

Digital-based Performance Management Concept Within an Effort to Improve Employee Performance BUMDes During the Covid-19 Pandemic

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ABSTRACT

During the Covid-19 pandemic, many businesses or organizations complained because of the decrease in revenue turnover of the organization or its company, in addition, with the implementation of Work from Home (WFH) by the government while hampering employee performance in terms of serving or improving productivity. The purpose of this research is to know the performance of employees through the concept of work management and digitization as the main key to improving the performance of BUMDes employees in Buleleng Regency. The concept of performance management is the employee's activity and the employee's work is in line with the organization's objectives. This contributing to improve the performance of BUMDes. The research population is all BUMDes active in Buleleng Regency. Sampling in this study using random sampling techniques. The data analysis technique used in this study is Component based SEM analysis method, Partial Least Square (PLS). The results showed that the concept of Work Management has an effect on digitalization and employee performance. by increasing employee performance, then BUMDes will contribute better in service and increase the village's original income (PAD) so as to achieve the vision of BUMDes mission in the village in Buleleng Regency, BUMDes can maintain the coexistence and maximize performance during the pandemic covid-19 at the BUMDes to be able to explore and develop the economic potentials of the village, increase (PAD) and provide the best service in meeting the economic needs of the village community.

1. INTRODUCTION

During the Covid-19 pandemic, many businesses or organizations complained because of the decrease in revenue turnover of the organization or its company, in addition, with the implementation of Work from Home (WFH) by the government while hampering employee performance in terms of serving or improving productivity (Widaningsih et al., 2020). If this pandemic continues to increase, then this pandemic will damage economic growth and order in the organization that results in a decrease in employee performance precisely in Indonesia (Pakpahan, 2020; Yamali & Putri, 2020). In maintaining the existence of BUMDes at the time of Covid-19, BUMDes must be able to maintain coexistence and maximize performance during the pandemic Covid-19 at the BUMDes to be able to explore and develop the economic potentials of the village, increase (PAD) and provide the best service in meeting the economic needs of the village community. BUMDes are improving the financial capabilities of the village government in the implementation of the government and increasing the income of the community from various economic activities of rural communities in accordance with the needs and potential of the village (Jumaiyah & Mawardiani, 2017). This means that the potential of the village is balanced by the potential of competitive human resources is not enough to cope with the economy without a third party, namely the village government apparatus. The existence of BUMDes is also intended to encourage, facilitate, protect and empower economic activities in the countryside based on the potential of villages that develop according to the culture of the local community. in addition to supporting tools to improve the employee performance must be prepared by the organization to help employee performance activities during the Covid-19 pandemic, in this case it can be like adequate information technology so that it can easily do the job and no longer manually and seem slow (Muzakki et al., 2016).

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Performance is the result of work produced by performance employees. Performance is the result achieved by a person according to the size applicable to the work in question can also measure the condition of employees individually either within the organization or the company (Afandi, 2018; Sahlin & Angelis, 2019; Tseng & Levy, 2019). Measurement of employee performance is very important to ensure that the employee can perform the task that has been given by the organization or company. It is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance (Budur & Poturak, 2021; Pawirosumarto et al., 2017; Sharma & Taneja, 2018). There are several factors that affect performance according to indicators of performance include quality, quantity, work constraints and work attitudes (Diamantidis & Chatzoglou, 2019; Mangkunegara, 2017). Performance is an overview of the achievement of a policy activity in realizing goals, objectives, missions, visions and organizations. Performance is the willingness of a person or group of people to carry out activities and refine them in completely with their responsibilities with the expected results, meaning the willingness of a person or group of people to carry out activities and perfect them according to their responsibilities with the expected results (Buil et al., 2019; Dessler, 2015). The employees performance is the result of a certain work process planned at the time and place of the employee and the organization concerned (Mangkuparawira & Hubeis, 2014). Employee performance will be successful if management plays an active role in managing existing human resources in the organization.

Performance management is a management style in managing performance-oriented resources that conduct communication processes openly and sustainably by creating a shared vision and strategic and integrated approach as a driving force (Audenaert et al., 2021; Neher & Maley, 2020; Wibowo, 2017). Performance Management applies a management concept that has a representative and aspirational level of flexibility to realize the vision and mission of the company by using the human resources in the organization to the maximum. In the era of globalization as it is today the organization or company is expected to be able to apply several concepts of digital-based work management, this can improve the performance or productivity of employees, this is supported by the opinion entitled Innovation of Human Resources Work Management System Integrity with big data In BPJS with the result that innovation of performance management system in BPJS Health is a tangible form that the organization sees employees are talent and is a major competitive asset and a key factor for the success of the organization in the future (Riyadi & Huseini, 2019). The aspect of human resources in health facilities which can also be said to be health workers has a very important role in providing healing and safety to patients who seek treatment (Adivar et al., 2019; Qomariah et al., 2020; Schleicher et al., 2018). The opinion with the title of the effect of digitalization system changes on employee performance (Pertwi & Nurhikmah, 2018). Further research with the title of productivity during work from home with the results of the study that tend productivity decreased due to low levels of supervision and reduced contribution in the work of collective task assignments, this happens because the individual feels his team will be able to complete the task even though the individual does not contribute (Wahyu & Sa'id, 2020).

