

## **Work Motivation and Digital Culture as Determinants of Employee Productivity: *The Mediating Role of Work Engagement at PT Indodax National Indonesia***

**Jaya Adhiguna<sup>✉1</sup> Mahyuni<sup>2</sup>**

<sup>1,2</sup> *Department of Management, Faculty of Economics and Business, University Pendidikan Nasional, Indonesia.*

### **Abstract**

In order for an organization to continue to exist, it must have the courage to face challenges and their implications, namely facing change and winning the competition. The resources owned by an organization such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum Work Productivity. Data analysis is an interpretation for research aimed at answering research questions in order to uncover certain social phenomena (Santoso, 2012). Data analysis is the process of simplifying data into a form that is easier to read and implement (Santoso, 2012). This analysis includes data processing, organizing data and finding results. The analysis technique used in this research is Structural Equation Modeling (SEM) analysis with AMOS software. Work motivation has proven to have less influence on work productivity. Digital culture is proven to have an effect on work productivity. Work motivation is proven to have an effect on work engagement. Digital culture is proven to influence work engagement decisions. Work motivation is proven to influence work productivity through work engagement. Digital culture is proven to have an effect on work productivity through work engagement. Work engagement is proven to have an effect on work productivity.

**Keywords:** *Work Motivation; Digital Culture; Work Productivity; Work Engagement;*

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✉ Corresponding author :

Email Address : [jayaadhiguna7@gmail.com](mailto:jayaadhiguna7@gmail.com)

### **INTRODUCTION**

Human resources are central figures in the organization. Human resources are an organization's most important asset because of its role as the subject of implementing policies and operational activities of an organization. In order for an organization to continue to exist, it must have the courage to face challenges and their implications, namely facing change and winning the competition. The resources owned by an organization such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum Work Productivity. (Douglas, in Ramdhani, 2019) explains that organizations need employees who have high work productivity (job performance). The higher the employee's ability, the higher the organization's Work Productivity. On the other hand, the lower the employee's ability, the lower the organization's Work Productivity.

Motivation is a series of activities that become strengths and originate from intrinsic and extrinsic elements that influence the achievement of organizational goals (Hadianto et al., 2021). Motivation is a leader's effort to direct the potential of subordinates so that they can work more. Fitriana Nurochmatul Hidayah & Dewie Tri Wijayati Wardoyo. The influence of work motivation and digital culture on work productivity through productive work engagement in order to achieve the planned vision and mission of the organization. According to research from Djazilan & Arifin (2022), high work motivation has a significant influence in shaping work productivity both partially and as a whole.

On the other hand, high productivity is also due to the assistance of effective digitalization work components in the work environment, so the role of digital culture is very necessary (Leal-Rodríguez et al., 2023). This statement is in line with Anshar (2023), who states that digital culture is included in the digital first mindset as the most important role in supporting increased.

In reality, in the world of work, there are many demands directed at workers, including productive Work Productivity, technology literacy, and high dedication to increase the chances of success of a company. On the other hand, workers who are less qualified and do not have high work productivity will be an obstacle for the company (Davidescu et al., 2020). Productivity is the right way to measure the work efficiency of an individual (Leitao et al., 2019). This can be seen from the ability of employees to carry out the production process, compared to the input used, based on the time used which is relatively precise and short. This work productivity supports the progress of the company to be able to compete globally. However, productivity is influenced by several factors ranging from motivation, digital culture and work engagement (Indah Sari et al., 2019). Employee Work Productivity Report at PT. Indodax Nasional Indonesia.

Based on the table above, it can be explained that every year there is a decrease in Employee Work Targets at PT. Indodax National Indonesia, due to a decrease in the value of Employee Work Targets is a sign that employee Work Productivity needs to be increased and maximized.

