

Improving Employee Performance through Digitalization and Skilling Processes

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Abstract

This research aims to describe digitalization, work skills, job satisfaction and employee performance and improve employee performance through the digitalization process and skills in shipping companies. The number of samples in this study was 165 people. The causal relationship between variables will be tested using the SEM analysis model. This research found that the digitalization of shipping companies' departure information and ship arrival notifications creates ease of work, which impacts employee performance in terms of quality and quantity achieved by employees. Work skills for implementing digitalization, such as inaportnet ship services, especially in terms of communication, improve the quality and quantity of employee performance. Thus, increasing employee performance has been influenced by digitalization and skills. Several theoretical and practical implications, as well as implications for further research, this research can contribute to improving employee performance. For policymakers, it becomes input in formulating information and communication technology policies to improve performance in shipping companies. As a suggestion for further research, further research is required to examine the issue of improving employee performance through digitalization and general work skills on cruise ships.

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1. Introduction

The development of society has shifted from an economy based on commodities and manual labor to an economy based on high-performance knowledge and human capital (Jara et al., 2015; Sulistyan et al., 2023). Employees must be ready to change jobs and be flexible in acquiring skills. Information and communication technology is pervasive in the workplace, and there is a high demand for employees who are proficient in it. Studying differences in digital skills and developing interventions for skill improvement, in recent years, frameworks and definitions of skills have been introduced (e.g., 21st-century skills, digital skills, digital competencies, digital literacy, e-skills, internet skills).

According to Poister (2010), performance excellence in an organization is the process of achieving a program of activities or policies to realize an organization's goals, objectives, vision, and mission as outlined through strategic planning. Performance has a very determining role in directing all organizational activities regarding institutions, business and employees. Performance measurement is a performance-based management tool used as a basis for conducting performance assessments to assess the success or failure of an organization, program, or activity.

Approaches to the definition of digital skills have shifted from a technical orientation towards a broader perspective that considers content-related or higher-order skills (Claro et al., 2012). A recent systematic academic literature review proposed seven core skills with a digital component. The identified 21st-century digital skills are technical, information, communication, collaboration, creativity, critical thinking, and problem-solving (Van Laar et al., 2017). Digitalization in the

workplace is a technology-based activity that creates new ways of working that organizations need. In the work environment, digitalization has an effect on overall efficiency and performance. The implementation of digitalization in the workplace was introduced to improve performance, but the complexity of learning digitalization requires extra time and employee willingness to learn new technology (Hawa & Solomon, 2020).

The problem that shipping companies in South Kalimantan often need help with is that the distribution activities carried out by shipping companies, namely by delivering large goods between cities, between islands and even between countries, experience obstacles in terms of information and communication. Some companies still use manual systems or paper-based systems, which creates problems such as goods being sent experiencing obstacles that should be known by the recipient or sender, considering that these companies have limited coverage of information systems, so they do not arrive, giving rise to new problems that should be resolved by only a short time (Mc Easy, 2021). Problems like this are why shipping companies are sometimes considered bad in the eyes of the public, causing consumers to no longer trust them. Thus, research is needed to provide solutions to companies regarding improving work skills and digitizing performance quality through job satisfaction in South Kalimantan shipping companies.

This research analyzes the influence of digitalization and work skills on employee performance. The theoretical benefit of the results of this research is for the development of science in enriching scientific conceptions, especially regarding the mediating role of the cost of capital in the relationship between corporate governance, corporate risk management, corporate social responsibility, and company size in increasing company value. The practical benefit of this research for investors is that it can provide information in considering aspects that need to be taken into account in investment, apart from considering monetary measures but also paying attention to aspects of corporate governance, corporate risk management, disclosure of corporate social responsibility, and company size. , which can increase company value. For companies, it can contribute ideas about the importance of good corporate governance, implementation of corporate risk management, reported corporate social responsibility activities, and the cost of capital as a basis for consideration in making company policies to increase company value.

Literature Review

Human behavior theory refers to concepts and principles used to understand human behavior. This theory covers various approaches and disciplines, including psychology, sociology, anthropology, and other social sciences. Human behavior theory aims to explain, predict, and sometimes change human behavior. Some general concepts in human behavior theory involve understanding the factors influencing behavior, motivation, individual development, social interactions, and the environment.

