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The Effect of Digitalization and the Work Environment on Employee Performance at STPN Yogyakarta

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Abstract

This study aims to analyze the influence of digitalization and work environment on employee performance at the National Land College (STPN) Yogyakarta. A quantitative associative research approach was employed, involving 47 employees as respondents. Data were collected through questionnaires, observation, and documentation and analyzed using multiple linear regression, t-test, F-test, Pearson correlation, and coefficient of determination (R^2). The results show that digitalization has a significant positive effect on employee performance, with a t-count of 2.940 > t-table 1.680 and a significance value of 0.005 < 0.05. The work environment also has a significant positive effect, with a t-count of 3.980 > 1.680 and a significance value of 0.000 < 0.05. Simultaneously, digitalization and work environment significantly influence employee performance, with an F-count of 49.275 > 3.204 and a significance value of 0.000 < 0.05. The coefficient of determination indicates that both variables explain 69.1% of employee performance, while 30.9% is influenced by other factors. Pearson correlation results indicate strong relationships between digitalization and performance (r = 0.762) and work environment and performance (r = 0.794). These findings highlight the importance of digitalization and a conducive work environment in improving employee performance.

Keywords Digitalization, Employee Performance, Quantitative Research, STPN Yogyakarta, Work Environment

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INTRODUCTION

Industry 4.0 has reshaped organizational operations through artificial intelligence and big data analytics. Digital transformation extends beyond mere automation to fundamentally alter how organizations create and deliver value to stakeholders. The public sector faces increasing pressure to adopt digital technologies in order to provide faster and more transparent services. Organizations that successfully leverage technological advancements gain competitive advantages through improved decision-making and operational efficiency. Governments

worldwide are accelerating comprehensive digitization efforts that encompass all aspects of operational workflows rather than simple service conversion.

Technological advancement alone cannot guarantee organizational success without competent human resources. Employees must possess digital literacy, adaptive capabilities, and collaborative skills to thrive in modern workplaces. The work environment plays a critical role in determining employee motivation, productivity, and overall performance. A supportive environment encompasses both physical conditions and non-physical aspects such as interpersonal relationships and organizational culture. Previous case studies have demonstrated that pleasant work atmospheres create conducive conditions that improve achievement levels and strengthen employee commitment.

STPN Yogyakarta operates as a national land college under the Ministry of Agrarian Affairs and Spatial Planning. Field observations during internship activities revealed significant challenges in the implementation of digital systems. Senior employees often struggle with new technologies, leading to operational inefficiencies and communication barriers. The diverse demographic composition of the workforce creates variations in work motivation and technology adoption rates. Unfavorable working conditions may lower employee motivation and reduce overall productivity within the organization.

This study examines the influence of digitalization and work environment on employee performance at STPN Yogyakarta. The research focuses on permanent and contract employees engaged in administrative and operational activities. Digitalization and work environment serve as independent variables, while employee performance measured through productivity, timeliness, work quality, and responsibility functions as the dependent variable. Data collection relies on questionnaires and direct observations conducted during the 2025 internship period. The results reflect actual conditions at the institution during the specified timeframe and geographical context.

The findings of this research are expected to provide practical recommendations for improving employee effectiveness at STPN Yogyakarta. Optimal digitalization strategies combined with conducive work environments may enhance organizational commitment and performance outcomes. This study strengthens the collaborative relationship between the Islamic University of Indonesia and STPN Yogyakarta. The research outcomes serve as evaluation material for curriculum relevance in preparing students for professional demands. Practical experience in government agencies allows students to apply academic knowledge while developing analytical skills and professional discipline.

METHODS

This study employed a quantitative approach with an associative research design to examine the influence of digitalization and the work environment on employee performance at the National Land College (Sekolah Tinggi Pertanahan Nasional/STPN) Yogyakarta. A quantitative approach was selected because it enables the collection of numerical data through structured questionnaires and facilitates statistical analysis to test the proposed hypotheses. The associative design was used to determine the relationship and causal influence between the independent variables digitalization (X_1) and work environment (X_2) and the dependent variable, employee performance (Y). The unit of analysis consisted of permanent and contract employees working in administrative, academic, and operational divisions at STPN Yogyakarta. These employees were chosen because they are directly involved in implementing digital systems, experience the organizational work environment, and are affected by institutional digital transformation.

