

Research Article

Improved Shipping Company Performance Created by Digital Business Transformation and Corporate Culture

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Abstract.

The pace of digital business transformation is accelerating; digital transformation cannot be a one-time activity, so organizations must develop a continuous development mentality and culture of adapting services and systems faster and more frequently by incorporating new technologies and practices to meet customer expectations. The study aimed to analyze the effect of digital transformation on cultural transformation on the performance of shipping companies, with job satisfaction as a mediating factor. Data analysis in this study is SEM analysis with the analysis of moment structure (AMOS) program. Respondents in this study were all employees who handled ship arrival and departure permits at 39 shipping companies in South Kalimantan, totaling 367 people. Based on the Slovin formula, the number of samples used were 191. The results show that digital business transformation and corporate culture transformation can improve the quality, quantity, and reliability of shipping company performance with job satisfaction as a mediating factor. The results of the research on the performance of shipping companies that are influenced by digital business transformation and corporate culture transformation can broaden and deepen the development of the digital government readiness assessment theory of change applied in both developing and developed countries as a measuring tool for the economy of countries and companies.

Keywords: shipping company performance, digital business transformation, corporate culture

1. Introduction

The role of digitization is to explain the process of transferring technology from previously conventional (printed) to digital. Digitization is essential because it can make it easier to reach customers digitally, cost efficiency, and expand the network [1]. Digitalization in the workplace is a technology-based activity that creates new ways of working that organizations need. In the work environment, digitalization affects overall efficiency and performance. Implementing digitalization in the workplace was introduced to improve performance, but the complexity of learning digitalization requires extra time and employee willingness to learn new technologies [2].

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Performance is designed to assess how well the activity is and can identify quality and quantity aspects [3] that have made continuous improvements. The primary purpose of performance is to improve the quality of employees to achieve organizational goals and comply with predetermined standards of behaviour to produce the desired actions and results. These standards of behaviour can be in the form of policies or formal plans, which will later be outlined in the budget set by the company [4].

The importance of work skills as a skill or discipline factor in employees to fulfil all jobs can be obtained with practice, from training and experience to increase job satisfaction and employee performance. Work skills must also exist for each employee, where the employee's skill, strength, and dexterity when handling the work given by the organization will make the employee fulfil some organizational goals [5].

The skills exhibited by employees can encompass a range of areas, including communication and problem-solving. However, it is worth noting that job satisfaction can be fostered through cooperation [6,7]. This is because job satisfaction is indicative of an individual's overall attitude towards their work, which is determined by the perceived disparity between the benefits they receive and the benefits they believe they should receive. Job happiness is a crucial aspect that individuals experience inside their professional environments. Individual workers possess unique qualities, resulting in varying levels of job satisfaction, which in turn can have diverse effects.

One recurring challenge encountered by shipping service providers in South Kalimantan pertains to the distribution activities conducted by shipping companies. These activities involve the transportation of substantial goods across cities, islands, and even international borders. However, a significant issue arises in terms of information and communication, hindering the smooth execution of these operations. 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 [8].

The objectives to be achieved in this research include describing digitalization, work skills, job satisfaction and employee performance and analyzing the influence of digitalization variables and work skills on employee performance and satisfaction. Furthermore, this research also aims to analyze the influence of digitalization and work skills on employee performance through job satisfaction. The benefits obtained from

this research include improving employee performance by looking at the influence of work skills and digitalization to improve employee performance.

2. Theoretical Review

2.1. Human behavior

Human behavior refers to the demonstrated potential and ability of an individual or a collective entity to react to both internal and external stimuli during the course of their lifespan. The author [9] provided an explanation that posits behavior as being influenced by a combination of hereditary and environmental influences that shape an individual's actions. Behaviour is additionally influenced by cognitive processes and affective experiences, which contribute to the formation of attitudes and values, hence offering valuable insights. Human behavior is influenced by psychological features, as individuals possess varying personality types that result in distinct actions and behaviors.

According to Farnsworth [10], behaviour is the second most significant factor after environmental factors that influence the health of individuals, groups or communities. Health behaviour is a person's response to health, illness and disease stimuli. Human behaviour is divided into 3 (three) domains or areas: cognitive, affective, and psychomotor.