According to Robbins (2016), individual performance results from the quality and quantity achieved by a person in carrying out his duties based on the responsibilities given to him. Thus, performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities and satisfaction given to him. According to Robbins (2016), Harjono et al. (2024), Suryaning et al. (2023). Several indicators for measuring individual employee performance include work quality, quantity, timeliness and reliability.

Digitalization includes the meaningful use of digital skills for corporate work, the development of digital media capabilities through active participation and critical evaluation of digital culture, and the application of information literacy skills and strategies to corporate work. Digitalization can be one of the significant links between e-learning experiences. Digitalization can imply technology-related knowledge, skills, attitudes and competencies to use digital technology to meet goals and expectations (Kim et al., 2019).

Robinson (2000) defines work skills as the basic skills or abilities possessed and needed to obtain, maintain and do a good job. Refers to the job skills necessary to get, keep, and do a good job. Job skills include communication, teamwork, problem-solving, self-management, planning and organizing, technology, and lifelong learning. More broadly, work skills are the abilities needed to get and do an excellent job as measured by indicators: communication, problem solving and cooperation (DeGuzman & Choi, 2013). Therefore, the researchers took the initial hypothesis,

namely that digitalization and work skills positively and significantly affect employee performance.

2. Methods

This research is included in the category of causal associative research using a quantitative approach. According to Sanusi (2011), causal associative research is designed to examine the possibility of a cause-and-effect relationship between variables. The respondents in this research were all employees who handled permits for the arrival and departure of ships at 39 shipping companies in South Kalimantan, totaling 367 people. Based on the population, the researcher calculated the sample using the Slovin formula with the following calculations:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{367}{1 + 367(0,05)^2}$$
$$n = \frac{367 \times 400}{400 + 367}$$
$$n = \frac{146800}{767}$$
$$n = 191.39$$

The number of samples in this study used a margin of error of 0.05, 191.39, so it was rounded to 191 people. The sampling technique used was simple random sampling.

This research relates to human resources, especially those related to digitalization, work skills, job satisfaction and employee performance. The research subjects were employees at the South Kalimantan shipping company. The data analysis technique researchers use is Structural Equation Modeling (SEM). SEM allows research to test the validity and reliability of research instruments and confirm the accuracy of the model while testing the influence of one variable on other variables.

3. Results and Discussion

3.1. Results

The digitalization variable has a total variable average of 3.80. Indicators that can reflect digitalization are online-based information systems and software indicators, which have an average value above 3.80. The online-based software indicator has the highest average value, namely 3.89; next is the information system indicator, with an average value of 3.80, and the indicator with the lowest average is worked communication tools at 3.71. The digitalization variable with the online-based software indicator with the highest average value of 3.89 was obtained for the statement item providing software to obtain information of 3.90 in the first order and the statement providing software to convey information of 3.89 in the second order. The digitalization variable with the information system indicator has an average value of 3.80, obtained from the statement providing information technology equipment with 3.81 in first place and the statement providing procedural equipment with 3.79 in second place. The indicator for work communication tools in the digitalization variable has the lowest average value of 3.71, obtained from the statement of communication tools via email of 3.72 in first place and the statement of communication tools via WhatsApp group of 3.71 in second place.

The information system for shipping companies in South Kalimantan is carried out with the availability of information technology tools to apply for permits to manage shipping companies in

South Kalimantan. This is shown by the average value of 3.81, which is more significant than 3.80, which is the average value of information system indicator items and is considered to represent the information system in developing the company. The company providing procedural tools has a value of 3.79, meaning that respondents agree and are considered able to represent the information system in shipping companies in South Kalimantan.

Work communication tools at shipping companies in South Kalimantan are carried out using email communication tools at shipping companies. This is shown by the average value of 3.72, more significant than 3.71, which is the average value of the work communication tool indicator items and is considered to represent work communication tools in developing the company. The communication tool using WA groups in shipping companies in South Kalimantan has an average value of 3.71, which means that respondents agree and are considered able to represent work communication tools in shipping companies in South Kalimantan.

Online-based software for shipping companies in South Kalimantan is carried out by providing software to obtain information on shipping companies. This is shown by the average value of 3.90, more significant than 3.89, which is the average value of the online-based software indicator items and is considered to represent online-based software in developing the company. Providing software to convey information in shipping companies has an average value of 3.89, which means that respondents agree and are considered to be able to represent online shipping-based software in South Kalimantan.