Data were collected using observation, questionnaires, and documentation techniques. Observation was conducted to obtain an initial understanding of organizational conditions, identify the employee population, and examine the implementation of digitalization and workplace practices. The questionnaire served as the primary research instrument and consisted of structured statements measured

using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument included respondent profiles, instructions, and items representing each research variable. Primary data were obtained directly from employee responses, while secondary data were collected from institutional reports, official documents, and organizational archives.

The operationalization of variables was based on measurable indicators. Digitalization was assessed through digital infrastructure availability, utilization of digital systems, employees' digital competencies, and the contribution of digital technology to work efficiency. The work environment was measured through physical workplace conditions, communication and interpersonal relationships, occupational safety and comfort, and organizational support and facilities. Employee performance was evaluated using indicators of work quality, work quantity, punctuality and discipline, teamwork and initiative, and productivity and efficiency.

Before hypothesis testing, the research instrument was examined for validity and reliability. Item validity was evaluated using Pearson's Product Moment correlation, where an item was considered valid if the calculated correlation coefficient exceeded the critical value and the significance level was below 0.05. Reliability was tested using Cronbach's Alpha, with a coefficient greater than 0.60 indicating acceptable internal consistency.

The collected data were analyzed using SPSS software. Multiple linear regression analysis was applied to examine the effect of digitalization and the work environment on employee performance. Simultaneous effects were tested using the F-test, while partial effects of each independent variable were examined using the t-test. Pearson correlation analysis was performed to identify the strength and direction of relationships among variables, whereas the coefficient of determination (R^2) was used to measure the proportion of variance in employee performance explained by the independent variables. The regression model was expressed as $Y = b_0 + b_1X_1 + b_2X_2 + \varepsilon$, where Y represents employee performance, X_1 digitalization, X_2

work environment, b_0 the constant, b_1 and b_2 the regression coefficients, and ε the error term. The most influential factor was identified through the highest standardized beta coefficient and partial correlation value. The findings are expected to provide empirical evidence and practical recommendations for improving employee performance and supporting organizational development at STPN Yogyakarta.

FINDINGS AND DISCUSSION

Statistical Results of Digitization Variables

The statistical results of the digitization question item can be found in Table 1 below.

Table 1 Digitization Statistics Results

No	Item	Frequency of Answers					Quantity
		1	2	3	4	5	
1	Availability of computer devices and internet networks	7 (15%)	5 (11%)	7 (15%)	14 (30%)	14 (30%)	47
2	Reliability of digital systems used in	4 (9%)	10 (21%)	13 (28%)	13 (28%)	7 (15%)	47
3	Ease of access to digital systems by employees	5 (11%)	6 (13%)	13 (28%)	12 (26%)	11 (23%)	47
4	Ease of access to digital systems by employees	6 (13%)	5 (11%)	10 (21%)	11 (23%)	15 (32%)	47
5	Integration between digital systems within the institution	4 (9%)	4 (9%)	6 (13%)	16 (34%)	17 (36%)	47
6	Ease of use of digital system (user-friendly)	2 (4%)	9 (19%)	9 (19%)	15 (32%)	12 (26%)	47
7	Employees' ability to use digital technology	6 (13%)	8 (17%)	9 (19%)	15 (32%)	9 (19%)	47
8	Participation in digitalization training	6 (13%)	8 (17%)	13 (28%)	11 (23%)	9 (19%)	47
9	Attitude and readiness for technology-based change	4 (9%)	7 (15%)	12 (26%)	11 (23%)	13 (28%)	47
10	Acceleration of job completion	6 (13%)	9 (19%)	8 (17%)	13 (28%)	11 (23%)	47
11	Reduced work error rate	9	5	6	18	9	47

		(19%)	(11%)	(13%)	(38%)	(19%)	
12	Time and cost efficiency through digital systems	9 (19%)	3 (6%)	9 (19%)	16 (34%)	10 (21%)	47

