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The antecedents and consequences of digital competence: How to support the performance of organizations

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Abstract

This study investigates the role of digital competence as a mediator of the relationship between self-efficacy and self-esteem to improve the organizational performance. Performance is the focus that we want to examine and find solutions to, considering that only three of the nine Civil Service Police Units have received very good SAKIP. Four good categories and one insufficient category. This study uses a quantitative approach through structural equation modeling partial least squares (SEM-PLS) analysis. The population of this research is structural officials of echelon 2, 3, 4 and functional officials, they obtained a sample of 107 people. Exogenous variables in this study are self-efficacy, self-esteem, digital competence, and organizational performance as endogenous variable. The results of testing four accepted hypotheses and one rejected hypothesis. Digital competence has a mediating role in the influence of self-efficacy and self-esteem on organizational performance The research results have not succeeded in showing that self-efficacy has an effect on improving the organizational performance.

Keywords: self-efficacy, self-esteem, digital competence, organizational performance

Abstrak

Penelitian ini mengkaji peran kompetensi digital sebagai mediator pengaruh efikasi diri dan harga diri terhadap kinerja organisasi. Kinerja menjadi fokus yang ingin dikaji dan cari solusinya. Penelitian ini menggunakan pendekatan kuantitatif melalui analisis *Structural Equation Modeling Partial Least Squares* (SEM-PLS). Populasi penelitian pejabat struktural eselon 2, 3, 4 dan pejabat fungsional, dipilih sebagai sampel sebanyak 107 orang. Variabel eksogen adalah efikasi diri, dan harga diri, dan kompetensi digital, sedangkan variabel endogen adalah kinerja organisasi. Hasil pengujian, empat hipotesis diterima dan satu hipotesis ditolak. Kompetensi digital berperan sebagai mediasi pengaruh *self-efficacy* dan *self-esteem* terhadap kinerja organisasi. Hasil penelitian belum berhasil menunjukkan bahwa efikasi diri mempengaruhi kinerja organisasi.

Kata kunci: efikasi diri, harga diri, kompetensi digital, kinerja organisasi

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Introduction

The performance value of the Banten Provincial Government, especially the Satpol PP, has not been evenly distributed. Various previous studies on the problem of low organizational performance, among others, were carried out by Gabriela (2020) and Suseno et al. (2020) organizational performance depends on the mastery of leaders to create a cooperative work climate and on their ability to lead a team in order to see how far the organizational goals have been achieved. Given that only three of the nine Civil Service Police Units received a very good SAKIP, four good categories, and one insufficient category. With the same standards and regulations, there are differences in performance achievements. How can improve the performance of the Civil Service Police Unit (Satpol PP) so that it is more efficient and effective in carrying out its duties? This is important considering that of the nine existing Satpol PPs, only three received a Very Good rating in the Government Agency Performance Accountability System (SAKIP), four others were in the Good category, and one of them received a Poor rating. What factors influence this difference in SAKIP assessment results, and what steps can be taken to overcome this problem and improve the overall quality of Satpol PP performance?"

From the results of previous studies on organizational performance, various variables that became the causes were traced. For example, Kalmuk and Acar (2015) provide evidence that low organizational performance is caused by distrust of one's own abilities, thus affecting organizational goals. Because of the debate between Moorhead and Griffin (2020) asks if individuals who have high self-efficacy believe that they can perform well in carrying out their duties.

According to Abdullah and Hegwisi (2017), organizational performance requires further development of its human resources.

