

The Impact of Organization Culture Due to Digital Transformation on Employee Engagement for Library Officers in Universitas Negeri Medan

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Abstract : Communication skills for library officers are much needed for develop digital era so they are able to interpret and understand the intent and purpose of the service users. With the best communication, excellent service is achieved. Library officers are required to have a sense of responsibility in providing broad access for users. To improve employee engagement, they need training and development about information systems, web page design, database and collaborator as well as up to date knowledge so can be form a new motivation and abilities of employee. The purposive of this research of is to examine the influence of organizational culture to employee engagement with digital transformation as moderating variable. The first hypothesis examines whether organizational culture influences employee engagement. The second hypothesis examines whether digital transformation is the moderating variable in the relationship between organizational culture and employee engagement. The populations in this research are library officers of Universitas Negeri Medan. This research uses a non-probability sampling technique with the kind of saturated samples. Data were collected using a survey method and then analyse by using simple linier regression. The results of the research conducted indicate that the organizational culture has a significant effect on employee engagement. Another result of this research shows that digital transformation is not moderating variable in the relationship between organizational culture and employee engagement.

1 INTRODUCTION

Employees who can carry out the digitization process will not make the organizational culture lose its direction and even involve employee involvement. Employee engagement is characterized as the level of commitment and participation of employees in the organization and their values (Chaudhary et al., 2021; Attridge, 2009). When the employee is involved, they need to be aware of their responsibility to the company's goals and motivate their colleagues to succeed. An employee's positive attitude towards the workplace and its values is often referred to as a positive relationship with his job. Employees who are hired go beyond the task and are trying to carry out their functions well (Chaudhary et al., 2021; Bedarkar and Pandita, 2014).

Libraries that carry out digital transformation have to be able to identify and manage information sources so they can be more optimal for customers. Universitas Negeri Medan already has a library that

utilizes technology in its system. The system that is applied is LAN and how they integrated the Nawalib application into Senayan. The management functions are used for membership management, collection, circulation (borrowing and returning), inventory, serial publications, reporting, and building relationships with the college environment. The system will assist employees how to manage the library. Communication for employees is needed so they can be interpreted and understand the intent and purpose of library service users. With the best communication, excellent service is achieved (Raudah and Santi, 2018).

However, what the researcher found is employee library of Universitas Negeri Medan is still constrained to redistribute information that is related to the librarian, it can be found by the lack of sensitivity in responding to the librarian. The communication process that has not been carried out properly, will make employees lose awareness of the value of being engaged. In carrying out the responsibility to provide possible access to the

librarian, it has not been carried out optimally because librarians have to figure out the system by themselves. Therefore, it is very important to pay attention to their cultural organization. One of the cultures is how the employees need to identify the library information so people who are visited can understand and have to try to be friendly whenever people ask them. At the end of the process is employees have to serve a good service and also able to communicate well with librarians because employees often deal with them.

Based on the description above, this research is (1) The Effect of Organizational Culture on Employee Engagement at Medan State University Library Employees (2) The Effect of Organizational Culture Due to Digital Transformation on Employee Engagement at Medan State University Library Employees.

2 LITERATURE REVIEW

2.1 Human Resources

Benjamin et al. (2017:2-3) said that human resources come from intellectual and physical power that was possessed by a person, including their behaviour and characteristics. Meanwhile, what a person does in their work is motivated by how to fulfil their desires and satisfaction in a good performance. One of the main aspects when it comes to the existence of the organization is human resources.

2.2 Organization Culture

Tewal et al. (2017:19) said that organizational culture is the pattern of basic assumptions that are created, discovered, or developed by certain groups because they have determined to learn how to adapt and handle problems when the organization faced them. They need to find their value in the organization by working hard. Seeing that value in the organization, they have to teach their new team how to understand, think, and be connected to the problem.

What indicators that have been used in organizational culture are the individual initiative, risk tolerance, direction, integration, management support, control, identify, reward system, conflict tolerance, and communication pattern (Tan; Torang, 2014). Digital Transformation

2.3 Digital Transformation

Pribadi and Nasution (2020) said that Digital transformation is how to change over what people do in their job by using information technology for more efficiency and effectiveness. When an organization change-over its information system, it can make a big impact on the process of what they do in business. At the same time what digital transformation do in business or organization is how provided various conveniences for their customers more easily and cheaply during ordering products or various things.

What indicators have been used in digital transformation are the digital transformation resources, digital transformation information system, and digital transformation organization and culture (Stich et al, 2020).

2.4 Employee Engagement

Kahn (Adi and Fithriana, 2018: 4) said that employee engagement is giving acknowledgment to the employee by considering their psychological condition and what they feel in their workplace and trying to be connected. Seeing that person is connected, they need to focus what their role in the organization. By completing their role, the organization can have a high performance.

