

Digital transformation in the Indonesia manufacturing industry: The effect of e-learning, e-task and leadership style on employee engagement

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CHRONICLE

ABSTRACT

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In facing business competition in the manufacturing industry, it continues to adapt. Demands start from employees who are expected to continue to grow and leaders who are also changing. This is aimed at staying in business and also retaining the best employees by planning some changes in how to train and assign employees electronically as well as changing leadership styles to adapt to today's digital era. This study aims to determine the influence of E-learning, e-task and leadership style in the manufacturing industry in Indonesia. The data collection method in this study uses a questionnaire with 130 respondents. In this study using four variables, namely thirteen dimensions and twenty-six indicators. The analytical method used is descriptive analysis, and the test instrument uses SEM AMOS. The results showed that e-learning organization and e-task as well as leadership style had a significant and significant effect on Employee Engagement. The most factor great influence is the leadership style; This means that employees expect to get a new style in accordance with this digital era since there has been a change in the concept of employee engagement, where employees will feel they do not have a sense of engagement with the company if the attitude of the leader who is not sensitive to all aspects of changes in the effects of the digital era is caused by changes in employee behavior in this era where information is very easy to obtain for employees to know the conditions anywhere else that offers an advantage. compared to where they work now.

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1. Introduction

As we know, there are many impacts that have occurred from the changes in the current digital era where all access to information can be done by anyone. This changes all sectors, one of which is human behavior which is affected by the changes (Suleman, Ali, et al., 2020). Changing behavior varies from shopping behavior and choosing where to shop, one of them, And also have an impact on lifestyle and new job views and job expectations in this era (Suleman, Zuniarti, et al., 2020). Business competition is very tight, not only from the products produced but also from looking for workers who are committed to working for the company. on the other hand, the company wants competitive competition and thus requires restructuring for efficiency (Winasis et al., 2018). The industrial era 4.0 requires companies to radically conduct changes related to technology. This is so that the company can follow the market's ever-changing appetite and is essential to maintaining the company's sustainability. The digital transformation that occurs is fundamental, changing existing procedures and arrangements and creating a new business ecosystem. In carrying out a company transformation, it requires full support and commitment from workers. And the process needs to be escorted by competent leaders, in line with the spirit of change. In this study, the relationship between transformational leadership climate and employee engagement was measured (Winasis et al., 2021). The technological leaps in this era are exponential, therefore digital transformation is not only a change in technology, but also changes in organization, culture and management which consist of reworking work processes by utilizing digital technology. This change must be carried out in a profound transformation. business models and competencies, organizational models, business processes and practices. All of this, to ensure the continuity of the company to be able to do work from anywhere, anytime by managing information and increasing employee comfort through digital technology. To achieve good efficiency,

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it is necessary to increase human resources as an asset to the success of the company with the need for employee engagement. Employee engagement is a human resource management concept that is expected to be able to create employee commitment to the company. Companies need employees involved who will be motivated to increase their productivity, willing to accept challenges and feel their work gives meaning to themselves. This will have a positive impact on the productivity and growth of the organization (Sabil et al., 2020). Employee engagement as a manifestation and expression of individuals in the behavior of tasks that encourage collaboration with others, personal presence in the company and show how much employees identify themselves with their work and emotionally are committed to their work (Naidoo & Martins, 2014). In fact, there are several things related to employee engagement that are not going according to expectations in the manufacturing industry. To make the company adapt, it requires supportive employees. Therefore, engagement problems need to be carefully corrected so that employees feel comfortable, safe and maximally at work so that it can create attachment. Several dimensions and indicators affect employee engagement, but in this study the authors only took 3 factors. Based on the results of the preliminary study, there are several factors that take into consideration the emergence of employee engagement, namely e-learning, e-task and leadership style. This research has also been researched (Mikkelsen, 019) which states that current engagement can be influenced by changes in ways in the company from conventional to digital ways (Guzmán-Ortiz et al., 2020). Companies need to change these conditions where these changes are based on a different era. change does not happen by itself but must start from a change in a leader. A leader is required to have a dual role, namely as a leader and agent of change, and the success of the change process depends on the role, attitude and behavior of the leader (Maryam & Fermin 2018). Companies need leaders who are oriented to new things and innovation, and maybe this is a fundamental factor in determining the success of change. Subsequent changes can be made by changing the division of tasks that were previously conventional to e-tasks which are fairer and monitored (Marnisah et al., 2021).

