THE INFLUENCE OF DIGITAL CULTURE ON EMPLOYEE PERFORMANCE WITH GENERATIONAL ALIGNMENT AS A MODERATING VARIABLE

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Abstract
This study is a quantitative study with an explanatory approach, namely an approach that makes a number of previous studies, especially the three studies mentioned above, the main spearhead for building the arguments presented in this article. The data used in this article is primary data distributed through an online questionnaire. The data contains 5 statement items from 10 questions related to Digital Culture, Employee Performance, and Generational Alignment. The data obtained were analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the Digital Culture variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Value value is positive and is below the significance level of 0.05, namely 0.008. This is because a good Digital Culture if owned by an employee can make employees change difficult work into easy, increase productivity, and increase creativity. With these three things, it can also improve Employee Performance. In addition, in the next row, the second hypothesis in this article can also be proven because the P-Values also tend to be positive and are also below the significance level of 0.05, namely 0.000, which is smaller than the direct influence of 0.008. Thus, the first and second hypotheses in the article can be accepted and proven.

Keywords: Digital Culture, Employee Performance, Generational Aignment

1. INTRODUCTION

According to Miller in (Mahardika and Wibawa 2019), the specific character of digital culture can be explained by the types of technical processes involved, the types of cultural forms that emerge, and the types of digital cultural experiences. In recent times, the various developments that have occurred have been quite amazing, especially in the field of technology, especially in terms of information and communication. Another definition from Alfonso (2020) states that digital culture is the beliefs, assumptions and symbols that are the way companies conduct digital business through collaboration, creation of creativity and innovation through digital strategies.

Buvat (2017) stated that this digital culture can be likened to a set of seven important or key attributes, namely: Innovation, Data-Driven Decision-Making, Collaboration, Open Culture, Digital First Mindset, Agility and Flexibility, and Customer Centricity (Geraldi 2016). The explanation of the dimensions of digital culture can be described as follows: a) Innovation: the prevalence or behavioral habits of organizations that support employees to carry out new ideas. b) Data-driven decision making is an indicator of where organizations use data and analysis to make better business decisions. c) Collaboration: organizations create cross-functional and interdepartmental teams to achieve company goals. d) Open

culture, namely an open organization with external network partnerships such as third-party vendors, startups (new companies). e) Digitalization: the organization uses a mindset where digital solutions are the main way to solve problems or improve organizational performance. f) Agility and flexibility are indicators where the organization is able to quickly and dynamically make decisions, as well as the organization's ability to adapt to changing technological demands. g) Customer centrality or customer focus, where the organization uses digital solutions to expand its customer base (Radiany 2018).

Digital culture itself is likened to a set of seven key attributes, namely Innovation, Data-driven Decision-Making, Collaboration, Open Culture, Digital First Mindset, Agility and Flexibility, and Customer Centricity (Buvat, J., Crummenerl, C., Kar, K., Sengupta, A., Solis, B., Aboud, C. and Aoufi 2017). Digital culture is a basic assumption that underlies, is deeply rooted, values, beliefs, and norms that characterize how an organization encourages and supports the use of technology to complete work in the most effective way. (Microsoft, 2018). This digital culture refers to the influence of new media environmental culture and the digitalization process, where according to several approaches, digital culture has emerged with new media phenomena (Microsoft 2018). Meanwhile, according to (Turkoglu, H. S., dan Turkoglu 2019), in short, digital culture is a new form of culture that is formed with digitalization. Based on the explanations of the 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.

Based on this, the researcher believes with certainty that Digital Culture can have a positive relationship direction and significant influence on Employee Performance. Performance is the ability of an individual to do work, in order to achieve common goals optimally through sacrifice (Wahyu Putri Agustin 2020). Performance can also be done in groups or individually in completing organizational tasks or work (Ardi, Astuti, and Sulistyo 2017). The criteria that have been formulated and compared together into a criterion can be interpreted as performance or evaluation results of (Lina 2020).

Performance is a general description of the implementation of a policy or program with the aim of achieving the vision, mission and goals of the organization using a strategic plan in the related organization (Depitra and Soegoto 2018). According to (Depitra and Soegoto 2018)performance can be assessed and defined through an approach. on goals (goal approach), where work achievement in the process of achieving organizational goals or targets. Performance can also be seen through routine actions that will indicate skills and work achievements.

Performance is a person's overall ability to work in such a way as to achieve work goals optimally and various targets that have been created with sacrifices that are relatively small compared to the results achieved (Rati Wulandari 2019). Performance is an activity carried out by a person or a group of people in a private or public organization, formal or informal to provide work results (Sunaryo 2017). The performance or work results must be in accordance with the responsibilities and authorities delegated to each individual by an organization, and must not violate ethics or morals with a series of legal organizational goal achievements (Sarita, 1999). Through the explanation by several experts above

regarding performance, it can be concluded that performance is carried out by a person or a group of people in order to achieve the vision, mission and common goals of the organization or company, optimally in accordance with applicable regulations and using good ethics and morals through strategic planning.

