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The Innovation Breakthrough in Digital and Disruptive Era
Analysis of Understanding Education Digitization Concept during the Pandemic in North Sulawesi Province

Lady Grace Jane Giroth¹,* Jeffry Sony Junus Lengkong², Viktory Nicodemus Joufree Rotty²

¹ Universitas Teknologi Sulawesi Utara
² Universitas Negeri Manado
*Corresponding author. Email: ladygiroth@unima.ac.id

ABSTRACT
This study intends to ascertain how private university lecturers in North Sulawesi understand digitalization in order to enhance their performance. The performance of private university professors will improve with knowledge of the servant leadership philosophy. This study focused on North Sulawesi-based private university lecturers. Purposive sampling is used to support the descriptive research methodology. In this study, the participants were professors at private universities in North Sulawesi. Thirty PTS lecturers in North Sulawesi who were known to be PTS teachers had their samples collected. The findings demonstrated a favourable correlation between lecturers’ participation and their comprehension of digitalization in education. However, the lack of PTS leaders’ involvement in providing their staff with opportunities for growth, encouragement, trust, and service undermines their potential, sense of pride, and capacity to uphold the tridharma of higher education. The organisational culture’s value alignment does not promote the best teaching, volunteerism, or research in fields like community pride. Lack of leadership and a culture that supports the role of self-efficacy and work spirituality as performance intervenors are the root causes of the failure to carry out education and teaching, research, and community service.

Keywords: Digitization, Performance, Lecturer, North Sulawesi.

1. INTRODUCTION
The Covid-19 pandemic is sweeping the world today, impacting the world of education. Previously education was carried out face-to-face but with the pandemic, there was a change in educational procedures through digitalization. The successful implementation of digitalization of education is determined by the quality of human resources (HR). This must certainly be in accordance with the current conditions. In order for the quality of human resources to increase, it is necessary to go through various educational programs that are implemented systematically and purposefully. Of course, these various interests refer to the advancement of science and technology according to the current circumstances. It takes time and effort to prepare competitive human resources, thus it is not a simple task. However, if Indonesian education can provide students with the necessary knowledge and abilities, Indonesian education graduates will have great confidence and motivation to develop themselves to their fullest potential so that they may compete worldwide. [1].

As a formal education implementation institution with a variety of student potential, universities play a significant role in the process of developing quality human resources. There are undoubtedly many different educational services needed for this issue. Lecturers are one of the key components of service providers that drive higher education to deliver top-notch services, and they are a valuable asset in this regard. Each professor is expected to be able to function at their highest level by successfully fulfilling the tasks and obligations assigned in order to fulfil these duties and responsibilities.
The Programme for International Student Assessment (PISA) found that Indonesian schools performed poorly between 2000 and 2018. Indonesia was only ranked 73rd and 71st in the 79 countries it was compared against in terms of academic quality for Mathematics and Natural Sciences, and 74th for reading comprehension. Meanwhile, for pisa results three years earlier, in 2015 Indonesia ranked 65th out of 69 countries that participated in PISA. This is a benchmark that Indonesian education has not succeeded in meeting international standards. One of the solutions carried out by the government is that changes in the existing curriculum are expected to improve Indonesia's ranking in PISA, but in fact PISA results have not undergone significant changes.[2]

There were 44 private universities in north Sulawesi as of 2019, according to data from the Higher Education Service Institute (LLDIKTI) Wil IX (formerly known as Kopertis Wil IX Sulawesi). These institutions included 12 Academies, 23 High Schools, 1 Institute, and 8 Universities. Private universities outnumber state ones in North Sulawesi Province, which only has four. This suggests that the community needs private high education.

In order to compete in the creation of superior human resources, PTS in North Sulawesi strives to catch up by maintaining their progress and making an effort to increase performance while also boosting quality. The phrase “shift in paradigm in university governance” is essential in university administration. PTS fully complies with the requirements for permanent lecturers, lecture halls, laboratories, lecturer workspaces, computer rooms, and adequate internet access, all of which are necessary for delivering top-notch educational services, according to the Director General of Higher Education's circular letter No. 2920/DT/2007. By 25% of the accreditation value, which is B, and by 35% and 40%, respectively, PTS in north Sulawesi has not received accreditation.

Universities are supposedly encouraged to perform better in realising educational services in accordance with community expectations by continuing to improve the education service system with a focus on completing parts of these services. [3] The quality of private higher education (PTS) in Sulut is not adequate, there are 38 Private Universities (PTS) that hold accreditation A. There is even PTS that is not recorded in the National Accreditation Board of Higher Education (BAN-PT), of the 38 PTS in Sulut no one has received A accreditation by BAN-PT.

The availability of sufficient human resources, specifically lecturers, is essential for creating quality universities and for realising an acceptable higher education service system. The professionalism of lecturers must rise in order to improve the standard of the educational process at institutions. Lecturers are professional educators and scientists with the primary responsibility of reforming, developing, and sharing science, technology, and the arts through education, research, and community service, according to Law No. 14 of 2005 article 1 paragraph (2). The Tri Dharma of Higher Education provides a summary of tasks. [4].

