The Influence of Motivation, Digital Competence, and Work Environment on the Performance of Employees of the Secretariat of the South Sulawesi Provincial DPRD

Dihaq Allaamah [1] *, **Roslina Alam** [2], **Djamaluddin Bijaang** [3]

[1] dihaqathirah@gmail.com

[123] *Universitas Muslim Indonesia*
Jl. Urip Sumoharjo No. 225, Makassar, Indonesia

ABSTRACT

This research investigates the impact of work motivation, digital competence, and the work environment on the performance of employees at the South Sulawesi Provincial DPRD Secretariat. Employing a quantitative methodology, the study gathered data through questionnaires distributed to 78 respondents, comprising ASN staff, contract employees, and outsourced workers. The data were analyzed using multiple linear regression techniques, revealing that all independent variables significantly and positively affected employee performance. Digital competence is the most dominant variable, with a contribution of 44%. Each increase of one unit in digital competence has the potential to increase employee performance by 4.04 units. This is supported by the implementation of a digital system that facilitates data management and increases work efficiency. Indicators of data access and use of digital tools are the main contributions in this variable. Work motivation also has a significant effect on performance, especially on indicators of physical, social and self-actualization needs. When basic needs such as salary and facilities are met, and opportunities for potential development are available, employee motivation increases which has an impact on their productivity. The work environment is a key factor in fostering a productive and supportive workplace atmosphere. Indicators of effective communication and a comfortable work atmosphere are the main drivers. Good communication between employees and superiors helps reduce obstacles in completing tasks. In conclusion, developing digital competencies, fulfilling work motivation, and creating a supportive work environment are the main strategies for improving employee performance.

INTRODUCTION

Human resources (HR) are a fundamental element that determines the success of an organization, both in the public and private sectors. Quality HR is not only able to carry out administrative tasks, but also becomes the main driver in achieving the strategic goals of the organization. The superiority of an organization is often determined by the extent to which the quality of its HR is able to adapt to changes in the environment and work demands (Sinambela, 2019). In the government sector, especially in the Secretariat of the South Sulawesi Provincial DPRD, HR has a very important role in supporting the implementation of the DPRD's legislative, supervisory, and budgeting functions.

However, major challenges in HR management often become major obstacles in achieving optimal organizational performance. One of the issues that emerges is the unfairness in the distribution of official travel assignments, which creates a sense of dissatisfaction and demotivation among employees. This unfairness, as explained by (Bakker et al., 2014), can trigger burnout and reduce employee loyalty to the organization. In addition, limited digital competence among employees is a significant obstacle in carrying out administrative tasks that are increasingly dependent on technology.

Digital competence is becoming increasingly important in the era of digital transformation (Iswandi, 2025). The ability of employees to use software, access digital information, and utilize technology to support daily work is a key indicator in increasing work efficiency and effectiveness (Nikmah et al., 2023). (Asari et al., 2023)emphasized that organizations that are able to improve the digital competence of their employees will be more adaptive to change and superior in achieving organizational goals. In the context of the DPRD Secretariat, digital competence is not only important for carrying out internal tasks, but also to ensure transparency and accountability in public services.

The work environment also plays a key role in supporting employee productivity (Otoluwa et al., 2023). A conducive work environment includes a comfortable working atmosphere, harmonious interpersonal relationships, and effective communication. According to (Ramdhana, 2016), the quality of relationships between employees greatly affects the success of the team and the overall productivity of the organization. Internal conflict, miscommunication, and an unsupportive work atmosphere are often the main obstacles to achieving optimal performance. Consequently, establishing a supportive work environment should be a central focus of human resource management.

The motivation theory proposed by Maslow and Herzberg in (Ihensekien & Joel, 2023)is provide a framework for understanding how elements like physiological needs, safety, social belonging, esteem, and self-actualization impact employee motivation. Maslow's hierarchy of needs highlights that addressing fundamental needs is essential before individuals can reach the stage of self-actualization. Meanwhile, Herzberg in (Lopang et al., 2023) categorizes the factors affecting job satisfaction into two groups: motivators, which include aspects like achievement and recognition, and hygiene factors, such as workplace conditions and interpersonal relationships. These theories are particularly relevant in examining the relationship between work motivation and employee performance.