Based on the analysis of the digitalization variable, the level of digitalization at the National Land College (STPN) Yogyakarta can be classified as good to very good. This finding is reflected in the dominance of respondents selecting Agree (4) and Strongly Agree (5) across most questionnaire items. Employees generally perceived that adequate digital infrastructure, including computers and internet connectivity, was available to support daily operations. Respondents also reported that the digital systems were reliable, accessible, and relatively easy to use, although minor improvements in system stability and accessibility remain necessary. Furthermore, the integration of digital systems across departments was viewed positively, enabling more effective coordination and workflow. Employees demonstrated sufficient digital competence and expressed positive perceptions regarding digital training opportunities. Most respondents agreed that digitalization had enhanced work efficiency by accelerating task completion, reducing operational errors, and improving time and cost effectiveness. Overall, the findings indicate that digitalization has been successfully implemented and provides substantial support for improving employee performance and organizational effectiveness.

Statistical Results of Work Environment Variable

The statistical results of the digitization question item can be found in Table 2 below

Table 2 Work Environment Statistics Results

No	Item	Frequency of Answers					Quantity
		1	2	3	4	5	
1	Lighting, ventilation and workspace temperature	5 (11%)	10 (21%)	9 (19%)	16 (34%)	7 (15%)	47
2	Workplace cleanliness and comfort	5 (11%)	10 (21%)	9 (19%)	13 (28%)	10 (21%)	47
3	Adequate work facilities (desks, chairs, devices)	8 (17%)	3 (6%)	9 (19%)	15 (32%)	12 (26%)	47
4	Harmonious relationship between employees	4 (9%)	8 (17%)	8 (17%)	14 (30%)	13 (28%)	47
5	Cooperative relationship	6	8	10	15	8	47

	between superiors and subordinates	(13%)	(7%)	(21%)	(32%)	(17%)	
6	Open communication within the work team	7 (15%)	5 (11%)	7 (15%)	18 (38%)	10 (21%)	47
7	A sense of security at work	5 (11%)	6 (13%)	13 (28%)	15 (32%)	8 (17%)	47
8	Minimal internal conflict	10 (21%)	4 (9%)	9 (19%)	16 (34%)	8 (17%)	47
9	Moral support from colleagues and superiors	9 (19%)	7 (15%)	9 (19%)	17 (36%)	5 (11%)	47
10	Support for management policies towards the work environment	6 (13%)	5 (11%)	11 (23%)	16 (34%)	9 (19%)	47
11	Maintenance of work facilities	7 (15%)	5 (11%)	10 (21%)	16 (34%)	9 (19%)	47
12	Opportunity for feedback from employees on working conditions	4 (9%)	9 (19%)	11 (23%)	14 (30%)	9 (19%)	47

Based on the statistical analysis of the 12 work environment indicators, the work environment at the National Land College (STPN) Yogyakarta can be categorized as good. This conclusion is supported by the predominance of respondents selecting Agree (4) and Strongly Agree (5) across most questionnaire items. The findings indicate that employees generally perceive their workplace as supportive of their daily responsibilities and overall performance.

The physical work environment, including lighting, ventilation, temperature, cleanliness, and the availability of office facilities such as desks, chairs, and work equipment, received consistently positive evaluations. Respondents also expressed favorable perceptions of interpersonal relationships, highlighting effective cooperation among colleagues and constructive interactions between supervisors and subordinates. Open communication within work teams was viewed positively, facilitating coordination and enhancing collaboration in completing organizational tasks.

Furthermore, employees reported feeling secure in the workplace, with minimal internal conflict that could interfere with productivity. Management was

also perceived as providing adequate support by maintaining workplace conditions and responding to employee needs. Opportunities for employees to provide feedback and contribute suggestions regarding workplace improvements were considered satisfactory. Overall, these findings demonstrate that STPN Yogyakarta has established a conducive work environment that promotes employee well-being, encourages teamwork, and supports higher levels of organizational effectiveness and employee performance.

