



The influence of digital culture, coordination and job satisfaction on employee performance with organizational commitment as a mediation variable

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Article Info

Article history:

Received: Jan 02, 2024

Revised: Jan 22, 2024

Accepted: Mar 12, 2024

Keywords:

Coordination;
Digital culture;
Organizational commitment;
Performance;
Satisfaction.

ABSTRACT

Government organizations must always improve their performance according to the needs of a developing society. The survey results showed that the public did not get satisfaction so they got the highest "B" score for public services and service units. The basis for implementing Community Satisfaction Monitoring is the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Monitoring in Public Service Units. This research aims to test and analyze the influence of digital culture, coordination, job satisfaction on the performance of financial manager employees of KPPN Balige work partners through the mediating variable, namely organizational commitment, using data processing techniques for a sample of 92 employees. Data collection was carried out by distributing questionnaires that used a 5-point Likert Scale to measure the statements of the five variables studied. The analysis technique used is multiple linear regression analysis. The research results show that partially coordination, job satisfaction, organizational commitment and employee performance do not have a significant effect on the performance of financial manager employees. Only the digital culture variable influences the performance of financial management employees of KPPN Balige partners who oversee 4 (four) districts. So it can be concluded that in general digital culture, coordination and job satisfaction have no or very little influence on organizational commitment because most employees do not want to work in the current agency or organization.

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1. INTRODUCTION

Government organizations must always improve their performance according to the needs of a developing society (Sunarsi et al., 2020) (Peng & Tao, 2022). The survey results showed that the public did not get satisfaction so they got the highest score of "B" for public services and service units. The basis for implementing the Community Satisfaction Survey is the Minister of State Apparatus

Empowerment and Bureaucratic Reform Regulation Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys in Public Service Units.

One of the evaluation factors used by the public to assess government performance is to improve public service standards (Schwarz et al., 2020) (Schmidhuber et al., 2021) (de Geus et al., 2020). According to Schwab (Schwab, 2018), digitalization, which simply changes non-digital information into digital form for the benefit of society, is not the same as digital transformation (Wantiknas).

As one of the vertical entities of Echelon I of the Ministry of Finance, the Directorate General of Treasury (DJPb) seeks to focus and develop ways to improve human development in responding to the various events/events above. The State Treasury Services Office as the smallest unit of the DJPb which provides services to stakeholders and acts as the State General Treasurer (BUN) in the regions, must continue to improve to meet service expectations while adhering to the principles of transparency, good governance, accountability, effectiveness, and efficient.

Through data on the Spanint Application (supervision of state financial management), for 3 consecutive years (2020-2023) it provides information that the performance of State Treasury Service Office employees faces challenges in maintaining the quality of state financial management performance managed by work partners (work units).) because it could not achieve a perfect score of 10 and even only got the highest score of 6.47 DIPA (Budget Management Form List) by developing more flexible and reliable policies.

Facing these challenges, KPPN Balige has adapted business transformation with a policy of adjusting work systems through the implementation of digital/cultural transformation, using technology that was first revealed in 1970, the government continues to make various efforts to improve performance in an effort to improve public services (Belzunegui-Eraso & Erro-Garcés, 2020) (Mungkasa & Nasional, 2020).

According to Afna, N. and Anwar, H (Afna & Anwar, 2022) found that "In the era of digitalization, some employees are required to be able to monitor work outside the specified working hours, which has an impact on reducing employee performance." The study, Analysis of Workload and Work Motivation on Employee Performance at PT. PLN (Persero) UP3 Banjarmasin, contains these findings. On the other hand, the performance of Telkom Education Foundation employees is positively impacted by digital culture, according to research results by Ferdian and Rahmawati (Rahmawati et al., 2020).

In an effort to improve employee performance, apart from the digital culture indicators above, what employees need is coordination (Leso et al., 2023) (Varshney, 2020). In order for an organization to function as a unified whole and complete all organizational tasks in order to achieve common goals, it requires unified coordination, so that coordination refers to efforts to unite the activities of its work units (Akpa et al., 2021) (Garaudel, 2020) (Primantari et al., 2022). Based on research findings by Putra (2020), employee performance is positively and significantly influenced by coordination (Januarty et al., 2020) (Paais & Pattiruhu, 2020). This is different from research findings conducted by Lovihan, L.J., Tewal, B., and Taroreh RN (Lovihan et al., 2018) that achieving optimal employee performance can also be achieved by increasing job satisfaction.

