



Paper 70

Relationship Among Online Learning, Digital Competencies, And Digital Organizational Culture Towards Generation Z Individual Performance During Hybrid Internship Activity, Study Case: MBKM Internship

Rahadyan Pramudito Kumarasakti and Achmad Fajar Hendarman

ICMEM

The 7th International Conference on Management in Emerging Markets

Abstract - In Digitalized era, the pandemic of Covid-19 is requiring a huge transformation on how employees work inside a company. List of employees includes the Interns of Generation Z which are newcomers to the labor market. The Hybrid Internship is becoming an event to adapt to the pandemic conditions. Furthermore, along with the digital industry being developed worldwide it requires deeper understanding of factors that become a variable for Generation Z Individual Performance. There is still a lack of Journal of research that conducts research mainly focused on Generation Z with several variables related with the growing digitized industry. This opportunity became an ideal condition for testing several variables that related with the Generation Z Individual Performance. This research uses Quantitative approach with the Multiple Regression Analysis to measure relationships among variables and Qualitative approach by Interview to get insight from the industry. Research findings showed there is a positive and significance relationship among Digital Competencies and Digital Organizational Culture towards the Generation Z Individual Performance and also there is no relationship between Online Learning towards Generation Z Individual Performance.

Keywords - Digital Competencies, Digital Organizational Culture, Generation Z, Individual Performance, Online Learning

I. INTRODUCTION

Individual Performance can be considered a personal achievement after spending time and energy on each assignment related to achieving the work objective while building relationships with other employees [1]. Individual Performance in a general overview consists of several aspects that interrelate one another for maximizing the Individual Performance. On daily usage or implementation those aspects are useful to make sure that the company or the organization where the individual went to fulfill the need of the employee to help them reach their highest potential performance. This condition is important because Individual Performance is one of the essential components that can predict organizational or business performance. One of the examples that can be seen from a mature company is that usually Individual Performance and Organizational performance should be aligned so it will be easier for the company to decide for the company [2].

Generation Z, among the other generations that filled the labor market, has the tiniest information for the company to know the factor that influences conditions inside the working environment. This happened because the first batch of Generation Z entered the labor market simultaneously as the Pandemic of Covid 19 hit worldwide. The condition makes the way to understand their working condition characteristics still less known. Generation Z has a different personality compared with other previous generations because of the dynamic condition of birth year. The difference between generation Z characteristics in the working environment is the tendency to use digital technology as a tool and have a high tendency for mood swings during daily conduct and the Generation Z also have the tendency to rely on their technology to get the information, they need [3]. The differences shown by generation Z make it quite essential for a company to have a deeper understanding of the factor that could affect the generation Z with a kind of activity that can be given a hint or an overview on how Generation Z performance in an actual working condition

The government of Indonesia, mainly the Directorate General of Higher Education, Ministry of Education, Culture, Research, and Technology, considers the importance of internship activity for a generation Z that will soon have a significant share inside the labor market in five years. Based on the consideration itself, the Ministry of Education is introducing the Merdeka Belajar Kampus Merdeka (MBKM) program. MBKM is an official program from the Ministry of Education that has several programs to facilitate the University students to develop their soft and hard skills. One program included on the MBKM is that the Certificated Internship was conducted between 3 - 6 months [4]. The MBKM internship itself cooperates with many national or local companies that fulfill the requirements set by the Ministry of Education. This program gives a chance for university students to have an internship experience while having the chance to convert the internship activity into Academic Credits at the university [4]. This chance makes the activity itself attract the university student's attention because it is a possible chance for them to get the relationship and experience on their targeted companies.

The chance offered by the MBKM internship is attracting student attention, and now around 15,000 students are joined inside the MBKM Internship activity that spread all across the country, both online and offline working [4].

The internship participant will work for a semester with a maximum conversion of academic credits is 20 SKS each semester. Government subsidies bear the cost of participation and the living cost. Moreover, Participants of the Internship will be faced with an actual project and will be led by a mentor from the hosting company.