This is in line with the research made by Suseno (2021) that shows the importance of human resources seeing information as the scientific capital of graduates in order to achieve the most extreme excellence in industry 4.0. An explanation of self-efficacy in the context of organizational performance can provide a strong foundation for developing problem formulation (Ajzen, 2020). Here are additional explanations that you can use: "According to Abdullah and Hegwisi (2017), self-efficacy, or individual confidence in their ability to achieve certain goals, is an important factor in improving organizational performance. Human resources who feel capable and confident in carrying out their duties have the potential to make a greater contribution to organizational success. This discovery is also consistent with research by Suseno (2021). This research emphasizes the importance of human resources in the context of the industrial era 4.0. Schunk and DiBenedetto (2020) identified that human resources who view information as scientific capital have the potential to achieve the most extreme levels of excellence in an ever-changing industrial environment. Thus, the problem of improving the performance of the Civil Service Police Unit (Satpol PP) can also be seen through the lens of self-efficacy. How to increase individual self-confidence and abilities within Satpol PP may be one of the key factors in efforts to improve their SAKIP assessment results. " Therefore, a more specific question is how to increase the self-efficacy of Satpol PP members to achieve better performance and be in line with the demands of the industrial era 4.0. With this addition, the problem formulation will be more detailed and focus on the importance of self-efficacy in improving organizational performance, especially in the context of Satpol PP. The need to increase competence has been packaged in the form of sophistication based on information technology.

According to Ruky (2017), digital competition can be seen in knowledge and skills based on information and communication technology. Digital competence is not just using software or operating tools, but involves a variety of cognitive, motor, sociological, emotional, and real-time skills (Eshet, 2004). The ability to operate digital technology intuitively and effectively to work, learn, and carry out daily functions (Gaynor, 2002) and keep abreast of technological developments, communicate ideas, build cross-personal and global collaborations, as well as create new resources (Ten Broeke et al., 2020)

Other evidence from the results of Iancu et al. (2015) states that there is a positive relationship between digital competence and organizational performance. Thus the variable selected and repositioned to distinguish it from previous research is organizational performance as an endogenous variable. Exogenous variables are self-efficacy and self-esteem. This study also repositions digital competence as an intervening variable.

The next justification of this study as a differentiator with previous research also relates to the existence of a research gap on the effect of positive and significant self-efficacy on organizational performance (El-Kassar & Singh, 2019). Rama and Sarada (2017) and Kamble et al. (2020) both predicted different results, like that self-efficacy has no effect on organizational performance.

Thus, the research places the digital competence variable as one of two exogenous variables predicting organizational performance.

Hypothesis development
Self-efficacy and digital competence

Numerous studies, some of which are not directly related to digital competence but rather to the technology acceptance model, have demonstrated a positive relationship between self-efficacy and digital competence. The conventional approach to improving the digital capabilities of government employees focuses on increasing digital literacy (Falloon, 2020). The concept of digital literacy first emerged around Zhao et al. (2021), who stated that "...a group of skills for accessing the internet, finding, managing, and editing digital information; participating in communication; and overall engaging in information networks and online communication. Digital literacy is the ability to use and assess digital resources, tools, and services appropriately and apply them in the lifelong learning process (Zhao et al., 2021). According to Portillo et al. (2020), the concept of digital literacy is growing in popularity along with new technology and new developments in its use, largely as a result of the expansion of widespread internet access and the distribution of personal digital devices, but this has not yet significantly increased digital capacity and competence. Further evidence of self-confidence after having digital competence is related to the effective use of digital resources in the learning process and productivity in completing work and has been considered an integral component in an inclusive view of digital competence (Garzón Artacho et al., 2020)

They have agreed on a more practical interpretation of digital competence, as Singh et al. (2021) and López-Meneses et al. (2020) highlight. According to both scholars, it entails an ongoing adjustment to the ever-evolving aspects of technology, culture, and our dynamic society. This continuous evolution influences the ways, timing, and methods by which digital technology is applied in both personal and professional contexts.

Based on the findings of the literature review, the following hypothesis is proposed:

H_1: Self-efficacy is thought to have a substantial beneficial effect on digital competence.

Self-esteem and digital competence

Based on the literature review that has been carried out, a number of pieces of evidence were found indicating that the level of individual self-esteem has a significant influence on their ability to master digital technology (Cabero-Almenara et al., 2020; Lucas et al., 2021). Individuals who have a high level of self-esteem tend to have strong self-confidence in dealing with digital technology devices and applications (Harris & Orth, 2020). According to Serrano-Ripoll et al. (2020), they feel capable of mastering this technology and have high internal motivation to learn and improve their digital competence. In this case, the argument from Stuppy et al. (2020) is that a high level of self-esteem makes individuals more open to new challenges that may arise along with the development of digital technology.