Apart from the above, one way to improve employee performance is job satisfaction, which can be felt through people's attitudes and thoughts towards their work (Arifin et al., 2019) (Dziuba et al., 2020) (Berliana et al., 2018) (Riyanto et al., 2021) (Eliyana & Ma'arif, 2019). According to (Wirawan et al., 2013), when an employee shows a positive attitude towards their work, it shows that they are satisfied with their work. On the other hand, if an employee shows a bad attitude towards his work, then he is dissatisfied with the job.

Lastly, the organizational commitment variable has a positive and significant effect on employee performance, according to research by Widayati, C., et al (Widayati & Triana, 2020) entitled The Effect of Job Satisfaction and Organizational Commitment on Employee Performance. On the other hand, research by Sakti, et al (Nurwahdah & Muafi, 2022) entitled The Influence of Emotional Intelligence, Organizational Commitment and Organizational Citizen Behavior on Performance shows

that organizational commitment has a positive but not statistically significant effect on employee performance.

Seeing the various problem phenomena mentioned above, the author wishes to conduct research with the title The Influence of Digital Culture, Coordination and Job Satisfaction on Employee Performance with Organizational Commitment as a mediating variable for financial management partners of KPPN Balige, North Sumatra Province.

2. RESEARCH METHOD

This research is quantitative and based on positivist philosophy, so it can be considered a positivist method (Crossan, 2003) (Park et al., 2020) (Mohajan, 2020). Alternatively, it can be considered an objective, measurable, rational and systematic method because research data is numerical, and statistics are used for analysis (Sugiyono, 2019). The location and time of the research is one of the data collection strategies used in this research, which includes the locations of Toba Regency, Samosir Regency, North Tapanuli Regency, and Humbang Hasundutan Regency, North Sumatra Province. The data collection technique uses a questionnaire. Researchers used SEM PLS (Partial Least Squares), a quantitative data analysis technique, in this research.

The research framework and mode used can be seen in the image below:

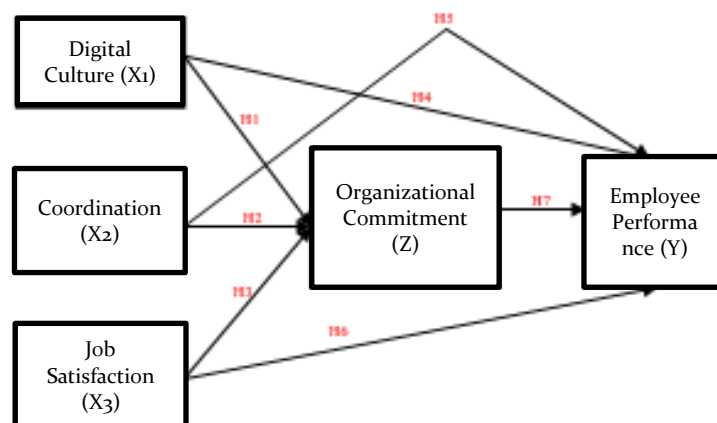


Figure 1. Research Model

3. RESULTS AND DISCUSSIONS

Research result

Interpretation of Results (Inner Model)

The results of the analysis at the inner level are as follows: (T value calculated from the loading factor and t calculated from the path coefficient direct effects).

