

ABSTRAK

Transformasi digital menuntut organisasi sektor publik, termasuk Bagian Umum Sekretariat Daerah Kabupaten Jember, untuk mengembangkan budaya organisasi digital serta meningkatkan kompetensi pegawai melalui pelatihan berkelanjutan. Namun, capaian kinerja instansi menunjukkan fluktuasi dan kecenderungan menurun, sehingga diperlukan analisis empiris mengenai faktor faktor yang memengaruhi produktivitas kerja pegawai. Penelitian ini bertujuan untuk menganalisis pengaruh Budaya Organisasi Digital dan Pelatihan Pengembangan Pegawai terhadap Produktivitas Kinerja Pegawai dengan Employee Engagement sebagai variabel moderasi. Metode penelitian menggunakan pendekatan kuantitatif explanatory dengan teknik sensus terhadap 101 pegawai serta analisis data menggunakan Structural Equation Modeling–Partial Least Square (SEM PLS). Hasil penelitian menunjukkan bahwa Budaya Organisasi Digital tidak berpengaruh signifikan terhadap produktivitas kerja pegawai. Pelatihan Pengembangan Pegawai juga tidak berpengaruh signifikan terhadap produktivitas. Namun, Employee Engagement terbukti memiliki pengaruh langsung paling kuat terhadap produktivitas kinerja pegawai. Selain itu, Employee Engagement mampu memoderasi hubungan antara Budaya Organisasi Digital terhadap produktivitas, meskipun dengan arah moderasi negatif, yang berarti keterikatan pegawai justru memperlemah pengaruh budaya digital terhadap produktivitas. Employee Engagement juga memperkuat pengaruh pelatihan terhadap produktivitas kerja pegawai. Temuan ini menegaskan bahwa keterikatan pegawai adalah faktor dominan dalam peningkatan produktivitas, sementara budaya digital dan pelatihan baru akan efektif apabila diimbangi dengan tingkat engagement yang tinggi. Penelitian ini memberikan implikasi praktis bagi instansi pemerintah daerah untuk memprioritaskan strategi peningkatan engagement dalam mengoptimalkan transformasi digital dan program pengembangan SDM.

Kata kunci: Budaya Organisasi Digital, Pelatihan Pengembangan Pegawai, Employee Engagement, Produktivitas Kerja, SEM PLS

ABSTRACT

Digital transformation requires public sector organizations, including the General Affairs Division of the Regional Secretariat of Jember Regency, to develop a digital organizational culture and enhance employee competencies through continuous training. However, the agency's performance achievements show fluctuations and a downward trend, indicating the need for an empirical analysis of the factors influencing employee work productivity.

This study aims to analyze the effect of Digital Organizational Culture and Employee Development Training on Employee Performance Productivity, with Employee Engagement as a moderating variable. The research employs a quantitative explanatory approach using a census technique involving 101 employees. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

The results indicate that Digital Organizational Culture does not have a significant effect on employee work productivity. Employee Development Training also does not significantly affect productivity. However, Employee Engagement is proven to have the strongest direct effect on employee performance productivity. Furthermore, Employee Engagement moderates the relationship between Digital Organizational Culture and productivity, although with a negative moderation effect, meaning that employee engagement actually weakens the influence of digital culture on productivity. Employee Engagement also strengthens the relationship between training and employee work productivity.

These findings emphasize that employee engagement is the dominant factor in improving productivity, while digital culture and training programs will only be effective when accompanied by high levels of engagement. This study provides practical implications for local government institutions to prioritize engagement enhancement strategies in optimizing digital transformation and human resource development programs.

Keywords: Digital Organizational Culture, Employee Development Training, Employee Engagement, Work Productivity, SEM-PLS