Conversely, according to Wang et al. (2020), individuals with low levels of self-esteem often feel less confident in dealing with digital technology. They may feel anxious or unable to overcome the barriers that can arise from using this technology. As a result, they may be less motivated to learn or develop their digital competencies, feeling inadequate or hopeless about dealing with them (Grieve et al., 2020).

The hypothesis proposed is based on an understanding of previous research findings that self-esteem can influence individuals' attitudes toward digital technology, their motivation to learn, and their ability to face and overcome changes and challenges associated with continuously developing digital technology. Based on the literature study that has been carried out to strengthen the development of the hypothesis proposed in this research, it is proposed that:

H_2: The higher a person's level of self-esteem, the higher the possibility that they will have better abilities in mastering digital technology.

The effect of self-efficacy on organizational performance

The statement that the stronger self-efficacy, the higher organizational performance is a statement that tries to connect two concepts in an organizational context. In this context, relevant findings can be explored, for example, the argument from (Farooq et al., 2020) that self-efficacy has a strong influence on individual beliefs, building awareness of their ability to succeed in carrying out tasks or achieving certain goals. Another important concept in social psychology theory, especially in self-efficacy theory developed by (Wei & Chou, 2020). High self-efficacy can increase individual motivation to perform because they are confident in facing challenging tasks to improve organizational performance (Yıldırım & Güler, 2020). Further evidence states that organizational performance refers to an organization's ability to achieve its goals and desired results (Toropova et al., 2021).

Performance measurement is carried out using various methods, including productivity, profits, product or service quality, and so on. High organizational performance is the main goal of many organizations (Torous et al., 2021). Furthermore, Mao (2010) stated that individuals with high levels of self-efficacy tend to face challenges better, feel more able to overcome obstacles, and have higher motivation to achieve their goals. Therefore, Rizun and Strzelecki (2020) states that in an organizational context, individuals with strong self-efficacy are more likely to work hard, take initiative, and perform well in their work. Added to the findings is evidence from Schunk and DiBenedetto (2020) that strong self-confidence can reduce fear of failure, increase self-confidence, and motivate individuals to take healthy risks. All of this can have a positive impact on organizational performance. Therefore, the following hypothesis is proposed

H[3]: It is suspected that the self-efficacy of organizational members will influence organizational performance.

The impact of Digital Competence on Organizational Performance

The hypothesis that the higher the digital competence, the higher the organizational performance assumes that individual and organizational digital abilities have a significant positive relationship. The following are some of the results of relevant studies; for example, Reisoğlu & Çebi (2020) argues with evidence in Turkey that the digital era has brought major changes in the way organizations operate. Information and communications technology (ICT) plays a central role in almost all aspects of business, including production, marketing, distribution, and management. Therefore, Núñez-Canal et al. (2022) provides evidence that good digital competence can help organizations adapt to technological changes and utilize them more effectively.

High digital competency can help organizations increase operational efficiency. This can include the automation of routine tasks, the use of data analysis for better decision-making, and more efficient communication through digital platforms, as tested by Basantes-Andrade et al. (2020) so that it can help reduce operational costs and increase productivity. Further evidence from the results of Cahen & Borini (2020) study is that high digital capabilities can also enable organizations to be more innovative in the products and services they offer.

Adapting to the latest technological trends or even leading innovation in their industry can provide a significant competitive advantage (Esteve-Mon et al., 2020). In an adaptive organizational context, by preparing good digital competencies early for organizational members, they can provide better service to their customers (Leshchenko et al., 2021). Other evidence from Sanchez-Caballe et al. (2020) is that digital competence has been proven to increase more responsive customer service, a better customer experience through digital platforms, or the ability to identify and meet customer needs more effectively.

Other research from Mirete et al. (2020) has looked for evidence of the relationship between individual or organizational digital capabilities and organizational performance. The results of this research show that organizations that have higher digital competence tend to have better performance. Based on evidence from relevant literature studies, a hypothesis can be proposed:

H[4]: The higher the digital competency, the more it will contribute to organizational performance.