2.2. Performance

Digitalization and work skills affect individual performance based on the digital government readiness assessment theory of change [11], which explains government digitalization practices. Digital government readiness implemented in developing and developed countries to provide opportunities for diagnosing digitalization strategies as a tool: digital economy country assessment (DECA), digital infrastructure initiative (DII) and enterprise performance tool. Performance, according to Robbins [12], is the result of the quality and quantity that a person achieves in carrying out his duties based on his responsibilities. Thus, performance (work achievement) results from work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities and satisfaction given to him. According to Robbins [12], several

indicators for measuring individual employee performance include work quality, work quantity, timeliness and reliability.

According to Cashmere [13], factors that influence employee performance are skills and abilities, or a person's skills in adapting to work, and satisfaction factors at work because of feelings of like or happiness; a person's pleasure in carrying out a job can create good performance. Employees feel happy or enjoy their work so that the results of their profession are successful. Another factor influencing performance is work motivation, which can include the comfort of the activity area, such as room, layout, tools and adequate infrastructure. High employee performance is essential for improving efficient, effective and productive performance.

2.3. Job satisfaction

Job satisfaction refers to an individual's favorable emotional state resulting from the assessment of their work. The measurement of this phenomenon encompasses various markers, namely professional development, working relationships with superiors, and relationships with co-workers [14]. This paper aims to explore the various factors that have been identified as influential in determining job satisfaction. The analysis will draw upon a range of scholarly sources to provide a comprehensive understanding of these factors. Job satisfaction is influenced by various factors, specifically employee skill factors. These factors are intrinsic to the employee and encompass intelligence (IQ), age, gender, physical condition, education, experience, length of service, personality traits, emotional disposition, cognitive processes, perception, work attitudes, and specialized skills.

According to Herzberg's two-factor theory, maintenance factors are identified as various things that can potentially induce feelings of contentment or dissatisfaction [15]. Several elements have been identified as potential sources of employee unhappiness, including as organizational rules, supervision practices, the interplay between personal and working situations, and remuneration. Motivational variables that engender satisfaction and foster diligent work performance encompass effective execution, acknowledgment, the nature of the task itself, responsibility, and the cultivation of individual potential. The components contributing to the balance factor in this context include the input outcome and comparison individual. The input refers to the entirety of the value that employees receive, which aids in the execution of their work. All employees will experience a sense of satisfaction in relation to their job performance.

2.4. Digitalization

According to reference Chonsawat & Sopadang [16], enterprise digitalization refers to the capacity to effectively harness the opportunities presented by digitalization. Digitalization encompasses the utilization of pertinent digital competencies in professional settings, as well as the cultivation of digital media proficiencies through active engagement and discerning assessment of digital culture. According to Kim et al. [17], digitalization has three indicators: information systems, work communication tools, and online-based software. Digitization also aims to express technology-related knowledge, skills, attitudes, and competencies in using digital technology to fulfil goals [17]. This research shows that digitalization can encourage performance improvement and has a significant positive effect.

2.5. Work skills

Employability skills refer to the capacity to effectively collaborate with, comprehend, and create a stimulating atmosphere for others, both on an individual basis and within a collective setting [18]. One's repertoire of job skills encompasses the capacity to comprehend, modify, guide, and regulate the conduct of both individuals and collectives. According to [9], employee skills refer to the general and non-technical competencies that employees have and need to do all work, regardless of type or level of work; several indicators can reflect employee work skills, namely communication, problem-solving, and collaboration. Work skills significantly determine a person's performance [18].

3. Research Methods

3.1. Research design

The present study falls under the realm of causal associative research, employing a quantitative methodology. This study aims to elucidate the correlation between the variables under investigation in terms of their influence on one another. As stated by the source cited as Grahita [19], a quantitative methodology is grounded in the positivist ideology and is employed to investigate certain populations or samples. This approach

involves gathering data through quantitative or statistical analytic techniques, with the objective of testing pre-existing hypotheses.

3.2. Research scope

This research relates to human resources, especially those related to digitalization and work skills as exogenous variables, job satisfaction as an intervening variable and employee performance as an endogenous variable. The object of research in this study is employees at a shipping company in South Kalimantan.

3.3. Population and research sample

The participants of this study consisted of workers responsible for managing ship arrival and departure permits at 39 shipping enterprises located in South Kalimantan. The total number of respondents included in the study was 367 individuals. The sample size in this study was 191.39, necessitating rounding up to 191 individuals. The employed sample strategy was proportionate random sampling.