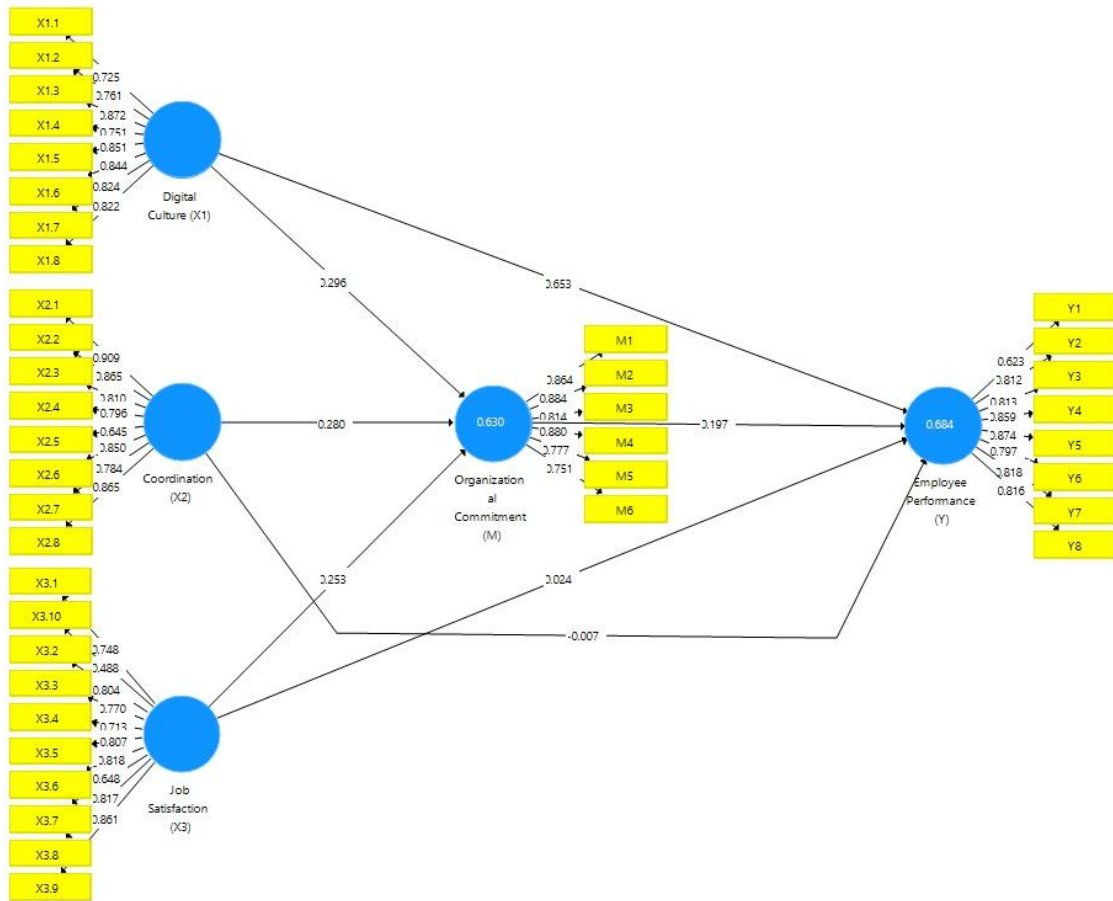


Figure 2. T Value Bootstrapping Model Diagram

The results of the analysis at the inner level are as follows: (P value of the path coefficient directs effects)