There are several previous studies (Rahmawati 2020); (Putri and Ferdian 2021); (Suparman and Sugiyanto 2022) & (Adolph 2016) showing a positive relationship direction and significant influence on Employee Performance. Unlike the three studies above, this article adds the Generation Adjustment variable as a moderating variable.
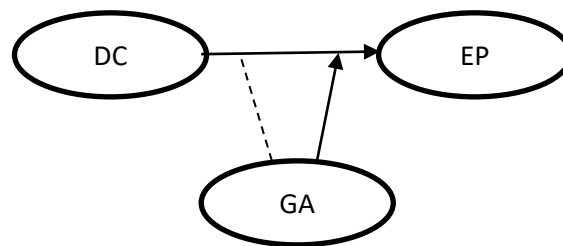
2. RESEARCH METHODS

Figure 1
Model

Noted:
DC: Digital Culture
EP: Employee Performance
GA: Generational Alignment

Based on the explanation above, it can be concluded explicitly that this study aims to analyze the influence of Digital Culture on Employee Performance. This study is in line with a number of previous studies, namely (Rahmawati 2020); (Putri and Ferdian 2021); (Suparman and Sugiyanto 2022) & (Adolph 2016). Unlike the three studies above, this study adds the Generational Alignment variable as a moderating variable which is believed to be able to strengthen the influence of the Digital Culture variable on Employee Performance (Sutrisno 2019). This study is a quantitative study with an explanatory approach, namely an approach that makes a number of previous studies, especially the three studies mentioned above, the main spearhead for building the arguments presented in this article (Abdurahman 2016). The data used in this article is primary data distributed through an online questionnaire (Sugiyono 2019). The data contains 5 statement items from 10 questions related to Digital Culture, Employee Performance, and Generational Alignment (Jonathan Sarwono 2016). The data obtained were analyzed using the smart PLS 4.0 analysis tool with the following hypothesis (Sari 2020).

Hypothesis:
H1: The Influence of Digital Culture on Employee Performance
H2: Generational Alignment Can Moderates The Influence of Digital Culture on Employee Performance

3. RESULT AND DISCUSSION
Background Analysis

According to Miller in (Mahardika and Wibawa 2019), the specific character of digital culture can be explained by the types of technical processes involved, the types of cultural forms that emerge, and the types of digital cultural experiences. In recent times, the various developments that have occurred have been quite amazing, especially in the field of technology, especially in terms of information and communication. Another definition from Alfonso (2020) states that digital culture is the beliefs, assumptions and symbols that are the way companies conduct digital business through collaboration, creation of creativity and innovation through digital strategies.

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groups or individually in completing organizational tasks or work (Ardi, Astuti, and Sulistyo 2017). The criteria that have been formulated and compared together into a criterion can be interpreted as performance or evaluation results of (Lina 2020).

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There are several previous studies (Rahmawati 2020); (Putri and Ferdian 2021); (Suparman and Sugiyanto 2022) & (Adolph 2016) showing a positive relationship direction and significant influence on Employee Performance. Unlike the three studies above, this article adds the Generation Adjustment variable as a moderating variable.

Validity Test

The researcher explicitly and clearly stated that in testing each questionnaire distributed to 500 Domino Pizza employees spread throughout Indonesia using smart PLS 4.0 software. If using this analysis tool, then the first stage that must be passed is the validity test stage. The following are the results of the validity test in this article (Ghozali 2016).

Table 1

Validity Test

Variable	Question Item	Loading Factor
Digital Culture (X1)	Digital Culture Can Affect Employee Performance	0.851
	Digital Culture can make every job done easier	0.849
	Digital Culture can increase employee work productivity	0.865
	Digital Culture can increase employee creativity	0.872

Employee Performance (Y)	Employee Performance can be influenced by Digital Culture	0.896
	Employee Performance can be influenced by employee ability in changing difficult work into easy	0.913
	Employee performance can be influenced by employee productivity and creativity level in completing the work	0.895
	Employee performance can be influenced by Generational Alignment	0.922
Generational Alignment (Z)	Generational Alignment can influence by Digital Culture	0.951
	Generational Alignment can influence Employee Performance	0.942

Valid > 0.70

Relibility Test

The next stage that must be passed when using the analysis tools that the researcher mentioned above is the reliability test stage. There is a striking difference between the use of the validity test stage and the reliability test, namely the object being tested where the validity test stage focuses on the collected question items and the reliability test stage focuses on the variables used.. (Hair 2010):

Table 2

Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Digital Culture	0.894	0.853	Reliabe
Employee Performance	0.971	0.932	Reliabe
Generational Alignment	0.996	0.955	Reliabe

Reliable > 0.70

Path Coefisien

The researchers have gone through stages by stages, arriving at the last stage, namely the Path Coefficient stage which functions to prove whether the two hypotheses used in this article have been proven or not. The hypothesis referred to in this article is that the Digital Culture variable can have a positive relationship direction and significant influence on Employee Performance and the generational Alignment variable can strengthen the influence of Digital Culture on Generational Alignment (Sarstedt et al. 2014):

Table 3

Path Coefisien

	Validity	P-Values	Noted
Direct Influence	DC-> EP	0.008	Valid
Indirect Influence	GA* DC-> EP	0.000	Valid

Significant Level < 0.05

Referring to the third table of Path Coefficients above, it can be concluded that the Digital Culture variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Value value is positive and is below the significance level of 0.05, namely 0.008. This is because a good Digital Culture if owned by an employee can make employees change difficult work into easy, increase productivity, and increase creativity. With these three things, it can also improve Employee Performance. In addition, in the next row, the second hypothesis in this article can also be proven because the P-Values also tend to be positive and are also below the significance level of 0.05, namely 0.000, which is smaller than the direct influence of 0.008. Thus, the first and second hypotheses in the article can be accepted and proven.

4. CONCLUSION

Referring to the third table of Path Coefficients above, it can be concluded that the Digital Culture variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Value value is positive and is below the significance level of 0.05, namely 0.008. This is because a good Digital Culture if owned by an employee can make employees change difficult work into easy, increase productivity, and increase creativity. With these three things, it can also improve Employee Performance. In addition, in the next row, the second hypothesis in this article can also be proven because the P-Values also tend to be positive and are also below the significance level of 0.05, namely 0.000, which is smaller than the direct influence of 0.008. Thus, the first and second hypotheses in the article can be accepted and proven.

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