



Digital Transformation: The Role of the Big Five Personality Traits

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Abstract

This study aimed to investigate the role of the big five personality qualities in mediating the relationship between digital transformation and team member performance. This survey included 83 elementary to middle school teachers and education staff from the Marsudirini Foundation's Yogyakarta branch. The hypothesis was tested using PLS-SEM in this study, which used a mixed method. The hypothesis testing results revealed that digital transformation has a beneficial effect on team member performance. When the role of moderation is tested, it is discovered that extraversion and neuroticism personality types do not significantly affect the relationship between digital transformation and team member performance. Meanwhile, as moderating variables, agreeableness, conscientiousness, and openness personality types strongly negatively affect the association between digital transformation and team member performance. Informant interviews corroborate the survey results, highlighting the insignificant effect of extraversion and neuroticism personality types.

Abstrak

Penelitian ini bertujuan untuk menguji peran moderasi dari big five personality traits pada hubungan transformasi digital terhadap kinerja karyawan. Responden penelitian ini adalah 83 Guru dan karyawan dari Yayasan Marsudirini Cabang Yogyakarta pada tingkat pendidikan dasar hingga pertengahan. Penelitian ini menggunakan metode campuran (mixed method) dan pengujian hipotesis menggunakan PLS-SEM. Hasil pengujian hipotesis menunjukkan bahwa transformasi digital berpengaruh positif terhadap kinerja karyawan. Pada pengujian peran moderasi menunjukkan bahwa tipe kepribadian ekstreversion dan neuroticism sebagai variabel moderasi tidak memiliki pengaruh yang signifikan atas hubungan transformasi digital terhadap kinerja karyawan. Sedangkan tipe kepribadian agreeableness, conscientiousness, dan openness sebagai variabel moderasi memiliki pengaruh negatif yang signifikan atas hubungan transformasi digital terhadap kinerja karyawan. Hasil survei juga didukung oleh hasil wawancara dengan narasumber untuk mempertegas pengaruh tidak signifikan dari tipe kepribadian ekstreversion dan neuroticism.

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INTRODUCTION

In recent decades, the phenomenon of digital transformation has grown in popularity. One of the most significant challenges that enterprises face today is digital transformation (Saarikko et al., 2020). The term "digital transformation" refers to the significant changes that are occurring in the eyes of the public and industry as a result of computerized innovation (Agarwal et al., 2010; Majchrzak et al., 2016). On a hierarchical level, it is stated that businesses should create "procedures that include computerized repercussions of change and encourage better functional execution" to increase innovation (Hess et al., 2016). Berman (2014) discovered in his research that computerized changes are the consequence of a period of disruption known as the Industrial Age 4.0, thus action plans must be adjusted to upgrade the company environment into another ecosystem that is more creative, complex, and dynamic.

In order to improve the business environment in the current digital era, it is necessary for diverse industries to face digital transformation, which is a significant phenomena that cannot be disregarded. The digital revolution happens swiftly and has an impact on practically every industry, including education. Education is a deliberate endeavor to offer students learning opportunities. Cognitive, emotional, and psychomotor aspects comprise the educational experience. Because of technical improvements through digital transformation, the field of education has advanced at a breakneck pace during the previous few decades. E-learning, often known as online learning, is an aspect of the digital transition in the field of education. In the context of education, digital change may present both opportunities and challenges, the opportunities to be seized include the digital transformation that accelerates educational transformation, allowing for more flexible learning at any time and anywhere. Meanwhile, the challenges faced when the human resources and equipment we have are not prepared (Pujilestari, 2020).

Because of the following reasons, researchers chose the Marsudirini Foundation to examine how the big five personality traits relate to employee performance and digital transformation. The Marsudirini Foundation is a legal institution of the OSF Sisters that administers the work component of education, particularly primary and secondary education. One of the Marsudirini Foundation's aims is to establish a quality educational institution that is open to global advances. As a result, in the face of the Covid-19 pandemic and the Fourth Industrial Revolution, the Marsudirini Foundation encourages all teachers and employees to embrace technology in a variety of teaching and administrative operations. This is done to provide the best possible service to students by developing superior educational institutions that are open to global advances. Of course, digital transformation has an impact not only on information technology (IT) but also on people or employees within the business, which will have an impact on employee performance in the future.

