Digitalization and its Impact on Employee's Performance: A Case Study on Greater Tafila Municipality

Buthina Alobidyeen*
Business Administration Department, Business College, Tafila Technical University, At-Tafilah, Jordan

Sejood Al-Edainat
Business Administration Department, Business College, Tafila Technical University, At-Tafilah, Jordan

Sager Al-Shabatat
Business Administration Department, Business College, Tafila Technical University, At-Tafilah, Jordan

Sakher Al-Shabatat
Business Administration Department, Business College, Tafila Technical University, At-Tafilah, Jordan

Abstract: The study aimed to measure and analyze digitalization's impact on employee performance in Greater Tafila Municipality. The study community consisted of all workers in Greater Tafila Municipality and its (5) administrative regions. To achieve the study's objectives and test its assumptions, a questionnaire was prepared and used as the main tool for data collection. The field study was conducted on a sample of (167) people, and the number of valid questionnaires for analysis was (160). Statistical methods, such as arithmetic averages, standard deviations, Cronbach alpha, and stability coefficient, were applied. The study concluded a positive correlation between digitalization and employee performance at the significance level ($\alpha \leq 0.05$). It also indicated a positive moral effect of digitalization on employee performance in Greater Tafila Municipality. Finally, it provides psychological support to reduce digital stress for employees in the municipality.

INTRODUCTION

The Corona problem fueled fears of an oncoming economic crisis and recession (Kinne, Krüger, Lenz, Licht, & Winker, 2020) and travel restrictions, house quarantine, and staff reductions in all economic sectors, resulting in many individuals losing their jobs (Hevia & Neumeyer, 2020) and schools closing. The demand for several manufactured goods and products has reduced (Okyere, Forson, & Essel-Gaisey, 2020); nonetheless, the need for medical supplies has surged dramatically, and the food industry has also seen a significant increase due to fear and attempted food stockpiling (Nicola et al., 2020).

As a result, governments in the Middle East reacted quickly, working to improve broadband networks, improve internet services, and launch many digital platforms to ensure the conduct of their business, particularly in vital sectors such as education and financial services. With the transition to the stage of recovery (Udovita, 2020), countries are moving towards digitally transforming their activities and launching their platforms to carry out their work without the need to personally review the institutions.

---

*Correspondence concerning this article should be addressed to Buthina Alobidyeen, Business Administration Department, Business College, Tafila Technical University, At-Tafilah, Jordan. E-mail: balobidyeen@ttu.edu.jo

Digitalization has a direct impact on the performance of services and organizations worldwide. As a result, it directly impacts an economy's total trade volume because it aids in enhancing the efficiency of any business. When it comes to trade, the world's services and organizations have enormous potential (Maiti & Kayal, 2017).

Digitalization is positively related to firm performance (Loebbecke & Picot, 2015). Digitalization has created new business models and ways to create value (Neumeier, Wolf, & Oesterle, 2017). It is a key driver of globalization and innovation as technological developments enable easier, faster, and more affordable interaction among people, companies, and governments without the restraints of time and presence (Vuori, Helander, & Okkonen, 2019). Digitalization has created new business models and ways to create value (Neumeier et al., 2017). Digitalization of work may enable better use of knowledge, resulting in enhanced productivity (Shujahat et al., 2019).

In recent years, the digital economy has gotten much attention (Amladi, 2017; Calvard & Jeske, 2018; Ruël, Bondarouk, & Looise, 2004; Wang, Kung, & Byrd, 2018), and human resource management techniques are becoming increasingly digital (Bondarouk, Parry, & Furtmueller, 2017). Currently, there are two study streams focusing on the digital trend in human resource management. The first focuses on making the workplace and people management more intelligent through the use of information technologies, such as e-HRM, which has been broadly defined as "an umbrella term covering all possible integration mechanisms and contents between HRM and information technologies aimed at creating value within and across organizations for targeted employees and management" (Bondarouk et al., 2017). Researchers in the other mainstream is interested in conducting evidence-based HRM decision-making through data analysis, such as HR analytics, which has been defined as "HR practices enabled by information technology that use descriptive, visual, and statistical analyses of data related to HR processes, human capital, organizational performance, and external economic benchmarks to establish business impact and enable data-driven decision-making" (Marler & Boudreau, 2017).

Research Aim and Objectives

Aside from the deficiencies noted above, there is still a lack of theoretical underpinnings and a clearly defined paradigm in this young area, and earlier researchers have called for additional theoretical and empirical study (Bondarouk et al., 2017; Marler & Boudreau, 2017; Strohmeier, 2007). This research aims to analyze how business digitization contributes to employee performance. The analysis focuses on the use of modern systems and applications, showing the impact of digitization on employees' current and future performance, and identifying the factors that may affect the application of digitization in the Greater Tafila Municipality.

1. To provide a theoretical and intellectual framework related to digitalization and performance.

2. To identify the degree of performance improvement through digitalization.

3. To reach results that can be generalized to the Ministry of Municipalities in Jordan to implement digitalization in all municipalities.

Research Significance

The importance of the study is that it studies a topic that was and will continue to be one of the renewable and important topics for countries and their governments, which is the transformation from traditional governments into electronic governments that provide government services electronically. And this study's importance can be defined by:

1. Ensure the impact of digitization on employee performance and raise their efficiency and its reflection on the overall performance of the municipality.

2. The research will provide the necessary knowledge for students and researchers as it serves as a reference for them as digitalization plays a major role in the development of societies and organizations

Research Questions

1. Is there an impact of digitalization on employee performance in Greater Tafila Municipality?

2. Is there an impact of digitalization on the efficiency of Greater Tafila Municipality?

LITERATURE REVIEW

Digitalization

The term Digitalization has gained significant research interest in academia and practice. While the current literature shows that reaching a single and agreed-upon definition of the concept of digitalization is considered difficult, as is

almost the case in other social sciences in general and administrative in particular; (Lanzolla et al., 2020) Therefore, the researcher finds that everyone who tried to write in this field has his concept and definition, some view it as the behaviors, habits, and activities developed and applied by the managers and employees of the organization to take advantage of new digital technologies to transform the business model or organizational models to create value for customer's employees, and shareholders (Ochoa, 2016).