The impact of self-esteem on organizational performance

The following hypothesis put forward in this study is that the higher the self-esteem of individuals in an organization, the greater the positive impact on organizational performance, as can be traced from the evidence of previous studies. Self-esteem, or self-confidence, is an individual's assessment of themselves, including the extent to which they feel valuable and competent (Krause et al., 2021). Meanwhile, evidence from Alsawalqa (2021) states that individuals with high self-esteem tend to feel more confident in carrying out their tasks.

According to Servidio (2023) findings, having a high level of self-confidence can motivate people to work harder to accomplish organizational goals because they believe they are capable of doing so. Individuals with high self-esteem may be more likely to be actively involved in their work and have a strong commitment to the organization (Kim et al., 2021). Their involvement and dedication to the organization can grow if they feel appreciated by the organization for their contributions and that their work has a positive impact (Bani-Melhem et al., 2021).

High self-esteem can help individuals cope better with stress and pressure in the work environment. They may be better able to handle challenges and obstacles with a positive attitude, which can help maintain high productivity and quality of work (Schivinski et al., 2020). Furthermore, evidence from March and Steele (2020) suggests that individuals with high self-esteem may be more likely to be effective leaders in organizations. Other evidence comes from Takhsha et al. (2020) findings that individuals with high self-esteem find it easier to lead teams, communicate clearly, and motivate team members to achieve common goals. Better team interactions can improve the overall performance of an organization. Based on research evidence from previous studies, the following hypothesis is proposed:

H_5: It is suspected that high self-esteem will influence organizational performance

Method

A quantitative approach is used in this research paradigm. This study includes all civil servant investigators (PPNS) in Banten Province who work in structural positions (Echelon 2, 3, 4, and functional officers). The researcher used a non-random sampling method called "purposive sampling" to choose a sample of people to study.

Six factors based on psychological theories and literature measure self-efficacy in this investigation. In this study, this indicator measures self-efficacy fully. One psychological characteristic that affects people in this environment is self-efficacy, an exogenous factor. This study used the Rosenberg Self-Esteem Scale (RSES), a validated tool, to measure self-esteem. The six RSES markers assess positive self-image, self-confidence, and self-esteem. This technique can also evaluate self-uncertainty, worthlessness, and self-dissatisfaction, which are important self-esteem characteristics.

This study measures digital competence using five conceptually sound and literature-based metrics. These five digital competency measuring indicators describe research-relevant digital competency features. These indicators may include digital technology operation, tool understanding, digital communication and collaboration, and organizational digital technology problems. Five indicators are chosen for conceptual foundations, theoretical relevance, and associated literature to measure organizational success. These indicators may include organizational productivity, product quality, customer satisfaction, operational efficiency, and environmental adaptability.The researcher used partial least squares (PLS) analysis to reveal latent variables and better explain if they are related. PLS is used to explore complex latent variable associations because it is effective.

The sampling technique used in this study was the formula of Isaac and Michael (1981) with a population of 147 PPNS in Banten Province and an error tolerance limit of 5% was set as a sample of 107.

Result

The results of measuring convergent validity can be obtained by evaluating the load factor values for each construct indicator. Convergent validity can be considered adequate if the indicator load factor value exceeds the threshold of 0.70 and the Average Variance Extracted (AVE) value exceeds the threshold of 0.5 (Ghozali, 2014). There are five indicators that show load factor values below the threshold of 0.70, namely ED1, ED5, HD2, KD1, and KO2. Table 1 are the results of primary data calculations, which include the load factor values for each indicator.

Test Model Validity

To evaluate discriminant validity, the average variance extracted (AVE) method can be used for each construct or latent

Table 1 Model Outer Loading Values

Construct	Outer Loading
Self Efficacy	
SE1	0.482
SE2	0.896
SE3	0.852
SE4	0.884
SE5	0.550
SE6	0.866
Self Estem	
SEs1	0.886
SEs2	0.120
SEs3	0.895
SEs4	0.818
SEs5	0.927
SEs6	0.782
Digital Competences	
DC1	0.150
DC2	0.844
DC3	0.753
DC4	0.800
DC5	0.810
Organizational Performance	
OP1	0.877
OP2	0.667
OP3	0.780
OP4	0.851
OP5	0.947

Source: Processing results using SmartPLS (2022)

variable. The AVE values for each construct in table 2 .