Buleleng has 121 BUMDes that are still active and productive in building the village economy, at the end of 2019 BUMDes in Buleleng district recorded a turnover of 60.9 billion. With the condition of covid-19 there are some BUMDes that experience a decrease in turnover one of us sees in BUMDes that rely on business on tourism, in addition, there are some competitive challenges faced by BUMDes in Buleleng in particular, for that it is needed BUMDes that can evolve in a better direction with one way is to implement work management based on digitalization, here will be demanded at the level of performance performed by employees of BUMDes. The digital era is a condition where everyone can access various information on the network (Zakiatul & Hasan, 2019). The physical goods industry is still at the heart of the Society in a hyper connected World, increasingly virtualized (Vuori et al., 2019). Information technology raises steadily its contribution to facilities management, operations and development to address its more and more challenging dynamics (supply chain volatility, new products, re-engineering of facilities and organization). On the other hand, information technology keeps innovating and improving software capabilities, infrastructure as well as development and implementation methods. The IT world keeps inventing new technologies; analysts publish alarming maturity benchmarks; obsolescence is exacerbated by security concern, spare parts and skills shortage (Wahyuni & Irawan, 2020). In this context, the Digital Transformation paradigm has emerged with the promise to magically propel the enterprise success and distant laggard competitors.

From data in 2020 at the time of pandemic covid-19 there are some BUMDes in Buleleng regency experienced problems namely the existence of some BUMDes lack of touch information technology in carrying out its work management, this is shown by the many BUMDes that exist in the Buleleng district has not used digitalization in terms of doing a job that is actually important to do in addition to improving performance can also provide a precept of society that was once considered weak, but with its work management-based digitization will be able to determine the program, productivity and external

performance results are good especially at this time all service required digitalization-based to reduce crowds at specific places or organizations. Digitalization changes people management in two stages. The first stage is the adaptation of systems to the integration of physical inputs into digital systems, and the second stage is the redefinition of values for the internal and external customer (Blštáková et al., 2020). This is in line with research conducted by Pertiwi & Nurhikmah (2018) entitled the effect of digitalization system changes on employee performance with the result that there is a significant influence between digitalization system and employee performance.

The special purpose of this study is to find out the relationship of digitalization-based Performance Management with the performance of employees in BUMDes in Buleleng Regency. This research is considered important because it can provide benefits for BUMDes Management, especially in the human resources section of BUMDes to be able to improve employee performance during the covid-19 pandemic, by increasing the performance of employees in village-owned enterprises (BUMDES) can also maintain the coexistence of BUMDes for better contributions in services and increase the village's original income (PAD) so as to achieve the mission vision. With the implementation of the concept of digitalization-based work management is expected to improve the performance of employees who used to be manual towards modernization, and most importantly can provide programs and external activities that support the activities of the village community so that it can survive during the pandemic Covid-19.

2. METHODS

This study is explanation with a form of causality between variables. In this study examined the causality relationship between the concept of performance management, digitization, and the performance of BUMDes employees in Buleleng district. The development of models in this study seeks to predict causality relationships between variables. This research was conducted in all BUMDes Buleleng regency which is still active. By using random sampling techniques spread across nine sub-districts namely, Banjar, Sukasada, Sawan, Kubutambahan, Tejakula, Seririt, Busungbiu, Gerogak, and Buleleng. Performance is very important for a company or organization to achieve the goals of the company, so that employee performance needs to be improved both in the field of expertise and in the field of mastery of technology to make work easier or increase the productivity of the organization or company. So far, employees are often given training to improve performance without being matched by the use of digitalization technology. Performance management includes the process of implementing performance activities of how performance is carried out, work management starts from the planning process of how to plan the goals to be achieved (Fauzi & Nugroho, 2020). Performance management is the process of communicating goal setting, assessment, and performance development into a single system together, which aims to ensure employee performance supports the company's strategic objectives (Dessler, 2015; Govender & Bussin, 2020; Samwel, 2018). Where as in the opinion Kreitner, Robert; Kinicki (2014), performance management is a company system in which managers integrate goal-setting activities, supervision and evaluation, providing feedback and training, and continuous employee awards. Another thing is the opinion in other previous study states that performance management is a management style in managing performance-oriented resources that conduct communication processes openly and sustainably by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals (Wibowo, 2017). The type of data required in this research analysis is primary data. In this research, primary data was obtained directly from questionnaires that have been filled out by respondents, namely employees of BUMDes in Buleleng Regency. The data analysis technique used to test this research hypothesis is structural equation modelling (SEM) with Partial Least Square (PLS) approach. The Partial Least Square (PLS) approach was chosen with the consideration that the variables used in this study were latent (not directly measurable) variables that could be measured based on their indicators (manifest variables).

