

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

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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 SEM PLS. Work motivation has a positive effect on employee work productivity at PT Indodax Nasional Indonesia; thus, it can be concluded that work motivation influences employee productivity. Digital culture has a significant negative effect on work productivity at PT Indodax Nasional Indonesia. Research results indicate that digital culture negatively and significantly impacts employee work productivity. Work motivation has a positive effect on work engagement at PT Indodax Nasional Indonesia. Digital culture has a negative effect on work engagement at PT Indodax Nasional Indonesia. Research results show that digital culture negatively affects employee work engagement. Work motivation, mediated by work engagement, has a positive effect on employee work productivity at PT Indodax Nasional Indonesia. Digital culture, mediated by work engagement, has a negative effect on employee work productivity at PT Indodax Nasional Indonesia. Research results indicate that digital culture, through work engagement, negatively affects employee work productivity.

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

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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. 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 Statnickè 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 Hadiananto 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 & Sopiah (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 PLS 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	Pavlou and Fygenon (2006)
		Benevolence	
		Integrity	
2.	Digital Culture	Tangibles	Koufaris and Hampton-
		Reliability	
		Responsiveness	
		Assurance	
		Emphaty	
3.	Work Engagement	Emotional Value	Janda <i>et al.</i> (2002)
		Sociall Value	O'Cass and Fenech
		Quality	
		Price	
4.	Work Productivity	Conformity to expectations	Cheung and Lee (2001)
		Interest in returning Willingness to recommend	Flavian and Guinaliu

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.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Digital Culture -> Work Engagement	-0,101	-0,100	0,035	2,896	0,004
Digital Culture -> Work Productivity	-0,203	-0,204	0,027	7,397	0,000
Work Engagement -> Work Productivity	0,302	0,305	0,107	2,838	0,005
Work Motivation -> Work Engagement	0,739	0,739	0,054	13,696	0,000
Work Motivation -> Work Productivity	0,496	0,494	0,107	4,652	0,000

Based on the table above, the p-values and t-statistics for each variable are obtained and explained as follows:

- 1) The p-value for the digital culture variable regarding work engagement is 0.004, compared against a significance level of 0.05. Since the p-value is less than the significance level ($0.004 < 0.05$)—with a beta value of -0.101 and a t-statistic of 2.896 compared to a t-table value of 1.65—it can be concluded that digital culture has a significant negative effect on work engagement; thus, the hypothesis is rejected.
- 2) The p-value for the digital culture variable regarding work productivity is 0.000, compared against a significance level of 0.05. Since the p-value is less than the significance level ($0.000 < 0.05$)—with a beta value of -0.203 and a t-statistic of 7.397 compared to a t-table value of 1.65—it can be concluded that digital culture has a significant negative effect on work productivity; thus, the hypothesis is rejected.
- 3) The p-value for the work motivation variable regarding work engagement is 0.000, compared against a significance level of 0.05. Since the p-value is less than the significance level ($0.000 < 0.05$)—with a positive beta value of 0.739 and a t-statistic of 13.696 compared to a t-table value of 1.65—it can be concluded that work motivation has a positive effect on work engagement; thus, the hypothesis is accepted.
- 4) The p-value for the work motivation variable regarding work productivity is 0.000, compared against a significance level of 0.05. The p-value is less than the significance level ($0.000 < 0.05$), with a positive beta value of 0.496 and a t-statistic of 4.652 (compared to a t-table value of 1.65). Since the t-statistic exceeds the t-value ($4.652 > 1.65$), it can be concluded that work motivation has a positive effect on work productivity; thus, the hypothesis is accepted.

5) The p-value for the effect of work engagement on work productivity is 0.005, compared to a significance level of 0.05. Since the p-value is less than the significance level ($0.005 < 0.05$), with a positive beta value of 0.302 and a t-statistic of 2.838 (compared to a t-table value of 1.65). Since the t-statistic exceeds the t-value ($2.838 > 1.65$), it can be concluded that innovation has a significant positive effect on patient satisfaction; thus, the hypothesis is accepted.

