



## Remote working, digital skill and knowledge acquisition on personnel performance in program kota tanpa kumuh (Kotaku) in West Sumatra

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### ABSTRACT

This study aims to determine the effect of remote working, digital skills and knowledge acquisition on personnel performance in program Kota tanpa Kumuh (Kotaku) in West Sumatra, the population in this study were all personnel of the Kotaku Program in West Sumatera with a sample of 89 respondents. Data obtained by conducting a questionnaire, then processed and tested using SmartPLS.

From the research conducted, it is known that based on the results of hypothesis testing, it is known that remote working, digital skills and knowledge acquisition have a significant effect on the performance of personnel in the Kota Without Slums (Kotaku) program in West Sumatra.

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### 1. INTRODUCTION

Handling slum settlements is a challenge for city/district governments, because apart from being a problem, on the other hand, it turns out to be one of the pillars supporting the city's economy. Kota Tanpa Kumuh (KOTAKU) program is a program implemented nationally in 269 cities/regencies in 34 provinces of Indonesia with the target for handling slums covering an area of 38,431 hectares which will be carried out in stages).

Based on law number 1 of 2011 concerning housing and settlement areas, it is explained that slum settlements are settlements that are not suitable for habitation due to irregularity of buildings, high levels of building density and quality of buildings and facilities and infrastructure that do not meet the requirements, while slum housing is housing that experiencing a decrease in the quality of its function as a place of residence

To realize the goals of the KOTAKU program, personnel are needed as an extension of the government to the community, which normally requires personnel to frequently coordinate with the community directly, but since the onset of covid-19 in 2020, there have been major changes in all lines of human life in the world, where to control the spread of the virus, the government establishes WFH (Work From Home), resulting in a shift in the way personnel work, where the organization delegates tasks and responsibilities to workers with the prohibition of working in the office or in many rooms, so that workers do their work at home which is called work from home (Mustajab et al., 2020)

Performance is as success in completing work and achieving company goals (Gibson et al., 2012). Individual performance according to (Campbell, 1990) , employees refer to a series of individual actions and behaviors that are relevant to their organizational goals. Knowledge acquisition is a learning method that includes data collection, validation, translation, modeling, and storage of knowledge taken from various sources such as an expert, other expert systems or a public repository (Bassil, 2012). Remote working according to (Errichiello & Pianese, 2016) is an innovative work model that is carried out beyond the boundaries of spatial and temporal organization and uses ICT. Digital skill according to the International Telecommunication Union (in Donoso et al., 2020) is a person's ability to use ICT that has a positive impact on himself and others and to reduce the risk of using technology.

There are four main challenges in remote working, namely procrastination, ineffective communication, distraction from homework, and loneliness. Performance is a measure of the success of an employee in carrying out their duties. Where the employee can behave in accordance with the rules set by the company in achieving goals. Even though the company uses sophisticated equipment, the availability of costs and good work procedures, if employees behave not in accordance with company rules, it will have a negative impact on achieving these goals. To accurately assess the effect of digital skills on the achievement of work targets, job satisfaction, work difficulties and the quality of work of personnel, objective measurements are needed, because digital skills are rarely measured in performance tests (van Laar et al., 2020) .

Hypothesis Development , Effect Of Knowledge Acquisition On Performance. Based on research (Chen et al., 2019) that individuals need lifelong learning and continuous self-development. This learning can be from individual learning or learning from others. This causes Knowledge acquisition not only for the continuous professional development of individuals, but also for the creation of a habitus (not to be interpreted as a habit) Knowledge acquisition and continuous learning. Based on research (Akhmadi & Tsakalerou, 2022) Knowledge acquisition is an asset that must be managed effectively, especially in dealing with industry 4.0 so that the goal of knowledge elicitation is to acquire, preserve and make knowledge available and have expertise in the company. Based on the above description it can be drawn The research hypothesis is stated as follows:

H1 : Knowledge Acquisition positive and significant effect on the performance of Personnel in the KOTAKU Program