Statistical Results of Employee Performance Variables

The statistical results of the digitization question item can be found in Table 3 below

Table 3 Results of Employee Performance Statistics

No	Item	Frequency of Answers					Quantity
		1	2	3	4	5	
1	Accuracy of work results	4 (9%)	5 (11%)	9 (19%)	21 (45%)	8 (17%)	47
2	Low error rate	7 (15%)	11 (23%)	6 (13%)	13 (28%)	10 (21%)	47
3	Standards of work results according to the provisions of the institution	6 (13%)	8 (17%)	10 (21%)	14 (30%)	9 (19%)	47
4	Number of jobs completed	3 (6%)	5 (11%)	6 (13%)	21 (45%)	12 (26%)	47
5	Work targets are achieved on time	6 (13%)	7 (15%)	7 (15%)	15 (32%)	12 (26%)	47
6	Productivity increases over time	3 (6%)	8 (17%)	11 (23%)	15 (32%)	10 (21%)	47
7	On-time attendance	2 (4%)	11 (23%)	8 (17%)	17 (36%)	9 (19%)	47
8	Task completion on schedule	5 (11%)	6 (13%)	6 (13%)	22 (47%)	8 (17%)	47
9	Effective uptime management	8 (17%)	5 (11%)	11 (23%)	19 (40%)	4 (9%)	47
10	Collaboration in a team	10 (21%)	2 (4%)	6 (13%)	21 (45%)	8 (17%)	47
11	Initiative to improve the work system	5 (11%)	7 (15%)	11 (23%)	14 (30%)	10 (21%)	47
12	Participation in institutional activities	3 (6%)	7 (15%)	10 (21%)	18 (38%)	9 (19%)	47
13	Effective use of work resources	6 (13%)	5 (11%)	9 (19%)	19 (40%)	8 (17%)	47

14	Achieve maximum results with minimal time	5 (11%)	10 (21%)	10 (21%)	16 (34%)	6 (13%)	47
15	) Improved performance with the implementation of digital systems	8 (17%)	6 (13%)	10 (21%)	15 (32%)	8 (17%)	47

Based on the statistical results of respondents' answers to 15 item of employee performance variable questions, it can be concluded that the level of employee performance is in the good category. This can be seen from the dominance of respondents' answers on a scale of 4 (Agree) and 5 (Strongly Agree) in most statement items. In terms of accuracy and quality of work results, the majority of respondents stated that the work achieved was in accordance with standards and completed on time. In addition, the number of work completed and the achievement of work targets also show a high percentage of approvals.

In terms of the level of work errors, most respondents stated that work errors were relatively low. This shows that employees have been able to work with good precision in carrying out their duties. In terms of productivity and work time efficiency, respondents tend to give positive assessments. The majority agreed that productivity increased over time, work was completed on schedule, and work time management was effective. The collaboration and cooperation aspect in the team also showed good results. Most respondents agreed that teamwork went well and supported performance achievement.

In addition, in the aspect of initiative and participation in the improvement of the work system, respondents showed work with minimal time, the majority of respondents also gave an assessment of approval. This shows that employees are able to work efficiently and optimally. Finally, in the aspect of improving performance along with the implementation of digital systems, respondents tend to say they agree. This indicates that the implementation of digitalization makes a positive contribution to improving employee performance. Therefore, it can be concluded that overall employee performance is at a good level and has met the expected standards.

Test Results of Research Instruments

Validity Test Results

Digitization Variables

The digitization variable has 12 question items related to the availability of digital infrastructure, the use of digital systems, the digital competence of employees, and the impact of digitalization on work efficiency. The results of the validity test will be compared with the r of respondent table 47, which is 0.2429 The results of the validity test on the digitization variable can be seen in Table 4.

Table 4 Results of the Validity Test of Digitization Variables

Item	r count	Remarks
D1	0,601	Valid
D2	0,667	Valid
D3	0,518	Valid
D4	0,617	Valid
D5	0,593	Valid
D6	0,506	Valid
D7	0,498	Valid
D8	0,377	Valid
D9	0,684	Valid
D10	0,662	Valid
D11	0,444	Valid
D12	0,672	Valid

Based on the results of the validity test conducted using SPSS software version 26 on the question item in the digitization variable, it can be seen that each question item has a calculated r value of ≥ 0.2429. Therefore, it can be concluded that, as a whole, the digitization variable question item is declared valid, then the question can be used in the research.