Table 2. Value of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Self- Efficacy	0.599
Self -Esteem	0.623
Organizational Performance	0.688
Digital Competence	0.520

Source: Processing results using SmartPLS (2022)

In Table 2, it can be seen that each variable in this study has an AVE value above 0.5, so it can be concluded that this study has met the convergent validity test because the item and AVE values of each variable have a value above 0.5 and show good results.

Test Model Reliability

To test the initial model, Cronbach's alpha and composite reliability tests were carried out, the results of which are presented in Table 3.

Table 3. *Cronbach's Alpha* dan *Composite Reliability* Value

	Cronbach's Alpha	Composite Reliability
Self- Efficacy	0,850	0,895
Self –Esteem	0,847	0,897
Organizational Performance	0,884	0,916
Digital Competence	0,725	0,824

Source: Processing results using SmartPLS (2022)

Based on Table 3, the Cronbach alpha value for all constructs is above 0.7, which means that all constructs have good reliability in accordance with the minimum value limit required. While the composite reliability value is above 0.8, which indicates that all constructs have good reliability. Figure 2 below is a visualization of several indicators that meet the requirements or have a value > 0.7, so that the further research model is in line with expectations. The following are the results of testing the outer model using SmartPLS version 3.2.9.

Figure 1 below is a visualization of several indicators that meet the requirements or have a value > 0.7, so that the further research model is in line with expectations. The results of testing the outer model using SmartPLS version 3.2.9 in figure 1.

According to the findings presented in Figure 2, it is evident that the correlation coefficient between self-esteem and organizational performance is the highest, measuring at 7.254. Conversely, the correlation coefficient between self-efficacy
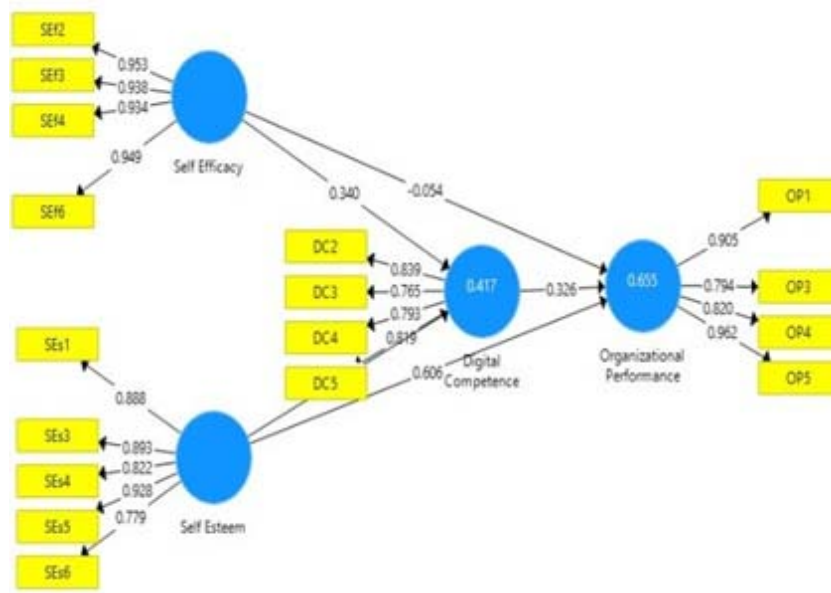
Figure 1 Visualization of Several Indicators

and organizational performance is the lowest, measuring at 0.765. The T-Statistics results obtained from this study demonstrate variability, with one particular association exhibiting a T-Statistics value that falls below the critical threshold of 1.96. A T-Statistics value of 0.765 indicates that there is no statistically significant correlation between self-efficacy and organizational performance in this finding.

The analysis pertaining to the interplay among the variables self-efficacy, digital competence, and organizational performance warrants thorough examination. It appears that there is a gap in the research where this specific relationship has not been adequately explored or analyzed.