Effect of Remote Working on performance, Based on research (Golden & Gajendran, 2019) found that there is a positive relationship between work intensity, distance and work on the performance of employees who have low social support at work. Based on research (Golden & Gajendran, 2019) found that there was a positive relationship between Remote working (i.e., the percentage of time spent remotely working per week) and employee performance that supervisors rated more prominently with complex work, lower levels of task interdependence, and support. lower social. The same research has shown that remote working impact on well-being also depends on job characteristics, including task interdependence and job independence (Perry et al., 2018). This research is also strengthened by research (Errichiello & Pianese, 2016), that remote working provides job satisfaction and increases employee commitment to work. Based on the description above, it can be concluded that the research hypothesis is stated as follows:

H2 : Remote Working positive and significant effect on employee performance in the KOTAKU Program

Effect of Digital Skills on Performance, Based on research (Bokek-Cohen, 2018) digital skills are signals from employees to demonstrate competence, flexibility and be able to adapt to changes that occur in the workplace. Those with digital skills are more likely to enjoy more rewarding jobs and a more secure financial future, while those with less digital skills face less bright future prospects. Based on research (van Laar et al., 2020) it is stated that digital skills improve critical thinking skills including self-disciplined thinking, where

an individual assesses, synthesizes and interprets relevant information according to the situation. So there is a positive relationship between digital skills and employee performance. Based on the description above, it can be concluded that the research hypothesis is stated as follows:

H3 : Digital Skill Positive And Significant Effect On Employee Performance In The Kotaku Program

## 2. RESEARCH METHOD

The research design used by the author in this study uses causal research. The method used in this study is a quantitative research method because the data regarding knowledge acquisition (X1), remote working (X2) and digital skills (X3) on the performance of personnel (Y) of the KOTAKU program in West Sumatra were obtained in the form of quantitative data. The research approach used in this research is descriptive and verification research methods. In this study, the population was the West Sumatra KOTAKU Program Personnel, totaling 144 people with a sample of 89 respondents.

Researchers used non-probability sampling method with purposive sampling method in sampling. The definition of purposive sampling according to (Sugiyono, 2016) is a method of determining samples with certain considerations and having criteria for sampling. The criteria are personnel with an age range of 25-50 years and married, with a total of 105 respondents from the West Sumatra KOTAKU Program Personnel, because married personnel are considered to have many obstacles in implementing a remote working system.

The source of data comes from primary data, where data is obtained from direct respondents. The instrument used in collecting data in this study was an online questionnaire distributed through the WhatsApp application. Techniques with data collection using questionnaires in practice provide a set of written statements or questions so that respondents can answer them (Sugiyono, 2016).

According to (Sugiyono, 2016) the Likert scale is one of the research instruments used in order to be able to assess a person's opinion, perception or attitude towards an object. In this study, the researchers used a Likert scale from one to five, which aims to optimize the reliability of the data generated from respondents. The form of the questionnaire items used for the variables studied were given weights or scores as follows: 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree.

After the questionnaire is returned, the data will be analyzed using the Structural Equation Model (SEM) technique, with the help of Smart PLS 3 software (Hair et al., 2014). In SEM, there are two test models, namely the measurement model and the structural model (Hair et al., 2014). SEM has higher flexibility for researchers to connect theory and data (Hair et al., 2014). The testing steps carried out in this study are as follows:

### 2.1 Evaluation of Measurement Model

There are three kinds of tests carried out to evaluate the measurement model (Ghozali, 2016). The types of tests are:

#### a. Individual Item Reliability Test

This test is carried out to see which indicators are good for measuring each variable in other words to see the reliability of each indicator. A high loading factor value indicates that the indicator does explain the variables it measures. An indicator that has a factor loading value between 0.5-0.6 is acceptable (Yamin & Kurniawan, 2011) and vice versa if it is below that value it will be omitted in the model when doing this test. In this study, the factor loading indicator value used was 0.5.