Some see that digital transformation is the use of new digital technologies, intending to achieve superior performance and continuous competitive advantage, by transforming multiple business dimensions, including the business model and customer experience that includes digitally enabled products, services, and processes, including decision-making, and influence same time on people, including skills, talents, organizational culture and networks, including the entire organization (Ismail, Khater, & Zaki, 2017).

The term digital transformation refers to the economic and societal effects of digitization and digitalization, where the term digitization means converting analog data and processes into a format that a machine can read. In contrast, the term digital means the use and interrelationship of digital technologies and data to bring about new changes. Developed physical systems, innovated business models and new processes, creating smart products and services (European Commission, 2019).

Digital transformation is a complex process that requires the commitment of all organizational resources: human, physical, organizational, and technological to apply digital technologies throughout the organization, especially in operations (Kutnjak, Pihiri, & Furjan, 2019), and (Stark, 2020) also emphasizes that digital transformation is a profound transformation of paradigms. Business competencies, organizational models, business processes, and practices through digital technologies to meet customer needs and satisfaction.

Accordingly, the current research study defines digital transformation in municipalities as a complex technical, organizational, and cultural development process carried out by the municipality to meet the changing needs of its customers and adapt to the requirements of its employees by taking advantage of digital capabilities to build innovative and new service business models, improve user experiences, digitize operational processes and support operational performance. Competitiveness, thus creating value for money.

Dimensions of Digitalization

Information and communication technology consists of a set of constantly evolving dimensions due to the continuous demand, especially in the current era, known as the era of advanced and fast technology (Ramos-Villagrasa, Barrada, Fernández-del Río, & Koopmans, 2019; Xiaojun, 2017). These dimensions are as follows:

Machines: Machines are characterized by quick implementation capabilities and a lower cost than technical capabilities higher than human capabilities (Ramos-Villagrasa et al., 2019). Our talk is about machines related to information and communication technology, all types of microcomputers, and personal computers (Xiaojun, 2017).

Software: It is the language, and the means through which the beneficiaries deal with the data with machines and through which this data is stored, recalled, and operated. The programming language has witnessed great developments, which explains its diversity and abundance (Ramos-Villagrasa et al., 2019).

Networks: It is a group of computers organized together and linked by lines of communication so that its users can participate in the available resources and transfer and exchange information among themselves, and these networks are used to achieve a set of purposes such as: providing communication between people, access to information remotely, electronic commerce, reducing expenses and sharing resources and more (Xiaojun, 2017).

Types of networks include:

Local Area Networks (LHN): This type of network is used to connect computers and their accessories within one office or building using the so-called server (Koopmans et al., 2016).

Metropolitan Area Network (MAN): Such networks are used to cover a group of buildings or an entire city and may consist of a group of local networks and usually use optical fiber cables to connect the hubs of this network.

Wide Area Network (WAN): This network covers a wide geographical area and may include countries and continents so that users can exchange information and communicate internationally.

Internet: The Internet represents computer networks, which are spread in most parts of the world, and it is a word derived from (international network), and this network is considered the largest tool for communication and information, and this network provides information in all or most of the various activities (Koopmans et al., 2016).

Database: It is a set of data with a logical relationship that is easy to store and retrieve to use, modify, or add to it to be ready for users when needed. Maintaining data stability and consistency and standardizing data-related standards (Koopmans et al., 2016).

Data: It refers to the things, accidents, activities, and exchanges that are recorded and stored, but remain unorganized so that they are suitable for delivery on a specific meaning so that they are easy to obtain and retrieve, and the data can take several forms, the most important of which are: (Koopmans et al., 2016)

a- Graphic data: include pictures, graphs, and the like

b- Alphanumeric data: consisting of numbers and letters, such as commercial transactions

c- Text data: used in written communications.

d- Vocal: like the human voice.

Individuals: They are the individuals who manage and operate information technology, including administrators, specialists, and users (Ramos-Villagrasa et al., 2019). Almost all specialists in information systems agree that the importance of the human element in managing and operating the information system greatly outweighs the importance of material requirements and the causes of most failures in the system. They can be classified into:

a- Specialists: system analysts and designers, programmers, device operation and maintenance specialists, and specialists in communication technologies. These are called intellectual capital in the system.

b- Administrators: Participate in the system's administration, the information base administrator, the employees who use the information systems as beneficiaries of the system's products, including accountants, salesmen, engineers, account clerks, managers, and consumers.

Performance

Performance is one of the concepts that has received a great deal of attention and research in management studies in general and in human resources studies in particular, given the importance of this concept at the level of the individual and the organization and the interaction between the influences that affect performance and its diversity. The term "performance" or performance of a task, or completion of an activity, the performance of the administrative side is the implementation of job burdens of responsibilities and duties by the employee (Muchhal & Solkhe, 2017).

Vithanage and Arachchige (2017) defined performance as objective functional behavior as a result of forces or pressures resulting from the individual and as the interaction and harmony between the internal forces of the individual and the external forces surrounding him.

In a dynamic environment of transformation and change, competitive organizations try to provide high service quality to their customers or stakeholders (Al-Hawary, Al-Hamwan, et al., 2017). Organizations operating in volatile environments also recognize that they must provide services in line with the needs and expectations of stakeholders (Al-Hawary et al., 2017).

From the above, it is clear that there are multiple definitions of job performance; some of them see that job performance is closely related to the nature of the work that the individual performs, and some of them see it as a behavior, and some of them see it as effort. Others see it as the completion of work, resulting from the multiplicity of studies and research in this field, whether practical or theoretical studies.