The MBKM internship sure did give students the opportunity to get their potential experience to prepare themselves. However, the problem inside the internship activity itself is because of the pandemic condition and the learning style being received by the students before the Ministry of Education announced this MBKM program. The issue for University students, which is also a generation Z, is that they feel that online learning and the pandemic condition are affecting their capability to get the maximal knowledge from college because University student feel that presence on learning are essential to get the maximal knowledge and online learning do not give the presence feeling [5]. They should deal with themselves to make them able to give a high level of performance output. This condition also needs to be understood by the hosting internship company because it can be a valuable insight for them to understand what to do to facilitate and maximize the performance from Generation Z.

The other problem is that there is a research gap related to the availability of previous research that is able to give an overview about factors that has a positive and significant relationship towards the Generation Z individual performance which is still lacking. Based on the preliminary research that is being conducted towards the current MBKM Internship employer there are several factors that are being mentioned by them. Factors being mentioned by the internship employees are Digital Technology Competencies, Organizational Culture, and Online Learning. The factors mentioned above are becoming the factor that later on will be researched in this paper to know the relationship among each factor towards the Individual Performance. MBKM internship can be a suitable study case to get an insight from research about the Factors that has a positive and significant relationship towards Generation Z performance since it is based on an actual project and a hands-on experience from a Generation Z point of view. This is important because if the company fails to understand the factors and how to handle them, it could be a potential loss when Generation Z has a higher labor market share.

Research Objective

1. Analyzing relationships between Online Learning and Individual Performance
2. Analyzing relationships between Digital Competencies and Individual Performance

3. Analyzing relationships between Digital Organizational Culture and Individual Performance

Research Question

1. Are there any positive and significant relationships between Online Learning and Individual Performance?
2. Are there any positive and significant relationships between Digital Competencies and Individual Performance?
3. Are there any positive and significant relationships between Digital Organizational Culture and Individual Performance?

Scope of Limitation

The Limitation of the research is a factor that having a positive and significant towards the performance of generation z employees in the context of MBKM Internship. The Research Method being utilized will be a Quantitative and Qualitative approach. The respondent itself is limited to university students that are involved in MBKM Internship which are being focused mainly but not limited to generation z university student in the Island of Java. The outcome of this research may not fit to be applied in other cultures or countries so further research is needed throughout this research. This research will be conducted during the 2021/2022 academic year. The Data Collection Timeline will be conducted during June - July of 2022 using the method of the questionnaire to ask the respondents. This research also unable to fairly distributed the respondent distribution to represented each specific region in Indonesia. This research also does not specifically mention and analyze the universities origin of each of the respondents. This research also does not specifically mention industries for the internship company.

Generation Z

Generation Z are a generation that was born from 1997 until 2005 that are currently in the preparation stage and early stage of entering the labor market [6]. Generation Z can be considered as a generation inside the labor market that are having a much bigger involvement in their work not just based on their skills and knowledge but also their comfortness regarding the condition and situation in the working environment [3]. The Generation Z itself are known as the digital technology generation because since they were born, they extensively connected and used computers and digital technologies and also, they have a massive tendency to work as an individual rather than teamwork to make sure they can achieve their designated environment that they want [3].

Individual Performance

Based on the preliminary research there are several factors that influence Individual performance. This preliminary research was conducted by doing interviews with several students that took the MBKM Internship and they mention that factors that influence their Individual performance are Digital Competencies, Online learning, and the Digital Organizational Culture where they went for an internship. Those statements are being strengthened by several journal articles which According to [7] Online learning has a positive effect on employee performance. Another journal article reveals that digital competencies have a positive impact on employee performance as being explained in [8], and also another journal article mentioned that Culture has considerable influence on employee performance as mentioned in the research by [9]. All of those variables based on several journal articles that are already being published are affecting the level of employee performance. In this research it will focus on analyzing those variables whether it has a positive and significant relationship towards the Generation Z Individual Performance.