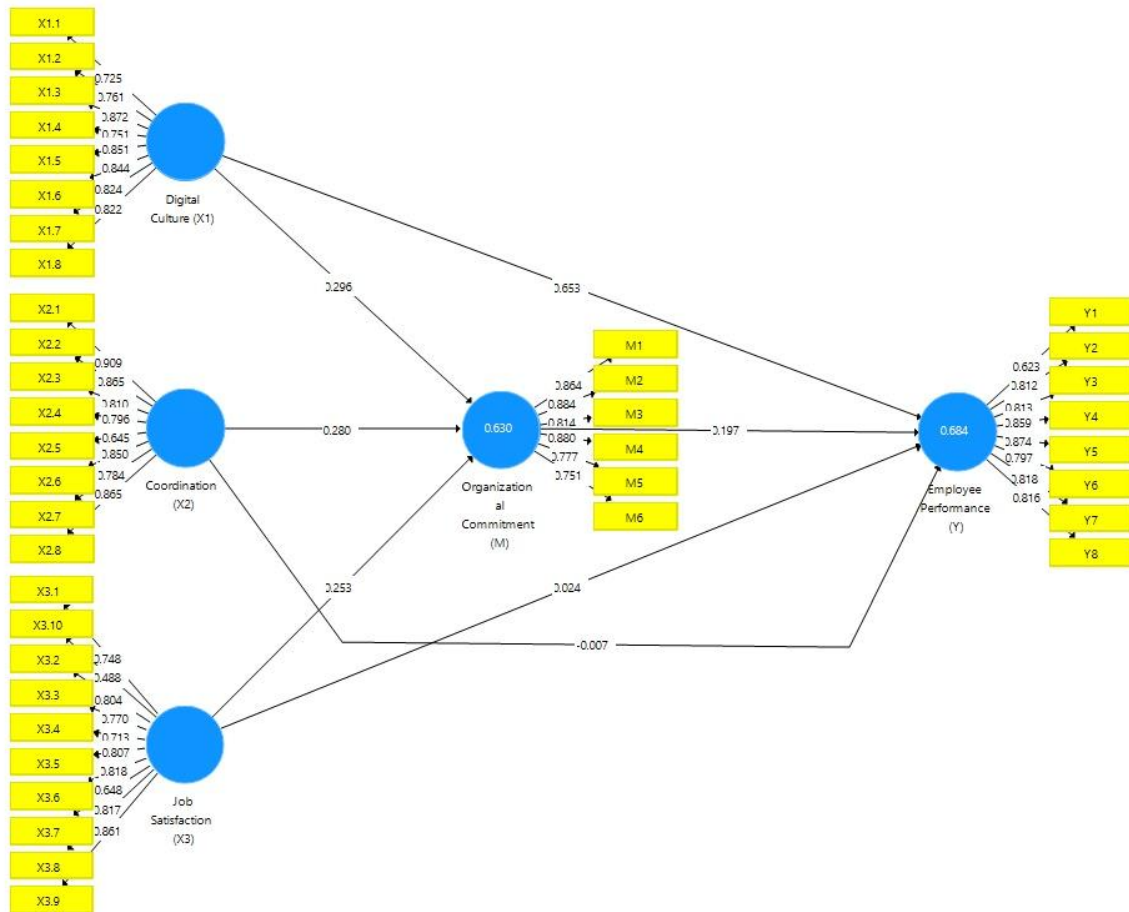


Figure 3. Bootstrapping Model Diagram Value Path Coefficient Direct Effects

Taken from Bootstrapping Model data, Blindfolding Model and PLS Model. From the two diagrams above, it can be explained in detail as follows:

Direct Effects

Path Coefficient or path analysis coefficient, below shows the direct effect or direct effect of each exogenous variable construct on the endogenous variable:

Table 1. Direct Effects Taken from Bootstrapping Model data

	Original Sample (O)	Sample Mean (M)	Standar Deviasi (STDEV)	T Statistics (O/STDEV)	P values	Conclusion
Digital Culture (X1) => Employee Performance (Y)	0,680	0,706	0,173	3,923	0,000	Significant (Pvalue <0.05)
Digital Culture (X1) => Organizational Commitment (M)	0,272	0,277	0,164	1,655	0,099	Not Significant (Pvalue >0.05)
Job Satisfaction (X3)=>Employee Performance (Y)	-0,035	0,007	0,158	0,221	0,825	Not Significant (Pvalue >0.05)
Job Satisfaction (X3)=>Organizational Commitment (M)	0,205	0,227	0,186	1,107	0,269	Not Significant (Pvalue >0.05)

	Original Sample (O)	Sample Mean(M)	Standar Deviasi (STDEV)	T Statistics (O/STDEV)	P values	Conclusion
Organizational Commitment (M) =>Employee Performance (Y)	0,197	0,160	0,188	1,046	0,296	Not Significant (Pvalue >0.05)
Coordination (X2)=>Employee Performance (Y)	0,016	-0,006	0,081	0,081	0,935	Not Significant (Pvalue >0.05)
Coordination (X2)=>Organizational Commitment (M)	0,355	0,341	1,487	1,487	0,138	Not Significant (Pvalue >0.05)

The output path coefficient, as shown in the table above, allows one to determine the size of the direct influence of each independent (exogenous) variable on the dependent (endogenous) variable. As an illustration: An increase in X₁ by one unit will result in an increase in Z of 27.2%, in accordance with the coefficient of the variable parameter Based on resampling or bootstrapping calculations, the predicted coefficient of determination test results are not statistically significant.