The researcher believes that the concept of performance includes other concepts in addition to the concept of efficiency and effectiveness, such as turnover rates, accidents, absenteeism, and work delay, as the individual is a good worker with high productivity and also contributes to reducing work-related problems as regular work and the absence of accidents, saying that performance includes a set of variables from Where he performs work efficiently and effectively with minimum problems, restrictions, and negatives arising from his behavior at work.

Dimensions of Performance

The numerous aspects of the idea of performance and essential performance dimensions that we focused on are widely agreed upon among scholars. Task performance, contextual performance, and counterproductive behavior are all studied by researchers in repeated performance (Xiaojun, 2017).

Tasks performance: The concept of task performance refers to work-performance activities that contribute to the technical nature of the organization directly through its use in the organization's technological process, or indirectly through the maintenance or service of the organization's technical requirements (Xiaojun, 2017).

As Muchhal and Solkhe (2017) defined, task performance is the behavior that contributes to an organization's main maintenance and transformation activities (such as manufacturing products, selling goods, providing services, and scheduling work).

Task performance refers to the behaviors of employees that produce or directly participate in the transformation of resources into services (Koopmans et al., 2016) and is divided into three types:

- Perform routine tasks that include employee responses to well-known task demands that occur naturally, routinely, or predictably.

- Perform adaptive tasks, which include employee responses to task demands that are new, unusual, or at least unexpected.

- Perform creative tasks, which is how the employee develops new and useful ideas or innovations for work (Ivarsson & Svahn, 2020; Koopmans et al., 2016).

Contextual performance: Contextual performance refers to behaviors that do not support the organization's technical core but rather support the psychological environment and social processes in which technical operations occur.

According to Motowildo, Borman, and Schmit (1997) contextual performance in activities contributes to the organization's effectiveness through many ways that make up the social and psychological context of the organization and are a motivating factor for operations and activities.

This dimension includes a set of behaviors (Koopmans et al., 2016).

- Constant enthusiasm in making extra efforts to complete a task successfully includes time commitment, absence of absence, and extra effort in the job.
- Volunteering to carry out some activities that are not part of the official work of the individual, such as submitting constructive proposals to develop the work of the organization
- Cooperate with others and provide the assistance they need, such as cooperating with colleagues, clients, and others.
- Adherence to organizational rules and procedures, such as compliance with regulatory regulations, respect for lines of authority, and commitment to the organization's values and policies.
  - Supporting and defending organizational goals, such as loyalty to the organization or positive representation of the organization in front of others.

Counterproductive behavior: Counterproductive behavior refers to employee behavior that "intentionally" hinders the achievement of the organizational goal or objectives, such as disclosing work secrets, theft, waste of resources, drug use, gossip, and harassment.

The retail banking services performed by a manager differ from those performed by a credit manager. Also, the tasks performed by the retail banking manager differ from those performed by the teller, as for contextual performance, it is often similar across different functions and levels of administration (Xiaojun, 2017).

This means that all employees are responsible for practicing these behaviors regardless of their job titles and management levels. On the other hand, the performance of tasks is associated with a specific job role, often explained by the job description (Ramos-Villagrasa et al., 2019). Contextual performance behaviors are not related to a specific role but are expected from the employee without explicitly specifying this. Finally, it can be said that task performance is mainly affected by (the employee's skills and abilities) such as cognitive and material abilities. In contrast, contextual performance is mainly affected by the employee's personality, such as after conscientiousness (Koopmans et al., 2016).

It is worth noting that performance management considers both aspects of work performance simultaneously since it cannot operate successfully without basic contextual behaviors from its employees.

Municipalities

The municipality defines a civil institution with financial independence that updates cancel and defines the boundaries of its area, its functions, and its authorities according to the provisions of this law. Through a partnership with the private sector and/or civil society institutions (Municipalities Law No. 14 of 2007).

Municipal vision: * A modern governorate that attracts tourism and investment with authenticity and sustainable development.

* A pioneering and distinguished governorate in the service of citizens for a better life and sustainable development.

Municipal tasks: According to Article (40) of the Municipalities Law, the Municipal Council is entrusted with the functions, powers, and authorities outlined in the following items within the boundaries of the municipality area. Or

companies for periods not exceeding thirty years, and in this case, the approval of the Council of Ministers is required for the duration and conditions of the concession, such as:

Town and street planning: Planning the town, opening the streets, canceling and modifying them, defining their width, straightening, paving, constructing its sidewalks, maintaining, cleaning, lighting, naming or numbering, numbering its buildings, beautifying them and planting them, preventing encroachment on them, monitoring what falls on the streets from the open lands, and assigning their owners to erect fences around them.

Building permits and sewers: Monitoring the construction and demolition of buildings, changing their shapes, installing electric elevators in them, giving licenses to conduct these works, determining the location and shape of the building and the ratio of its area to the area of the land intended to be built on it, and ensuring that health conditions are met in it. Drainage of rainwater, construction of latrines and sanitary facilities, their management, and control.

Public markets and public stores: Organizing and establishing public markets, specifying the types of goods sold in each or prohibiting their sale outside them. Monitoring and regulating restaurants, cafes, clubs, bars, discos, stadiums, cinemas, cinemas, and other public amusement parks, setting the dates for their opening and closing, and raising and collecting fees for selling their tickets. And the weight of what is sold in bulk in public markets outside shops and warehouses.

Cultural and sports institutions: Establishing and monitoring museums, public libraries, schools, cultural, sports, social and musical clubs.

Inspection of carcasses and establishment of slaughterhouses: Examine the animals and poultry intended for slaughter, take precautions to prevent them from contracting diseases, specify locations for their sale, monitor their slaughter, dispose of their remains, and establish slaughterhouses.