It is imperative to investigate whether there exists a significant association between self-efficacy and digital competence concerning their collective impact on organizational performance. This analytical void highlights the need for further research endeavors to delve into this unexplored facet of the study, as understanding the intricate dynamics among these variables could potentially provide valuable insights into enhancing organizational performance in the digital age. In essence, this area

appears ripe for empirical scrutiny to discern the precise nature and extent of the interconnections between these constructs.

After knowing the value of the outer model, the next step is to know the results of testing the hypothesis.

Hypothesis testing

The calculation of the hypothesis is done with the help of the SEM-PLS application. Hypothesis testing aims to determine the correlation of the five proposed hypotheses. T-statistics and P-values are used to assess the model's significance.

The t-statistic value of > 1.96 and the P value of 0.05 indicate that there is a significant relationship. The results of PLS Bootstrapping from the research model that was built show that five hypotheses for each relationship have values as shown in Table 4.

Based on Table 4 above, the first hypothesis, namely, self-efficacy towards digital competence, with a T-Statistics value of 4.012, where the value is greater than the Z-Score of 1.96, which describes a positive and significant influence. The second hypothesis, namely, self-esteem and digital competence with a T-Statistics value

Table 4. Hypothesis Test Results

	T Statistics (|O/ STDEV|)	P Values
Self Efficacy -> Organizational Performance	0,765	0,445
Self Efficacy -> Digital Competence	4,012	0,000
Self-Esteem -> Organizational Performance	7,254	0,000
Self-Esteem -> Digital Competence	5,030	0,000
Digital Competence -> Organizational Performance	4,238	0,000

Source: Processing results using SmartPLS (2022)

of 5.030 where this value is greater than the Z-Score of 1.96, which describes a positive and significant influence. The third hypothesis, namely, the effect of self-efficacy on organizational performance, with a T-Statistics value of 0.765, where the value is smaller than the Z-Score of 1.96, which describes the absence of a significant effect. The fourth hypothesis, namely, the impact of digital competence on organizational performance, with a T-Statistics value of 7.254, where the value is greater than the Z-Score of 1.96, which describes a significant influence. The fifth hypothesis, namely the impact of self-esteem on organizational performance, has a T-Statistics value of 4.238, where the value is greater than the Z-Score of 1.96, which describes a significant influence.

The examination of the indirect effect within the context of Self-Efficacy, Digital Competence, and Organizational Performance is of paramount importance to this study. Specifically, when analyzing the indirect relationship from Self-Efficacy to Organizational Performance through the mediating factor of Digital Competence, two critical statistical indicators emerge: the T statistic and the associated P-value.

For the path from Self-Efficacy to Digital Competence, the T statistic registers at a notable value of 4.012, which, while substantial, is accompanied by a somewhat less significant P-value of 0.445. This T statistic suggests that there is a substantial relationship between Self-Efficacy and Digital Competence. However, the somewhat elevated P-value may indicate

that this relationship may not be statistically significant at conventional significance levels, potentially due to the inherent variability within the data.

Conversely, when considering the indirect effect of Self-Efficacy on Organizational Performance through the intermediary role of Digital Competence, the analysis unveils a T statistic of 0.765 and a strikingly low P-value of 0.000. This finding signifies that the association between Self-Efficacy and Organizational Performance, mediated by Digital Competence, is statistically significant and robust. The T statistic, although lower than the previous path, still holds a meaningful value and, in conjunction with the exceptionally low P-value, underscores the significance of this mediating relationship.

These results collectively suggest that while the direct relationship between Self-Efficacy and Digital Competence may be somewhat nuanced, the mediating role of Digital Competence in the path from Self-Efficacy to Organizational Performance is indeed statistically significant. This underscores the importance of Digital Competence as a mediator in enhancing Organizational Performance and further underscores the intricate dynamics among these variables within the organizational context. As such, this study not only contributes to the existing body of knowledge but also emphasizes the need for organizations to invest in nurturing Digital Competence as a strategic means to leverage Self-Efficacy for superior Organizational Performance.