**Table 1.** Assessment of Employee Work Targets (SKP at PT. Indodax Nasional Indonesia Year 2021-2023)

Score	Total of Employee (Person/Year)		
	2021	2022	2023
75-80	32	37	39
81-85	14	11	12
86-90	1	-	-
91-95	-	-	-
96-100	-	-	-
Jumlah	191	198	202

Source: PT. Indodax Nasional Indonesia 2024

Digital Culture is often said to be built to increase employee Work Productivity. In a study written by Ferdian (2019) it was stated that digital culture also has a positive influence of 39.5% on employee Work Productivity. Digital culture has also begun with a change in the view of service from manual to digital to improve targeted public services.

Based on research conducted by Anakpo et al. (2023), it has been recommended to increase the capacity of work motivation to increase worker productivity in various conditions. This approach is also driven by research by Alam et al. (2018) which states that the desired productivity cannot be achieved if employees do not work with full motivation. The same thing was conveyed by Ratnawati et al. (2020), which stated that an employee's work productivity will be influenced by work motivation and previous work experience. Research conducted by Hutabarat et al. (2023) found different results that work motivation did not have a significant effect on work productivity.

H1: Work motivation has a positive effect on work productivity

Research conducted by Tarigan et al. (2022) has investigated how the currently growing digital culture affects work productivity and accelerates the adoption of digital technology in the workplace. In addition, research conducted by Singh & Atwal (2019) explains how digital culture can affect employee productivity levels and its long-term impact if technology is continuously implemented in the company. A similar study conducted by Moraes et al., (2021) discusses the role of digital culture in an adaptive work environment and how it can affect productivity and innovation in organizations. Research by Muniroh et al. (2022) states that digital culture does not have a significant positive effect on work productivity.

H2: Digital culture has a positive effect on work productivity

Research conducted by Riyanto et al. (2021) discusses how work motivation affects employee engagement. It can be seen that managerial competence in involving employees becomes a strong, active, and innovative motivation, so that work engagement can also increase. In addition, Engidaw's research (2021) explains that intrinsic and extrinsic motivation are special considerations to improve the relationship with employee engagement. In line with research by Green et al. (2017), which states that work experience confirms the fulfillment of employee needs related to their involvement in the world of work. This suggests that motivation has a significant influence on employee work engagement to create a stronger effect. Research conducted by Setiyani et al, (2019) found different research that work motivation does not have a significant positive effect on work engagement.

H3: Work motivation has a positive effect on work engagement

digital culture changes can increase employee engagement in the workplace. In addition, according to research from Statnické et al. (2019), it has been found that there is a relationship between digital culture in the organization and increased employee engagement in the workplace through job satisfaction obtained during the work period. In line with research from Zhu et al.

H4: Digital culture has a significant positive effect on work engagement

The influence of work motivation on work productivity through work engagement is very positive and significant. This was stated by research from Tan et al. (2022), explaining that employee work engagement mediates the relationship between work motivation and work productivity. This study is in line with research from Hadianto et al. (2021), that work motivation affects employee Work Productivity by using work engagement as a mediator. Research by Sendawula et al. (2018) also highlighted the influence of work motivation in the service sector and how these variables relate to work engagement and productivity. However, the opposite research comes from Tamam & Sopiiah (2022) which states that work

motivation does not have a significant positive effect on work productivity through work engagement.

H5: Work motivation has a significant positive effect on work productivity through work engagement

The influence of digital culture on work productivity through work engagement is highlighted by research from Saputra (2018) which states that work engagement mediates the relationship between digital culture in the organization and employee Work Productivity. In addition, in line with research from Schaufeli (2018), which states that the role of leadership as a form of motivation will shape a digital culture that will later influence employee engagement and productivity in the world of work. Different research was conducted by Marfriady (2023) which stated that digital culture does not have a significant positive effect on work productivity through work engagement.

H6: Digital culture has a positive effect on work productivity through work engagement

High levels of employee engagement can influence employee productivity with job satisfaction as a mediator.

H7: Work engagement has a positive effect on work productivity

## METHOD

Data analysis is an interpretation for research aimed at answering research questions in order to uncover certain social phenomena (Santoso, 2012). Data analysis is the process of simplifying data into a form that is easier to read and implement (Santoso, 2012). This analysis includes data processing, organizing data and finding results. The analysis technique used in this research is Structural Equation Modeling (SEM) analysis with AMOS software.