According to Singh et al. (2011) the business's most valuable assets are its human resources. In other words, the company's human resources hold the key to its success. Companies require a control system that can help them reach their goals in order to succeed. This study uses digitalization (digital transformation) to implement the control system in issue. According to Loonam (2021) digital transformation is a process that makes use of cutting-edge technologies, such as virtualization advances, portable computing, distributed computing, and a fusion of all existing frameworks in businesses, institutions, and so on. If an organization wishes to pursue a digital transformation, it must possess digital-based knowledge, perspective, and culture (Morakanyane et al., 2017). So, it will be essential to examine whether digital transformation would enhance employee performance inside the company in order to accomplish sustainable organizational and environmental goals. Sumarsid et al. (2022) argue that employee performance is a direct outcome of the caliber and amount of work completed by workers at the company where they are employed in agreement with the business's size or guidelines.

Personality theory suggests that dispositional or personal characteristics might influence employee performance. This dispositional variable is defined as personality traits, needs, attitudes, preferences, and reasons that result in a proclivity to react to stimuli in a predictable manner (Rothmann & Coetzer, 2003). This is reinforced further by Nasyroh and Wikansari (2017), who argue

that one of the psychological aspects influences performance (perception, attitude, personality, learning, and motivation). The psychological factors of the individuals to be studied are considered important, namely the big five personality traits in finding out the relationship between digital transformation and employee performance. Big five personality traits are one of the important predictors of personality traits for job performance (Aarde et al., 2017).

Big five personality traits consist of five dimensions, namely openness, conscientiousness, extraversion, neuroticism, and agreeableness. *Extraversion* personality traits include a sociable, aggressive character, a high level of activity, a desire for new experiences, a warm environment, and favorable emotions toward others. The polar opposite of extraversion is a calm introvert who is likewise passive. Kindness, trust, altruism, charm, and politeness characterize the *agreeableness* personality. Selfishness, animosity, and mistrust are the opposites of agreeableness. A person with a *conscientiousness* personality is someone competent, conscientious, reliable, organized, task-oriented, and meticulous. In the meantime, the polar opposite is a lack of self-control and disarray. *Neuroticism's* personality traits include irritability, anxiety, sorrow, tension, and vulnerability to stress; the opposing pole of neuroticism is emotional stability. The *openness* personality is curious, creative, intellect, aesthetic feeling, values, and ideas. The opposite pole includes narrow and mediocre interests and narrow minds (Mammadov, 2021; Novikova, 2013). In their study, Novikova (2013) found that when there is economic uncertainty, the particularity of individual psychology that influences performance becomes extremely significant. According to additional research, behavioral aspects have significant influences on thinking styles and viewpoints while addressing a problem (Lindrianasari, 2015). Consequently, it is important to demonstrate how employee performance dynamics are impacted by psychological elements and how the business is paying special attention to the digital transition through a more comprehensive analysis.

Computerized change (digital transformation) is defined as an adjustment (or transformation) of a plan of action that occurs as a result of the unique speed of mechanical progress and development, which causes changes in purchasing and social behavior (Kotarba, 2018). Digital transformation enables firms to make use of indisputable digital links of information, data, and information.

Organizations that have embraced technological change might incorporate new techniques and creative impulses into their daily operations (Díaz-chao et al., 2015; Loonam, 2021; Morakanyane et al., 2017). Furthermore, transformation values in establishing new thoughts and correspondences among colleagues in an organization's value chain. On the other hand, computerized change may be described as a cyclical approach to enhance an aspect by causing enormous alterations to items or commercial activities via the integration of data, registration, correspondence, and network progress (Vial, 2019). While businesses continue to develop and evolve as a result of changing business processes, digital transformation will be a transition driven by cutting-edge innovation, introducing particular changes in business activities, business cycles, and value-creating performance (Libert et al., 2016). Previous research on the consequences of digital technology discovered that the method of digitalization (digital transformation) can have an impact on employee performance.

H₁: Digital Transformation has a positive effect on Employee Performance.

The digital transformation reduces the need for human labor. Although analysts have not specifically defined the notion of digital transformation (Morakanyane et al., 2017), practically all cycles performed by people have been transferred to advanced media/technology. As a general rule, digital transformation may be defined as an extreme cycle that occurs in businesses when using innovation, HR, and business processes, causing the organization's business implementation to alter dramatically (Boulton, 2020). In the current information economy, there is no other way to develop organizational performance but through continuously enhancing employee performance (Amir, 2015). Employee performance is a representation of capacity since it represents original work or work accomplished by employees as a result of the organization's effort and work (Priansa, 2017). In their research, (Barrick et al., 2002) concluded that personality influences a person's motivation and affects their job performance. All personality assessments, according to researchers, can be classified into the main five personality traits (Goldberg, 1990).