The work skills variable has a total variable average of 3.86. Communication and cooperation are indicators that reflect work skills, with an average of above 3.86. The cooperation indicator has the highest average value, namely 3.90, then the communication indicator is 3.86, and the indicator with the lowest average is problem-solving at 3.84. The work skills variable with the cooperation indicator has the highest average value of 3.90, which was obtained for the statement item of having skills in overcoming network disruptions of 3.92 in first place and the statement of having the ability to overcome application disruptions of 3.88 in second place. The work skills variable with communication indicators has an average value of 3.86, obtained from the statement of skills in using networks of 3.87 in first place and the statement of ability to use computer equipment of 3.85 in second place. The problem-solving indicator in the work skills variable has an average value of 3.84, which is obtained from correctly stating the work stages at 3.86 in the first order and sequentially stating the work stages at 3.83 in the second order.

Communication with shipping companies in South Kalimantan is carried out by the skills to utilize technological networks in developing shipping companies in South Kalimantan. This is shown by the average value of 3.87, which is more significant than 3.86, which is the average value of communication indicator items and is considered to represent communication. The ability to use computer equipment is valued at 3.85, which means that the respondent agrees and is considered able to represent communications in shipping companies in South Kalimantan. Problem-solving at shipping companies in South Kalimantan is carried out according to the correct work stages at the shipping company. This is indicated by the average value of 3.86, which is more significant than 3.84, which is the average value of problem-solving indicator items and is considered to represent problem-solving. The work stages carried out sequentially have a value of 3.83, which means that the respondent agrees and is considered to represent solving problems in shipping companies in South Kalimantan. Collaboration with shipping companies in South Kalimantan is carried out by having the skills to overcome network disruptions in shipping companies. This is shown by the average value of 3.92, more significant than 3.90, which is the average value of employee cooperation indicator items and is considered to represent the implementation of cooperation in shipping companies in South Kalimantan.

Employee performance variables have a total variable average of 4.11. Indicators that can reflect employee performance are work quality, work quantity and timeliness, which have an average of above 4.11. The punctuality indicator has the highest average value, namely 4.25, then the indicators for work quality and work quantity are 4.16, and the indicator with the lowest average is reliability at 3.89. The employee performance variable with the punctuality indicator has an average value of 4.25, obtained from the item stating that arrival and departure permits are completed on time, which both have an average of 4.25. The employee performance variable

with work quality indicators has an average value of 4.16, obtained from statements of work completed based on procedures and completed correctly, with the same value of 4.16.

The work quantity indicator in the employee performance variable has an average value of 4.16, which is obtained from the permit statement completed based on targets, and the system for accelerating submissions has the same value, namely 4.16. The reliability indicator for the employee performance variable has an average value of 3.89, which is obtained from the statement that when the arrival permit is completed correctly, it has a value of 3.90 in the first place and the statement that when the ship departure permit is completed correctly has a value of 3.88 in second place. The quality of work at shipping companies in South Kalimantan is carried out by procedures and completed correctly at shipping companies in South Kalimantan. This is shown by the average value of 4.16, where this value corresponds to the value of 4.16, which is the average value of the work quality indicator items and is considered to represent the quality of work in developing shipping companies in South Kalimantan.

The quantity of work at shipping companies in South Kalimantan is carried out in accordance with departure permits completed based on targets and accelerating ship queue permits at shipping companies in South Kalimantan. This is shown by the average value of 4.16, which corresponds to the value of 4.16, which is the average value of the work quantity item and is considered to represent the work quantity in developing shipping companies in South Kalimantan. Permits are carried out punctually at shipping companies in South Kalimantan to ensure ships' timely arrival and departure. This is shown by the average value of 4.25, where this value corresponds to the value of 4.25, which is the average value of the timeliness indicator items and is considered to represent timeliness in developing shipping companies in South Kalimantan.

Reliability in shipping companies in South Kalimantan is carried out by adequately completed ship arrival permits at shipping companies in South Kalimantan. This is shown by the average value of 3.90, more significant than 3.89, which is the average value of the reliability indicator items and is considered to represent reliability in developing shipping companies in South Kalimantan. Ship departure permits completed correctly have a value of 3.88, which means that the respondent agrees and represents the reliability of shipping companies in South Kalimantan.