Previous studies have also shown that a supportive work environment plays a major role in improving employee performance. (Faruq et al., 2023)stated that employees who work in a positive work environment are more likely to show optimal performance than those who face obstacles in daily work interactions. A supportive work environment includes aspects such as

harmonious interpersonal relationships, effective communication, and a comfortable work atmosphere.

Based on this background, this study aims to analyze the influence of work motivation, digital competence, and work environment on employee performance at the Secretariat of the South Sulawesi Provincial DPRD. The main problem to be answered in this study is to what extent the three factors affect employee performance and how each factor contributes to each other in creating better productivity.

Conceptual framework and hypotheses
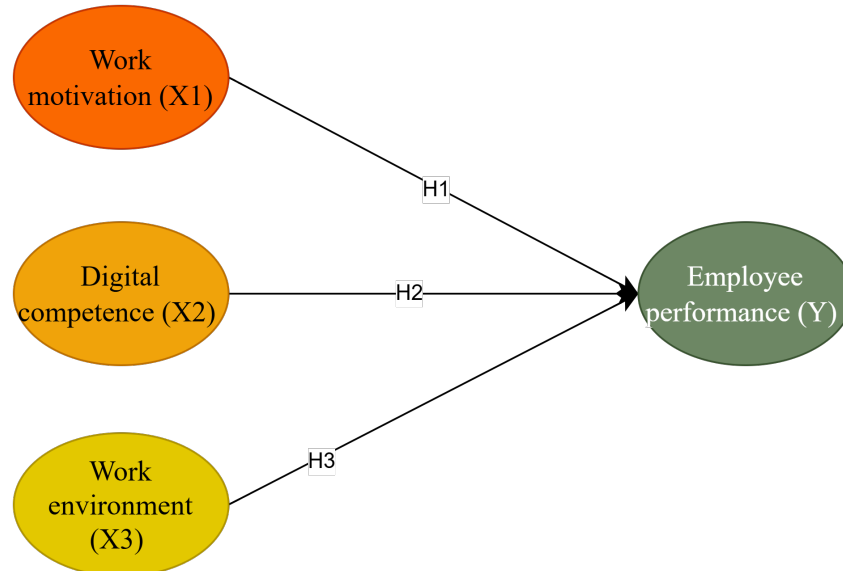
Source: Data Processing, 2024
Figure 1. Conceptual Framework

H0: Work environment, work motivation, and digital competence together do not have a significant effect on employee performance.
H1: Work motivation has a positive effect on employee performance at the Secretariat of the South Sulawesi Provincial DPRD.
H2: Digital competence has a positive effect on employee performance at the Secretariat of the South Sulawesi Provincial DPRD.
H3: The work environment has a positive effect on employee performance at the Secretariat of the South Sulawesi Provincial DPRD.

RESEARCH METHOD

This research adopts a quantitative approach and was conducted at the South Sulawesi Provincial DPRD Secretariat Office located at Jl. Urip Sumoharjo No. 59, Makassar, South Sulawesi, for 3 (three) months. Data collection carried out in this study used observation, questionnaires designed using a Likert scale, and documentation. The study population was all employees of the South Sulawesi Provincial DPRD Secretariat, totaling 354 people. Based on Slovin's calculation with a 10% margin of error, the number of samples was determined to be 78 respondents.

From the population of 354 people, the Slovin formula was utilized to calculate the sample size, as demonstrated below:

$$n = \frac{N}{1 + (N(e)^2)} \tag{1}$$

Where, n is the number of samples, N is the number of populations, and e is the error rate (standard error 10%).