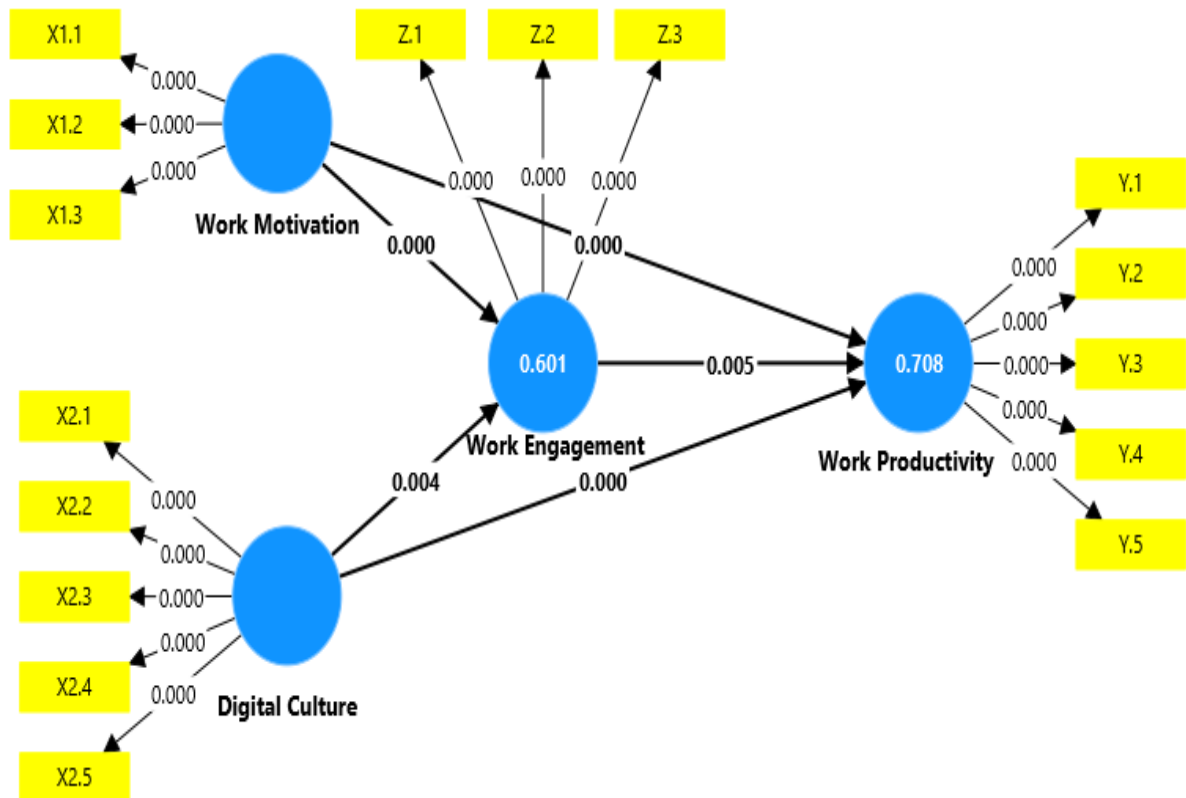


Figure 1. Diagram

The Influence of Work Motivation on Work Productivity at PT. Indodax Nasional Indonesia. Test results indicate that work motivation has a significant positive effect on work productivity; thus, H1 is accepted. This finding implies that higher levels of employee work motivation lead to increased work productivity. The study reveals a significant positive impact driven by high motivation and the fulfillment of needs. Regarding work motivation practices, the company's situation is favorable, as most employees have their physiological needs met. Benefits such as the Religious Holiday Allowance (THR), bonuses, health insurance, and severance provisions are available, allowing employees to focus on their tasks without distractions that could hinder productivity. This contributes to increased work productivity, particularly regarding the achievement of set targets. The study's implications reflect the specific conditions of the company under investigation, highlighting the importance of understanding the organizational context when interpreting results and planning appropriate interventions or improvements. These findings align with research by Djazilan & Arifin

(2022) and Prabu et al. (2016), which also identified a significant positive relationship between work motivation and work productivity.

The Influence of Digital Culture on Work Productivity at PT. Indodax Nasional Indonesia. Test results indicate that digital culture has a significant negative effect on work productivity; thus, H2 is rejected. This negative impact can be attributed to increased work demands resulting from digitalization—such as the simultaneous use of multiple digital platforms, frequent notifications, information overload, and the expectation to remain constantly connected ("always-on"). These conditions can lead to technostress, digital fatigue, and impaired concentration, causing a decline in employee efficiency when completing tasks. Consequently, work productivity decreases despite the organization's implementation of a digital culture. These findings can also be explained using the Job Demands–Resources (JD-R) theory, which posits that when the implementation of a digital culture increases job demands more than job resources, employees experience a decline in work-related energy and motivation. If organizations fail to provide support—such as digital training, mentoring, and balanced work policies—the digital culture may actually have a negative impact on work productivity.