Lecturers, as the institution's chief administrative officer, play a crucial strategic role in running the campus and directing its development. [5]. The effectiveness of educational institutions is greatly influenced by the performance of the chief lecturer, which is a crucial and basic factor. Resources provided by lecturers are interpreted in terms of both their actions and their output. Based on the description, the researcher chose the title: “Analysis of Understanding Digitization Concept during the Pandemic in North Sulawesi Province.”

2. METHOD

The aim of this paper is to examine the idea of digitalizing education in order to improve lecturer performance, particularly in North Sulawesi's private universities. In the province of North Sulawesi, private universities did the study. The three-month implementation period for the study spans August 2021 and November 2021. A survey strategy using the likert scale is employed as the research methodology. In order to completely and precisely describe the facts or features of a certain population or field, this descriptive technique places a strong emphasis on observation and the surrounding environment. In order to improve lecturer performance, particularly in private universities in North Sulawesi, the goal of this study is to analyse the notion of digitalization in education. Private universities in the province of North Sulawesi hosted the research. The three-month study implementation period runs from August 2021 to November 2021. Utilising a survey strategy and quantitative research methodology, the likert scale is applied. With a focus on observation and the environment, this descriptive technique is used to methodically explain the facts or characteristics of a certain population or field. [6].

![Figure 1 Theoretical Model of Research Variables (Source: Primary Data)](image-url)
of interviews or questionnaires filled out by researchers. Secondary data, on the other hand, is primary data that has been processed by a different party or primary data that has been further processed and provided by a different party or by the primary data collectors, and is typically given as tables or [8].

3. RESULTS, ANALYSIS, AND DISCUSSIONS

3.1. Respondent Understanding

Lecturers need to be aware of the fundamentals of teaching leadership, especially when it comes to the idea of leadership that serves. The enhancement of educational quality will be encouraged by an awareness of the significance of leadership, which is particularly useful in enhancing performance involvement. As evidenced by the success of the lecturers below, a good grasp of the leadership that serves is anticipated to boost engagement.

Based on table 2 mentioned above, 30 respondents can be detailed 27 people or 90% stated to understand the concept of digitalization in education in the current pandemic era. Furthermore, 3 respondents, or 10%, did not respond with the idea of digitised education. According to the findings, lecturers at private institutions in North Sulawesi are aware of and eager to participate in efforts by their work units to improve educational digitalization competence. Most of these lecturers' attitudes and performances will be impacted by how well they comprehend the material. This demonstrates that lecturers comprehend "digitization," especially in light of the need to preserve educational quality.

3.2. Respondent Participation in Education Digitization Program

The highest and lowest scores of each response to the question asked to respondents are used to calculate scores on the Linkert scale assessment, which is based on the summated rating method.[9]. The highest-rated response receives a 5, while the lowest-rated response receives a 1. According to the amount of responses, the answers on the two scales are changed. For example,

### Table 1. Understanding the DigiConcept of Digitalization of Education in the Pandemic Era

<table>
<thead>
<tr>
<th>No</th>
<th>Concept of Education Digitization</th>
<th>The Number of Understanding</th>
<th>Presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Understand</td>
<td>27</td>
<td>90%</td>
</tr>
<tr>
<td>2</td>
<td>Not Understand</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td>Sum</td>
<td></td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Processed from primary data, 2021

### Table 1. Understanding the DigiConcept of Digitalization of Education in the Pandemic Era

<table>
<thead>
<tr>
<th>No</th>
<th>Attitude</th>
<th>Number (Person)</th>
<th>Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very Agreeable</td>
<td>9</td>
<td>30%</td>
</tr>
<tr>
<td>2</td>
<td>Agree</td>
<td>12</td>
<td>40%</td>
</tr>
<tr>
<td>3</td>
<td>Doubtful</td>
<td>2</td>
<td>6.66%</td>
</tr>
<tr>
<td>4</td>
<td>Disagree</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>5</td>
<td>Highly Disagreed</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>6</td>
<td>No Answer</td>
<td>1</td>
<td>3.33%</td>
</tr>
<tr>
<td>Sum</td>
<td></td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Processed from primary data, 2021
questions that are highly disagreed with are given a value of 1, while questions that are strongly agreed with are given a value of 2. Ten questions were posed to the public in order to get their views, with a top total value of fifty. Additionally, each respondent’s worth is calculated and graded using the evaluation scale below: Maximum score minus Minimum score / Number of categories = Difference per category [10].

Participation in question is participation that views society as the subject of all development rules not as an object of education [11]. [11] The development of the concept of participation in the digitization of education is determined by the quality of lecturers from the tunggi university. This condition is certainly adjusted to the type of participation carried out [12].

Based on the table above, 30 respondents can be detailed 9 people or 30% stated that they strongly agreed to participate with the concept of education digitization and 12 people agreed or amounted to 40% with the digitization of education. The results indicate that PTS has understood the purpose of educational digitization programs carried out to improve the quality of education.