3.4. Research instruments and data sources

The research instrument employed in this study is a questionnaire. In order to ascertain the soundness and dependability of the research instrument, it is important to conduct validity and reliability assessments on the questionnaire. The major data utilized in this study was collected directly from research participants through a closed questionnaire that was constructed using a Likert scale. According to a study conducted by Sugiyono [20], the Likert scale is a tool used to assess the attitudes, views, and perceptions of individuals or groups towards social phenomena.

3.5. Data analysis techniques

The analysis technique uses descriptive analysis to assess characteristics such as average, median, mode, standard deviation, variance, etc. It uses Structural Equation Modeling (SEM) analysis by testing the causal relationship between digitalization variables and work skills on job satisfaction. Therefore, descriptive analysis techniques were used to describe the research variables and SEM analysis techniques using the

AMOS (Analysis of Moment Structure) program package to analyze the data in this research.

4. Results and Discussion

4.1. Research results

4.1.1. SEM analysis results

In this study, inferential analysis employs structural equation modelling (SEM) tools to test research models and hypotheses. The SEM technique is used to investigate the causal link directly between the influence of digitalization and work skills on performance or indirectly on the influence of digitalization and work skills on performance through the variable job satisfaction. Simultaneously, this model examines the factor loading and regression weight of digitalization and work skills on performance via the measure of job satisfaction. As shown in the Figure 1 below:

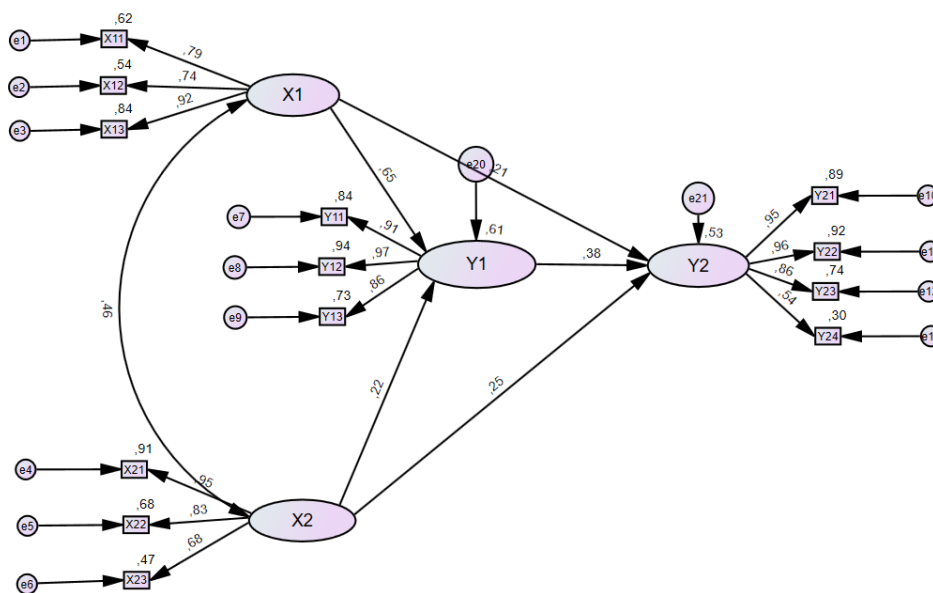


Figure 1: Structural model results.

Furthermore, the following table 1 shows the structural equation that explains each variable's effect.

The structural equation modelling (SEM) results used in this study were carried out using the AMOS for the Windows version 26 program. The four hypotheses can be described as follows. The causality relationship developed in the hypothetical model is

TABLE 1: Structural equation results.

Var. Exogenous	Var. endogenous	B	CR	Prob.
Digitization (X1)	Job Satisfaction (Y1)	0.65	8,335	0,000
Job Skills (X2)		0.22	3,240	0.001
Digitization (X1)	Performance (Y2)	0.21	2,087	0.037
Job Skills (X2)		0.25	3,362	0,000
Job Satisfaction (Y1)		0.38	3,638	0,000

tested with a t-test as it is in the regression analysis. The following CR statistical values describe the test results of the 4 (four) lines in the final model in this study. The results of testing the hypothesis are gradually described as follows:

The results of testing the first hypothesis can be seen in the following table 2.