Cleaning and health control: Collecting sweepers, waste, and waste from homes and public stores, transporting them, destroying them, and regulating that. Monitoring dwellings and other stores to ensure that their filth is regularly discharged and the hygiene of sanitary ware therein, and take measures to exterminate mosquitoes and other insects in them.

Other jobs: Carrying out any other work that he is required to do under this law or any other legislation in force in the Kingdom (Municipalities Law No. 14 of 2007).

Previous Studies

There is great interest from management thought in studying the effects of digital transformation on the business sector. Chen, Jaw, and Wu (2016) examined the impact of digital service gates on job performance in small and medium-sized companies in the Taiwanese textile industry. Connecting using the dimensions of the portal's utility, the portal interface, and the portal's service-oriented functions on the perceived results for users of small and medium-sized companies' products, the study relied on both descriptive and quantitative methods in testing the study's hypotheses. Data were collected using field interviews and surveys from senior executives in companies. The study results indicated that the dimension of the service-oriented portal function, which is cloud computing, significantly affects job performance. These B2B Service Composition and Results functions provide practical evidence as informative pointers for policymakers, information service providers, and SME executives to evaluate possible elements of web portal design in the traditional industry. The findings from this study may help portal service providers design better web portal functionality for SMEs.

Guzmán-Ortiz, Navarro-Acosta, Florez-Garcia, and Vicente-Ramos (2020) examined the impact of digital transformation on employee performance in insurance companies in Peru. The study relied on the questionnaire method in collecting data from a sample of its people (305) employees aged 25 years and over in four insurance companies. Operating in Arequipa, Cuzco, Iquitos, Lima, Tacna, and Trujillo regions in Peru, the study results showed that the customer service experience based on digital transformation positively impacted task performance and contextual performance in return. At the same time, it did not affect the adverse behavior of employees. Based on digital transformation, it significantly affects the performance of tasks and contextual performance, and there is no effect on the opposite behavior

The study Oranga and Ondabu (2018) examined the impact of digitization on the participation of employees in providing banking services and the strategies applied by managers for the participation of employees in digitization processes in the Swedish banking industry. And the study concluded that digitization is a factor that positively affects employees' participation in providing banking services through digital platforms that enable employees to perform their

tasks efficiently. Moreover, managers used advanced support systems, digital communication methods, and various digital tools to provoke Employee participation in work.

Al-hassi (2021) conducted a study to answer key questions related to knowing the impact of digital transformation on universities to understand the nature of digital transformation, the requirements and mechanisms of that transformation, and its relationship to achieving sustainable development, and an attempt to discover and display negative and positive trends. The study showed that one of the most important negative trends: is the lack of sufficient information for the university's digital transformation projects, the university's inability to meet the community's needs for development, and the limited employment of e-learning systems Within the university, and if it is found, its use is not optimal.

The study of Abdul Hadi (2021) aimed to identify the management of excellence in its dimensions (leadership, policies and procedures, human resources management, and key performance results) and its role in adopting a digital transformation strategy with its dimensions (business alignment, ICT employment, organizational ingenuity) at Zarqa University, Jordan and the study reached several results, the most important of which is that both Excellence Management and the Digital Transformation Strategy came with a high evaluation level at Zarqa University. The results also showed a statistically significant effect at the significance level ($\alpha \leq 0.05$) for managing excellence with its combined dimensions in adopting the digital transformation strategy at Zarqa University. The study recommended that Zarqa University adopt the latest technological tools and means and work on continuous investment to develop educational outcomes and improve services provided with the required quality, accuracy, and speed.

Muhammad and al Ghubairi (2020), in their study, aimed to analyze the reality of digital transformation in the Kingdom of Saudi Arabia towards adopting its use in bringing about development, modernization, and continuous improvement for the renaissance and progress of the Kingdom and then determining the extent of its progress in dealing with «digital» and absorbing its contents. Through study and analysis, it was found that the digital transformation in the Kingdom is progressing at an annual rate of 5% from 2011 to 2017. The study made several recommendations, including intensifying and deepening the uses of communication and information technologies and integrating them in the design of operations and activities at all organizational levels. Policymakers must design policies appropriate to the implementation of digital transformation.

Elliot, Kay, and Laplante (2016) had a study to determine the mechanisms for institutions to benefit from digital content, technologies, and practices, to engage the beneficiaries (students and their families) in universities and interact with them. Building competencies that will improve operations build expertise management capabilities and provide a basis for dialogue on digital transformation to serve the industry among the beneficiaries of university outputs.

Bouwman, Nikou, Molina-Castillo, and de Reuver (2018) paper aimed to explore how digital technologies have forced Small- to Medium-sized Enterprises (SMEs) to reconsider and experiment with their Business Models (BMs) and how this contributes to their innovativeness and performance. Findings show that strategic and innovation-related internal motives mainly drive BMI's social media and big data. External technology turbulence plays a role too. BMI driven by social media and big data positively impacts business performance. Analysis of the case studies shows that big data rather than social media drive BM.

Research Hypothesis

Based on the analysis of previous studies and in light of the research problem, the researchers developed the following Statistical hypothesis for the study:

H1: *There is no significant effect at the significance level ($\alpha \geq 0.05$) of the digitalization and its dimensions on workers' performance in Greater Tafila Municipality.*

STUDY METHODOLOGY

Methods of the Study

The descriptive-analytical approach was used to identify the impact of digital transformation on workers' performance in the Greater Tafileh Municipality, which is consistent with the nature of the study, to describe, analyze and interpret the results of the responses of the study sample.

Population and Sample of the Study

The study population will consist of the Greater Tafila Municipality and its (5) administrative units, and a random sample of (20%) of the workers in the Tafila municipality was selected, numbering (513) employees. The study sample

size was (167) employees.