So the direct influence of X₁ X₂

Indirect Effects

The influence of exogenous variables on endogenous variables through intermediary variables is called indirect effects. Y₂ is the intermediate variable in this model. Thus, the following are the findings from the indirect impact analysis:

Table 2. Indirect Effects Taken from Bootstrapping Model data

	Original Sample (O)	Sample Mean (M)	Standar Deviasi (STDEV)	T Statistics (O/STDEV)	P values
Digital Culture (X ₁)=>Organizational Commitment (M)=>Employee Performance (Y)	0,053	0,035	0,059	0,910	0,363
Job Satisfaction (X ₃)=>Organizational Commitment (M)=>Employee Performance (Y)	0,040	0,026	0,060	0,676	0,499
Coordination (X ₂)=>Organizational Commitment (M)=>Employee Performance (Y)	0,070	0,070	0,098	0,711	0,477

The following table describes the indirect effect output, namely the magnitude of the indirect influence of each exogenous independent variable on each endogenous dependent variable through the intermediary variable. Therefore, because all p values are greater than 0.05, all indirect effects are not significant or accept H₀ based on the p values of the indirect effects as shown in the table above.

Total Effects

The combination or total of direct and indirect impacts is known as total impact. The overall consequences are shown below:

Table 3. Total Effects Taken from Bootstrapping Model data

	Original Sample (O)	Sample Mean(M)	Standar Deviasi (STDEV)	T Statistics (O/STDEV)	P values
Digital Culture (X ₁)=> Employee Performance (Y)	0,374	0,741	0,167	4,405	0
Digital Culture (X ₁)=> Organizational Commitment (M)	0,272	0,277	0,164	1,655	0,099
Job Satisfaction (X ₃)=> Employee Performance (Y)	0,006	0,033	0,13	0,042	0,966
Job Satisfaction (X ₃)=> Organizational Commitment (M)	0,205	0,227	0,186	1,107	0,269

	Original Sample (O)	Sample Mean(M)	Standar Deviasi (STDEV)	T Statistics (O/STDEV)	P values
Organizational Commitment (M)=> Employee Performance (Y)	0,197	0,16	0,886	1,046	0,296
Coordination (X2)=> Employee Performance (Y)	0,085	0,064	0,188	0,509	0,611
Coordination (X2)=> Organizational Commitment (M)	0,355	0,341	0,239	1,487	0,138

The total impact size, which is the sum of direct and indirect impacts, is shown in the Total Output Impact table above. Therefore, some overall effects in the p value of the table above of 0.05 or less indicate that the p value is significant or accepts H1. This is indicated by the green p value block.

Hypothetical Conclusion:

H1: X1 has no direct effect on M

H2: X2 has no direct effect on M

H3: X3 has no direct effect on M

H4: X1 has a direct effect on Y

H5: X2 has no direct effect on Y

H6: X3 has no direct effect on Y

H7: M has no direct effect on Y

Discussions

The Influence of Digital Culture on Organizational Commitment

The Direct Effect table above illustrates the unidirectional relationship between digital culture and organizational commitment: the greater the level of organizational commitment in the financial management staff of KPPN Balige work partners, the higher their awareness of digital culture. However, the opposite also happens: individuals in financial management who are less aware of digital culture also tend to be less committed to the company. The estimated coefficient does not foster a sense of pride or trust, strengthen emotional attachment to the organization, or foster a strong desire and high responsibility to continue working for the organization, this research shows that there is still low awareness of digital culture. The research results of Wulandari, et al. (2021), which states that the organizational culture at the BMT NU Jombang office was shaped by the digital leadership implemented there, is not in line with the findings of this research and does not confirm the findings of previous research.