Furthermore, the results of testing the effect of digitalization and work skills on employee performance are as follows:

Table 1. Standardized Regression Weight Digitalization and Job Skills on Employee Performance

Exogenous	Variable	Coef. Raw	C.R.	p-value	Information
	Endogenous				
Digitalization	Employee Performance	0.22	2,096	0.036	Significant
Job Skills	Employee Performance	0.28	3,907	0,000	Significant

Source: Data Processed (2023)

The table above shows that the regression coefficient from digitalization on employee performance is 0.22 with a CR of 2.096 and a p-value of 0.036 (smaller than 0.05). This shows that digitalization has a positive and significant effect on employee performance. The regression coefficient of work skills on performance is 0.28 with a CR of 3.907 and a p-value of 0.000 (smaller than 0.05). This shows that work skills significantly affect employee performance; thus, from the results of statistical tests, hypothesis 2 states that digitalization and work skills have a positive and significant effect on employee performance.

3.2. Discussion

Digitalization is the willingness to switch and apply technology to create innovative opportunities and achieve convenience through regulations. In shipping companies, digitalization plays a role in employees' willingness to switch and apply technology to create innovative opportunities and achieve ease of approval by company regulations. This research shows that information systems, work communication tools, and online-based software contribute to digitalization.

Of these three indicators, the condition of online-based software has the highest reflection compared to the others, especially in the provision of inaportnet software for obtaining

employment information. These three indicators have provided a positive reflection on digitalization. This indicator reflects digital value, which is the willingness to switch and apply technology to create innovative opportunities and achieve ease of carrying out approvals by regulations for shipping companies in South Kalimantan. This is reflected by online-based software that can convey and obtain job information. An information system provides technological tools for applying for permits and works as a communication tool to convey information via WhatsApp groups or email shipping companies in South Kalimantan.

The statement above is supported by the results of research conducted by Kim et al. (2018) that digitalization includes the meaningful use of digital skills for work, the development of digital media capabilities through active participation and critical evaluation of digital culture. Digitalization has three indicators, according to (Kim et al., 2018), namely information systems, work communication tools, and online-based software. The results of respondents' perceptions of shipping companies in South Kalimantan show that digitalization has three indicators: information systems, work communication tools and online-based software. The highest indicator that reflects digitalization states that online-based software is the main factor contributing to digitalization. This is understandable because employees at shipping companies in South Kalimantan tend to agree that shipping companies provide software to convey and obtain job information. Furthermore, information system indicators reflect digitalization because respondents agree that companies provide information technology tools for licensing applications in South Kalimantan shipping companies.

Indicators of work communication tools in shipping companies in South Kalimantan have yet to be able to contribute to digitalization. This can be understood by respondents who tend to agree that shipping companies convey employment information via WhatsApp groups and email. This research analysis shows that information systems, work communication tools and online-based software contribute to digitalization in shipping companies. Companies can build digitalization with software to obtain and convey information, information systems via technological devices, and communication tools via WhatsApp groups and email.

Employee performance results from the quality and quantity a person achieves in carrying out their duties based on their responsibilities. In shipping companies, employee performance is needed due to the quality and quantity achieved by employees in the shipping licensing sector in carrying out their duties based on the responsibilities given to them in the company.

This research shows that employee performance is influenced by work quality, work quantity, timeliness, and reliability. Timeliness has the highest reflection of these four indicators, especially in completing work correctly and quickly. These four indicators have provided a positive reflection on employee performance. This indicator reflects the hedonic value resulting from the quality and quantity achieved by employees in the shipping licensing sector in carrying out their duties based on the responsibilities given to shipping companies in South Kalimantan.

The performance of shipping companies in South Kalimantan is reflected by the punctuality in handling licensing for the arrival and departure of ships at shipping companies. Quality work is carried out by procedures and completed correctly. The quantity of employee work in completing work is based on targets and the inaportnet system, which speeds up queuing permits at shipping companies in South Kalimantan. Reliability of employees at shipping companies who arrange permits for ship arrivals that are completed correctly. The statement above is based on research conducted by Davidescuet al. (2020), which states that high employee performance is essential for improving efficient, effective, and productive performance. High employee performance will be able to become a pillar to withstand the turmoil of life from outside the organization, which puts pressure both psychologically and has a financial impact (Soomro & Shah, 2019).