Analytical techniques are used to interpret and analyze data. In accordance with the model developed in this research, the data analysis tool used is SEM (Structural Equation Modeling), which is operated through the IBM SPSS AMOS 20 program (Santoso, 2012). The population in this study were all employees of PT. Indonesian National Indodax as many as 204 people.

Because the population in this study was 204 people, the saturated sampling method was used to determine the sample, which is a sample determination technique when all members of the population are used as samples (Sugiyono, 2014).

**Tabel 2.** Questionnaire Items and References

No.	Variable	Questionnaire Items	References
1.	Work Motivation	Ability Benevolence Integrity	Pavlou and Fygenon (2006)
2.	Digital Culture	Tangibles Reliability Responsiveness	Koufaris and Hampton-

	Assurance	
	Emphaty	
3. Work Engagement	Emotional Value	Janda <i>et al.</i> (2002)
	Sociall Value	O'Cass and Fenech
	Quality	Cheung and Lee (2001)
	Price	Flavian and Guinaliu
4. Work Productivity	Conformity to expectations	
	Interest in returning	
	Willingness to recommend	

## RESULT AND DISCUSSION

In order for the results of this research to be representative, it is necessary to carry out a validity analysis. Validity test is a measure that shows the level of validity of an instrument in research. This research uses Confirmatory Factor Analysis (CFA) in the AMOS program. CFA is used to test the ability of the indicators (questionnaire statements) used to inform a variable. The validity of each indicator is seen from the size of the loading factor. The instrument is said to be valid if the loading factor is  $\geq 0.50$  (Ghozali, 2017) in (Fitroh & Suyono, 2020). Based on the validity test using CFA AMOS, 1 of the 6 indicators of the Work Motivation variable was declared invalid and had to be discarded because indicator X3.2 had a value (factor loading  $< 0.50$ ). Meanwhile, the remaining 5 indicators each have a value (factor loading  $> 0.5$ ), so the indicators can be declared valid and can be used for further testing.

**Table 3.** Realibility Test

Variabel	CR	cut of value	AVE	cut of value	Keterangan
Work Motivation	0.94	$> 0.70$	0.72	$> 0.50$	Reliabel
Digital Culture	0.92	$> 0.70$	0.71	$> 0.50$	Reliabel
Work Engagement	0.89	$> 0.70$	0.55	$> 0.50$	Reliabel
Work Productivity	0.93	$> 0.70$	0.7	$> 0.50$	Reliabel

Source: IBM SPSS AMOS 26

Table 3 shows that the construct reliability (CR) value for each variable has a value greater than 0.70 and the Average Variance Extracted (AVE) value is greater than 0.50. This means that the latent variables in this research are reliable and can be tested using the SEM model.

The theoretical model that has been created is then depicted in a path diagram, to make it easier for researchers to see the causal relationships that they want to test. A path diagram is a visual representation of a model that describes all the relationships between the variables in it (Parandani & Budiman, 2014). Path Diagram development can be seen in the following image:

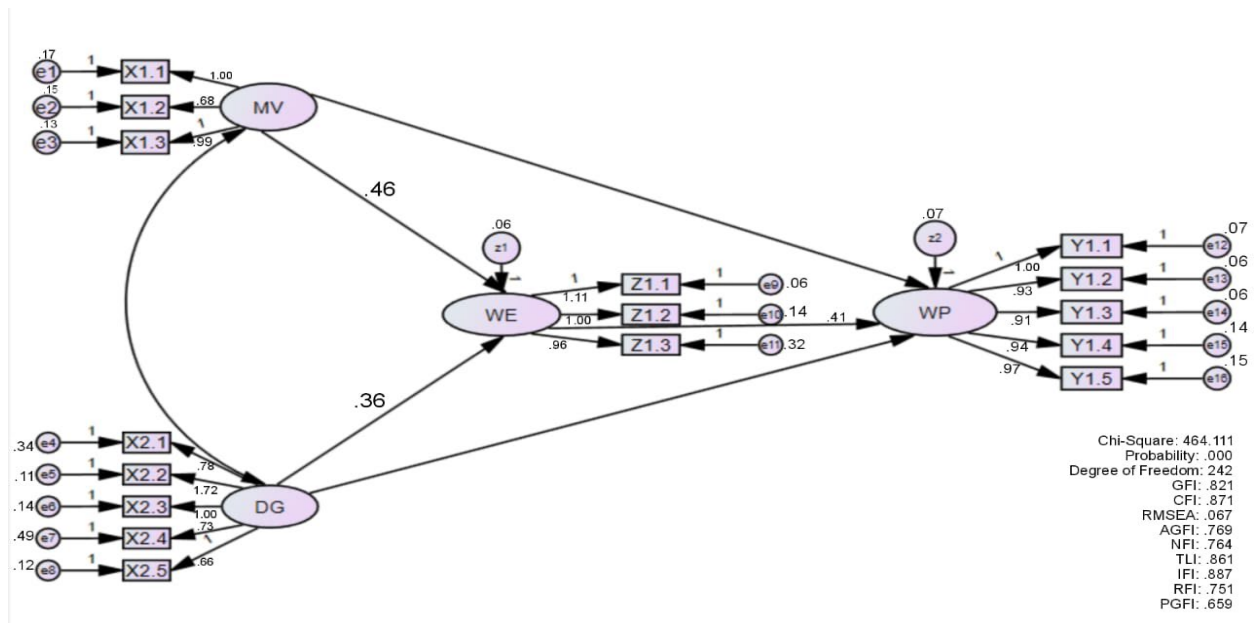


Figure 1. Structural Equation Modeling (SEM) Path Diagram

### The Effect of Work Motivation on Work Productivity

The results indicate that work motivation does not have a significant direct influence on work productivity ( $p = 0.002$ , H1). At first glance, this may seem counterintuitive, given that motivation is generally considered a key driver of employee performance. However, the findings suggest that the current quality and implementation of work motivation initiatives by PT. Indodax National Indonesia may be inadequate or ineffective, which could diminish their impact on workers' productivity levels.

This aligns with the perspective that motivation alone is not always sufficient to drive productivity unless it is supported by other factors such as adequate resources, recognition, clear goals, and a positive work environment. When motivational strategies lack depth or relevance, their ability to inspire employees and translate into higher productivity becomes limited.

Supporting this interpretation, Hutabarat et al. (2023) found similar results, emphasizing that motivation, without proper support systems, organizational culture, and conducive working conditions, may not significantly enhance productivity. Moreover, motivation's effect is often mediated by other variables, such as employee engagement or job satisfaction. Therefore, organizations need to adopt a holistic approach by integrating motivational initiatives with broader organizational strategies, including leadership support, skill development, and conducive work environments, to effectively improve work productivity.

This finding underscores the importance for organizations like PT. Indodax National Indonesia to evaluate and enhance their motivational programs. Simply providing incentives or recognition may not suffice if the underlying needs and expectations of employees are not addressed. Tailoring motivation strategies to individual and team needs and ensuring they are meaningful and aligned with organizational goals can help transform motivation into tangible productivity gains. Future research could explore moderating factors such as organizational support, leadership styles, or job design that might enhance the effectiveness of motivational efforts in boosting productivity.

### **The Effect of Digital Culture on Work Productivity**

Digital culture has a statistically significant positive effect on work productivity ( $p = 0.516$ , H2), indicating a meaningful relationship between the two. This finding supports previous studies, such as those by Ferdian (2019) and Tarigan et al. (2022), which argue that the integration of digital culture within organizations streamlines work processes, speeds up the adoption of new technologies, and contributes to overall organizational efficiency.

A key reason for this positive impact is that digital culture encourages innovation and flexibility. By embracing digital tools and practices, organizations create an environment that supports continuous learning, data-driven decision-making, and cross-functional collaboration. These elements are essential for enhancing employee performance and organizational agility, ultimately leading to improved productivity.