In this study, this study will examine the impact of changes in E-learning, E-task and leadership styles on employee engagement in manufacturing companies. The survey was conducted on manufacturing employees in Jakarta who have undergone a process of changing training and assignments digitally for 1 year, and experienced an accelerated transformation due to the COVID-19 Pandemic. The survey results listed in this study can be extended for further research.

2. Literature review and hypotheses

2.1 E-Learning Organization

Employees will be more happy to face new challenges by learning new things they can get continuously that can give an idea of the contribution they will make, this is an effort to be able to make employee employees and in the end this makes employees want to stay involved in advancing the company (Alias et al., 2014). As we know that digital transformation leads to a digital culture, with a new mentality to access knowledge. Employees of an organization are expected to take part in fully exploiting the potential of new technology, through better use and better deployment throughout the organization to change business models or organizational models to create value for customers, employees, and shareholders (Ochoa, 2016). Continuous education is needed in any condition to improve the quality of human resources in advancing the company, because education is the basic capital for employees in carrying out work and aims to help achieve tasks in order to achieve good work results, in difficult conditions face-to-face due to Covid-19. then e-learning is the best solution that can be done (Marnisah et al., 2021). Good training has been proven to have a strong effect on employee engagement (Eko, 2016). This can make employees want to stay involved in advancing the company Therefore, the researcher made the first hypotheses in this study as follows:

H₁: E-learning has an influence and is significant on employee engagement.

2.2 E-Task performance

Employees always get assignments in every job according to their position (Sedarmayanti, 2011), assignments can vary and may not be in accordance with existing job descriptions because they are given with manual orders and are not recorded, changes in the current era support for a recorded task is made in the system so that it is better monitored and in accordance with the employee's field of work. In general, work is any physical form that is around the workplace that can affect employees either directly or indirectly. Employee duties have an impact on employees who can feel happy with their duties so that employees will be involved to make their workplace better. A suitable and good job assignment is the expectation of all employees which is proven to have an effect on employee engagement, where employees will like tasks that are suitable and comfortable (Kumar et al., 2019; Setiyani et al., 2019). It is the same with research (Abraham, 2012). Therefore, the researcher made the second hypotheses in this study as follows:

H₂: E-Task has an influence and is significant on employee engagement.

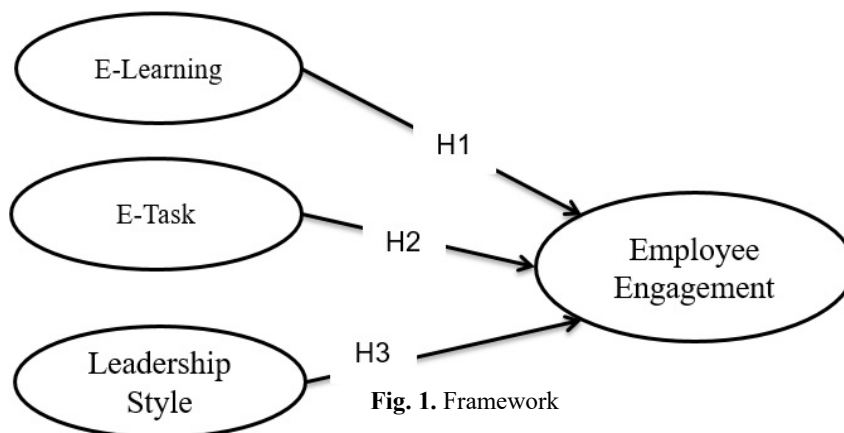
2.3 Leadership

Leadership is the nature, character, or way of a person to develop and move a person or group of people so that they are willing, committed and loyal to carry out activities following the duties and responsibilities to realize organizational goals that have been previously set (Thoha, 2010), Leadership Style according to is the norm of behavior used by someone when the person is trying to influence the behavior of others and subordinates. According to Hasibuan (2016) leadership style is the way a leader influences the behavior of subordinates who aim to encourage workplace passion, job satisfaction and high employee productivity, to achieve maximum organizational goals. There is a change with the presence of technology in the new industrial era 4.0 which can be said to have an impact or effect that has a controlled effect on the stress level of conditions where a worker has a good relationship with his boss and gets assurance about training and learning system applications. In positive leadership conditions, workers feel they have psychological safety and encourage more accurate employee expectations, have stronger confidence in overcoming their problems and reduce ambiguity in their work environment wherever they are. In research by Saad et al. (2018), it is stated that leaders who understand that the era is different will be easier to be able to make employees want to be involved, this is due to the understanding that the generation of employees being led is different so they require different ways. Othman et al. (2027) also mentioned the same thing where the role of the leader is very influential on employee engagement. Therefore, the researcher made the first hypotheses in this study as follows:

H₃: Leadership style has an influence and is significant on employee engagement

2.4 Employee Engagement

Employee engagement is one of the human capital factors that will lead to success if it can manage consistently well. Schiemann (2011) and Marciano (2010) defined engagement as the energy or motivation of employees to help the organization achieve its goals. Managerial behavior is also the main way to achieve a high level of involvement. Leaders on the one hand, must focus on individuals to gain trust and commitment, but on the other hand they must also focus on the team as a management unit and pour policies into concrete steps and practices so that they can produce the highest performance both in productivity and satisfaction levels. customer. If we look further, there are several factors that can be used as the main key needed in seeing the level of employee engagement, including feelings of being valued and involved in the decision-making process, opportunities to express ideas, career path initiatives, company attention to the health and welfare of employees or the term giving and receive a balance between the two parties. Leaders need to show a positive attitude in a work environment, inspiring and supportive, there are at least 3 indicators of employee involvement, namely enthusiasm, absorption, and dedication (Popli, 2016). Companies that will go forward are companies that have employees who are involved and become assets, not become burdens, because they only hope for income but have no contribution. Therefore, the researcher made the fourth hypotheses in this study as follows:



3. Research methodology

This research method uses a quantitative approach and uses a descriptive method that is a method for solving problems by describing or describing what they are from research results. According to (Sugiyono, 2013) quantitative methods interpreted as research methods based on the philosophy of positivism used to examine specific populations or samples and with SEM AMOS 23 analysis tools. The variables used in this study are independent variables and dependent variables. Based on the existing theoretical basis and the formulation of research hypotheses, the variables in this study are:

3.1 Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and drawn conclusions. Following the focus of the study, the population and sample in this study were manufacturing employees with 130 employees. The sampling technique in this study is using purposive sampling. Based on the method of acquisition, the type of data used in this study is divided into two, namely primary data and secondary data, which in this study uses 6 variables, 13 dimensions and 26 indicators. Where each indicator becomes a statement submitted to respondents who are asked 26 questions to be answered and the results will be tabulated. Then the results of the data obtained will be processed with analysis tools using SEM AMOS 23 (Ferdinand, 2018).

3.2 Data analysis and result measurement items

In this study, the leadership style variable uses four dimensions with eight indicators taken from the theory (Hasibuan, 2016) which has been adjusted. Furthermore, for the second variable career development consists of four dimensions with eight indicators adapted from (Rivai, 2014) which have been adjusted. For the third variable is the work environment using two dimensions and four indicators which are adapted from the theory (Sedarmayanti, 2011) which have been adjusted. The fourth variable is Employee engagement which uses three dimensions with six indicators adapted from books (Schaufeli & Bakker, 2010) which are adjusted. Where the total of 26 indicators is measured using a scale of 1 "Strongly Disagree to 5" Strongly Agree"

3.3 SEM AMOS Analysis

Goodness of Fit (GOF) Analysis

The next step was to conduct SEM AMOS 23 testing, which had previously been carried out with SPSS instrument testing, which results stated that all indicators were declared valid and reliable. In testing with the SEM AMOS tool, in general, there were three results obtained and will be presented in the first GOF study which aims to determine whether. The overall conformity model will be compared between the entered data and the standard owned by Amos. And the output of SEM AMOS results. The data output on the overall compatibility test can be seen in Table 1 below:

Table 1
Goodness of Fit (GoF)

| Measure GOF | Measurement | | Measurement Result | |
|--------------------------------------|-------------|--------------|-----------------------|--------------|
| | Good Fit | Marginal Fit | | |
| Absolute fit Model | | | | |
| Goodness of fit Index (GFI) | ≥ 0.90 | 0.80 - <0.90 | 0.81 | Marginal Fit |
| Root Mean Square Error (RMSEA) | < 0.08 | | 0.049 | Good Fit |
| Incremental Fit Model | | | | |
| Comparative Fit Index (CFI) | ≥ 0.90 | 0.80 - <0.90 | 0.84 | Good Fit |
| Normal Fit Index (NFI) | ≥ 0.90 | 0.80 - <0.90 | 0.86 | Good Fit |
| Incremental Fit Index (IFI) | ≥ 0.90 | 0.80 - <0.90 | 0.87 | Good Fit |
| Relative fit Index (RFI) | ≥ 0.90 | 0.80 - <0.90 | 0.82 | Marginal Fit |
| Parsimonious Fit Model | | | | |
| Parsimonious normed fit index (PNFI) | ≥ 0.90 | 0.80 - <0.90 | 0.89 | Marginal Fit |

For the first testing phase can be seen in Table 1 the Overall Model Processing (GOF) result which is the SEM output from AMOS, the absolute fit size data model is found which aims to determine the level of predictions of all models (structural and measurement models) to the suitability of data consisting of RMSEA 0.049 <0, 08 (model fit) and a GFI value of 0.81. It can be concluded that all the models tested approach the absolute fit model testing criteria at a fairly good level of testing criteria. And for other model fit criteria, the Incremental Fit Model consists of several conformity test instruments, namely the value of CFI = 0.84; NFI = 0.86; IFI = 0.87 and RFI = 0.82, the results state that the structural equation model is said to be good because it is at a fairly good level of testing criteria and has met the requirements of the Incremental Fit Model. On the fit size, the stingy fit model can be seen in the results of PNFI = 0.89; From these results it can be concluded that the model is said to be at the level of testing criteria is quite good and meets the requirements of the parsimonious fit model.

Measurement Model

The second SEM AMOS output shows the following data results. According to Ferdinand (2018) the composite reliability of a measurement model is said to be good reliability to measure each latent variable if the construct reliability value (CR) is ≥ 0.7 or more than the value of the extracted variant (VE) is greater than 0.05, which states that In exploration reliability research between 0.5 - 0.6 can be accepted then in SEM AMOS a one-way test is carried out with a confidence level of 95%, the commonly used critical value (CR) > 1.96 which means that the assumption of normality is rejected at the significance level (P) <0.05 (5%).

The results of the second stage of the Sem Amos output can be seen in Table 2 which shows that the data shows that the 26 indicators are valid and reliable because the number (CR) ≥ 0.7 or more and the extract variance (VE) value is greater than 0.05. Thus, it can be concluded that all indicators used in this study are reliable and valid and can be used in research.

Table 2
Construct reliability and variance extracted

| Constructs | Item Code | Factor Loadings | (Error) | CR | VE |
|---------------------|-----------|-----------------|---------|------|------|
| E-Learning | EL1 | 0.73 | 0.59 | 0.86 | 0.50 |
| | EL2 | 0.77 | 0.60 | | |
| | EL3 | 0.74 | 0.52 | | |
| | EL4 | 0.73 | 0.50 | | |
| | EL5 | 0.70 | 0.62 | | |
| | EL6 | 0.71 | 0.42 | | |
| | EL7 | 0.70 | 0.52 | | |
| | EL8 | 0.72 | 0.48 | | |
| E-Task | ET9 | 0.70 | 0.50 | 0.83 | 0.50 |
| | ET10 | 0.79 | 0.54 | | |
| | ET11 | 0.73 | 0.64 | | |
| | ET12 | 0.70 | 0.59 | | |
| | ET13 | 0.73 | 0.61 | | |
| | ET14 | 0.72 | 0.60 | | |
| | ET15 | 0.77 | 0.52 | | |
| | ET16 | 0.68 | 0.52 | | |
| Leadership | LD17 | 0.73 | 0.69 | 0.82 | 0.50 |
| | LD18 | 0.79 | 0.63 | | |
| | LD19 | 0.80 | 0.52 | | |
| | LD20 | 0.71 | 0.57 | | |
| Employee Engagement | EN21 | 0.80 | 0.60 | 0.81 | 0.60 |
| | EN22 | 0.86 | 0.61 | | |
| | EN23 | 0.80 | 0.52 | | |
| | EN24 | 0.80 | 0.55 | | |
| | EN25 | 0.72 | 0.60 | | |
| | EN26 | 0.76 | 0.53 | | |