According to Robbins (2016), several indicators for measuring individual employee performance include work quality, quantity, timeliness and reliability. Work quality is measured by employees' perceptions of the quality of work produced, task abilities, and employee skills and abilities. Work quantity is the amount produced expressed in terms such as the number of units and the number of activity cycles completed. The results of respondents' perceptions at shipping companies in South Kalimantan show that employee performance has four indicators: work quality, work quantity, timeliness and reliability. The highest indicator that reflects employee

performance states that punctuality in shipping companies is the main factor contributing to employee performance.

This is understandable because employees at shipping companies in South Kalimantan tend to agree that employees at shipping companies complete timely processing of arrival and departure permits. Furthermore, work quality indicators also reflect employee performance because respondents agree that employees complete permits according to procedures and that they are completed correctly at South Kalimantan shipping companies. The quantity of work also reflects employee performance because respondents tend to agree that employees at the company complete their work based on targets and the inaportnet system, which speeds up permit applications at South Kalimantan shipping companies. Reliability indicators in shipping companies in South Kalimantan have not been able to contribute to employee performance. This can be understood by respondents who agree that permits for ship arrivals are completed correctly.

Analysis of this research shows that employee performance in shipping companies is contributed by work quality, work quantity, timeliness and reliability. This means that employee performance in the company can be built by punctuality in processing permits for ship arrivals and departures, quality of work that complies with inaportnet procedures, quantity of work completed based on targets that speed up permit applications, and reliability in processing permits for proper ship arrivals.

The willingness of employees to apply shipping company online-based manifest submission service system technology, including notification of departures and notifications of ship arrivals, both international and domestic, can create ease of work, which has an impact on employee performance in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities.

The results of this study support research conducted by Kim et al. (2019) and Zhen et al. (2021), who stated that digitalization has a positive and significant effect on employee performance. Work skills for implementing Inaportnet ship services, especially in terms of communication, include communication skills for using Inaportnet for registration and gaining access to the Indonesian National Single Window (SINSW) System, service skills for international ship arrivals carried out via Inaportnet or SINSW, skills for serving international ship departures carried out through inaportnet or SINSW, and skills as a ship operator, agent or PBM to make PNBP payments using billing codes.

Paying non-tax state revenues using a billing code forwarded through SINSW improves employee performance in terms of quality and quantity achieved by employees in carrying out their duties. This aligns with research conducted by Yang et al. (2016), Rasaki and Abioye (2018) stated that work skills positively and significantly affect employee performance. Increasing employee performance is more determined by independent work skills than digitalization in shipping companies.

The willingness to implement a service system for submitting manifests, departure notifications and notification of ship arrivals both internationally and domestically can create opportunities for innovation to achieve ease of work which has the impact of creating opportunities for innovation to achieve ease of work which has an impact on the effectiveness and efficiency of work carried out by employees to achieve company goals by excellent and valuable.

The willingness to apply technology to create innovation opportunities to achieve ease of work impacts the quantity of work and the time used during assigned work. Technology creates innovation opportunities to achieve ease of work, which impacts the quality of work timeliness and maximum use of time. Creating opportunities for innovation to achieve ease of work has an impact on the level of work consistency in accordance with job functions without making work procedure errors.

The readiness of the inaportnet information system, which is designed as a process for storing and distributing information, will improve employee performance results in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities. The availability of visual and audio electronic media used as information in work can shape employee performance results in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities.

The ability to prepare inaportnet devices on a computer server to the Internet can create employee performance results in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities. The readiness of the inaportnet information system, which is designed as a process for storing and distributing information, will increase the effectiveness and efficiency of work carried out by employees to achieve company goals well and efficiently.

The readiness of an information system designed as a process for storing and distributing information will increase the quantity of work and the utilization of time used during assigned work. The readiness of an information system designed as a process for storing and distributing information will improve the quality of work timeliness and maximum utilization of time. The readiness of an information system designed to store and distribute information will increase work consistency by the job function without making work procedure errors.

The availability of visual and audio electronic media used as information in work can shape the effectiveness and efficiency of work carried out by employees to achieve company goals well and effectively. The availability of visual and audio electronic media used as information in work can shape the quantity of work and the utilization of time used during assigned work. The availability of visual and audio electronic media used as information in work can shape the quality of work timeliness and maximum utilization of time.

The availability of visual and audio electronic media used as information in work can form work consistency by work functions without making work procedure errors. The ability to set up inaportnet devices on a computer server to the Internet can create effectiveness and efficiency in the work carried out by employees to achieve company goals well and efficiently.