People with extraversion personalities are typically reported to be happy at work, usually because they are skilled at developing relationships and adapting to the people around them (Judge et al., 2002). Individuals with this personality type are described as having good emotions. They can operate in groups and be more successful and efficient, as well as develop more social networks with other organizations (Barrick et al., 2001; Gridwichai et al., 2020). According to the findings research of Judge et al. (2002), individuals with extraversion personality qualities perform well at work because they have more opportunities to practice their interests at work.

H2: Extraversion as a moderating variable weakens the relationship between digital transformation and employee performance.

Individuals with the agreeable personality type can handle conflict amicably and collectively, strive for mutual understanding, and retain social affiliation (Witt et al., 2002). Individuals with this personality type place a high value on trust and cooperation (Gridwichai et al., 2020). High levels of agreement can lead to people being cooperative, trustworthy, and giving (Rustiarini, 2013). This personality feature has high empathy, good character, is kind, calm, forgiving, coordinative, joyful at work, and accepts all business policies (Lindrianasari, 2015). As a result, an employee with agreeableness personality traits can transform the environment in which they operate into a favorable work environment, which in turn allows the development of cooperation with the next employee, which has an impact on increasing their performance.

H3: Agreeableness as a moderating variable weakens the relationship between digital transformation and employee performance.

Individuals with conscientiousness personality traits are persistent, conscientious, planning, careful, responsible, hardworking, and reliable (Barrick et al., 2002; Barrick et al., 1991). According to (Zimmerman, 2008) a person with conscientiousness personality traits not only performs well but also has a strong motivation to perform well. This personality trait placed greater value on one's long-term career than one's immediate financial rewards (Lindrianasari, 2015).

H4: Conscientiousness as a moderating variable weakens the relationship between digital transformation and employee performance.

The antithesis of emotional stability is neuroticism (neuroticism), in which people with strong neuroticism are neither goal-oriented or concerned with accomplishing activities (Penney et al., 2011). According to Barrick et al. (2001), a person with the personality trait of neuroticism has an anxious demeanor, readily clashes with others, is easily sad, and is unlikely to do well. Because the response and ability to control oneself are insufficient, this personality feature suffers more bad life occurrences. This situation that occurs or is related to their employment reduces their degree of job satisfaction and leads to poor performance (Judge et al., 2002).

H5: Neuroticism as a moderating variable strengthens the relationship between digital transformation and employee performance.

Someone with an openness personality trait is imaginative, clever, variations, curious, creative, innovative, has free and original thinking, and artistic (Rustiarini, 2013). Individuals with personality traits of openness are believed to have high intellect so they have intelligence in solving problems. Researchers argue that this openness personality trait motivates individuals to perform well.

H6: Openness as a moderating variable weakens the relationship between digital transformation and employee performance.

The overall research model can be characterized as follows, based on the elaboration in the theoretical foundation and hypothesis development sections:

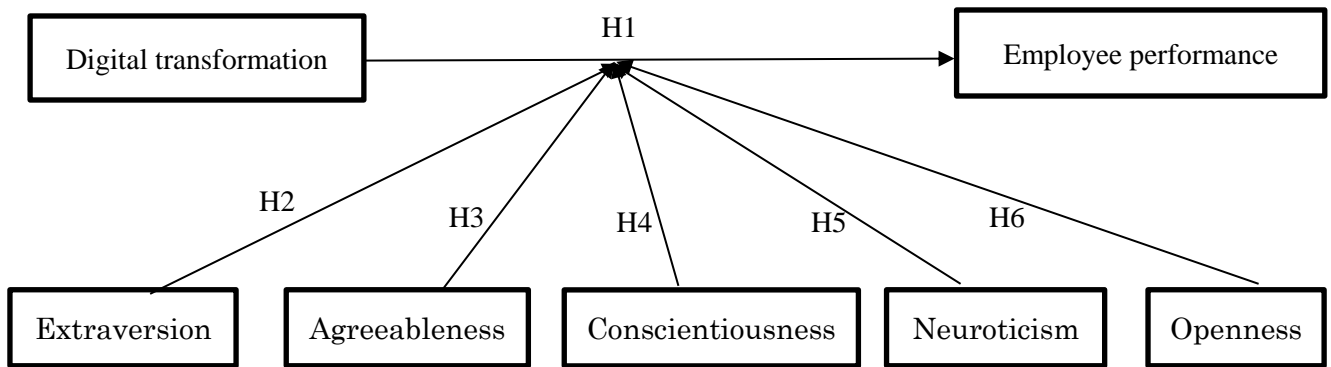


Figure 1. Research Model

METHOD

This study collected quantitative and qualitative data using a mixed strategy to address research questions (Creswell, 2016). The types of mixed methods to be employed are explanatory sequential mixed methods. Researchers undertake quantitative research initially, then examine the data and compile them to explain them in greater depth via qualitative research (Creswell, 2016). Quantitative data collection used cross-sectional data and the sampling technique was purposive sampling. This method is used to investigate and capture the phenomenon at a certain time of how the function of the five major personality qualities affects the relationship between digital transformation and employee performance (Cooper & Schindler, 2014). Methods of quantitative research derived from questionnaires provided to respondents. Teachers and education staff from the Marsudirini Foundation in Yogyakarta participated in this study with a total of 83 respondents. The questionnaire needed to be completed within two weeks. A structural model is used for hypothesis testing in PLS-SEM. The dependent variable's R² is used to evaluate the structural model, additionally to assess the significance of differences between constructs for each path using t-values or path coefficient values (Abdillah et al., 2020). Meanwhile, semi-structured interviews through focus group discussions were used to acquire qualitative data to uncover the experiences of individuals who became research participants. In collecting qualitative data, researchers determined 10 key informants for interviews consisting of the Head of the Marsudirini Foundation, Yogyakarta Branch, Headmaster, Teachers, and Education Staff for each representative school from elementary to senior levels.

The questionnaire used in this study was derived from one used in earlier studies. This study makes use of three variables: (1) Digital Transformation, measuring Digital Transformation variables adopted from (Nwankpa & Roumani, 2016). It is measured with a Likert Scale, 1 to 7; (2) Employee Performance, measuring the variable Employee Performance adopted from (Bangun, 2012). It is measured with a Likert Scale, 1 to 7, and (3) Big five personality traits, measuring the Big Five Personality Traits variable using the Big Five Inventory (BFI) (John, 1990; Ramdhani, 2012). It is measured with a Likert Scale, 1 to 7.

RESULTS AND DISCUSSION

Description of Research Data

Respondents of this study were 83 teachers and education staff at the Marsudirini Foundation school, Yogyakarta. The following are the characteristics of the respondents from the data obtained:

Table 1. Characteristics of Respondents

No	Characteristics	Total of Respondents	%	
1	Gender	Male	32	38.55
		Female	51	61.44
2	Position	Headmaster	2	2.40
		Teacher	63	75.90
		Educational Staff	18	21.68
		Others		
3	Length work	2 - 5 Years	15	18.07
		5 - 10 Years	15	18.07
		> 10 Years	53	63.85
4	Education	Senior High School	9	10.84
		D3	4	4.81
		S1	64	77.10
		S2	3	3.61
		Others	3	3.61

Source: Processed data

Validity Testing

Convergent validity is assessed by taking into account the extracted indicators of loading factor and average variance (AVE). Factor loading levels that are greater than 0.7 and AVE values that are more than 0.5 are required to satisfy construct validity. However, in some circumstances, measurement indications with a loading of 0.40-0.70 can be regarded to be kept in a measurement model, whereas loading 0.4 must be eliminated (Hair et al., 2014). The table below shows the construct validity using the WrapPLS 7.0 statistical tool:

Table 2. Combined loadings and cross-loadings tests

Information	TG	BF-E	BF-A	BF-C	BF-N	BF-O	KK	P-Value
TG1	0.816	0.155	-0.051	-0.171	0.216	0.084	0.110	<0.001
TG2	0.879	0.066	-0.086	-0.060	-0.168	0.020	0.026	<0.001
TG3	0.898	-0.205	0.131	0.214	-0.032	-0.096	-0.125	<0.001
BF1	0.234	0.702	0.025	0.210	-0.179	-0.269	-0.645	<0.001
BF6	0.268	0.701	-0.155	0.381	-0.119	-0.140	-0.714	<0.001
BF11	-0.004	0.770	-0.339	0.225	0.013	-0.020	0.160	<0.001
BF16	-0.016	0.711	-0.140	-0.159	0.173	0.040	0.484	<0.001
BF21	-0.115	0.701	0.638	-0.234	-0.002	0.153	0.255	<0.001
BF26	-0.090	0.752	0.278	-0.311	-0.035	0.093	0.101	<0.001
BF31	-0.122	0.767	-0.197	0.041	0.003	0.043	-0.136	<0.001
BF36	-0.116	0.833	-0.065	-0.131	0.123	0.077	0.402	<0.001
BF2	-0.085	-0.115	0.934	-0.274	0.065	0.119	0.200	<0.001
BF7	0.060	0.685	0.744	0.199	-0.064	-0.185	-0.530	<0.001
BF12	-0.085	-0.115	0.934	-0.274	0.065	0.119	0.200	<0.001
BF17	0.197	0.104	0.632	0.739	0.001	-0.199	-0.435	<0.001
BF22	0.071	0.102	0.674	0.713	-0.123	-0.222	-0.379	<0.001
BF27	-0.085	-0.115	0.934	-0.274	0.065	0.119	0.200	<0.001