The analysis of the indirect effect within the academic context of Self-Esteem, Digital Competence, and Organizational Performance reveals compelling insights. When examining the indirect relationship from Self-Esteem to Organizational Performance through the mediator of Digital Competence, it is imperative to consider two pivotal statistical indicators: the T statistic and the associated P-values.

In the path from Self-Esteem to Digital Competence, the T statistic demonstrates substantial significance, registering an impressive value of 5.030. This robust T statistic is complemented by an exceptionally low P-value of 0.000, indicative of strong statistical significance. These findings collectively affirm the existence of a noteworthy and statistically significant relationship between Self-Esteem and Digital Competence, highlighting the importance of self-esteem as a potential driver of digital competence within the organizational context.

Turning attention to the indirect effect, where Self-Esteem influences Organizational Performance through Digital Competence as the mediating factor, the analysis yields a T statistic of 4.238 and an impressively low P-value of 0.000. These results underscore the statistical significance of the indirect effect, illustrating that the relationship between Self-Esteem and Organizational Performance is significantly mediated by Digital Competence.

This finding underscores the critical role played by Digital Competence as a mediator in enhancing Organizational Performance in the context of Self-Esteem. It highlights that individuals with higher self-esteem, when equipped with digital competence, are more likely to contribute positively to organizational performance. These results not only advance the academic understanding of the intricate dynamics between self-esteem, digital competence, and organizational performance but also emphasize the practical implications for organizations.

Discussion

The discussion begins with the results of the first hypothesis that self-efficacy affects digital competence. This illustrates that self-efficacy has a significant effect on digital competence. Self-efficacy is an important pillar in PPNS Satpol PP because it allows people to think and act while keeping themselves, their profession, their organization, and the community in mind.

Another thing is that self-efficacy will also affect the goals to be pursued and the methods to achieve them (Baron & Bryne, 2005). Furthermore, the results of this study confirm the evidence from Diehl et al. (2006) that self-confidence can also be manifested by someone through their words or actions in self-development so that they always adapt to the digital era. Self-confidence can also help to understand how someone assessing an event and then communicating the assessment through appropriate action (Lunenburg, 2016). The argument of Rama and Sarada (2017) which suggests that self-efficacy in general is a very important input variable for building new competencies. Other literature shows the importance of self-efficacy in individuals, which is directly related to the demands of superior performance; it will also be related to the individual competencies demanded by the organization (Suseno et al., 2022; Wei & Chou, 2020).

The next discussion will go through the results of the second hypothesis that self-esteem has a positive and significant effect on digital competence. A person's "self-perception" is known as a "self-conception," which will encourage self-existence and self-esteem. Self-esteem is a holistic view of the PPNS Satpol PP and respects the competencies required to support achievement and performance, because this position includes how other people see the PPNS Satpol PP as competent, worthy, and successful people in carrying out their work.

Connections with figures and mentors who are important references in life also have an impact on self-esteem (Rossi et al., 2020; Suseno et al., 2020). Therefore, the findings of this study prove that self-confidence is related to self-identity and self-perception, and the possibility of changing certain competencies can be achieved by PPNS Satpol PP. The findings of this study also clarify that the self-efficacy of PPNS Satpol PP, which includes feelings of victory, despair, pride, and shame as well as self-perceived truth, will encourage PPNS in the Satpol PP organizational environment in Banten Province to always adapt to changes and technological developments, including digital technology. Myers (2010) argument, which states that the interpretation received by a person from his environment affects self-development and adaptation, strengthens the results of this study. if someone believes himself to be capable, important, successful, and valuable for his group and organization (Santrock, 2002; Suseno et al., 2019).

The discussion that was developed next came from the third hypothesis, namely that self-efficacy has no effect on organizational performance. These findings offer a comprehensive understanding of the decision-making processes within the context of PPNS Satpol PP (Public Order and Security Officers) and underscore their meticulous consideration of specific objectives, interests, and potential future outcomes. It becomes evident that the decisions and actions undertaken by PPNS Satpol PP are deeply rooted in their self-assurance regarding their competence to organize, execute tasks, achieve objectives, create value, and effectively carry out actions aimed at acquiring specific skills.