The multiple linear formula used is:

$$Y = a + b1\,x1 + b2\,x2 + b3\,x3 \tag{2}$$

Information: Y is employee performance; X1 is work motivation; X2 is digital competence; X3 is work environment

Operational Variables
Table 1. Indicators and Questionnaire of Relatedness

Variables	Indicator	Question
Work Motivation (X1)	Physiological needs, safety, social, esteem, self-actualization	1. The salary I receive is enough to meet my daily needs. 2. The bonus I receive is in accordance with my achievements 3. I feel safe with the health insurance provided by the company 4. Existing work safety facilities provide a sense of security at work. 5. I have a good relationship with my co-workers 6. Social interactions at work make me feel accepted in the group. 7. My boss appreciates the work I have achieved 8. The awards given by the company are in accordance with the efforts I have made. 9. The work I do provides challenges that help me grow. 10. I received useful training to improve my work skills.
Digital Competence (X2)	Data access capabilities, software usage, simple application creation	1. I can find job-related information through digital devices 2. I often use digital devices to access information from various sources. 3. I can store data in various formats using digital devices. 4. I often use digital devices to record data. 5. I can create useful applications to support my work. 6. I can create work reports using digital software 7. I use email as a communication tool to stay in touch with coworkers. 8. I often collaborate with colleagues through digital tools. 9. I can utilize digital applications to organize my daily work. 10. I feel that the digital technology used really supports my tasks.
Work Environment (X3)	Work atmosphere, interpersonal relationships, communication	1. The working atmosphere in the office supports my productivity 2. I feel comfortable working because of the positive working atmosphere. 3. I have a good working relationship with my co-workers. 4. My coworkers always provide support in completing tasks 5. My relationship with the boss is going well 6. The leader always provides clear direction in completing tasks 7. Communication in the workplace always takes place clearly and openly. 8. I feel valued in team discussions. 9. I feel the office provides flexibility in managing work hours with personal life. 10. The office supports a balance between my workload and my rest time.

Employee Performance (Y)	Quantity, quality, reliability, presence, collaboration	1. I can complete work according to the set quantity target. 2. I complete work with quality that meets standards 3. I can work with minimal supervision from superiors. 4. I can be relied upon to complete work on time. 5. My presence at work is always on time 6. My presence at work has a big impact on team productivity. 7. I can work well in a team to achieve goals. 8. I always coordinate well with my co-workers 9. I try to give the best quality in my work 10. I have a big responsibility for the results of the work I complete.

Data Analysis Techniques

The data analysis methods employed include descriptive analysis, data quality assessment through validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), and multiple linear regression analysis encompassing regression coefficient evaluation, coefficient of determination, T-test, and F-test. The analysis was conducted using IBM SPSS Statistics software version 27.0.

RESULTS AND DISCUSSION

The object of this study was 354 employees of the South Sulawesi Provincial DPRD Secretariat. Based on the Slovin method with a margin of error of 10%, a sample of 78 respondents was obtained. The employees who became respondents consisted of various work units with diverse educational backgrounds, work experience, and responsibilities. The results of the descriptive analysis showed that most respondents had a minimum education level of bachelor's degree, with an average work experience of 7-10 years. The majority of respondents also stated that they had attended training related to their duties and responsibilities.

Statistics Description

Table 2. Statistical Description

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Work motivation	78	29.00	45.00	36.8205	3.69887
Digital Competence	78	15.00	50.00	38.1282	6.32735
Work environment	78	23.00	49.00	37.6282	5.20766
Performance	78	23.00	50.00	39.1667	5.70581
Valid N (listwise)	78				

Source: Processed data (2024)

The average value of the Work Motivation variable of 36.82 indicates that the respondents' motivation is generally quite high. The Digital Competence variable has an average of 38.13 which also shows good digital understanding among respondents. The average value of the Work Environment of 37.63 indicates a positive perception of the existing work environment, while the Employee Performance variable has the highest average of 39.17, indicating a fairly good level of employee performance.