Data Collection

To achieve the objectives of the present study, the researcher relied on two types of sources, as follows:

Secondary sources: These data are obtained from library sources, and also from the literature review of previous studies, to establish the scientific bases and the theoretical framework of the study, Books sources, and scientific materials written and published on the subject of the study.

Primary sources: These data were obtained through the preparation and distribution of the questionnaire for the subject of the study. It covers all aspects of the theoretical framework, questions, and hypotheses on which the study was based.

Study Tool

A questionnaire was developed to measure digitalization and employee performance. The total number of questionnaire questions is (30) items and consists of two parts: The first part relates to the personal and demographic variables about workers in the municipality (gender, age, educational level, number of years of service), The second part includes two sets of paragraphs, the first group measures digitalization, and the number of its paragraphs has reached (15) paragraphs, and the second group measures employees performance dimension, and the number of its paragraphs has reached (15) paragraphs.

The questionnaire items were developed concerning the studies of each of Bonnet and Westerman (2020) and (Guzmán-Ortiz et al., 2020).

The Validity of the Instrument

The questionnaire was presented to Tafila Technical University professors with experience and competence in management science arbitrators. The proposals and recommendations received from them about its statements were taken, and the amendment will be made according to their opinions.

The Stability of the Instrument

Cronbach's Alpha was used for internal consistency to test the reliability of the resolution. The researchers used the questionnaire as a statistical unit to collect the primary data for the study from different sources of information.

The value of the total stability coefficient of the resolution was (.910) approx. which indicates a great internal consistency of the resolution, and Table 1 Shows the values of the stability coefficient of Cronbach's alpha

Table 1 *THE STABILITY COEFFICIENT OF CRONBACH'S ALPHA*

Cronbach's Alpha	*N* of Items
.910	30

The Statistical Methods Used

The data that will be obtained through the study's questionnaire has been entered into the Statistical Package for Social Science (SPSS) and were processed according to the tests that achieve the purpose of the study; specifically, the following methods were used:

- Cronbach Alpha Stability Coefficient
- Variance inflation coefficient test and Permissible variance test
- The skewness coefficient test ensures that the data are subject to a normal distribution curve.
- Descriptive statistics methods such as frequencies and percentages to describe the characteristics of the study sample individuals, arithmetic averages, and standard deviations to find out the extent to which respondents' answers focus on groups of phrases for independent and dependent variables and items and the extent to which these answers are dispersed from their arithmetic mean.
- Multiple regression analysis tests the effect of the independent variable represented by digital transformation on the dependent variable represented by employee performance.

Data Analysis and Hypothesis Testing

The characteristics of the study sample: It is clear from the analysis of the results of the first section of the questionnaire that (62.3%) of the study sample members are males and the remaining percentage are females. The majority is concentrated on the age group (36 to 45 years) at a rate of (42.8%), and it is also noted that most of them hold an intermediate diploma as a minimum, as their percentage reached about (64.2%), which means that they are qualified with appropriate academic qualification. In terms of what enhances confidence in the results, the respondents have a fairly long experience in work, as the percentage of those with experience period (6-10 years) was approximately (40.3%), which means that they have medium to high experience in their field of work. From the above, it is clear that the study sample has the necessary knowledge and ability to understand the questionnaire's answers.

Table 2 *THE CHARACTERISTICS OF THE STUDY SAMPLE*

Question	Category	Frequency	Percent
Age	Less than 25 years old	10	6.3
	25 to 35 years old	61	38.4
	36 to 45 years old	68	42.8
	Over 45 years old	20	12.6
	Total	159	100.0
Gender	male	99	62.3
	Female	60	37.7
	Total	159	100.0
Education level	Intermediate Diploma	102	64.2
	Bachelor's	52	32.7
	Master	4	2.5
	PhD	1	.6
	Total	159	100.0
Number of years of service	From 1 to 5 years	26	16.4
	From 6 to 10 years	64	40.3
	From 11 to 15 years	44	27.7
	More than 15 years	25	15.7
	Total	159	100.0

Descriptive Statistics

To verify the level of digital transformation in the Greater Tafila Municipality, the arithmetic averages and standard deviations of the digitalization field were calculated as in the following table:

Table 3 *ARITHMETIC AVERAGES AND STANDARD DEVIATIONS IN THE DIGITALIZATION FIELD*

No.	Paragraph	N		Mean	Sum	Std. Deviation
		Missing	Valid			
1	Digital technologies understand customer behaviors and needs and integrate them into the customer service experience.	159	0	4.33	0.536	698
2	Digital technologies enable the creation of an integrated digital customer journey in a single online platform	159	0	4.33	0.556	688
3	Digital channels provide communication and quick response in customer service.	159	0	4.31	0.607	686
4	Digital operations protect the privacy of customer data and improve the efficiency of customer service	159	0	4.3	0.571	684
5	Digitization of internal processes contributes to reducing operating costs.	159	0	4.36	0.543	693
6	Digital technologies enable making and taking decisions based on real-time data.	159	0	4.3	0.557	683
7	Digital technologies provide integrated service operations.	159	0	4.27	0.592	679
8	Digital channels of services enhance customer loyalty.	159	0	4.23	0.638	673
9	Digital channels of services cover the expectations of security and customer trust	159	0	4.29	0.577	682
10	Digital service platforms achieve operational efficiency.	159	0	4.33	0.672	689
11	The municipality provides adequate learning and training programs on digital technologies.	159	0	4.01	0.631	637
12	The employees adapt appropriately to the digital transformation processes required by the municipality.	159	0	4.08	0.646	649
13	Digital technologies help create a flexible and flexible work environment.	159	0	4.35	0.607	692
14	Digital technologies enhance innovation and creativity.	159	0	4.47	0.624	710
15	Digital technologies allow for participatory decision-making and knowledge.	159	0	4.3	0.654	684

It is clear from Table 3 that question (14) ranked first, with a mean of (4.47%) and a standard deviation of (.624), the importance of digital transformation can explain this in creating a suitable environment for creativity and innovation in the field of work that helps distinguished employees, while question (11) came last, with a mean of (4.01%) and a standard deviation of (.631), this is due to the employees' aspirations for training programs that qualify them for the digital transformation process. We also note that the level of answers to questions related to digital transformation was high, indicating the importance of digitally transforming systems within the municipality.