BF32	0.119	0.036	0.716	-0.163	-0.108	-0.007	0.056	<0.001
BF47	-0.085	-0.115	0.934	-0.274	0.065	0.119	0.200	<0.001
BF42	0.021	-0.322	0.746	0.061	-0.045	-0.035	0.187	<0.001
BF3	0.109	-0.115	0.098	0.795	0.028	-0.008	0.355	<0.001
BF8	-0.096	-0.116	-0.211	0.768	-0.128	0.211	-0.293	<0.001
BF13	0.050	-0.058	0.141	0.686	0.110	-0.079	0.277	<0.001
BF18	-0.014	0.026	-0.145	0.767	-0.038	0.115	-0.533	<0.001
BF23	0.045	0.131	-0.098	0.808	-0.114	-0.004	-0.547	<0.001
BF28	-0.002	0.040	0.101	0.726	0.202	0.029	0.524	<0.001
BF38	0.031	-0.005	0.047	0.690	0.136	-0.084	0.290	<0.001
BF43	-0.134	0.098	0.103	0.700	-0.171	-0.215	0.034	<0.001
BF4	-0.069	-0.241	0.039	-0.208	0.733	0.120	0.314	<0.001
BF14	0.065	-0.210	0.195	0.122	0.803	0.080	0.056	<0.001
BF19	0.012	0.214	0.014	0.157	0.719	-0.232	-0.208	<0.001
BF29	-0.109	0.226	-0.164	0.084	0.735	0.000	-0.149	<0.001
BF39	0.082	0.030	-0.089	-0.143	0.841	0.017	-0.019	<0.001
BF25	-0.070	-0.214	0.060	-0.203	-0.060	0.728	0.362	<0.001
BF30	0.123	-0.236	0.056	0.249	-0.054	0.738	0.031	<0.001
BF35	-0.059	0.068	0.033	-0.121	0.082	0.897	0.017	<0.001
BF40	0.043	0.180	-0.099	-0.082	-0.068	0.907	-0.096	<0.001
BF41	-0.038	0.025	0.148	0.005	0.041	0.901	-0.088	<0.001
BF44	0.010	0.128	-0.243	0.217	0.053	0.652	-0.208	<0.001
KK1	-0.156	-0.021	-0.210	0.252	0.047	0.158	0.812	<0.001
KK2	-0.050	-0.082	-0.227	0.197	0.022	0.108	0.816	<0.001
KK3	-0.026	0.155	-0.151	0.116	-0.094	0.059	0.771	<0.001
KK4	-0.133	0.063	-0.083	0.040	-0.083	0.028	0.815	<0.001
KK5	-0.258	-0.054	-0.035	0.094	-0.167	0.032	0.786	<0.001
KK6	0.018	-0.147	0.009	0.350	-0.124	-0.120	0.822	<0.001
KK7	0.126	-0.046	0.014	-0.119	-0.117	-0.110	0.820	<0.001
KK8	0.116	-0.110	0.314	-0.310	-0.086	-0.157	0.777	<0.001
KK9	0.100	-0.114	0.204	-0.247	0.079	-0.145	0.807	<0.001
KK10	0.013	0.150	0.045	-0.149	0.281	0.070	0.825	<0.001
KK11	0.257	0.214	0.132	-0.241	0.235	0.077	0.779	<0.001

Source: Processed data

The factor loading values for each indicator making up the construct are displayed in Table 2. The WrapPLS 7.0 calculation's output, shown in the table above, demonstrates that the conditions for convergent and substantial validity have been met.