#### b. Internal Consistency Test

This test is carried out to test the reliability of a set of indicators in measuring the variables it measures. The values seen are composite reliability and Cronbach's

alpha values obtained from the Smart PLS estimation results. The recommended value is  $> 0.60$ .

c. Discriminant Validity Test

This test is conducted to see how big the difference between variables is. The value seen in this test is the average variance extracted (AVE) value obtained as an estimation result where the value must be  $> 0.50$ . The next condition that must also be met is the square root value of the AVE of each variable, which must be greater than the correlation value with other variables.

## 2.2 Structural Model Evaluation

Structural Model Evaluation using R square. Changes in the value of R square can be used to assess the effect of certain independent latent variables on the dependent latent variable based on the research model. In general, the values of R square are 0.75, 0.50, and 0.25 which are interpreted as substantial, moderate, and weak (Hair et al., 2014).

## 2.3 Direct Influence Analysis

Based on (Abdillah & Jogyanto, 2011) explained that the size of the significance of the support for the hypothesis can be used to compare the values of the t-table and t-statistics. The hypothesis is supported or accepted if the t-statistic is higher than the value of the t-table or can also compare the p-value with the is used. The hypothesis can be accepted if the t-statistic value  $> t$  table or p-value  $< 0.05$ . The PLS analysis used in this study was carried out using the Smart PLS 3.0 program which was run on computer media.

## 3. RESULTS AND DISCUSSIONS

### 3.1 Respondent characteristics

Characteristics of the Kota Tanpa Kumuh Program (Kotaku) in West Sumatra based on research that has been conducted on 105 respondents and the number of returned questionnaires is 89 questionnaires (85% response rate) and all returned questionnaires are eligible for analysis.

From the characteristics of the sample of respondents obtained, it is presented in the form of cross tabs, namely to see the relationship between the variables of the respondent's characteristics as follows:

Tabel 1. Cross Tabs between Gender and Age Kota Tanpa Kumuh Program (Kotaku) in West Sumatra

		Age				Total
		25-30 Years	31-40 Years	41-45 Years	46-50 Years	
Gender	Male	8	14	17	9	48
	Female	2	24	9	6	41
Total		10	38	26	15	89

Based on the table above cross tabs above, it can be seen that from 89 respondents, the highest cross tabs between gender and age were women with an age range of 31-40 years as many as 24 people and the lowest cross tabs between sex and age were women with a range of age 25-30 years as many as 2 people

Table 2. Crosstab Between Education Level and Length of Work Kota Tanpa Kumuh Program (Kotaku) in West Sumatra

	Working Time			Total
	1-3 Years	4-7 Years	>7 Years	
Undergraduate (S1)	2	26	59	87

Education Level	Postgraduate (S2)	0	0	2	2
	Total	2	26	61	89

Based on the table above cross tabs above, it can be seen that from 89 respondents, the Cross Tabs between the education level with the highest length of work is Bachelor (S1) with a length of work > 7 years as many as 59 people and Cross Tabs between the level of education and the lowest length of work is Undergraduate (S1) with a length of work spanning 1-3 years as many as 2 people and Postgraduate (S2) with a length of work >7 years as many as 2 people

Table 3. Cross Tabs Between Income and Length of Work Kota Tanpa Kumuh Program (Kotaku) in West Sumatra

	Income	Working Time			Total
		1-3 Years	4-7 Years	>7 Years	
	Rp.4.000.000-Rp.6.000.000	2	25	61	88
	Rp.6.100.000-Rp.8.000.000	0	0	0	0
	>Rp.8.000.000	0	0	1	1
	Total	2	25	62	89

Based on the table above cross tabs above, it can be seen that from 89 respondents, Cross Tabs between income with the highest length of work with length of work > 7 years and receiving income in the range of Rp. 4,000,000-Rp. 6,000,000 as many as 61 people and Cross Tabs between income with the lowest length of work is with length of work > 7 years and receiving income > Rp. 8,000,000 as much as 1 person