TABLE 2: Standardized regression weight digitization and work skills on job satisfaction.

Variable		Coef. Raw	CR	p-value	Information
exogenous	endogenous				
Digitization (X1)	Job Satisfaction (Y1)	0.65	8,335	0,000	Significant
Work Skills (X2)	Job Satisfaction (Y1)	0.22	3,240	0.001	Significant

The shown table 2 displays the regression coefficient of digitalization on job satisfaction, which is calculated to be 0.65. This coefficient is associated with a critical ratio (CR) of 8.335 and a p-value of 0.000, indicating statistical significance at a level lower than 0.05. This finding demonstrates that the process of digitization has a noteworthy and favorable impact on individuals' levels of job satisfaction. The regression coefficient indicating the relationship between work skills and job satisfaction is 0.22, with a critical ratio (CR) of 3.240 and a p-value of 0.001. This p-value is less than the conventional significance level of 0.05, suggesting that the relationship between work skills and job happiness is statistically significant. The findings of this study indicate a positive and substantial relationship between work skills and job happiness. Consequently, the statistical analysis provides evidence in support of hypothesis 1, which posits that digitization and work skills have a positive and considerable impact on job satisfaction.

The results of testing the second hypothesis are as follows table 3.

The presented table displays the regression coefficient of 0.21 for the relationship between digitalization and performance. This coefficient is accompanied by a critical

TABLE 3: Standardized regression weight of digitalization and work skills on performance.

Variable		Coef. Raw	CR	p-value	Information
exogenous	endogenous				
Digitization (X1)	Performance (Y2)	0.21	2,087	0.037	Significant
Job Skills (X2)	Performance (Y2)	0.25	3,362	0,000	Significant

ratio (CR) of 2.087 and a p-value of 0.037, which is statistically significant at the 0.05 level. This finding demonstrates that the process of digitization has a notable and beneficial impact on organizational performance. The regression coefficient for the relationship between job skills and performance is estimated to be 0.25. This coefficient is statistically significant, as indicated by a critical ratio (CR) of 3.362 and a p-value of 0.000, which is smaller than the often used significance level of 0.05. This study demonstrates the substantial impact of work skills on performance. Consequently, statistical tests were conducted to examine the hypothesis that the relationship between digitalization, work skills, and performance is positive and significant.

The results of testing the third hypothesis are as follows table 4.

TABLE 4: Standardized regression weight of job satisfaction on performance.

Variable		Coef. Raw	CR	p-value	Information
exogenous	endogenous				
Job Satisfaction (Y1)	Performance (Y2)	0.38	3,638	0,000	Significant

The provided table presents the regression coefficient of the variable work satisfaction on performance, which is estimated to be 0.38. This coefficient is associated with a critical ratio (CR) of 3.638 and a p-value of 0.000, indicating statistical significance at a significance level of 0.05. The findings of this study indicate that there is a strong and positive correlation between job satisfaction and performance. The statistical analysis conducted supports the hypothesis that job satisfaction significantly influences performance, as stated in hypothesis 3.

The examination of the indirect impact of digitization and work skills on performance via job satisfaction entails a comparison between the overall influence value and the direct influence. The findings indicate that there is a direct correlation between digitalization and performance, with a coefficient of 0.21. Additionally, when considering the indirect impact of digitalization on performance through job satisfaction, the total effect

is shown to be 0.45. Therefore, it has been demonstrated that job happiness serves as an intervening variable in the relationship between digitization and performance. Moreover, the findings indicate that the direct impact of work skills on performance is 0.25, and the overall impact of work skills on performance via job satisfaction is 0.33. Therefore, it has been demonstrated that job happiness serves as an intervening variable in the relationship between work skills and performance.

Based on these results, hypothesis 4 (four) states that digitalization and work skills affect performance through job satisfaction has been tested. The statistical results of testing the fourth hypothesis regarding the effect of digitalization and work skills on performance through job satisfaction obtain an indirect effect value that is greater than the direct effect value, except for the indirect value of digitization; this can be seen and explained in the table 5 below.

TABLE 5: Results of the effect of digitalization and work skills on performance through job satisfaction.