Table 3. Validity Test

Variables	Statement Items	Person Correlation	Sig (2-Tailed)	Information
Work Motivation (X1)	X1.1	0.262	0.021	**Valid**
	X1.2	0.425	0.000	
	X1.3	0.398	0.000	
	X1.4	0.272	0.016	
	X1.5	0.373	0.001	
	X1.6	0.369	0.017	
	X1.7	0.343	0.002	
	X1.8	0.426	0.000	
	X1.9	0.358	0.001	
	X1.10	0.286	0.011	
Digital Competence (X2)	X2.1	0.537	0.000	**Valid**
	X2.2	0.599	0.000	
	X2.3	0.578	0.000	
	X2.4	0.566	0.000	
	X2.5	0.394	0.000	
	X2.6	0.552	0.000	
	X2.7	0.456	0.000	
	X2.8	0.581	0.000	
	X2.9	0.623	0.000	
	X2.10	0.651	0.000	
Work Environment (X3)	X3.1	0.515	0.000	**Valid**
	X3.2	0.55	0.000	
	X3.3	0.442	0.000	
	X3.4	0.462	0.000	
	X3.5	0.614	0.000	
	X3.6	0.588	0.000	
	X3.7	0.412	0.000	
	X3.8	0.577	0.000	
	X3.9	0.265	0.019	
	X3.10	0.271	0.017	

Source: Processed data (2024)

The validity test measures the correlation between each question item score and the total score of its respective variable, using the Pearson correlation coefficient. An item is considered valid if its correlation coefficient is both high and statistically significant (p-value < 0.05). The results indicate that all question items in this study have significance values below 0.05, confirming their validity.

Table 4. Reliability Test

Variables	Number of Questions	Cronbach's Alpha	Information
Work Motivation (X1)	10	0.835	Reliable
Digital Competence (X2)	10	0.835	
Work Environment (X3)	10	0.835	
Employee Performance (Y)	10	0.835	

Source: Processed data (2024)

(Basu, 2021)stated that a variable is considered reliable if its Cronbach's Alpha value exceeds 0.6. The Cronbach Alpha coefficient test of all variables of 0.835 ≥ 0.6, so the measuring instrument can be declared reliable.

Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		78
Normal	Mean	.0000000
Parameters [a,b]	Std. Deviation	4.18115575
Most Extreme	Absolute	.073
Differences	Positive	.042
	Negative	-.073
Test Statistics		.073
Asymp. Sig. (2-tailed)		.200 [c, d]

Source: Processed data (2024)

Using the Kolmogorov-Smirnov test, the results test show that the significance value is 0.200 (greater than 0.05). This indicates that the residual data does not deviate significantly from the normal distribution.

Table 6. Multicollinearity Test

Coefficients [a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	4,340	5,504		.789	.433		
Work Motivation	.280	.136	.181	2,056	.043	.934	1,071
Digital Competence	.404	.099	.448	4.065	.000	.598	1,672
Work Environment	.243	.120	.222	2,031	.046	.610	1,640

Source: Processed data (2024)

If the tolerance value is ≥ 0.10 and the VIF value is ≤ 10, it indicates the absence of multicollinearity issues. The VIF (Variance Inflation Factor) value for the work motivation variable is 0.934, for the digital competence is 0.598, for the work environment is 0.610 so that all independent variables are below 10 and the tolerance value for the work motivation variable is 1.071, for the digital competence variable is 1.672, for the work environment variable is 1.610 so that all variables are above 0.1, which means there is no multicollinearity problem.