Online Learning

Based on the previous study showed that the level of online learning being implemented inside organization are having a significant relationship with an individual performance [10]. Beside that in another journal show that in the term of Online Learning for University student having a significant result regarding the higher level of an online learning can lead to a positive result for student competencies performance [11]. With several previous study results above it showed that capability of employees that have a high level of online learning are essential when an organization aims at the potential maximum output of each employee individually. Because of the previous findings the hypothesis to determine the correlation between Online Learning and the Individual Performance for Generation Z in MBKM Internship is

H1: Online Learning has a positive and significant relationships towards the Individual Performance

Digital Competencies

Based on the preliminary research that was conducted toward several internship staff found that they feel digital competence that is related with the usage of IT and computerized software are influencing their work performance. The competence that consists of Knowledge, Skills, and Attitude are essential to be mastered by and individual. Competence has the positive and significant relationship with the Individual performance [12]. Furthermore, Digital Technology Competence or in the

same understanding of the Digital competence also have a significant relationship with the Individual Performance [8]. Based on several studies that being mentioned above the hypothesis that will be carried out is

H2: Digital Competencies has a positive and significant relationship towards the Individual Performance

Digital Organizational Culture

Digital Organizational Culture is the most important thing to be settled to make sure that the employees have the chance to fully develop themselves and be able to contribute very well to the company productivity and performance by giving them the positive type of culture that offer them ability to adapt to the digitalized era [13]. Based on a traditional Organizational Culture have a positive and significant relationship towards an Individual Performance [14]. Based on several journal articles already published the hypothesis that can be developed to be tested in the research will be

H3: Digital Organizational Culture has a positive and significant relationship towards the Individual Performance

Conceptual Framework

There is a theoretical framework that being proposed in this research based on several variable explanation above that can be seen below [Figure 1].

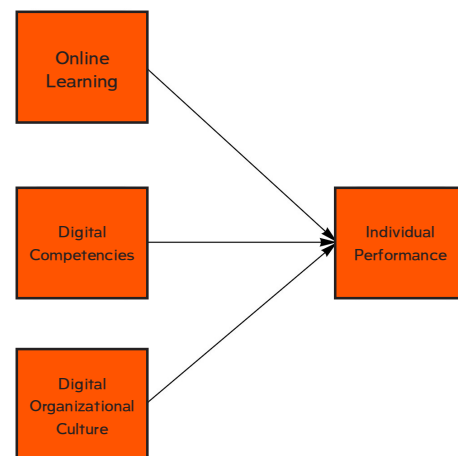


Figure 1. Conceptual Framework

II. METHODOLOGY

The Methodology being implemented to gathering, analyzing and interpreting the data for measuring the relation among each variable towards the Individual Performance in which according to the literature review consist of Digital Competencies, Online Learning and the Digital Organization Culture will be Qualitative and

Quantitative methods using questionnaires that are distributed to Generation Z employees that ever or currently taking the MBKM Internship and Unstructured interview toward Generation Z to dig preliminary information from the Generation Z that already took the MBKM Internship.

Questionnaire will be conducted by using the question list based on several previous research to test each of the hypotheses toward the Individual performance. Furthermore, the questionnaire will be divided into two parts in which first part will focus on the demographic information of the respondent and the second part will focus on the respondent's perspective regarding each of the variables using a 5 Likert scale question. This questionnaire was being distributed using an online form using google form to get the respondent's answer. The Interview will conduct to get insight regarding the current reality situation in the company by interviewing several Generation Z internship employees.

Sampling technique being used will be Random sampling methods. Respondents of the research will be Generation Z University student that already took or currently taking MBKM Internship. The student that met the criteria of respondent in total is 358 Respondents. This criterion was based on Their experience on taking an Online learning and also taking the MBKM Internship.

III. RESULTS

Validity and Reliability

Table 1 - QUESTIONNAIRE VALIDITY

Online Learning			
Instrument	r count	r table	Result
OL1	0.337	0.103	Valid
OL2	0.572	0.103	Valid
OL3	0.704	0.103	Valid
OL4	0.75	0.103	Valid
OL5	0.736	0.103	Valid
OL6	0.664	0.103	Valid
OL7	0.672	0.103	Valid
OL8	0.671	0.103	Valid
OL9	0.682	0.103	Valid
OL10	0.708	0.103	Valid
OL11	0.708	0.103	Valid
OL12	0.589	0.103	Valid
OL13	0.568	0.103	Valid