Variable	Direct Influence	Indirect Influence	Total Influence
Digitalization (X1) on Performance (Y2) through Job Satisfaction (Y1)	0.21	$0.65 \times 0.38 = 0.24$	0.45
Job Skills (X2) on Performance (Y2) through Job Satisfaction (Y1)	0.25	$0.22 \times 0.38 = 0.08$	0.33

The provided table presents the regression coefficient of the digitalization variable on job satisfaction, yielding a value of 0.65. This coefficient is associated with a critical ratio (CR) of 8.335 and a p-value of 0.000, which is smaller than the conventional significance level of 0.05. Consequently, these statistical findings suggest that digitalization exerts a positive and statistically significant impact on job satisfaction. The regression coefficient for the work skills variable in relation to job satisfaction is 0.22. This coefficient has a critical ratio (CR) of 3.240 and a p-value of 0.001, which is statistically significant at the 0.05 level. The findings indicate that there is a strong and positive correlation between work skills and job happiness. The regression coefficient for the variable of job satisfaction on performance is estimated to be 0.38. This coefficient has a critical ratio (CR) of 3.638 and a p-value of 0.000, which is statistically significant at the conventional significance level of 0.05. This finding demonstrates that there is a strong and statistically significant relationship between job happiness and performance.

The indirect effect of digitalization and work skills on performance in the table above (total effect) is that digitalization has a more excellent value than work skills through job

satisfaction. Comparison of the total effect with the direct effect between each variable, job satisfaction is proven as a variable that mediates between the effect of digitalization on performance with a value ($0.45 > 0.21$), as well as job satisfaction as a variable that mediates between work skills on performance is proven with a value ($0.33 > 0.25$), thus the modelling in this study namely digitalization and work skills affect performance through job satisfaction. Digitalization has a more significant influence than work skills on performance through job satisfaction.

4.2. Discussion

The impact of digitalization on employee performance has been demonstrated through the willingness of employees to utilize technology for service systems such as submitting manifests, notifications of departure, and notifications of arrival for ships, both domestically and internationally. This willingness creates opportunities for innovation, ultimately leading to improved work efficiency and performance in terms of both quality and quantity. Such improvements are a result of employees effectively fulfilling their assigned responsibilities. This research is supported by research conducted by Kim et al. [17] and Zhen et al. [21], which states that digitalization can improve performance.

The high level of willingness to apply technology in creating opportunities for innovation to achieve ease of work has an impact on the effectiveness and efficiency of work carried out by employees to achieve company goals well and effectively, the quantity of work and utilization of time used during work, the quality of work timeliness and the use of time to the maximum, and the level of work consistency by the job function without making work procedure errors.

An information system that is designed as a process of storing and distributing information, availability of visual media, electronic audio that is used as information in work, and ability to prepare the inaportnet device on a computer server to the internet can create performance results in quality and quantity that employees achieve in carrying out their duties based on the responsibilities given to them either.

Work skills can affect an employee's performance; this demonstrates that basic interpersonal skills performed properly can enhance the quality and quantity of performance outcomes attained by employees in carrying out their duties in accordance with their obligations. Research by Yang [22] and Rasaki & Abioye [18] that demonstrates how work skills might affect performance lends credence to this study.

The effectiveness and efficiency of the work carried out by employees to achieve company goals well and efficiently, the volume of work and use of time while working, the quality of the work's timeliness and maximum use of time, and the level of work consistency by the job function without making work procedure errors can all be increased by the basic skills that employees possess and that are carried out well.

The quality of the communication process in giving and receiving various information with other people verbally and non-verbally, increasing identification and practical solutions to address communication problems appropriately, and increased cooperation between individuals or groups to achieve goals can encourage performance results in quality and quantity achieved by employees in carrying out their duties based on the responsibilities given to them are good.

The great readiness to use technology in generating chances and innovation to achieve comfort of work, which can generate fundamental inaportnet abilities that people possess and successfully execute, is a sign that digitalization can have an impact on job happiness. This is corroborated by studies [23] and [24] that show how digitalization has a big impact on job satisfaction.

The high level of willingness to apply technology in creating innovation opportunities to achieve ease of work has an impact on increasing self-identity awareness, talent development, quality of life and contributing to realizing organizational goals, quality of encouragement subordinate to have the ability to act, influence, and be responsible, and quality iinteractionfellow work colleague to have the ability and support each other work.

A readiness information system that is designed as a process of storing and distributing information, availability of visual media, electronic audio that is used as information in work, and ability to prepare inaportnet devices on computer servers to the internet can create a high level of positive feelings for employees about the work they get.