3. RESULTS AND DISCUSSIONS

Results

The results of data analysis with Structural Equation Modelling (SEM) with Partial Least Square (PLS) approach, statistical testing between variables (paths) are presented in Table 1. Based on the results of the coefficient path, the influence of the Concept of Performance Management on digitization and employee performance is significant indicated by the value of T statistics >1.96 or p-values is significant < 0.05. Similarly, the effect of digitization on employee performance is significant.

Table 1. Statistical Test Results of Inter-Variable Relationships (Path Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Value
Work Management Concept > Digitization	0.683	0.761	0.068	9.154	0.000
Work Management Concept > Employee Performance	0.765	0.794	0.145	7.564	0.000
Digitization > Employee Performance	0.784	0.627	0.176	6.831	0.000

Discussion

The Effect of Work Management Concept on Digitalization

Performance is very important for a company or organization to achieve the goals of the company, so that employee performance needs to be improved both in the field of expertise and in the field of mastery of technology to make work easier or increase productivity in the organization or company. So far, employees are often given training to improve performance without being matched by the use of digitalization technology. Performance management is the process of consolidating goal setting, appraisal, and performance development into a single, shared system, which aims to ensure employee performance supports the company's strategic goals (Dessler, 2003; Van Thielen et al., 2018). Meanwhile, performance management is a company system where managers integrate goal-setting, monitoring and evaluation activities, providing feedback and training, and continuous employee rewards (Kreitner & Kinicki, 2014). Moreover, businesses/organizations that are built with the main objective of the welfare of the local village community so as to affect income levels based on the concept of digitalization-based work management when facing a Covid-19 pandemic situation, employee performance will continue to work optimally. Performance management is the process of consolidating goal setting, appraisal, and performance development into a single, shared system, which aims to ensure employee performance supports the company's strategic goals (Dessler, 2003; Van Thielen et al., 2018). The application of this concept will encourage BUMDes administrators or their employees to think and act to always maintain and be oriented towards long-term organizational goals. Employee performance can generally be understood as the contribution that employees have given to the progress and development of an organization or instance, where the performance of the organization will be satisfied if work targets are able to be implemented properly (Awan et al., 2020; Mangipudi et al., 2019; Nainggolan et al., 2020).

Effect of Performance Management Concept on Employee Performance

The concept of Activity performance management to ensure that organizational goals have been achieved consistently in effective and efficient ways. Performance management can focus on the performance of an organization, department, employees, or even the process to produce a product or service. Hypothetical test results show that the application of the concept of work management in BUMDes employees affects employee performance. The continuous process of identifying, measuring and developing the performance of individuals and teams and aligning their performance with strategic goals of the organization (Richards et al., 2019; Schleicher et al., 2019; Tweedie et al., 2019). With this in the hope that later activities on BUMDes will run as usual and employee performance will remain maximal even though Covid-19 struck.

The Effect of Digitalization on Employee Performance

The results showed that Digitalization affects employee performance. Digitalization is related to companies that want to improve employee performance and maintain the sustainability of their organization must be able to make good decisions for the organization in it effectively reflected in the purpose or vision of the mission of BUMDes Muzakki (2016) with the title "Influence of The Use of Information Technology on Employee Performance". The results showed that there was a partial, joint, and significant influence between the variables of information technology use on employee performance. This is in line with previous studies which states that digitalization in the form of affirmation technology affects employee performance (Jeyalakshmi & Rani, 2019; Schumacher & Sihm, 2020; Vuori et al., 2019).

4. CONCLUSION

Based on the formulation of problems, objectives, theoretical foundations, hypotheses and test results conducted, it can be concluded that performance management has a positive effect on the Concept of Digitalization and employee performance. The concept of Digitalization also positively affects Employee

Performance. BUMDes a that implements Work Management in the process of activities provide a influence on the concept of Digitalization so as to improve employee performance at BUMDes, by increasing employee performance, then BUMDes will contribute better in service and increase the village's original income (PAD) so as to achieve the vision of BUMDes mission in the village in Buleleng Regency, BUMDes can maintain the coexistence and maximize performance during the pandemic covid-19 at the BUMDes to be able to explore and develop the economic potentials of the village, increase (PAD) and provide the best service in meeting the economic needs of the village community.

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