Digital Competencies			
Instrument	r count	r table	Result
DC1	0.664	0.103	Valid
DC2	0.63	0.103	Valid
DC3	0.537	0.103	Valid
DC4	0.619	0.103	Valid
DC5	0.655	0.103	Valid
DC6	0.546	0.103	Valid
DC7	0.601	0.103	Valid
DC8	0.664	0.103	Valid
DC9	0.655	0.103	Valid
DC10	0.638	0.103	Valid
DC11	0.537	0.103	Valid
DC12	0.535	0.103	Valid
DC13	0.635	0.103	Valid
DC14	0.513	0.103	Valid
Digital Organizational Culture			
Instrument	r count	r table	Result
DOC1	0.689	0.103	Valid
DOC2	0.707	0.103	Valid
DOC3	0.713	0.103	Valid
DOC4	0.676	0.103	Valid
DOC5	0.743	0.103	Valid
DOC6	0.738	0.103	Valid
DOC7	0.712	0.103	Valid
DOC8	0.722	0.103	Valid
DOC9	0.696	0.103	Valid
DOC10	0.749	0.103	Valid
DOC11	0.729	0.103	Valid
DOC12	0.692	0.103	Valid
Individual Performance			
Instrument	r count	r table	Result
IP1	0.685	0.103	Valid
IP2	0.604	0.103	Valid
IP3	0.686	0.103	Valid
IP4	0.664	0.103	Valid
IP5	0.717	0.103	Valid
IP6	0.638	0.103	Valid
IP7	0.675	0.103	Valid
IP8	0.572	0.103	Valid
IP9	0.706	0.103	Valid

Table 2 - Questionnaire Reliability

No	Variables	Cronbach's Alpha	N of Items
1	Online Learning	0.885	13
2	Digital Competencies	0.859	14
3	Digital Organizational Culture	0.912	12
4	Individual Performance	0.837	9

Based on the Validity and Reliability test in the table above (Table 1) and (Table 2) it can be seen that all of the 48 question instruments being ask towards respondent showed that all of the question instrument are valid and also reliable based on the result that show all of the r count are greater than the r table and also the Cronbach's alpha result showing greater than 0.6. this instrument used during the research to determine the hypothesis testing result. The test also being conducted which is to check the Classical assumption test was conducted and the result show that the regression model used in this research are not showing violation in Heteroscedasticity, Normality, and Multicollinearity.

Multiple Linear Regression

The Regression model will consist of 2 model. First model will only measure the relationship among core independent variables towards dependent variables. Second model will also measure core independent variables with an additional control variable toward dependent variable.

Table 3 - REGRESSION MODEL 1

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	11.637	1.673	6.955	0.000
	Digital Competencies	0.253	0.035	7.220	0.000
	Online Learning	0.023	0.022	1.061	0.289
	Digital Organizational Culture	0.219	0.032	6.771	0.000
a) Dependent Variable: Individual Performance b) Standards errors in parentheses; * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$					

Based on the analysis result regression model 1 that implemented in the research will be

$$Y = 11.637 + 0.023 X_1 + 0.253 X_2 + 0.219 X_3$$

Description:

Y= Dependent Variables (Individual Performance)

X1= Interdependent Variable (Online Learning)

X2= Interdependent Variable (Digital Competencies)

X3= Interdependent Variable (Digital Organizational Culture)

Based on the second calculation result it can be seen that

Table 4 - REGRESSION MODEL 2

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	11.542	2.538	4.548	0.000
	Digital Competencies	0.264	0.036	7.420	0.000
	Online Learning	0.022	0.022	1.000	0.318
	Digital Organizational Culture	0.218	0.033	6.603	0.000
	Female	0.492	0.359	1.371	0.171
	Age	-0.019	0.091	-0.208	0.835
	Internship Duration	-0.009	0.085	-0.103	0.918
	Online Learning Duration	-0.028	0.020	-1.422	0.156
a) Dependent Variable: Individual Performance b) Standards errors in parentheses; * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$					

based on the table above the second regression model for this research is:

$$Y = 11.542 + 0.022X_1 + 0.264 X_2 + 0.218X_3 + 0.492X_4 - 0.019X_5 - 0.009X_6 - 0.028X_7$$

Description:

Y= Dependent Variables (Individual Performance)

X1= Interdependent Variable (Online Learning)
 X2= Interdependent Variable (Digital Competencies)
 X3= Interdependent Variable (Digital Organizational Culture)
 X4= Female
 X5= Age
 X6= Internship Duration
 X7= Online Learning Duration

Based on the regression result of both regression model 1 and regression model 2 it can be seen that for the relationship among the main core independent variables towards the dependent variables the significance value is showing the same result of significance relationship result. Based on the findings it means that the regression model that being utilized in this research can be considered as a Robust model. Furthermore, there is no significance relationship among control variables towards the dependent variables.

Table 5 - MODEL SUMMARY

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	0.449	0.444	3.157
2	.675 ^a	0.455	0.444	3.158

Based on the summary of the regression model it can be seen that the relationship between the Independent Variables X and the dependent variable Y in the first model can be defined as the independent variables has 44.9% relationship towards the Dependent variable. Furthermore, from the second regression model it can be seen that the value of R square is increasing means that with additional Variable the relationship between independent variables and the dependent variable can be defined as the independent variables has 45.5% relationship towards dependent variable.

Hypothesis Testing & T test

Table 6 - Hypothesis Testing and T Testing

Coefficients ^a					
Model		Model 1		Model 2	
		t	Sig.	t	Sig.
1	(Constant)	6.955	0.000	4.548	0.000
	Digital Competencies	7.220	0.000	7.420	0.000
	Online Learning	1.061	0.289	1.000	0.318
	Digital Organizational Culture	6.771	0.000	6.603	0.000
	Female			1.371	0.171
	Age			-0.208	0.835
	Internship Duration			-0.103	0.918
	Online Learning Duration			-1.422	0.156
a) Dependent Variable: Individual Performance					
b) Standards errors in parentheses; [*] p<0.10, ^{**} p<0.05, ^{***} p<0.01					

Based on the table result above we can draw conclusion regarding each of the hypothesis of the research:

- o H1: Online Learning has a positive and significant relationships towards the Individual Performance. H1 is Rejected, the significance value of the variable Online Learning is 0.318 which is greater than 0.05 and the t-count (1.000) < t-table (1.966). This show that there is no relationship between Online Learning and Individual Performance.
- o H2: Digital Competencies has a positive and significant relationship towards the Individual Performance. H2 is accepted, the significance value of the variable Digital Competencies is 0.000 which is less than 0.05 and the t-count (7.420) > t-table (1.966). This finding showed that there is a positive and significance relationship between Digital Competencies and Individual Performance.
- o H3: Digital Organizational Culture has a positive and significant relationship towards the Individual Performance. H3 is accepted, the significance value of the variable Digital Organizational Culture is 0.000 which is less than 0.05 and the t-count (6.603) > t-table (1.966). This finding showed that there is a positive and significance relationship between Digital Organizational Culture and Individual Performance.

Summary From the Hypothesis testing can be seen in the table below (Table 2)

Table 7 - HYPOTHESIS TESTING RESULT

Variable	Hypothesis Result
Online Learning	Rejected
Digital Competencies	Accepted
Digital Organizational Culture	Accepted

From the regression result it can be seen that the variables that being accepted and have a positive and significant relationship towards dependent variables is Digital Competencies and Digital Organizational Culture. Furthermore, the variables that being rejected and do not have relationship with dependent variable is Online Learning.

F Test

Table 8 - F TEST TABLE MODEL 1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2875.519	3	958.506	96.177	.000 ^b
	Residual	3528.001	354	9.966		
	Total	6403.520	357			
a. Dependent Variable: Individual Performance						
b. Predictors: (Constant), Digital Organizational Culture, Online Learning, Digital Competencies						

Based on the F testing result in the table above it can be seen that for the first model it can be seen that independent variables have a significance simultaneously relationship towards the dependent variables based on the significance value 0.00 less than 0.05 and the F count (96.177) > F table (2.13).