The assertions made in this study align with the perspectives put forth by previous scholars. Rama and Sarada (2017) and Cervone and Pervin (2012) emphasize the significant influence of strategic and situational factors on decision-making processes. In essence, these scholars highlight that decisions are not arbitrary but rather strategic responses influenced by situational nuances.

Furthermore, the work of Diehl et al. (2006) and Indradewa and Randi (2021) delves into the notion that individual actions are intricately linked to the perceived difficulty of the tasks at hand. Additionally, Khin and Ho (2020) posits that an individual's acceptance and belief in their capabilities can significantly vary in the context of task performance. In this light, the present research findings gain substantial empirical support and lend credence to these theoretical perspectives.

In summation, this research contributes to the academic discourse by offering empirical validation of existing theoretical frameworks. It provides compelling evidence that the decision-making processes of PPNS Satpol PP are underpinned by deep-seated confidence in their competencies and that these decisions are influenced by a strategic evaluation of the situation. This nuanced understanding not only enriches the scholarly understanding of decision-making but also has practical implications for organizations seeking to optimize their operational and strategic decision-making processes.

The fourth discussion of the evidence to test the hypothesis that self-esteem has a positive and significant effect on organizational performance. Self-esteem is important to note. This is important because the PPNS Satpol PP will appreciate what has been achieved without comparing it with the achievements of others. Weaknesses and strengths must be accepted properly so that the group spirit to complement and support each other for progress and performance will be achieved. This finding is in accordance with research conducted by Gardner and Pierce (2015), which suggests that self-esteem is consistently correlated with cooperation to support each other with organizational performance. as well as organizational success in extra roles, job satisfaction,

organizational commitment, and turnover intention.

In the fifth discussion of the evidence for testing the hypothesis that digital competence has an effect on organizational performance, we learn that, in recent years, digital transformation has become an important phenomenon in various sectors, including business, government, education, and others. Consideration of significant changes in society and industry due to the use of digital technology should be responded to by PPNS Satpol PP. Government agencies are looking for various methods of digital transformation at the organizational level and are moving in strategic directions in an effort to achieve better organizational performance. This is in accordance with research conducted by Spencer and Spencer (2008), Suseno et al. (2019), and Yu and Moon (2021) suggesting the importance of digital competence to be able to adapt to various changes. In this complex and uncertain digital era, according to Sanberg (2017).

Conclusion

This study can prove that the offer of digital competence variables as an intervening factor, based on a simultaneous test, can strengthen the influence of self-efficacy and self-esteem variables positively and significantly on the organizational performance of Satpol PP in Banten Province. By partial test, the self-efficacy variable has no effect on organizational performance.

Implications

The implications of these findings extend beyond their descriptive value and hold predictive potential in shaping policy directions aimed at enhancing the performance of PPNS Satpol PP (Public Order and Security Officers) to consistently contribute to the organizational performance of Satpol PP in Banten Province. This predictive aspect underscores the practical relevance of the research in the context of public administration and organizational management.

The predictive implications of this research offer actionable policy directions that can guide decision-makers within Satpol PP in Banten Province. By addressing self-efficacy, strategic decision-making, and individual differences, these policies can facilitate the continuous improvement of PPNS Satpol PP performance, ultimately contributing to the enhanced organizational performance of Satpol PP in the province. These recommendations are not only academically grounded but also have practical significance for public administration and organizational management in the region.

Limitations

The present study, in its current form, has not yielded statistically significant evidence to establish a direct effect of the self-efficacy variable on organizational performance through the conducted partial testing. This outcome underscores the need for further research and replication studies in both similar and diverse organizational settings to ascertain the robustness and generalizability of these findings.

In subsequent investigations, it is recommended that researchers consider revisiting the examination of the self-efficacy variable's impact on organizational performance. Replicating the study in the same organizational context can help confirm or refute the initial findings, ensuring that the results are consistent and reliable. Additionally, conducting this test in different organizations or sectors can provide valuable insights into the generalizability of the relationship and help identify potential contextual variations.

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