Work Environment Variables

The work environment variable consists of 12 question items related to the physical condition of the work environment, social relations and work communication, work safety and tranquility, and organizational and facility support. The results of the validity test of the working environment variables can be seen in table 5 and compared with the r of table 0.2429.

Table 5 Results of the Validity Test of Work Environment Variables

Item	r count	Remarks
LK1	0,597	Valid
LK2	0,695	Valid
LK3	0,575	Valid
LK4	0,582	Valid
LK5	0,650	Valid
LK6	0,568	Valid
LK7	0,626	Valid
LK8	0,529	Valid
LK9	0,655	Valid
LK10	0,701	Valid
LK11	0,432	Valid
LK12	0,613	Valid

Based on the results of the validity test conducted using SPSS software version 26 on the question item in the digitization variable, it can be seen that each question item has a calculated r value of ≥ 0.2429. Therefore, it can be concluded that, as a whole, the question item of the work environment variable is declared valid, so the question can be used in the research.

Employee Performance Variables

The employee performance variables consisted of 15 question items related to the quality of work outputs, quantity of work outputs, punctuality and discipline, cooperation and initiative, and efficiency and productivity. The results of the validity test of employee performance variables can be seen in table 4.10 and compared with the r of respondent table 6, which is 0.2429.

Table 6 Results of the Validity Test of Employee Performance Variables

Item	r count	Remarks
KP1	0,566	Valid
KP2	0,545	Valid
KP3	0,663	Valid
KP4	0,436	Valid
KP5	0,429	Valid
KP6	0,458	Valid
KP7	0,696	Valid

KP8	0,528	Valid
KP9	0,636	Valid
KP10	0,514	Valid
KP11	0,430	Valid
KP12	0,524	Valid
KP13	0,633	Valid
KP14	0,464	Valid
KP15	0,476	Valid

Based on the results of the validity test conducted using SPSS software version 26 on the question item in the digitization variable, it can be seen that each question item has a calculated r value of ≥ 0.2429. Therefore, it can be concluded that, as a whole, the question item of the employee performance variable is declared valid, so the question can be used in the research.

Reliability Test Results

The results of the test of the questionnaire instrument on the digitization variables, work environment, and employee performance of the reliability test calculation are shown in table 7. If a variable shows a value of > 0.60, then it can be concluded that the variable can be said to be reliable or consistent (Dewi et al., 2022).

Table 7 Results of the Reliability Test

Variabel	Cronbach Alpha	Remarks
Digitization	0,810	Reliabel
Work Environment	0,839	Reliabel
Employee Performance	0,818	Reliabel

Based on the results of the reliability test calculation that has been shown in the table above, it can be known that the value of the Crombach Alpha coefficient for the digitization variable with a value of 0.810, the work environment variable with a value of 0.839, and the employee performance variable with a value of 0.818. Therefore, it can be concluded that, overall, the question items in the three variables are declared reliable.

Data Analysis Results

Multiple Linear Regression Test Results

The multiple linear regression test is intended to predict the conditions of the dependent variables. This test aims to validate the hypothesis regarding the correlation between each employee performance indicator with a significance level of 0.05. The results of the multiple linear regression test are shown in table 8.

Table 8 Multiple Linear Regression Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	11.732	4.036		2.907	.006
	Digitization (X1)	.421	.143	.376	2.940	.005
	Work Environment (X2)	.545	.137	.509	3.980	.000
a. Dependent Variable: Employee Performance (Y)						

In this multiple linear regression result, the formula of the regression equation is Y = 11.732 + (X1) 0.421 + (X2) 0.545. Following the regression equation above, the conclusions are made as follows:

The coefficient constant of 11.732 with a positive sign shows that if the digitization and working coefficient variables Y are equal to 11.732

According to the regression coefficient of the digitization variable (X1), which has a positive sign and a value of 0.421, employee performance will increase by 0.421 for each unit increase in digitization, provided that other independent variables remain constant.

The regression coefficient of the work environment variable (X2) has a positive sign and a value of 0.545, meaning that if the other independent variables remain

constant and the level of the work environment increases by one unit, the work environment will increase by 0.545.