Table 9 - F TEST TABLE MODEL 2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2913.320	7	416.189	41.736	.000 ^b
	Residual	3490.200	350	9.972		
	Total	6403.520	357			
a. Dependent Variable: Individual Performance						
b. Predictors: (Constant), Online Learning Duration, Online Learning, Female, Age, Internship Duration, Digital Organizational Culture, Digital Competencies						

Based on the F test result table above it can be seen that for the second model the independent variables have a significance simultaneously relationship towards the dependent variable based on the significance value of 0.00 less than (<) 0.05 and the F count (41.736) greater than (>) F table (2.03).

IV. DISCUSSION

Relationship Between Online Learning and Individual Performance

Based on the statistical hypothesis testing it was found that Online learning did not have relationship towards the Individual Performance. Reasoning of the findings is that the significance value of the Online Learning showed 0.318 or can be recognized does not have relationship towards the Individual Performance, and based on t-count it showed t-count (1.000) < t-table (1.966). So based on the result itself it can be define as even though the respondent improved or decrease their online learning experience it will not improve their Individual performance. Furthermore, this relationship between Online Learning and Individual Performance is not aligned with several findings in previous research. Based on several previous journal regarding the Individual Performance showed that a higher level of Online learning is having significant and positive relationship toward an Individual performance [10]. and Higher level of Online Learning for having a positive and significant result for student to excel in their Individual Performance [11]. However, several factor that could be considered in the real condition in Indonesia that can become the factors that make respondent opinion feel that the Online Learning are not essential to improved their Individual Performance is Quality of Online Learning, the facilities that facilitate the Online Learning process, and also the accuracy of material that being taught are not align with the business industry needed. This several factors should be improved further in Indonesia particularly because theoretically Online Learning should have a significant role for Individual Performance because it enhanced the Individual capabilities to perform better.

Relationship Between Digital Competencies and Individual Performance

Based on the statistical hypothesis testing it was found that Digital Competencies have a positive and significant relationship towards the Individual Performance. Reasoning on the findings is that the significance value of the Digital Competencies showed 0.000 which is less than 0.05 and based on t-count it showed t-count (7.420) > t-table (1.966). This finding showed that there is a positive and significance relationship between Digital Competencies and Individual Performance. Based on the testing result It can be defined as the higher digital competencies owned

by the Generation Z Internship employees the higher Individual Performance outcome they have. This finding is aligned with several previous journal that already being published which mentioned that Digital Competencies having significant and positive relationship towards the Individual Performance based on the research that being conducted by [8] and [12]. In reality this condition was also being confirmed by Generation Z that took the Internship activity that in this developing digitized world it is necessary to have sufficient digital competencies to be able to survive in the business industry.

Relationship Between Digital Organizational Culture and Individual Performance

Based on the statistical hypothesis testing it was found that the Digital Organizational Culture have a positive and significant relationship towards the Individual Performance. Reasoning on the findings is that the significance value of the variable Digital Organizational Culture is 0.000 which is less than 0.05 and the t-count ($6.603 > t\text{-table } (1.966)$). This finding showed that there is a positive and significance relationship between Digital Organizational Culture and Individual Performance. Based on the testing result it can be defined as the higher Digital Organizational Culture that being implemented by the Organization it can improve the Individual Performance of Generation Z Internship Employee. This finding aligned with previous journal that already published which stated that there are a positive and significance relationship of Digital Organizational Culture towards the Employee Performance Improvement inside an organization [13]. Furthermore, it is being studied on the traditional organizational culture in which Culture have a positive and significant relationship toward employee performance [15].

V. CONCLUSION

Based on the respondent result analysis using the Multiple Linear Regression there are some available conclusions that can be made including the recommendation for each of stakeholder.