3.2 Data analysis method

a. Measurement Model (outer model)

There are three kinds of tests carried out to evaluate the measurement model (Ghozali, 2016). The types of tests are outer model, convergent validity, discriminant validity and composite reliability

b. Outer Model

The path coefficient for the equation model can be seen in Figure below:

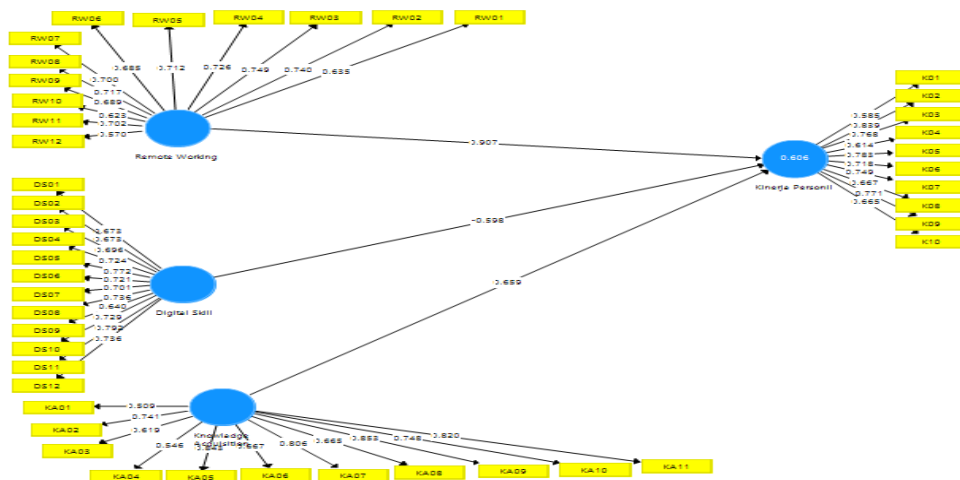


Figure 1. Outer Loading

c. Convergent validity

Convergent validity is one of the criteria in testing the analysis using Smart PLS. In this study the Convergent validity test is as follows:

Table 4. Convergent Validity

Indicator	Question	Outer loading
Personnel Performance	Personnel Performance 1	0.585
	Personnel Performance 2	0.839
	Personnel Performance 3	0.768
	Personnel Performance 4	0.614
	Personnel Performance 5	0.763
	Personnel Performance 6	0.718
	Personnel Performance 7	0.749
	Personnel Performance 8	0.667
	Personnel Performance 9	0.771
	Personnel Performance 10	0.665
Remote Working	Remote Working 1	0.635
	Remote Working 2	0.74
	Remote Working 3	0.749
	Remote Working 4	0.726
	Remote Working 5	0.712
	Remote Working 6	0.685
	Remote Working 7	0.7
	Remote Working 8	0.717
	Remote Working 9	0.689
	Remote Working 10	0.623
	Remote Working 11	0.702
	Remote Working 12	0.57
Digital Skill	Digital Skill 1	0.673
	Digital Skill 2	0.673
	Digital Skill 3	0.696
	Digital Skill 4	0.724
	Digital Skill 5	0.772
	Digital Skill 6	0.721
	Digital Skill 7	0.701
	Digital Skill 8	0.736
	Digital Skill 9	0.64
Indicator	Question	Outer loading
Digital Skill	Digital Skill 10	0.729
	Digital Skill 11	0.792

	Digital Skill 12	0.736
Knowledge Acquisition	Knowledge Acquisition 1	0.509
	Knowledge Acquisition 2	0.741
	Knowledge Acquisition 3	0.619
	Knowledge Acquisition 4	0.546
	Knowledge Acquisition 5	0.843
	Knowledge Acquisition 6	0.667
	Knowledge Acquisition 7	0.806
	Knowledge Acquisition 8	0.665
	Knowledge Acquisition 9	0.853
	Knowledge Acquisition 10	0.746
	Knowledge Acquisition 11	0.82