Heteroscedasticity Test
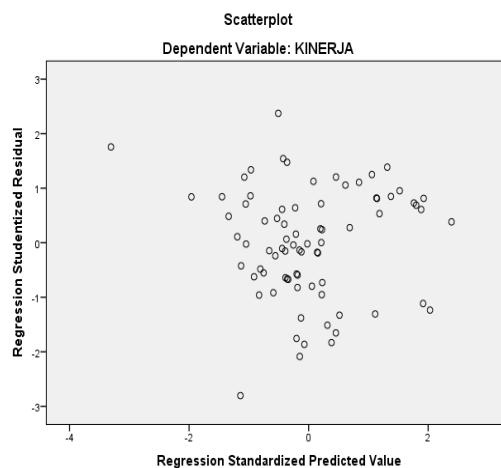
Source: Processed data (2024)
Figure 2. Residual Scatter Plot

Using the Glejser test, the image above shows a residual distribution pattern that tends to spread evenly around the zero-horizontal line. There is no clear pattern such as forming a funnel or other specific pattern. This indicates that the variance of the residual tends to be constant or homogeneous. In other words, there is no strong evidence to state the presence of heteroscedasticity in this regression model.

Multiple Linear Regression Analysis

The sign of the coefficient indicates the direction of the relationship (positive or negative), while the t-value and significance level (sig.) reflect the statistical significance of the effect.

Table 7. Results of Multiple Linear Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,340	5,504		.789	.433
Work Motivation	.280	.136	.181	2,056	.043
Digital Competence	.404	.099	.448	4.065	.000
Work Environment	.243	.120	.222	2,031	.046

Source: Processed data (2024)

Both work motivation, digital competence, and work environment have a positive and significant influence on employee performance. However, digital competence has the most dominant influence. This means that the higher the digital competence of an employee, the higher their performance. (Larasshati, 2024) also states that competence has a significant effect on employee performance.

Table 8. Coefficient of Determination

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 [a]	.463	.441	4.26507

a. Predictors: (Constant), Work Environment, Work Motivation, Digital Competence

b. Dependent Variable: Performance

Source: Processed data (2024)

The R^2 value ranges from 0 to 1. The closer it is to 1, the greater the contribution of the independent variables in explaining the variation of the dependent variable. Conversely, an R^2 value that is close to 0 indicates that the regression model built is not good at explaining the data. The data above shows that the R^2 value is 0.463. This means that around 46.3% of the variation in employee performance can be explained by the three independent variables included in the model. This indicates that these variables together provide a significant contribution to employee performance. Thus, the alternative hypothesis (Ha) can be accepted, while the null hypothesis (Ho) is rejected.

Further analysis of the remaining 53.7% of unexplained factors in the model indicates the possibility of external variables that influence employee performance, including (1) organizational policies where organizational policies include rules and procedures set by management to regulate employee behavior. This policy can influence employee performance

in various ways such as organizational structure and *reward and punishment,* (2) incentives are a form of appreciation given to employees as recognition of their performance. These incentives can be in the form of bonuses, promotions, or other benefits, (3) work-life balance is very important to maintain employee mental and physical health such as flexibility of working hours and family support. Further research is recommended to explore these variables.

t-test

The T-test result is compared to the T-Table value (1.991) at a specific significance level, typically 5%. If the T-count exceeds the T-Table value, the null hypothesis is rejected, indicating a significant relationship between the independent and dependent variables.

Table 9. t-Test Result

Coefficients [a]						
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4,340	5,504			.789	.433
Work Motivation	.280	.136	.181		2,056	.043
Digital Competence	.404	.099	.448		4.065	.000
Work Environment	.243	.120	.222		2,031	.046
a. Dependent Variable: Performance						

Source: Processed data (2024)

The three variables exceed the T-Table value (1.991), indicating that each has a significant individual effect on employee performance. This means that improvements in each of these variables can potentially improve employee performance.

F Test

(Fitria, 2024) the significance value (Sig.) obtained from the F-test determines whether the null hypothesis is accepted or rejected.

Table 10. F Test

ANOVA [a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1160.714	3	386,905	21,269	.000 [b]
	Residual	1346.119	74	18,191		
	Total	2506.833	77			

Source: Processed data (2024)

The simultaneous influence of all independent variables on employee performance. The significance obtained is 0.000 (much smaller than 0.05). This shows that we reject the null hypothesis. Thus, it can be concluded that together, the variables of work environment, work motivation, and digital competence have a very significant influence on employee performance.