Descriptive statistical analysis of employee's performance variable: To verify the level of digital transformation in the Greater Tafila Municipality, the arithmetic averages and standard deviations of employee's performance field were calculated as in the following table:

Table 4 *ARITHMETIC AVERAGES AND STANDARD DEVIATIONS*

No.	Paragraph	N Missing	Valid	Mean	Sum	Std. Deviation
16	I plan my work to achieve the goals set by the municipality	159	0	4.11	.43	653
17	I prioritize the activities that are being developed.	159	0	4.09	.412	650
18	I get my job done on time.	159	0	4.12	.495	655
19	I feel obligated to do the work I do.	159	0	4.13	.407	657
20	I constantly offer creative solutions to new problems.	159	0	4.01	.528	638
21	I do additional tasks when I complete my previous tasks.	159	0	4.05	.525	644
22	My latest knowledge is related to the work I do.	159	0	4.1	.493	652
23	I develop my skills frequently.	159	0	4.06	.536	646
24	I actively participate in meetings/or consultations.	159	0	4.36	.566	693
25	I offer assistance and cooperation with colleagues.	159	0	4.35	.541	692
26	My best relations with my colleagues and superiors at work.	159	0	4.06	.481	645
27	I complain about the negative aspects of my work.	159	0	2.92	0.941	464
28	Problems at work often frustrate me.	159	0	3.35	1.212	533
29	I focus on the negative aspects of cultural and organizational change situations.	159	0	3.02	1.26	480
30	I talk to others outside the municipality about work gaps.	159	0	3.08	1.322	490

In Table 4, we can note that question (24) came in the first place, with a mean of (4.36%) and a standard deviation of (.566). It indicates the positive interaction of employees among themselves and their active participation in work-related meetings within the municipality. In comparison, the question (27) came in the last rank with a mean of (2.92%) and a standard deviation of (.941), which is due to the employees' affiliation to their work, their non-participation, and their grumbling about work problems in front of others to ensure the reputation of their organization, and the level of answers to questions related to the performance of workers was high about their tasks and their participation in the process Decision-making, low in the aspects that affect the reputation of the municipality, and this indicates their willingness to make the utmost effort for their work. If digital platforms are activated in the municipality, they are ready to cooperate and learn to make its digital transformation process a success.

Study Hypothesis Test

To ensure the suitability of the study data for regression analysis and hypothesis testing, it was verified that there is no autocorrelation between the independent variable by conducting a multicollinearity test by calculating Tolerance and Variance Inflation Factor (VIF) for the independent variable, provided that the Tolerance value does not exceed (.05), and the value of VIF for (10).

To verify that the data are subject to the normal distribution curve until the scientific methods are applied to test the hypotheses, the Skewness coefficient was calculated, provided that its value is less than (1). And Table 4 Illustrates this.

Table 5 *THE RESULTS OF TOLERANCE TEST, INFLATION FACTOR, AND SKEWNESS*

Variable	VIF	Tolerance	Skewness
Digitalization	1.000	1.000	.361
Performance	-	-	.192

It appears from Table 4 that the value of VIF for digitalization is equal to (1.000), which is less than (10), and the value of t is equal to (1.000), which is greater than (0.05), and the value of Skewness is equal to (.361) which is less than (1), this confirms the normal distribution of study data.

Table 6 *REGRESSION ANALYSIS*

Independent Variable	B	error	β	T	R	R^2	Adjusted R^2	F
Digitalization	.365	.05	.417	5.742	.417	.174	.168	32.967

It is clear from Table 6 that there is a direct and statistically significant effect at the significance level ($\alpha \leq 0.05$) of digitalization on employee performance of in Greater Tafila Municipality, the value of the correlation coefficient reached (0.417), which is the value of a statistical function and indicates the degree of the correlation of the statistical function between the independent variable and the dependent variable. The value of the coefficient of determination was (0.174), which is the value of the numerical transformation function in explaining the performance of the statistical transformation. And (F) test value was (32.967), which is a statistically significant value at the significance level ($\alpha \leq 0.05$), which indicates the existence of a statistically significant relationship between the independent variable and the dependent variable at the significance level ($\alpha \leq 0.05$) for the areas of digitalization on employee performance in Greater Tafila municipality.

This result can be explained by the benefits of digital technologies in preparing the work environment, communicating instructions on tasks to employees promptly, and reducing work time, which leads to the development of work skills and improved productivity.

RESULTS

The theoretical study revealed a set of results, the most important of which are the following:

- Digital transformation, in the beginning, refers to the multiple changes in processes that are made to integrate technology to automate, improve and digitize processes, as well as increase data security, and this process includes many changes that are reshaping the methods and techniques used in the service sector.
- Business organizations have made a breakthrough in the digital services provided during the year 2020 in light of the repercussions of the Corona pandemic, which imposed new patterns in service operations, reducing the number of working hours and closing some branches; Due to physical distancing requirements
- Enhancing the chances of digital transformation success in municipalities does not depend only on the adoption of digital technologies but requires a cultural and organizational transformation, providing human capabilities and encouraging innovation, focusing on all of them.
- The adoption of digital technologies helps reduce the time of work, which leads to the development of work skills and improves productivity.
- Digital transformation experiences in other service sectors have shown that employees can be either the biggest disincentives or the greatest success factors for digital transformation. Accordingly, you should consider the employee experience as carefully as you do the customer service experience
- Digital technologies allow customers to self-participate in the service delivery process, enabling employees to fulfill more specific tasks. Moreover, digital communication technologies have made employees more involved in decision-making by sharing information.