Source : SmartPLS 2022

Based on the table above it can be seen that all questions are declared valid because the outer loading value is  $< 0.50$ .

d. Discriminant Validity

The value of discriminant validity at this stage is useful to determine whether the construct has an adequate discriminant. In this study, the discriminant validity test is as follows:

Table 5. Discriminant Validity

Variable	AVE	Akar AVE
Personnel Performance	0.518	0.720
Remote Working	0.549	0.741
Digital Skill	0.515	0.717
Knowledge Acquisition	0.518	0.719

Based on the table above, it shows that each latent variable can be said to be valid, this is because the AVE value is  $> 0.50$ .

Table 6. Fornell-Lacker

Variables	Personnel Performance	Remote Working	Digital Skill	Knowledge Acquisition
Personnel Performance	0.720			
Remote Working	0.469	0.741		
Digital Skill	0.394	0.799	0.717	
Knowledge Acquisition	0.587	0.132	0.353	0.719

Based on the table above, it shows that each latent variable can be said to be valid, this is because the fornell-lacker test value is  $> 0.50$

e. Composite Reliability

Composite reliability is the stage used to test the reliability of the indicators of a variable. In this study, the Cronbach's Alpha test is as follows:

Table 6. Composite Reliability

Variables	Composite Reliability
Personnel Performance	0.914
Remote Working	0.895
Digital Skill	0.927
Knowledge Acquisition	0.920

Source : SmartPLS 2022

Based on the data presented in table above, it can be seen that the composite reliability value of all latent variables is  $> 0.5$ .

Table 7. Cronbach's Alpha

Variables	Cronbach's Alpha
Personnel Performance	0.895
Remote Working	0.867
Digital Skill	0.918
Knowledge Acquisition	0.903

Source : SmartPLS 2022

Based on the data presented in table 5 above, it can be seen that the Cronbach alpha value of all latent variables is  $> 0.5$

### 3.3 Structural (Inner) Model

Changes in the value of R-square can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. In this study, the Structural (Inner) Model is as follows:

Table 8. Uji Godness of Fit – Inner Model (Structure Model)

Variables	R Square Adjusted
Personnel Performance	0.527

Source: SmartPLS 2022

Based on the table above, the R-square Adjusted value shows that the magnitude of the influence of Remote Working, Digital Skill and Knowledge Acquisition on personnel performance is 0.527 or 52.7%.

### 3.4 Hypothesis

The proposed hypothesis can be tested by looking at the magnitude of the T-statistical value. This research hypothesis test is as follows:

Table 9. Hypothesis Test

Hypothesis	Variables	Original	T Statistics		P Values	Description
		Sample	O/STDEV	T Hitung		
H1	Remote Working → Personnel Performance	0.907	5.313	1.96	0.000	H1 Accepted
H2	Digital Skill → Personnel Performance	0.598	3.279	1.96	0.001	H2 Accepted

H3	Knowledge Acquisition	→	0.659	8.362	1.96	0.010	H3 Accepted
	Personnel Performance						

Source: SmartPLS 2022

The results of the first hypothesis test, namely the effect of remote working on personnel performance, obtained a T-count value of 5.313 > T-statistical value of 1.96 and a significant value of 0.000. These results indicate that remote working has a positive and significant effect on the performance of the Kota Tanpa Kumuh (KOTAKU) Program in West Sumatra. In other words, in this study remote working has an effect on personnel performance, This shows that the better the remote working carried out by the city program without slums (kotaku) in West Sumatra, it can be concluded that the performance of personnel can be achieved. The opposite happens when the value of remote working decreases, it can be concluded that personnel performance will not be obtained. In other words, in this study remote working has an effect on personnel performance, so the hypothesis is accepted.