This research was aimed to analyze the relationship among Online learning, Digital Competencies, and Digital Organizational Culture towards the Individual Performance of Generation Z Internship Employee in the study case of MBKM Internship. Based on the analysis result:

- o There is no relationship between Online Learning toward an Individual Performance
- o There is positive and significance relationship between Digital Competencies toward an Individual Performance

- o There is positive and significance relationship between Digital Organizational Culture toward an Individual Performance

From the Online Learning variable, it has no relationship towards an Individual Performance. It means that however the outcome level of Online Learning for each individual it will not affect their Individual Performance in their workplace. This variable usually influenced by factor such as facilities, educator and other factor that influence the Online Learning experience for each individual. This Variable was probable to did not have a relationship towards an Individual performance because those several factors were explained that differs among each Individual understanding in the Online Learning that leads into a different level of outcome that can be retrieved from each Individual regarding their performance in the workplace [16].

From the Digital Competencies variable, it has the highest positive and significant relationship toward Individual Performance. It means that the higher the level of Digital Competencies owned by an individual it will affect positively toward Individual Performance output of an Individual in their workplace. This was supported by other research that showed if an Individual Have a High level of Digital Technology Understanding it can affect their Performance to become much better while doing their working performance [17].

From the Digital Organizational Culture variable, it has the second highest positive and significant relationship toward Individual Performance. It means that the higher the level of Digital Organizational Culture experienced of an Individual inside a company it will affect positively toward their Individual Performance output in their workplace. This result was being supported by another research that already being conducted that showed that the Digital Organizational Culture of a company are having a positive relationship to boost the Individual performance inside the company [18].

Recommendation

Recommendation for future research

1. Increase the number of respondents not just limited to generation z that took the MBKM Internship. This recommendation aimed to future researcher to develop the respondent on more general generation z to make a much broader analysis of the generation z and factors that affect their individual performance during the present or future industry.
2. Expand the respondent demographic equally across the country of Indonesia. This recommendation aimed to expand the origin of the respondent to a much more

fairly distributed area across Indonesia.

3. Test additional variables that aligned with the future of digitalized industry. This recommendation aimed to improved and developed other variables that might suitable to be researched following the development of business industries.
4. Continue the research and improving the demographic distribution on specific industries. This recommendation aimed to future researchers to conduct a detailed researched on specific industries to get an academic view regarding the differentiation on each of the business industries.

Recommendation for Company

1. Improve the Online Learning Development activity not just limited to permanent employees. This recommendation aimed to give company consideration regarding the efficiency and the effectiveness of Online Learning to be established well to be able to meet the expectations of employees mainly for Generation Z that known as tech savvy generation and will react sensitively for Online Learning that utilized a digital technology.
2. Improve the Digital Organizational Culture inside the company culture to be able to adapt with the future industries. This recommendation aimed to improve the implementation and the development of Digital Organizational Culture inside a company to enhance the shifting towards a more agile culture in this current digitized era.
3. Develop the digital competencies capability of the employees to boost their individual performance. This recommendation aimed to giving a consideration towards the company to be able to facilitate their employee with a sufficient knowledge and skill on their digital competencies to be able to adapt and compete towards the developing digitized industry.

Recommendation for Universities

1. Improve the facilities of Online Learning in the Future to improve the Online Learning activities. This recommendation aimed to giving a consideration for Universities in Indonesia to improve their online learning facility to improve the Online Learning experience for universities students.
2. Improve the syllabus to match the industrial needs in the present and future condition. This recommendation aimed to make a suggestion for universities to develop a more specific syllabus that adapting the current developing business industries to give insight for student regarding the professional world.

3. Improve the digital competencies lesson for generation Z student to help them adapt with the present industries requirement. This recommendation aimed to develop a digital competency even further during the academic activity to give a futuristic insight of the digitalized era.

Recommendation for Generation Z University Students

1. Improve the Digital awareness regarding the developing technology. This recommendation aimed to encourage Generation Z to explore the digital technology development to be mastered in the future.
2. Encourage Generation Z to take part on giving suggestion to another stakeholder regarding the most comfortable online learning activity to be implemented in the future.

ACKNOWLEDGMENT

The Author would like to thanks to all of the Respondent that already become the subject that being researched that become essential point regarding the completion of the research of Relationship Among Digital Competencies, Online Learning, and Digital Organizational Culture towards Generation Z Individual performance during Hybrid Internship activity, Study Case: MBKM Internship. Author also would like to say thank you to all of the Stakeholders that getting involved in this research.

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