3.3. Analysis of the Concept of Education Digitalization and Its Participation in Performance

Today's technology has changed the systems of human life and the way humans work, including the field of education. In the world of education there are lecturers and students. Digitalization in education has become an inevitability and is on the rise of its use today. Digital technology that penetrates various aspects including education and human needs. Because of that responsibility, lecturers thirst to have the competence, credibility and quality to build personal branding in the perspective of their students is increasingly very important in order to have a positive impact for students and also for institutions [13].

The implementation of higher education and one of the factors influencing national development both depend on high quality education. A top-notch educational system is also required for qualified graduates. In addition to human resources, infrastructure, facilities, curriculum, and capital, a quality education system must be established. [14],[14] Universities, which include State Universities (PTN) and Private Universities (PTS), are the organisational entities for higher education as required by Law No. 12 of 2012. One method for learning, creating, and disseminating science and technology is through universities. This undoubtedly calls for colleges to offer top-notch educational services by persistently attempting to get greater results for higher-quality universities.

The global Covid-19 pandemic has had a significant impact on all economic activities and sectors in the area. Small Private Higher Education (PTS) with student populations of less than 1000, such as those in North Sulawesi, are also impacted by this, making it necessary to develop a plan in order to compete with other universities and remain viable. [15]. When the pandemic occurred, the concept of digitalization developed and this provided convenience to all parties, to teachers and students[16]. Education digitalization can advance learning in the modern era by utilising technology. According to information from the Wil IX Sulawesi Higher Education Service Institute (LLDIKTI), there were 1,067 permanent lecturers at Private Universities in North Sulawesi. The number of people with the greatest degree of education is D3 (3 total), followed by D4 (9 total), S1 (437 total), S2 (478 total), S3 (47 total), specialists and professions (7 total), and those without a level (86 total). According to Law No. 14 of 2005, Article 46 states that lecturers must possess the following minimum qualifications: a. graduates of master's programmes for diploma and undergraduate programmes; and b. graduates of doctoral programmes for graduate programmes. However, the academic education level of lecturers still falls short of the standard level of education. [17].

Education is the key word in any effort to improve the quality of life [18]. [18] The use of technology in education has become inevitable in an endeavour to meet educational objectives. The education system must be updated in order to meet the demands of educators and make the most use of the resources, infrastructure, and technology that are already available. Numerous supporting components are required in order to reach ideal educational goals, including digitalization so that conducive organizational iklim can be created with the improvement of digital technology.

An indication that the climate of a school organisation is increasingly upheld and can be used as a tool to implement various innovations for the development and development of school organisations into challenges posed by digitalization is the growth of the atmosphere of literacy, warmth, openness, and honesty combined with the establishment of dynamic social interaction between personalities. For this reason, a mature concept is needed in carrying out the digitization of education. Metode and concepts that were previously old concepts with absolute digitalization are updated by prioritizing the latest technology [19]. Digitalization that has developed in
various development joints including education is certainly developing with the Covid-19 pandemic.[19]

Based on the theories that have been presented, it can be taken synthesis that the digitization of education will be able to encourage various aspects that affect the attitude and behavior of the world of education to achieve the goals that have been set.

Performance, in general, motivates efforts to improve work performance. Performance is a major factor in determining how effectively anything is done. There are three elements that every leader of an organisation and their subordinates must comprehend in order for this digitization concept to encourage the improvement of kinerka, namely: (1) clarity of the tasks that are responsible; (2) clarity of the results expected by the organisation; and (3) the time needed to complete the work. in keeping with that viewpoint.

If the work environment, efforts, and skills support the idea of education digitization and it has an impact on later performance, it will be successful. The model showed that in order to perform well, a person needs know how to do the task correctly and thoroughly, have a strong desire to do it, and be aware of all the aspects that influence his work, starting with attitude and comprehension. serving as a leader.

4. CONCLUSION

Based on the results of data analysis, the results of the study can be concluded as follows the understanding of the concept of digitalization has been known by most PTS lecturers, this is determined by the environment, efforts and abilities. Respondents expressed strongly agree that the concept and program of digitalization of education was developed in the education model, especially during the Covid-19 pandemic. The findings show that PTS lecturers have an understanding of the goals of the education digitization programme. According to the findings, teachers at private universities in North Sulawesi are open to participating in initiatives to develop their institution's digitization capacities. Most of these lecturers' attitudes and performances will be impacted by their level of understanding. Given that "digitization" will bolster educational initiatives and have an impact on educational quality, this suggests that lecturers are aware of its implications.

The ability to locate the spirit, gain the lecturers' trust, provide service to lecturers and leaders, and listen effectively are signs that one has mastered the notion of digitalization of education. Gaining the respect of lecturers and services through lecturers' prioritisation is the lowest indicator that requires attention. When engaging in leadership service activities, leaders give structural issues greater attention than casual interactions with lecturers.

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