However, it's important to recognize that the effectiveness of digital culture is not universal across all organizational settings. Research by Muniroh et al. (2022) highlights that the outcomes of adopting a digital culture can vary significantly depending on factors such as organizational size, industry, leadership commitment, and employee readiness. For example, in organizations lacking a supportive infrastructure or digital literacy, the benefits of digital culture may be limited or delayed.

Therefore, while the overall influence of digital culture on productivity is positive, its success largely depends on how well it is implemented and adapted to the specific needs of the organization. Strategic planning, employee training, and leadership support are critical to realizing the full potential of digital transformation.

### **The Effect of Work Motivation on Work Engagement**

Work motivation was found to have a non-significant influence on work engagement ( $p = 0.284$ ), suggesting that in this study, motivation did not have a statistically meaningful effect on how engaged employees felt in their work. This contrasts with findings from previous studies such as Riyanto et al. (2021) and Engidaw (2021), which reported that motivated employees are generally more committed and actively involved in their roles.

The discrepancy may be due to differences in sample characteristics, organizational context, or the presence of moderating or mediating variables that were not accounted for in this analysis. For example, factors like leadership quality, organizational support, or job design might condition how motivation translates into engagement.

This finding is more aligned with research by Setiyani et al. (2019), which argues that while motivation is important, it does not always directly lead to higher engagement. Engagement is a multifaceted construct influenced by both internal (e.g., personal values, psychological needs) and external factors (e.g., work environment, management style).

In conclusion, although motivation is theoretically linked to engagement, this study did not find a statistically significant relationship, underscoring the importance of considering other contributing factors when aiming to enhance employee engagement.

### **The Effect of Digital Culture on Work Engagement**

The results show that digital culture does not have a statistically significant impact on work engagement ( $p = 0.161$ ). While the direction of the relationship may suggest a positive trend, the lack of statistical significance indicates that, within this sample, we cannot confidently assert that digital culture meaningfully influences employee engagement.

This finding does not align with previous research such as that by Statnickè et al. (2019), who argue that the adoption of digital tools and platforms enhances job satisfaction and employee engagement by improving communication, collaboration, and creating a digitally connected work environment. According to their view, digital culture can foster a sense of inclusion and innovation, both of which are often associated with higher engagement.

However, the non-significant result in this study suggests that simply having digital tools or promoting a digital culture is not enough to guarantee increased engagement. One possible explanation, supported by Marfriady (2023), is that the effectiveness of digital culture initiatives depends heavily on their implementation. If digital practices are poorly integrated, lack user-friendliness, or are not aligned with employees' actual needs and workflows, they may fail to enhance engagement—or may even hinder it by adding stress or confusion.

Moreover, the impact of digital culture may be moderated by other organizational factors, such as leadership support, digital literacy, employee autonomy, or the presence of clear digital strategies. In organizations where digital initiatives are top-down, fragmented, or under-resourced, employees may not experience the benefits needed to feel more engaged.

In conclusion, while prior studies have found a link between digital culture and work engagement, this study's findings suggest no statistically significant relationship. This highlights the need for a more nuanced understanding of how digital transformation is managed, and how employees actually experience digital culture in their day-to-day work. Future research should explore contextual and mediating factors that may explain when and how digital culture contributes to employee engagement.

### **The Effect of Work Motivation on Work Productivity Through Work Engagement**

Although the data show that work motivation has a positive but non-significant indirect effect on work productivity through work engagement ( $p = 0.297$ ), this finding does not offer strong statistical support for a mediating relationship. In other words, while the direction of the relationship aligns with theoretical expectations, the evidence is not strong enough to conclude that engagement meaningfully mediates the effect of motivation on productivity.

This finding is partially consistent with previous research by Tan et al. (2022) and Hadianto et al. (2021), which reported that motivated employees tend to be more engaged and, as a result, more productive. Their studies emphasize the role of engagement as a psychological mechanism through which motivation translates into performance outcomes.