RECOMMENDATIONS

Based on the above results, the researchers recommend the following:

First

- The attention of those in charge of municipality administration to the role of workers in the success of digital transformation by taking the following measures:
- Spreading a culture of digital transformation among employees to change the current organizational culture into an organizational culture that suits the digital age.

- The participation of employees in the digital transformation processes, through conducting workshops, holding seminars and periodic meetings, with the continuous encouragement of the owners of digital innovation and providing them with full support.
- Develop employees' skills in automation, smart robot technology, and big data analytics and stimulate creativity and innovation.
- Ensure on a daily or periodic basis that equipment and digital transformation technologies are working correctly and provide the opportunity to request assistance from technical support departments without delay.

Second

- The interest of those in charge of the municipality administration in digitally transforming the employee's experience with the same level of interest in digitally transforming the customer's experience and digital business models and automating internal processes by taking the following measures:
- Use innovative text analysis algorithm techniques, machine learning methodologies, and big data analytics to revolutionize human resource management practices.
- Using sentiment analysis techniques to reveal employees' positive and negative feelings and biases towards digital transformation through their opinions on social media.
- Participation between employees in a way that makes them more open to learning from each other encourages open dialogue and creativity and creates a work environment that helps devise high-quality solutions to problems.

Third

- Mayors abandoned the traditional methods of evaluating the performance of employees, raising the level of their performance, promoting, training, or transferring them, to move towards more effective alternatives through the following procedures:
- Aligning the performance management strategy with the digital transformation plan, as well as designing employee performance metrics in light of the digital transformation needs.
- Shifting from formal training to mentoring, emphasizing narrowing performance gaps and investing in individuals' abilities and strengths.
- Emphasizing expected, feasible, and necessary performance rather than assigning a grade that compares the employee to his colleagues or producing a report outlining his previous performance.
- Measuring development in digital abilities after adopting digital technology training and learning programs and tracking certain in-kind or material incentives.
- Learning management systems and training units offer employees the right career path and build their talents to enable them to flourish in their current roles while also enhancing their desires to advance to higher positions.
- Incorporating the proper individuals into a dynamic organizational context and assisting employees in acquiring new digital capabilities to promote digital transformation.

CONCLUSION

This study opens up new possibilities for future research into the effects of digital transformation on employee performance in other industries, as repeating this research in other economic sectors will allow researchers to understand the similarities and differences with the findings of this study; it will be interesting to conduct future research from the perspective of municipal leaders. Furthermore, doing the same study using a different approach may allow researchers to gain a deeper insight into its topic, and researchers might conduct further studies and research related to the effects of digital transformation on workers in the municipal sector in the following directions:

1- Using digital technologies to measure employee performance.
2- Studying the impact of employee experience transformation on employee satisfaction.
3- Studying the impact of digital transformation on employee welfare.
4- Studying the impact of digital transformation on employee participation.
5- Studying the impact of digitizing human resource management practices on employee satisfaction.

REFERENCES

Abdul Hadi, R. (2021). *Excellence management and its role in adopting a digital transformation strategy: A case study of Zarqa university* (Master thesis). Zarqa University, Zarqa, Jordan.

Al-hassi, A. (2021). *Digital transformation in higher education institutions and its role in achieving sustainable development (reality and obstacles)* (Unpublished thesis). Misr University for Science and Technology, Cairo, Egypt.

Al-Hawary, S. I. S., Al-Hamwan, A. M., et al. (2017). Environmental analysis and its impact on the competitive capabilities of the commercial banks operating in Jordan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, *7*(1), 277-290.

Amladi, P. (2017). HR's guide to the digital transformation: Ten digital economy use cases for transforming human resources in manufacturing. *Strategic HR Review*, *16*(2), 66-70. doi:https://doi.org/10.1108/SHR-12-2016-0110

Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, *28*(1), 98–131. doi:https://doi.org/10.1080/09585192.2016.1245672

Bonnet, D., & Westerman, G. (2020). *The new elements of digital transformation*. Cambridge, MA: MIT Sloan Management Review.

Bouwman, H., Nikou, S., Molina-Castillo, F. J., & de Reuver, M. (2018). The impact of digitalization on business models. *Digital Policy, Regulation and Governance*, *20*(2), 105-124. doi:https://doi.org/10.1108/DPRG-07-2017-0039

Calvard, T. S., & Jeske, D. (2018). Developing human resource data risk management in the age of big data. *International Journal of Information Management*, *43*, 159–164. doi:https://doi.org/10.1016/j.ijinfomgt.2018.07.011

Chen, Y.-Y. K., Jaw, Y.-L., & Wu, B.-L. (2016). Effect of digital transformation on organisational performance of SMEs: Evidence from the Taiwanese textile industry's web portal. *Internet Research*, *26*(1), 186-212. doi:https://doi.org/10.1108/IntR-12-2013-0265

Elliot, T., Kay, M., & Laplante, M. (2016). *Digital transformation in higher education.* Retrieved from https://bit.ly/3Ja9G5B

European Commission. (2019). *Digital transformation.* Retrieved from https://bit.ly/3w2xAMr

Guzmán-Ortiz, C., Navarro-Acosta, N., Florez-Garcia, W., & Vicente-Ramos, W. (2020). Impact of digital transformation on the individual job performance of insurance companies in Peru. *International Journal of Data and Network Science*, *4*(4), 337–346. doi:https://doi.org/10.5267/j.ijdns.2020.9.005

Hevia, C., & Neumeyer, A. (2020). *A conceptual framework for analyzing the economic impact of COVID-19 and its policy implications* (UNDP LAC C19 PDS No. 1). United Nations Development Programme, New Yrok, NY.