Match analysis of structural models or hypothesis testing

The third output of SEM AMOS is to test the structural model or hypothesis testing which is used to see the results of the hypothesis in this study which can be seen in the following Table 3:

Table 3
Hypothesis testing result

| No | Hypotheses | SLF1) | t-value | Conclusion |
|----|-------------------------------------|-------|---------|------------|
| 1 | H1 E-Learning → Employee Engagement | 0,61 | 6.4 | Supported |
| 2 | H2 E-Task → Employee Engagement | 0.25 | 2.1 | Supported |
| 3 | H3 Leadership → Employee Engagement | 0.51 | 3.8 | Supported |

In Table 3 above, it is found that the results of structural model testing in Sem Amos show that the results of hypothesis testing in this study are accepted, meaning that all hypotheses in this study are in accordance with what was hypothesized. In decision making, it is influential and significant based on the $t\text{-value} > T\text{-table } 1.96$ and $\alpha < 0.05$, where the magnitude of the effect can be seen in the resulting SLF value which shows how much influence the independent variable has. have dependency. In the hypothesis test, it is found that (H1) The test results show that the E-learning program has a positive and significant effect on employee engagement with a $t\text{-value}$ of 6.1 greater than the table 1.96 and a standard coefficient of 0.64. Then the hypothesis (H2) E-Task system has a significant and significant effect on employee engagement, it is obtained a $t\text{-value}$ of 2.1 which is also greater than t table (1.96) with a standard coefficient of 0.25. and for hypothesis (H3) Leadership style was found to have a significant and significant effect on employee engagement where the $t\text{-value}$ is 3.8 which is also greater than the table (1.96) with a coefficient of 0.51.

4. Results and discussion

This study aims to determine the effect of e-learning, e-task and leadership style towards employee engagement in manufacturing companies. In this study, data collection was carried out by distributing questionnaires to 130 respondents, all of whom were employees. The results of the processed data show that the effect of e-learning has a positive and significant effect on employee engagement. This explains that training is needed by employees for self-improvement and career development and plays an important role in creating employee engagement. Career Development is still a benchmark for employees in terms of work performance, loyalty to the organization, mentors and sponsors, and opportunities for growth. Based on the results of the correlation between dimensions, it shows that e-learning is very influential on employee engagement. This study is the

same as (Parlinda & Wahyudin, 2008). The results of data that have been processed show that the influence of the Work Environment has a positive and significant effect on employee engagement. This explains that the work environment plays an important role in creating employee engagement. The work environment is still a benchmark for employees both physically and non-physically. This is consistent with the employee's ability to concentrate, be pleased to be involved in work, not feel bored at work and feel time flies fast at work. This study is the same as (Clinebell et al., 2013) that e-task has a positive and significant effect on Employee Engagement. The results of the data that have been processed show that the influence of the Leadership Style has a positive and significant influence on employee engagement. This explains that leadership style plays an important role in creating employee engagement. The leadership style is still a benchmark for its employees both autocratic, participatory, laissez faire and transformational. Based on these empirical facts, supported by the results of the study it can be concluded that the research hypothesis (H₃) can be accepted, and affects the Employee Engagement. This study is the same as Santoso and Triwijayati (2018) that Leadership Style has a positive and significant influence on Employee Engagement.

5. Conclusion

The research hypothesis is proven based on the results of the research being tested. Therefore, it can be concluded that E-learning, e-task and Leadership Style have a significant positive effect on employee engagement. E-learning is a necessity where the demand for the importance of increasing the ability of employees is needed but conditions that do not allow conventional training to be carried out are currently due to the pandemic. e-task is a new face of openness in employee appraisal which is expected by employees as an effort to show self-ability which can be seen by the leadership in job appraisals. can increase the engagement and productivity of the company.

6. Limitation

From the results of this study, of course there are many things that can be improved in further research because in this study there are certainly shortcomings and limitations. The limitations of the number of samples taken in one area can also be investigated further with different areas and also in the next research is to try new research models that will be developed by adding new variables such as Job Satisfaction so that the variables used are more complete as in research (Winasis et al., 2021).

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