What indicators have been used in employee engagement are vigor, absorption, and dedication (Schaufeli and Baker; Jihan Azzaki, 2020).

3 METHOD

This study uses associative method with quantitative approach. The primary data collection techniques used in questionnaire form, secondary data collection by studying books, related literature and documents. The analytical method used is quantitative analysis by moderated regression analyse and simple liner regression.

4 RESULT AND DISCUSSION

4.1 Effect of Organizational Culture on Employee Engagement

Table 1 Simple Linier Regression

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	22.976	7.505		3.061	.005
	Organization Culture	.533	.120	.642	4.426	.000

a. Dependent Variable: *Employee Engagement*

From the coefficient table illustrates that simple regression equation as follows:

$$Y = 22,97 + 0,533 X$$

The value of Employee Engagement (Y) is 22,97. The regression coefficient of 0,533 states that any additions (for the sign +) of the score or grades Organization Culture would give rise to a score of 0,533. T test to test the significance of constant and variable Y (Employee Engagement).

Decision:

Based on table 1, the value of t count > t table, or 4.426 > 2.052, then H0 is rejected, seen in the column sig (significant) coefficient sig 0.000 or less than the probability value 0.05 or 0.05 value > 0.000, then H0 is rejected and Ha accepted so it means that the regression coefficient is significant. That organization culture significantly affected employee engagement.

This can be seen from the employees' library of Universitas Negeri Medan have an attitude for being initiative to do their tasks and they have a high spirit for being integrated and participating in programs that the head of the library has made such as training for trainers. The program is made for preparing to develop their skills and abilities. By participating in that program, employee library of Universitas Negeri Medan have mental resilience and they are willing to put more effort for achieve excellent service.

4.2 The Effect of Digital Transformation on Organizational Culture and Employee Engagement

Table 2 Moderated Regression Analyse

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	C	127.117	8.194		15.525	.000
	D	-1.768	.709		-2.493	.010
	D	.030	.026		1.150	.261
	O	-1.211	.487		-2.485	.010

a. Dependent Variable: *Employee Engagement*

From the coefficient table illustrates that moderated regression equation as follows:

$$Y = 127,117 - 1,768Z - 1,211 X + 0,030X * Z$$

The value of employee engagement (Y) is 127,117. The regression coefficient of 1,768 states that any reduction (for the sign -) of the score or grades digital transformation would give a decrease to a score of 1,768. The regression of 1,211 states any reduction (for the sign -) of the score or grades organization culture would give a decrease to a score of 1,211. The regression coefficient of 0,030 states any addition (for the sign +) of the score or grades from digital transformation and organization culture. T-test to test the significance of constant and variable Y (employee engagement).

Decision:

Based on table 1, the value of t count > t table, or 1.150 > 2.052, then Ha is rejected, seen in the column sig (significant) coefficient sig 0.261 or more than the probability value 0.05 or 0.05 value < 0.261, then Ha is rejected and H0 accepted so it means that the regression coefficient is not significant. That digital transformation is not significantly affected the interaction between organization culture and employee engagement.

Stich et al. (2020) said that digital resources use a system such as tracking, tracing and IT/OT integration to connect good system controls so it can

create coordination between the employees. However, in Library of Universitas Negeri Medan is still trying to develop and update its system so it can be running and fix network problems that need fast access. Because that system can become an obstacle for the coordination process between employees and also the users who need their help to assist the access. By making a team called DRT (disaster recovery team), employees can monitor the relevance of each piece of information and make sure the implementation of a comprehensive system like DRP (disaster recovery plan) in the library. DRP system will prevent instability when accessing data and it can assist the possibility of the damaged document or anticipated the lost data in the library system.

5 CONCLUSION

And discussion of research findings indicated various conclusion relating to:

- a. That there is significant influence of variable organization culture (X) to improving employee engagement (Y).
- b. That there is no significant influence of variable digital transformation (Z) to improving the interaction between organization culture (X) and employee engagement (Y)

6 SUGGESTIONS

1. The library of Universitas Negeri Medan should improve the digital system that is operating, especially it will be related to digital transformation resources. This system will make network barriers that caused bad in the coordination process.
2. The head of the library can discuss with the rector or the official leader in Universitas Negeri Medan how to evaluate or adjust the commission that will be given to their employees. Because their capability to have a good work result should get an appreciation from the leader. Employees will feel encouraged and they have always improved their services and work in the library of Universitas Negeri Medan.
3. The leader from the library of Universitas Negeri Medan should give more personal attention. By guiding, advising, and acting

like a mentor, teacher, or facilitator the employees. In addition, respecting the individual differences so the employees can increase their creativity and innovation and they also feel that the leader cares about their personal feelings and needs.

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