However, the lack of statistical significance in this study suggests that engagement may not consistently mediate this relationship, or that other variables could be influencing the outcome. For example, organizational support, work-life

balance, or job demands might enhance or inhibit the translation of motivation into productivity through engagement.

Furthermore, research by Tamam and Sopiah (2022) cautions that the mediating role of engagement is not always guaranteed, reinforcing the idea that individual, organizational, or situational factors may moderate this pathway. Therefore, while motivation remains a critical factor in employee performance, its indirect effect via engagement was not statistically substantiated in this study. Similarly, digital culture was found to have a positive but non-significant indirect effect on work productivity through work engagement ( $p = 0.197$ ). This suggests that, in this sample, engagement does not statistically mediate the relationship between digital culture and productivity.

The result contrasts with studies such as those by Saputra (2018) and Schaufeli (2018), which found that digital environments—by promoting autonomy, communication, and collaboration—foster greater employee engagement, which in turn boosts productivity. These studies highlight the theoretical plausibility of this pathway.

However, in this study, the non-significant mediation suggests that the presence of a digital culture alone may not be enough to enhance productivity via engagement. One explanation could be that the digital tools and platforms in place are not being used in ways that genuinely engage employees. Alternatively, organizational readiness, training, or digital overload may be limiting factors.

Marfriady (2023) supports this interpretation by emphasizing that the success of digital culture in influencing engagement and productivity is highly context-dependent. In environments lacking strong digital leadership or employee support systems, the expected gains from digital transformation may not materialize.

Overall, while the conceptual model of digital culture enhancing productivity through engagement is widely supported in literature, this study found no statistically significant evidence for that indirect pathway, underlining the importance of implementation quality and contextual fit in digital transformation initiatives.

### **The Effect of Work Engagement on Work Productivity**

Although the analysis reveals a positive relationship between work engagement and work productivity, the effect is not statistically significant ( $p = 0.286$ ). This suggests that, within the context of this study, there is no conclusive evidence to support the idea that higher engagement directly leads to increased productivity.

This result is not fully aligned with the broader body of literature, including Schaufeli (2018), which frequently emphasizes that engaged employees are typically more energized, focused, and dedicated—factors that often correlate with improved job performance and organizational productivity. Engaged employees are generally thought to invest more effort, demonstrate greater persistence, and show higher levels of organizational citizenship behavior.

However, the non-significance in this study may point to several underlying issues. One possibility is that the relationship between engagement and productivity is influenced by mediating or moderating variables—such as job design, workload, leadership style, or even burnout levels. For instance, employees may feel engaged

but still underperform if they lack sufficient resources or face systemic organizational inefficiencies.

It is also possible that the perception of engagement doesn't always translate into measurable productivity gains, particularly in roles where output is hard to quantify, or where productivity is influenced by external constraints beyond the employee's control.

In conclusion, while the direction of the relationship supports existing theories and prior research, the lack of statistical significance ( $p = 0.286$ ) means this study does not provide strong empirical support for the claim that work engagement directly improves productivity. Future studies should consider exploring additional factors that may strengthen or weaken this link, and investigate under what conditions engagement contributes most effectively to performance outcomes.

## CONCLUSION

In conclusion, while digital culture tends to positively influence work productivity both directly and indirectly via work engagement, the impact of work motivation appears more complex and context-dependent. These findings emphasize the importance of fostering a digital environment and enhancing employee engagement to optimize productivity. Further research should explore the moderating factors that can strengthen these relationships in diverse organizational settings.

Work motivation has proven to have less influence on work productivity. Digital culture is proven to have an effect on work productivity. Work motivation is proven to have an effect on work engagement. Digital culture is proven to influence work engagement decisions. Work motivation is proven to influence work productivity through work engagement. Digital culture is proven to have an effect on work productivity through work engagement. Work engagement is proven to have an effect on work productivity. In further research, it is hoped that we can add variables or modify the model, based on input/suggestions from experts so that the assessment and needs of system users can be more detailed. This research uses quantitative methods, it is hoped that in future research qualitative methods will also be used so that the research results can be well generalized by future researchers.

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