The Influence of Work Motivation on Work Engagement at PT. Indodax Nasional Indonesia. Test results indicate that the work motivation variable has a significant positive influence on work engagement; thus, H3 is accepted. The study also confirms the influence of work motivation and digital culture on work productivity mediated by work engagement, supporting the acceptance of the second hypothesis. The finding that work motivation significantly and positively impacts work engagement underscores the importance of addressing motivational factors to foster a strong bond between employees and their work. This suggests that boosting work motivation can be an effective strategy for enhancing employee engagement and commitment to their roles. These findings are supported by research conducted by Emmelya Sundary (2023) and Sadat (2022), which also established that work motivation has a significant positive effect on employee work productivity. The study results reveal that employees have a high need for recognition. This highlights the importance of the company acknowledging employee achievements. Consequently, employees are more likely to contribute to organizational success. Such recognition fosters a greater sense of commitment and engagement with the company.

The Influence of Digital Culture on Work Engagement at PT. Indodax Nasional Indonesia Analysis results indicate that the digital culture variable has a significant negative influence on work engagement. Digital culture often negatively impacts work engagement (the bond between employees and their work). This occurs because digital culture triggers stress due to the pressure to remain constantly online and respond to work messages at any time, leading to mental and emotional exhaustion among employees. Testing has confirmed that the digital culture variable exerts a significant negative influence on work engagement. Since digital culture negatively affects work engagement, the interpretation is that the higher the level of digital culture perceived by respondents, the lower their level of work engagement. An overly intense digital culture can increase work demands—such as "digital overload" caused by excessive notifications, constant communication, and expectations of constant availability—thereby diminishing employee engagement in their work. Technology adoption remains

suboptimal. If an organization adopts a digital culture without providing adequate training and support, employees may experience technostress, leading to a decline in work engagement and reduced social interaction.

The Effect of Work Motivation on Work Productivity via Work Engagement at PT. Indodax Nasional Indonesia. Based on the analysis of the indirect effect output, it is evident that work engagement serves as an intervening variable in the relationship between work motivation and employee work productivity.

The Effect of Digital Culture on Work Productivity via Work Engagement at PT. Indodax Nasional Indonesia

Based on the research conducted and the indirect effect output, the relationship between digital culture and work productivity via work engagement can be observed. Since digital culture negatively affects work productivity through work engagement, it can be interpreted that work engagement mediates this negative impact. In other words, the digital culture implemented within the organization actually lowers employee work engagement levels, and this decline in engagement subsequently leads to reduced work productivity.

The research results indicate that digital culture has a negative effect on work productivity through work engagement. These findings suggest that the higher the level of digital culture perceived by employees, the lower their work engagement, ultimately resulting in decreased work productivity. The Effect of Work Engagement on Work Productivity at PT. Indodax Nasional Indonesia. Test results demonstrate that work engagement has a significant positive effect on work productivity. This implies that higher levels of employee work engagement lead to increased work productivity; thus, the fifth hypothesis is accepted. Based on the study of the company's employees, the resulting work engagement is considered high and has a positive impact on productivity. Such engagement can boost productivity, particularly when employees actively interact with their superiors and colleagues.

CONCLUSION

Work motivation has a positive effect on employee work productivity at PT Indodax Nasional Indonesia; thus, it can be concluded that work motivation influences employee productivity. Digital culture has a significant negative effect on work productivity at PT Indodax Nasional Indonesia. Research results indicate that digital culture negatively and significantly impacts employee work productivity. Work motivation has a positive effect on work engagement at PT Indodax Nasional Indonesia. Work engagement can be enhanced through work motivation; with such motivation, employees become more enthusiastic, as they are able to fully dedicate their mental and physical energy to their tasks. Employee enthusiasm and motivation increase when future expectations are realized.

Digital culture has a negative effect on work engagement at PT Indodax Nasional Indonesia. Research results show that digital culture negatively affects employee work engagement. This implies that the higher the implementation of digital culture within the studied organizational context, the more likely employee work engagement levels are to decline. The finding that digital culture negatively affects work engagement is supported. It indicates that implementing digital culture without corresponding human resource readiness, organizational support, or effective change management has the potential to reduce employee engagement in their work.

Work motivation, mediated by work engagement, has a positive effect on employee work productivity at PT Indodax Nasional Indonesia. High work motivation fosters strong work engagement, thereby directly impacting increased employee productivity. This engagement acts as a bridge—or mediating variable—that channels the psychological energy derived from motivational drives into tangible work outcomes.

Digital culture, mediated by work engagement, has a negative effect on employee work productivity at PT Indodax Nasional Indonesia. Research results indicate that digital culture, through work engagement, negatively affects employee work productivity. These findings suggest that work engagement mediates the relationship between digital culture and work productivity; specifically, an increase in digital culture within the studied organization tends to lower employee work engagement levels. This decline in work engagement subsequently leads to reduced employee work productivity.

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