T Test Results (Partial)

To find out whether the variables of digitalization (X1) and the work environment (X2) partially affect employee performance (Y). The dependent variable is affected by independent factors when using the t-test if sig. < 0.05 and t calculate > t table. With n = 47 and t table = (α; n-k) then the value t of the table is (0.05; 44) = 1.680.

Table 9 T Test Results (Partial)

Coeefficientsa					
Variable	T Count	T table	Sig	a	Remarks
	2,907				
Digitization	2,940	1,680	0,005	0,05	Signifikan
Work Environment	3,980	1,680	0,000	0,05	Signifikan

It is known that in table 4.13 the test value t (partial) the t-value of digitization calculation is 2.940 > t table 1.67 with the sig value is 0.005 < 0.05, then it can be concluded that digitalization has a significant effect on employee performance. Then the value of t calculating the working environment is 3.980 > t table 1.67 with a value of sig. is 0.000 < 0.05, so it can be concluded that the work environment has a significant effect on employee performance.

Test F Results (Simultaneous)

The F test was used in this study to test the simultaneous influence of the variables X and Y. If F calculates > F table with a value of sig. < 0.05 then variable X affects variable Y simultaneously and vice versa. A table with n = 47 has a table F value (k; n-k) = (2; 45) = 3.204.

Table 10 Test F Results (Simultaneous)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	3221.421	2	1610.710	49.275	.000b
	Residual	1438.281	44	32.688		
	Total	4659.702	46			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Environment (X2), Digitalization (X1)						

Based on table 4.14, the value of the test f (simultaneous) is known to be 49.275 > F, table 3.204 and the sig value is 0.000 < 0.05, so it can be said that the employee performance variable (Y) and the X variable are significantly affected at the same time.

Determination Coefficient Test Results

The coefficient of determination is used to determine the percentage of influence that independent variables have that act simultaneously on dependent variables. If the value of the adjusted R Square is close to 1, the independent variable has a significant impact; If it is close to 0, the effect is negligible. The range of the determination coefficient is 0 < R2 < 1, or 0 < 1. The results of the regression test in table 11 below show the findings of the determination coefficient.

Table 11 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831a	.691	.677	5.717
a. Predictors: (Constant), Work Environment (X2), Digitalization (X1)				
b. Dependent Variable: Employee Performance (Y)				

The table above describes the result of table 4.15, which is a correlation or coefficient of the determination relationship (R) of 0.69. The coefficient of

determination of this output (R Square) is 0.69 which means that 69% of the independent variables of employee performance have an impact on the dependent variable. As a result, since independent variables receive a value of 69% out of 100%, it can be said that their influence on dependent variables is large.

Pearson Correlation Test Results

The correlation test aims to assess how closely each employee performance indicator relates to digitalization and the work environment as expressed by the correlation coefficient (r). When the sig value < 0.05 this indicates a correlation between the two variables. Table 4.16 shows the results of the Pearson correlation analysis.

Table 12 Pearson Correlation Test Results

Correlations				
		Digitization (X1)	Work Environment (X2)	Employee Performance (Y)
Digitization (X1)	Pearson Correlation	1	.756**	.762**
	Sig. (2-tailed)		.000	.000
	N	47	47	47
Work Environment (X2)	Pearson Correlation	.756**	1	.794**
	Sig. (2-tailed)	.000		.000
	N	47	47	47
Employee Performance (Y)	Pearson Correlation	.762**	.794**	1
	Sig. (2-tailed)	.000	.000	
	N	47	47	47

**. Correlation is significant at the 0.01 level (2-tailed).

The results of table 4.16 of the Pearson correlation value show that each variable indicator has an influence on the employee performance variable (Y) as evidenced by the value of sig. namely 0.000 < 0.05. Furthermore, digitalization has a correlation with the degree of a strong relationship with employee performance as evidenced by a Pearson correlation value of 0.762. Then the work environment has a correlation with the degree of strong relationship to employee performance of 0.794.

Discussion

The Effect of Digitalization on Employee Performance

The results of the first hypothesis test that states that digitalization has a positive effect on employee performance are proven to be proven. This can be interpreted that the better the implementation of digitalization in the agency, the more employee performance will also improve. The results of this study show that the availability of digital systems, ease of access, system integration, and the ability of employees to use digital technology contribute to increasing work effectiveness and efficiency. Digitalization helps speed up job completion, minimize errors, and increase employee productivity.