The relationship between job skills and job happiness has been established in research literature. Evidence suggests that employees who possess and effectively utilize fundamental abilities experience a heightened sense of positive emotions towards their work. This study is underpinned by previous research undertaken by de Guzman et al. [6] and Robbins [3], which posits that work skills have the potential to impact workplace happiness.

Inaportnet basic skills possessed by employees that are carried out well can increase awareness of self-identity, talent development, and quality of life and contribute to

realizing organizational goals, quality of encouragement subordinate to have the ability to act, influence, and be responsible, and quality interaction fellow work colleague to have the ability and support each other work.

The quality of the communication process in giving and receiving various information with other people verbally and non-verbally, increasing identification and practical solutions to address communication problems appropriately, and increased cooperation between individuals or groups to achieve goals can encourage quality interaction work colleagues to have the ability and support each other's work.

The high level of positive feelings for employees about the work they get, which includes self-development working relationships with superiors and co-workers, can affect employee performance as a result of the quality and quantity performance achieved by employees in carrying out their duties based on their responsibilities. This is supported by research conducted by Akça et al. [25] and Owen et al. [26], which proves that there is an influence between job satisfaction and performance.

The high level of positive feelings for employees regarding the work they have obtained can influence the effectiveness and efficiency of the work carried out by employees to achieve company goals well and effectively, the quantity of work and utilization of time used during work, the quality of work timeliness and maximum use of time, and the level of work consistency by the job function without making work procedure errors.

Increasing awareness of self-identity, talent development, quality of life and contributing to realizing organizational goals, quality of encouragement subordinate to have the ability to act, influence, and be responsible, and quality interaction work colleague to have the ability and support each other's work can have an impact on results performance in quality and quantity achieved by employees in carrying out their duties based on the responsibilities given to them is good.

Digitalization shows a high level of willingness to apply technology in creating opportunities for innovation to achieve ease of work, which includes the readiness of information systems, communication tools and online-based software, which can further influence employee performance as a result of the quality and quantity of performance achieved by employees in carrying out their duties based on responsibility. The answer given is driven by job satisfaction, namely the level of positive feelings for employees regarding the work they have obtained.

Work skills as the basis for inaportnet owned by employees who do well, which includes communication, improvement in problem-solving, and cooperation can improve employee performance as a result of performance in quality and quantity achieved by employees in carrying out their duties based on the responsibilities given if encouraged by job satisfaction, namely the level of positive feelings for employees regarding the work they have obtained.

5. Conclusion

The present study provides evidence supporting the notion that the process of digitization exerts a substantial impact on the performance of employees. The strong inclination to utilize technology for the purpose of generating novel prospects that enhance job efficiency has the potential to foster innovation, thereby influencing the level of performance, both in terms of quality and quantity, exhibited by employees as they fulfill their assigned obligations. The performance of employees can be influenced by their work skills. Research indicates that when individuals possess and effectively utilize fundamental and essential abilities, it can lead to improved performance outcomes in terms of both quality and quantity. This improvement is observed in the employees' ability to fulfill their responsibilities and carry out their jobs effectively.

The great propensity to use technology in generating chances and innovation to achieve ease of work, which can generate fundamental skills that people possess and execute well, is evidence that digitalization can have an impact on job happiness. Job skills can have an impact on job satisfaction; it has been demonstrated that having the fundamental abilities to do one's job successfully can raise one's level of intensely favorable feelings toward one's job.

The high level of positive feelings for employees regarding the work obtained, which includes self-development working relationships with superiors and co-workers, can influence employee performance due to the quality and quantity of performance employees achieve. This proves that job satisfaction can influence employee performance. Digitalization can further influence employee performance due to the quality and quantity of performance achieved by employees if driven by job satisfaction. Likewise, work skills as the basis for employees who carry them out well, including communication, problem-solving, and cooperation, can improve employee performance if driven by job satisfaction.

The contributions in this research are expected to have a theoretical influence in broadening and deepening the development of the digital government readiness assessment theory of change/theory of change in the government's digitalization assessment of digitalization practices applied in both developing and developed countries. The results of this study can help to improve employee performance by examining the influence between work skills and digitalization to improve employee performance, both directly and indirectly through job satisfaction. This is particularly true for shipping company managers in South Kalimantan.

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