Table 3. Comparison of the roots of AVE with correlations between variables

Information	TG	BF-E	BF-A	BF-C	BF-N	BF-O	KK
Digital Transformation	0.865	0.350	0.068	0.351	0.143	-0.021	0.465
Extraversion	0.350	0.743	0.626	0.611	-0.118	0.474	0.496
Agreeableness	0.068	0.626	0.814	0.417	-0.277	0.624	0.166
Conscientiousnes	0.351	0.611	0.417	0.744	-0.133	0.263	0.734
Neuroticism	0.143	-0.118	-0.277	-0.133	0.768	-0.133	-0.060
Openness	-0.021	0.474	0.624	0.263	-0.133	0.810	0.073
Employee Performance	0.465	0.496	0.166	0.734	-0.060	0.073	0.803

Source: Processed data

Because the diagonal column's value of the AVE root is bigger than the correlation between latent variables in other columns than the diagonal column, Table 3 demonstrates that discriminant validity has been satisfied.

Reliability Testing

In addition to testing the validity, the researcher conducted a questionnaire reliability test by looking at the value of composite reliability indicators and Cronbach's alpha with a criterion value of more than 0.7 (Hair et al., 2014). The following are the results of reliability calculations:

Table 4. Latent variable coefficients

Information	TG	BF-E	BF-A	BF-C	BF-N	BF-O	KK
Composite reliability coefficients	0.899	0.908	0.945	0.908	0.877	0.919	0.952
Cronbach's alpha coefficients	0.831	0.884	0.933	0.884	0.825	0.891	0.945
Average variances extracted	0.748	0.553	0.663	0.554	0.590	0.656	0.645
Full collinearity VIFs	1.446	2.798	2.759	3.004	1.479	1.790	2.926

Source: Processed data

The average variance extracted (AVE) value in Table 4 is more than 0.5, demonstrating the validity of the questionnaire. Meanwhile, the composite reliability and Cronbach's alpha values are employed to measure reliability. WrapPLS 7.0 calculations demonstrate that the study questionnaire instrument passed the reliability test, with composite reliability and Cronbach's alpha values of more than 0.7. Meanwhile, in this study, the Full collinearity VIFs value was less than 3.3, indicating that this research model was free of vertical, lateral, and common method bias collinearity issues (Sholihin & Ratmono, 2013).

Table 5. Results of the Research Model Fit Model Test

Information	Calculation	P-values
Average path coefficient (APC)	0.178	0.023
Average R-squared (ARS)	0.175	0.024
Average block VIF (AVIF)	1.820	

Source: Processed data

Because the P-values, APC, and ARS are significant which is less than 0.05, and the AFIV (variance inflation factor) value is less than 5, Table 5 demonstrates that the model in Figure 1 fits. (Sholihin & Ratmono, 2013).

Fit models

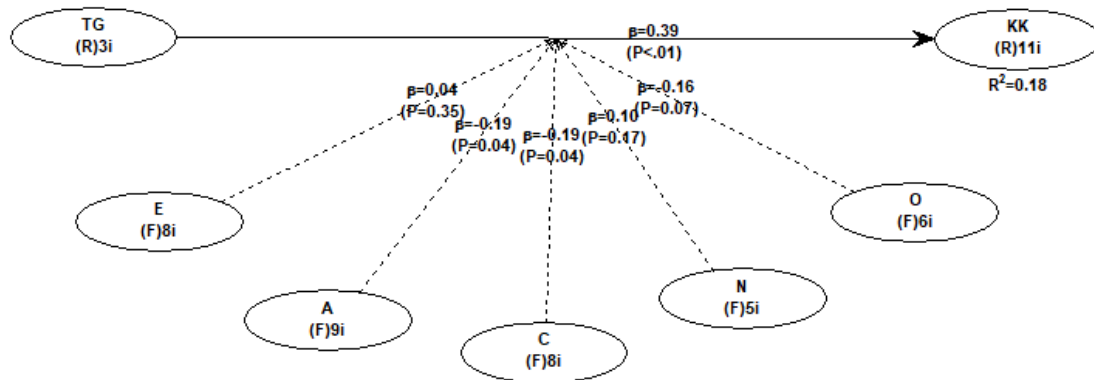


Figure 2. Research Model Testing Results

Hypothesis test

This study examines the moderating effect of the big five personality traits on digital transformation and employee performance. There are six hypotheses in this research. If the value of $P < 0.01$, it is significant at the 1% level, $P < 0.05$, it is significant at the 5% level, $P < 0.1$, it is significant at the 10% level. The calculation results from WrapPLS 7.0 are as follows:

Table 6. Summary of Research Results

	Information	Coefficient	P-values	Result
H1	Digital Transformation → Employee Performance	0.39	<0.01***	Supported
H2	Extraversion → Digital Transformation	0.04	0.35	Not Supported
H3	Agreeableness → Digital Transformation	-0.19	0.04**	Supported
H4	Conscientiousness → Digital Transformation	-0.19	0.04**	Supported
H5	Neuroticism → Digital Transformation	0.10	0.17	Not Supported
H6	Openness → Digital Transformation	-0.16	0.07*	Supported

Source: Processed data * $P < 0.10$; ** $P < 0.05$; *** $P < 0.01$

Hypothesis Discussion

The first accepted hypothesis demonstrates that the digital transformation paradigm is beneficial to improving employee performance. The organization's digital transformation motivates employees within the organization to improve their performance (Amran & Auzair, 2013). The findings of this study support prior findings that external incentive, in this case, digital transformation, has an impact on employee performance (Chong & Eggleton, 2007). The study's conclusions are consistent with agency theory, which states that agency difficulties can be handled by using an effective motivation to re-align agent conduct with the principal's aims (Chong & Law, 2016; Chong & Wang, 2018). The second hypothesis demonstrates that, as a moderating variable, the extraversion personality type has no meaningful effect on the association between digital transformation and employee performance. However, the positive path coefficients suggest that extraversion, as a moderating variable, can increase the association between digital transformation and employee performance. This is because the participants in this research have a feeling of togetherness, almost like a family, at workplace. Qualitative research will corroborate these conclusions further. According to Ryan and Deci (2020), people with this personality type behave in ways that satisfy their own inclinations. Individuals with this personality type have a great influence on individual performance; they can work well in teams to make work more productive and efficient; and they can develop more social networks with other companies (Barrick et al., 1991; Gridwichai et al., 2020).

The third accepted hypothesis shows that the agreeableness personality type, as a moderating variable, has a significant negative effect on the association between digital transformation and

employee performance. Individuals with this personality type place a high value on trust and cooperation (Gridwichai et al., 2020). This personality feature has high empathy, good character, is kind, calm, forgiving, coordinative, joyful at work, and accepts all business policies (Lindrianasari, 2015). Individuals that are intrinsically motivated will put up their best efforts since they enjoy completing the task and will work harder for it (James Jr, 2005). Individuals who already have a high level of motivation act on impulses that provide them with satisfaction (Ryan & Deci, 2020).

The fourth accepted hypothesis demonstrates that, as a moderating variable, conscientiousness personality type has a considerable negative effect on the association between digital transformation and employee performance. Individuals with the conscientiousness personality type have a strong desire to succeed, which promotes performance improvement (Zimmerman, 2008). When employees are intrinsically driven, the dogmatic transformation to motivate performance development becomes less successful for persons with a high level of conscientiousness.

The fifth hypothesis demonstrates that, as a moderating variable, the neuroticism personality type increases the association between digital transformation and employee performance without having a substantial influence. The neuroticism personality type is concerned, easily nervous and sad, frequently feels depressed, and has unstable emotions (Rustiarini, 2013). According to the respondents characteristics, 63.85% of employees have worked with the systems and practices in existence for more than 10 years, so when changes are implemented, they must first adapt, which might not be easy. Thus, employees with this personality type will strive to exert their efforts on the organization's assistance that will be provided (James Jr, 2005).

The approved sixth hypothesis establishes that the openness personality type has a considerable detrimental influence on the association between digital transformation and employee performance as a moderating variable. According to Barrick et al. (2001) those with high levels of openness are more likely to succeed in work. This personality type has a high level of intelligence and inventiveness, allowing it to solve challenges at work (Rustiarini, 2013). As a result, the openness personality type's need for organizational support will be low, because it is seen to be organically driven in terms of enhancing job performance.

Qualitative Research Results

To collect qualitative data, the researcher conducted interviews with informants ranging from elementary to senior high school representatives at the Marsudirini Foundation's Yogyakarta branch. School administrators, teachers, and education staff served as resource people. This qualitative data backs up the quantitative data conclusions. According to the interview data, digital change had a significant influence during the Covid-19 Pandemic. Employees find it easier to carry out educational and administrative tasks as a result of digital transformation. The school, namely the headmaster and employees, encourage one another to take an active role in achieving digital transformation. Nonetheless, during the commencement of the Covid-19 outbreak, staff were overwhelmed by the usage of digital media. This is because the digital material employed is new and unfamiliar. For example, the utilization of digital media used is google classroom, google meet, google drive, zoom meeting, youtube video, WhatsApp, learning management systems, and Belajar.id.