Setting up inaportnet devices on a computer server to the Internet can create a quantity of work and utilization of time used during assigned work. Setting up inaportnet devices on a computer server to the Internet can create quality work timeliness and maximum time utilization. The ability to prepare inaportnet devices on a computer server to the Internet can create a level of work consistency in accordance with work functions without making work procedure errors.

Skills in carrying out collaboration with Inaportnet in ship services, skills in using Inaportnet to register and gain access to the Indonesia National Single Window (SINSW) System, service skills for international ship arrivals carried out via Inaportnet or SINSW, skills in serving international ship departures carried out via inaportnet or SINSW, and skills as a ship operator, agent, to make non-tax state revenue payments using the billing code forwarded through SINSW to improve employee performance results in terms of quality and quantity achieved by employees in carrying out their duties based on the responsibilities given to them. This aligns with research conducted by Rasaki and Abioye (2018), which states that work skills positively and significantly affect employee performance.

Skills in using Inaportnet to register and gain access at SINSW, skills in serving international ship arrivals via Inaportnet or SINSW, skills in serving international ship departures via Inaportnet or SINSW, and skills in being a ship operator agent to make non-tax state revenue payments using Billing codes that are forwarded through SINSW increase the effectiveness and efficiency of work carried out by employees to achieve company goals well and effectively.

The basic skills that employees possess will increase the quantity of work and the utilization of time used during the assigned work. The basic inaportnet skills possessed by employees that are carried out well improve the quality of work timeliness and maximum utilization of time. The basic inaportnet skills possessed by employees that are carried out well increase work consistency by their job functions without making work procedure errors.

Skills in carrying out collaboration and communication with Inaportnet in ship services for registration and gaining access at SINSW to international ship arrivals so that you can serve ship departures via Inaportnet or SINSW to make PNPB payments using billing codes can encourage employee performance results in terms of quality and quantity achieved by employees in carrying out his duties based on the responsibilities given to him.

Increasing identification and practical solutions to overcome communication problems appropriately can improve employee performance results in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities. Increasing cooperation between individuals or groups to achieve goals can impact employee performance

results in terms of quality and quantity achieved by employees in carrying out their duties based on their responsibilities.

Skills in carrying out collaboration and communication with inaportnet in ship services for registration and gaining access at SINSW to international ship arrivals so that they can serve ship departures via inaportnet or SINSW to make PNPB payments using billing codes can encourage the effectiveness and efficiency of work carried out by employees to achieve goals company well and efficiently. The quality of the communication process in giving and receiving various information with other people verbally and non-verbally can encourage the quantity of work and the utilization of time used during assigned work.

The quality of the communication process in giving and receiving various information with other people verbally and non-verbally can encourage the quality of work timeliness and maximum use of time. The quality of the communication process in giving and receiving various information with other people verbally and non-verbally can encourage work consistency by the job function in order to make sure work procedures are correct.

Increasing identification and practical solutions to address communication problems appropriately can develop the effectiveness and efficiency of work carried out by employees to achieve company goals well and effectively. Increasing the identification and practical solutions to overcome communication problems appropriately can increase the quantity of work and utilization of time used during assigned work. Increasing the identification of practical solutions to overcome communication problems appropriately can develop the quality of work timeliness and maximum utilization of time. Increased identification and practical solutions to appropriately overcome communication problems can develop work consistency in accordance with job functions without making work procedure errors.

Increasing cooperation between individuals or groups to achieve goals can impact the effectiveness and efficiency of the work carried out by employees to achieve company goals well and efficiently. Increasing cooperation between individuals or groups to achieve goals can impact the quantity of work and the utilization of time during assigned work. Increasing cooperation between individuals or groups to achieve goals can impact the quality of work timeliness and maximum use of time. Increasing cooperation between individuals or groups to achieve goals can impact work consistency through job functions without making work procedure errors.

4. Conclusion

Based on the research objective of analyzing the influence of digitalization and work skills on employee performance, it is concluded that the shipping company's digitization of departure information and ship arrival notifications creates ease of work, which has an impact on employee performance in terms of quality and quantity achieved by employees. Work skills in implementing inaportnet ship services, especially in terms of communication, improve employee performance quality and quantity. From the research results and conclusions stated above, the researcher suggests that in the future, a broader study is needed regarding improving employee performance through digitalization, work skills and general job satisfaction in shipping companies.

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