Ismail, M. H., Khater, M., & Zaki, M. (2017). Digital business transformation and strategy: What do we know so far. *Cambridge Service Alliance*, *10*, 1-35.

Ivarsson, F., & Svahn, F. (2020). Digital and conventional matchmaking–similarities, differences and tensions. In *Proceedings of the 53rd Hawaii International Conference on System Sciences,* Maui, HI. doi:https://doi.org/10.24251/HICSS.2020.727

Kinne, J., Krüger, M., Lenz, D., Licht, G., & Winker, P. (2020). *Corona pandemic affects companies differently: Daily updated website analysis on the reaction of companies to the corona pandemic in Germany.* Retrieved from https://bit.ly/3t0gInM

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Lerner, D., de Vet, H. C., & van der Beek, A. J. (2016). Cross-cultural adaptation of the individual work performance questionnaire. *Work*, *53*(3), 609–619.

Kutnjak, A., Pihiri, I., & Furjan, M. T. (2019). Digital transformation case studies across industries – literature review. In *42nd International Convention on Information and Communication Technology, Electronics, and Microelectronics (MIPRO),* Opatija, Croatia.

Lanzolla, G., Lorenz, A., Miron-Spektor, E., Schilling, M., Solinas, G., & Tucci, C. L. (2020). *Digital transformation: What is new if anything? Emerging patterns and management research* (Vol. 6) (No. 3). doi:https://doi.org/10.5465/amd.2018.0103

Loebbecke, C., & Picot, A. (2015). Reflections on societal and business model transformation arising from digitization and big data analytics: A research agenda. *The Journal of Strategic Information Systems*, *24*(3), 149–157. doi:https://doi.org/10.1016/j.jsis.2015.08.002

Maiti, M., & Kayal, P. (2017). Digitization: Its impact on economic development & trade. *Asian Economic and Financial Review*, *7*(6), 541–549. doi:https://doi.org/10.18488/journal.aefr.2017.76.541.549

Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR analytics. *The International Journal of Human Resource Management*, *28*(1), 3-26. doi:https://doi.org/10.1080/09585192.2016.1244699

Motowildo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, *10*(2), 71–83. doi:https://doi.org/10.1207/s15327043hup1002_1

Muchhal, D. S., & Solkhe, A. (2017). An empirical investigation of the relationship between emotional intelligence and job performance in the Indian manufacturing sector is clear. *CLEAR International Journal of Research in Commerce & Management*, *8*(7), 18-21.

Muhammad, A. a.-R., & al Ghubairi, M. (2020). The reality of the digital transformation of Saudi Arabia Kingdom - an analytical study. *Journal of Administrative and Financial Sciences*, *4*(3), 8-31.

Neumeier, A., Wolf, T., & Oesterle, S. (2017). The manifold fruits of digitalization-determining the literal value behind. In *Proceedings of the 13th International Conference on Wirtschaftsinformatik,* St. Gallen, Switzerland.

Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., . . . Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, *78*, 185–193. doi:https://doi.org/10.1016/j.ijsu.2020.04.018

Ochoa, O. (2016). Digital culture: Building new organizarional behaviors and habits to maximize the potencial of technology. *Economic Studies Bulletin*, *217*, 71-83.

Okyere, M. A., Forson, R., & Essel-Gaisey, F. (2020). Positive externalities of an epidemic: The case of the coronavirus (COVID-19) in China. *Journal of Medical Virology*, *92*(9), 1376-1379. doi:https://doi.org/10.1002/jmv.25830

Oranga, O. J., & Ondabu, I. T. (2018). Effect of financial inclusion on the financial performance of banks listed at the Nairobi securities exchange in Kenya. *International Journal of Scientific and Research Publications*, *8*(5), 624-649.

Ramos-Villagrasa, P. J., Barrada, J. R., Fernández-del Río, E., & Koopmans, L. (2019). Assessing job performance using brief self-report scales: The case of the individual work performance questionnaire. *Journal of Work and Organizational Psychology*, *35*(3), 195-205.

Ruël, H., Bondarouk, T., & Looise, J. K. (2004). E-HRM: Innovation or irritation. an explorative empirical study in five large companies on web-based HRM. *Management Revue*, *15*(3), 364–380.

Shujahat, M., Sousa, M. J., Hussain, S., Nawaz, F., Wang, M., & Umer, M. (2019). Translating the impact of knowledge management processes into knowledge-based innovation: The neglected and mediating role of knowledge-worker productivity. *Journal of Business Research*, *94*, 442–450. doi:https://doi.org/10.1016/j.jbusres.2017.11.001

Stark, J. (2020). *Digital transformation of industry*. Geneva, Switzerland: Springer International Publishing.

Strohmeier, S. (2007). Research in e-HRM: Review and implications. *Human Resource Management Review*, *17*(1), 19–37.

Udovita, P. (2020). Conceptual review on dimensions of digital transformation in modern era. *International Journal of Scientific and Research Publications*, *10*(2), 520–529. doi:http://dx.doi.org/10.29322/IJSRP.10.02.2020.p9873

Vithanage, V., & Arachchige, B. J. (2017). A study on the work-family balance and job performance of academics in Sri Lanka. *IUP Journal of Management Research*, *16*(2), 1-28.

Vuori, V., Helander, N., & Okkonen, J. (2019). Digitalization in knowledge work: The dream of enhanced performance. *Cognition, Technology & Work*, *21*(2), 237–252. doi:https://doi.org/10.1007/s10111-018-0501-3

Wang, Y., Kung, L., & Byrd, T. A. (2018). Big data analytics: Understanding its capabilities and potential benefits for healthcare organizations. *Technological Forecasting and Social Change*, *126*, 3–13. doi:https://doi.org/10.1016/j.techfore.2015.12.019

Xiaojun, Z. (2017). Knowledge management system use and job performance: A multilevel contingency model. *MIS Quarterly*, *41*(3), 811-840.