will also increase" (S. R. Putri & Ferdian, 2021).

### CONCLUSION

Based on the relevant articles and discussions, it can be concluded that changes in the digitization system affect performance. The better the digitization system, the more comfortable and good it is for employees to work productively and efficiently in doing their jobs.



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