Digital transformation played an important role in the first two years of the Covid-19 Pandemic. The process of teaching and learning, employee and parent meetings, and administrative operations are considerably aided; they can be conducted at any time and from any location without affecting employee performance. The resource person stated that each school has a dedicated team to support employees in facing the digital transformation transition, notably the IT Team, which assists and trains employees in the use of digital media. The presence of an IT staff allows digital transformation to be implemented fast so that people cannot dodge changes. The IT team at SD Marsudirini, for example, is a coaching team that assists one another in using digital media for instructional and administrative purposes. Another example is Maria Immaculata Middle School, which has an IT staff as well as a Teacher Learning Community, which mobilizes employees to become acquainted with and learn about internet-based learning material. This demonstrates the spirit of cooperation and collaboration among employees in assisting the accomplishment of digital

transformation. Besides that, the informants emphasized that teachers and education staff are open to building good relationships and are easy to adapt to new changes from digital transformation. It means, in any changing situation, they can easily work in teams and work is done effectively and efficiently to provide the best service to students.

The informants also stated that a major challenge in maximizing digital transformation is the variance in the understanding power of each employee in using digital media. However, the digital revolution they are confronting does not make them apprehensive, tense, or frightened; it just makes them less confident since they are not used to it, and it takes time to adapt. Employees are eager to learn how to leverage digital media despite the challenges they confront. Furthermore, data from informant interviews indicate that the school's demands on employees linked to the use of digital media are not great and that employees are fairly competent in mastering one or two digital media, implying that employees have completed the digital transformation. This runs counter to the philosophy of the Marsudirini Foundation, which pushes instructors to develop their digitalization competency through individual and group training. Furthermore, the Yogyakarta City Education Office fully supports teacher competency in understanding digital media by offering a variety of aid and training.

During the interview, the insider also stated that the Covid-19 Pandemic's digital transition, which has been progressing quite successfully, occurred just in the first two years. Unfortunately, the employment of digital media in teaching, learning, and administration is no longer optimum. This is because teaching and learning activities in schools have traditionally been conducted entirely offline or face-to-face, hence not all activities are conducted utilizing digital media. This data reveals that employee commitment to digital transformation is not considered after the pandemic, however, it should be noted that, while digital media optimization has declined, employee performance levels in schools have not diminished. The source also stated that the present aim of face-to-face learning is to rebuild and develop the character of pupils, which cannot be met when educating offline, and that digital media is now primarily used to store material and other administrative paperwork. This signifies that, whether or not there is digital transformation, the employees of the Marsudirini Foundation, Yogyakarta Branch continue to function excellently.

CONCLUSIONS AND SUGGESTION

The findings of this study have implications for both theory and practice. Theoretically, this study adds to the body of literature on behavioral research that demonstrates how psychological factors and the presence of digital transformation—which is crucial for special attention from organizations—have an impact on the dynamics of employee performance. By using mix method to address the problems, this research is made richer. This study makes a practical contribution to the Yogyakarta Branch of the Marsudirini Foundation by focusing on psychological elements owned by employees to increase employee performance through digital transformation. This research looks at psychological elements that demonstrate the phenomena of the involvement of the big five personality traits as a moderator of the effect of the link between digital transformation and employee performance.

The study's findings demonstrated that digital transformation at elementary through senior high schools affiliated with the Marsudirini Foundation's Yogyakarta Branch not only enhances students' learning experiences but also helps teaching, learning, and administrative procedures. This is consistent with one of the Marsudirini Foundation's aims, which is to establish a top educational institution that is open to global advances. Unfortunately, digital transformation is only relevant during the Covid-19 pandemic. Furthermore, the function of the big five personality qualities has a major influence on the impact of digital transformation on employee performance. The presence of this personality model can have an impact on a person's motivation and employee performance. Furthermore, digital transformation should not simply occur at one point in time to boost employee performance but should occur continuously.

However, there are some limitations to this study. Firstly, despite the fact that this study's social desirability bias was lessened by using anonymous questionnaires, human judgment when

answering the research questionnaire still leaves space for dishonesty and social desirability bias. Secondly, some research indicators from this study were eliminated because they exceeded the criteria for convergent validity values, particularly for the concept of the big five personality characteristics. Therefore, suggestions and recommendations that can be given, namely future research can expand the object of research and can then use experimental methods.

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