The results of the second hypothesis test, namely the effect of digital skills on personnel performance, obtained a T-count value of 3.279 > T-statistical value of 1.96 and a significant value of 0.001. These results indicate that digital skills have a positive and significant effect on the Personnel performance of the Kota Tanpa Kumuh (KOTAKU) Program in West Sumatra. This shows that the better the digital skills possessed by personnel by the Kota Tanpa Kumuh (KOTAKU) program in West Sumatra, it can be concluded that the performance of personnel can be achieved. The opposite happens when the digital skill value of personnel decreases, it can be concluded that personnel performance will not be obtained. In other words, in this study, digital skills have an influence on personnel performance, so the hypothesis is accepted.

The results of the third hypothesis test, namely the effect of knowledge acquisition on personnel performance, obtained a T-count value of 8.362 > T-statistical value of 1.96 and a significant value of 0.000. These results indicate that knowledge acquisition has a positive and significant effect on the Personnel performance of the Kota Tanpa Kumuh (KOTAKU) Program in West Sumatra. This shows that the better the knowledge acquisition possessed by the personnel of Kota Tanpa Kumuh (KOTAKU) program in West Sumatra, it can be concluded that the performance of the personnel can be achieved. The opposite happens when the value of knowledge acquisition decreases, it can be concluded that personnel performance will not be obtained. In other words, in this study, knowledge acquisition has an influence on personnel performance, so the hypothesis is accepted

#### 4 CONCLUSION

Remote working has a positive and significant effect on the performance of the Kota Tanpa Kumuh (KOTAKU) program personnel in West Sumatra. This shows that there are no obstacles for married personnel, especially married women, to work remotely, because they can manage their time well to maintain a balance between working professionally and personal matters, even without supervision from superiors, thus providing a positive impact. and significant for the performance of KOTAKU personnel.

Digital Skill has a positive and significant effect on the performance of the Kota Tanpa Kumuh (KOTAKU) program personnel in West Sumatra. This shows that education, age and gender do not affect KOTAKU personnel to improve their digital skills, so that their work is more effective and efficient, so that it has a positive and significant impact on improving the performance of KOTAKU personnel.

Knowledge acquisition has a positive and significant impact on the performance of the Kota Tanpa Kumuh (KOTAKU) program personnel in West Sumatra. The findings of this study indicate that the level of education, length of work and income will have an impact on the better knowledge acquisition of KOTAKU personnel, so that it will have a positive and significant impact on their performance.

Based on the results of this study, the policy implications suggested for the KOTAKU program are Remote working is not a performance constraint for married personnel, so the KOTAKU program can continue to implement the remote working policy for the realization of the effectiveness and efficiency of personnel performance, to overcome boredom because the KOTAKU remote working program can provide work motivation training or family gathering to a comfortable place to build good interpersonal relationships. The digital skills of KOTAKU program personnel need to be improved by providing more ICT in the office, providing training on digital security, so that data can be protected from malware attacks, because Indonesia has the highest level of malware (Microsot indonesia in Monggilo et al., 2021). Knowledge Acquisition of KOTAKU program personnel can be facilitated with ease of learning through the website or KOTAKU program e-learning or Provide learning opportunities for personnel to carry out self-development that will improve personnel performance.

This research has limitations, so it is far from perfect, therefore it is hoped that in the future, research will be developed by further researchers. The limitations of this research are as follows This study only analyzes aspects of remote working, digital skills and knowledge acquisition. The object of this research is only conducted in the KOTAKU Program in West Sumatra, so the results of this study are limited in generalization. This research data is only based on questionnaires and does not use other methods in collecting research data

Based on the results of the study and the conclusions obtained, several suggestions were found, namely Subsequent research is suggested to add variables that affect performance, especially in the program personnel of the City Without Slums (KOTAKU) West Sumatra such as Passion, Burnout and work life balance. Subsequent research is expected to be able to add and expand research objects in the Jambi and Riau KOTAKU Program so that research results are more accurate and relevant. Adding data collection methods through direct interviews with each respondent, in order to get more accurate real conditions

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