This is in line with research conducted by Amalya et al. (2025) which proves that digitalization has a positive and significant effect on employee performance at PT ASDP Indonesia Ferry (Persero) Kupang Branch. The findings of the study emphasized the importance of effective digitalization management to support the achievement of organizational goals. Research conducted by Supriyadi (2024) stating that there is a positive linear relationship between cooperative digitalization and employee performance. Significantly, digitalization has been proven to have a positive effect on employee performance. Digitalization has a positive effect on employee performance with a t-statistical value of the relationship between employee performance is 12.716 and sig. 0.000, as seen from increasing productivity and speed in completing tasks, accelerating coordination between fields, allowing

more transparent work monitoring, and reducing the potential for administrative errors (Andhika et al., 2025).

Research results by Adam (2024) shows that digital transformation has a positive and significant influence on employee performance. The results of the hypothesis test (t-test) obtained a calculated t value of 5.581 which is greater than the t table of 1.67469 with a significance value of 0.000 (smaller than 0.05). Digitalization allows employees to work faster and more accurately, reduces manual errors, and improves coordination between units and is in line with the Resource-Based View theory which states that digitalization becomes a strategic resource to improve performance through automation and efficiency (Djamaluddin & Abdurrahman, 2025).

The Influence of the Work Environment on Employee Performance

The results of the second hypothesis test that states that the work environment has a positive effect on employee performance are proven to be proven. This means that the more conducive and supportive the work environment felt by employees, the higher the level of performance produced. The condition of the work environment which includes physical aspects such as lighting, ventilation, cleanliness, and completeness of work facilities, as well as non-physical aspects such as harmonious working relationships, open communication, a sense of security, and management support have been proven to be able to create a comfortable working atmosphere. A good work environment has an impact on increasing the effectiveness of employees in completing tasks. These results are in line with the results of research by Sapriyanto (2023) which states that there is a positive and significant influence of the work environment on employee performance by 35.9% and the rest is influenced by other factors. Research by Jusdiana et al (2022) Regarding the influence of the work environment on employee performance, it is concluded that employee performance is seen from several performance indicators such as understanding of responsibility, innovation, work speed, work accuracy, and

cooperation between employees, as well as the work environment has a positive effect on employee performance with a percentage of 53.6%.

Partially, the work environment shows a positive influence on employee performance. This indicates that the more conducive the work environment created, the more employee performance will also improve (Armansyah, 2024). Dinur et al (2025) It was found that the work environment has a positive and significant influence on employee performance as shown by a regression coefficient value of 0.896 with a significance level of 0.000 which is smaller than 0.05. These findings indicate that the better the working environment, the better the employee performance. Similar research also states that there is a positive and significant influence between the work environment and employee performance (Ferliani et al., 2022). The more conducive the work environment that is created, the higher the level of employee performance.

CONCLUSION

Based on the findings obtained from 47 employees of the National Land College (STPN) Yogyakarta, this study concludes that both digitalization and the work environment have significant positive effects on employee performance. Effective digitalization, reflected in reliable digital infrastructure, integrated information systems, easy access to technology, and employees' digital competencies, contributes to improved work efficiency, faster task completion, and reduced operational errors. Likewise, a supportive work environment, including adequate physical facilities, a comfortable workplace, positive interpersonal relationships, effective communication, and strong organizational support, enhances employee motivation, collaboration, and productivity, leading to better overall performance.

Despite these findings, the study has several limitations. The relatively small sample size of 47 respondents limits the generalizability of the results to other organizations. In addition, the use of self-reported questionnaires may introduce

response bias, while the cross-sectional design does not capture changes over time. Future studies are encouraged to include additional variables such as leadership, work motivation, organizational culture, or job satisfaction, involve larger and more diverse samples, and apply mixed-method approaches to obtain more comprehensive insights. Practically, STPN management should continue strengthening digital transformation initiatives and creating a supportive work environment to sustain employee performance and organizational effectiveness.

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