The Effect of Coordination on Organizational Commitment

The Direct Effect table above shows that there is a unidirectional relationship between organizational commitment and the financial management employees of work partners. Specifically, the higher the level of coordination awareness among KPPN Balige employees, the higher the level of organizational commitment; conversely, the lower the level of coordination awareness in the employee, the lower the level of organizational commitment in the employee. According to Meyer and Allen, Curtis and Wright, Smeenk et al. (Zurnali, 2010), is a psychological state that characterizes an employee's relationship with the organization or the implications that influence whether the employee will remain in the organization or not. This state is identified in three components: affective commitment, continuance commitment, and normative commitment. The results of this study do not support the findings of previous research.

The Influence of Job Satisfaction on Organizational Commitment

The Direct Effect table illustrates the unidirectional relationship between job satisfaction and organizational commitment. The greater the level of awareness of job satisfaction among financial management employees of KPPN Balige work partners, the greater the level of organizational commitment, and vice versa, the lower the level of job satisfaction. awareness of job satisfaction among management employees. the smaller the commitment of workers to the organization financially.

Because the r value is greater than 0, this research contradicts and does not confirm the findings of previous research. Suwitonigrum (2008) found that job satisfaction and organizational commitment at Toko Merah had a strong and positive relationship. Therefore, an employee's commitment to the company increases along with job happiness.

The Influence of Digital Culture on Employee Performance

The Direct Effect table depicts the relationship between digital culture and employee performance, showing that there is a unidirectional relationship, namely the higher the level of employee performance, and conversely, the lower the level of digital culture awareness of the financial management employees of KPPN Balige work partners. Employees in digital financial management operate at a lower level. This research confirms the findings of previous research and is in line with research by Ferdian and Annisaa (2019) entitled "Digital culture has a positive effect on the performance of Telkom Education Foundation employees" which provides findings showing that employee performance will increase. along with the increase in digital culture.

The Effect of Coordination on Employee Performance

Coordination and employee performance have a unidirectional relationship: the higher the awareness of the financial management employees of KPPN Balige work partners regarding the importance of coordination, the higher the level of employee performance; conversely, the lower the awareness of coordination between financial management employees, the lower the level of employee performance. This research contradicts the findings of Syauqi (2019) which shows that the results of calculating the correlation coefficient between the independent variable and the dependent variable do not strengthen each other. Dependent variable and coordination The performance of employees at the South Jakarta Administrative City Secretariat is classified as having a strong and positive level of relationship, meaning that an increase in the dependent variable, namely coordination, will negate the increase in the independent variable.

The Effect of Job Satisfaction on Employee Performance

The Direct Effect table illustrates the unidirectional relationship between job satisfaction and employee performance. In other words, the higher the level of awareness of job satisfaction among financial management employees at KPPN Balige work partners, the higher the level of employee performance, and vice versa. the worse an employee's performance financially. Research by Damayanti et al. (2018) found that job satisfaction and employee performance at the Siti Khadijah Islamic Hospital, Palembang, South Sumatra, had a strong and significant relationship, this is not in line with the findings of this study and does not support the findings of previous research.

The Effect of Organizational Commitment on Employee Performance

The Direct Effect table illustrates the unidirectional relationship between organizational commitment and employee performance. In other words, the higher employee performance is correlated with the higher level of awareness of organizational commitment in the financial management staff of KPPN Balige work partners, and the lower level of awareness of organizational commitment in management staff is related to the lower level of performance. the worse an employee's performance financially. This research does not provide evidence that supports previous research findings and appears to contradict the findings of Tobing, Da (2018), who found that affective, normative and continuity commitment in an organization has a major impact on employee performance. Employees of PT Perkebunan Nusantara III. northern part of Sumatra

4. CONCLUSION

In general, digital culture, coordination and job satisfaction have no or very little influence on organizational commitment because most employees do not want to work in the current agency or organization. This is based on the background, problem formulation, hypothesis and research results with the title "The Influence of Digital Culture, Coordination and Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening/Linking Variable with the Objects

of KPPN Balige Financial Management Partners." The performance of the majority of employees is not experienced increase along with changes in coordination and job satisfaction in the digital era, because the variables digital culture, job satisfaction, and coordination do not have an indirect and significant influence on employee performance through the intermediary variable, namely organizational commitment. The performance of financial management officials is the dependent variable, and digital culture being the only independent variable that influences it. This shows that employee performance has increased thanks to digital work patterns in carrying out financial management tasks. Based on the results of this research, the author can provide recommendations on how the Balige State Treasury Services Office in its capacity as State General Treasurer can carry out its duties principal and responsibilities. This includes, among other things, holding more frequent socialization events regarding new regulations to increase user and work unit satisfaction as well as increasing technical guidance (Bimtek) activities such as Technical Guidance on Applications for Submitting Payments and Implementing Financial Reporting through the Ministry of Finance website as a form of digital culture for its partners.

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Appendix

Table 1. Research Questionnaire

No	Statement	Alternative Answers				
		SS	S	RR	T.S	STS
Employee Performance (Y)						
Quality						
1.	The quality of my work meets the requirements or work standards set by the company.					
2.	The quality of my work meets the expected amount of work results.					
Quantity						
1.	The work I do is in accordance with the company's quantity					
2.	The amount of work I handle always meets the target and I can complete the tasks that have become my responsibility with satisfactory results.					
Work Constraints						
1.	I have a high level of initiative in carrying out work					
2.	I realized the mistake and corrected the mistake before being reprimanded by my superior.					
Work attitude						
1.	I have excellent skills in carrying out my work.					
2.	I am able to work well and can work together well without supervision from the leadership.					
Digital Culture (X₁)						
Customer-Centric Organization						
1.	Our digitalization is based on analytical data					
2.	Our mindset prioritizes customer satisfaction					
Business Continuity: Digital Transformation						
1.	We have a clear vision and mission					
2.	Cultural activities and digital collaboration of technology in our company are optimal					
Capabilities: Agile, Innovative and Collaborative						
1.	We often share information					
2.	Our company often holds employee coaching and training and we have digital talent					
Digital Leadership						
1.	Leaders as role models					
2.	Knowledge sharing between leaders and employees is quite open					
Coordination (X₂)						
Communication						
1.	Coordination and communication between each work unit is carried out					
2.	Communication that takes place within the work unit runs according to procedures.					
Awareness of the Importance of Coordination						
1.	In carrying out work, organizational coordination is always based on developments in information technology					
2.	A program that is implemented results in changes to the results of agreed coordination that have been determined					
Participant Competencies						
1.	An organizational process that is carried out must reach a form of agreement that has been decided by the participants					
2.	Coordination in carrying out activities using two-way communication.					
Coordination Agreements, Commitments, and Incentives						
1.	The company provides incentives to employees in the coordination implementation process					
2.	The level of agreement and commitment in coordination results influences organizational performance					

No	Statement	Alternative Answers				
		SS	S	RR	T.S	STS
Job Satisfaction (X₃)						
Work						
1.	My own work is in accordance with the expectations and level of education and work experience of employees.					
2.	My work is supported by the facilities provided by the company.					
Wages						
1.	The salary provided by the company is in accordance with applicable standards					
2.	The company provides a salary according to the amount promised and holiday allowances according to my own work performance					
Promotion						
1.	The company provides assessments for promotions based on employee achievements and work results					
2.	Companies often hold open opportunities for promotions for promotions					
Supervisor						
1.	Supervision within the company is in accordance with established procedures and provisions.					
2.	Companies often supervise and provide support to work units in each company.					
Work colleague						
1.	Colleagues who help each other complete work and have high work motivation					
2.	Colleagues who can create a harmonious working atmosphere with each other and help each other complete work.					
Organizational Commitment (M)						
Affective commitment (Affective Commitment)						
1.	I feel proud and comfortable being part of the organization.					
2.	I feel like I have a new family in this company					
Continuous commitment (continuance commitment)						
1.	I want to continue working for this company.					
2.	I find it difficult to leave this company and look for another job.					
Normative Commitment (normative commitment)						
1.	This company has contributed a lot to my life					
2.	I believe in this company because this company has done a lot in my life.					