Discussion
Work Motivation (X1)

Work motivation shows a positive and significant effect on employee performance with a regression coefficient of 0.280 and a significant level of 0.043. This indicates that employees who have high motivation, such as the need for self-actualization, a sense of appreciation, and a sense of security, tend to show better performance. The reward factor for individual achievement was the most influential aspect in increasing employee motivation. (Elisnawati,

2023) also proves that work motivation has a positive and significant effect on employee performance. This finding is consistent with Maslow's motivation theory in (Ihensekien & Joel, 2023)which emphasizes the importance of fulfilling basic needs to self-actualization.

The analysis shows that the need for esteem and the need for security have the highest average scores among the indicators of work motivation. Employees feel motivated when they receive recognition for their achievements, either through formal awards or informal appreciation from superiors. In contrast, social needs, such as interpersonal relationships at work, show a smaller but still significant contribution.

Digital Competence (X2)

Digital competence has the most dominant influence with a regression coefficient of 0.404 and a significance level of 0.000. This confirms that employees' ability to access data, use software, and utilize technology for administrative tasks is the main key to work efficiency. The average employee digital competence score is in the high category, with the ability to operate administrative software as the most mastered aspect. This finding is in accordance with (Blanka et al., 2022), which states that digital competence influences the successful implementation of modern organizational tasks.

Further analysis showed that employees' ability to complete technology-based tasks, such as data processing and reporting using software, significantly contributed to improving work accuracy. The questionnaire also revealed that previous technology-based training played an important role in building employees' digital competencies, although there was a need to increase further training in certain areas, such as cybersecurity and the use of cloud-based applications.

Work Environment (X3)

The work environment contributes significantly to employee performance with a regression coefficient of 0.243 and a significant level of 0.046. A conducive work atmosphere, harmonious interpersonal relationships, and effective communication are the main factors in increasing employee productivity. The employees considered that a comfortable work atmosphere and good interpersonal relationships had a positive impact on work enthusiasm. (Zhou et al., 2023)support this finding by stating that a supportive work environment can increase collaboration and reduce internal conflict. This is in line with Herzberg's two-factor motivation theory in (Ihensekien & Joel, 2023) that the work environment is related to employee satisfaction and dissatisfaction so that it can affect performance.

Additional analysis shows that a comfortable working environment, such as a clean workspace and adequate facilities, is the most valued work environment indicator by employees. Interpersonal relationships between employees are also considered very good, with high average scores in the indicators of mutual support and maintaining professional relationships. However, there is an important note regarding internal communication, where several respondents indicated the need for a more structured communication system to reduce miscommunication.

Work motivation, digital competence, and work environment significantly affect employee performance. High work motivation encourages employees to achieve optimal work results, as supported by the theories of Maslow (1943) and Herzberg (1968) in (Ihensekien & Joel, 2023). Adequate digital competence allows employees to complete administrative tasks more efficiently and accurately, in line with the findings of (Blanka et al., 2022). In addition, a conducive

work environment creates an atmosphere that supports team collaboration and organizational productivity, as stated by (Yustinus, 2024).

Thus, this study provides empirical evidence that HR management focuses on increasing work motivation, developing digital competencies, and improving the work environment can have a significant impact on employee productivity and effectiveness in the South Sulawesi Provincial DPRD Secretariat. This study also provides practical contributions for policy makers to design training programs, rewards, and create a better work environment.

CONCLUSION

This study revealed that work motivation, digital competence, and work environment significantly affect employee performance at the Secretariat of the South Sulawesi Provincial DPRD. Digital competence emerged as the variable with the greatest influence, emphasizing the importance of mastering technology to support work efficiency and accuracy. Work motivation was also shown to have a significant influence, especially through the fulfillment of self-actualization needs and appreciation for individual achievements. In addition, a conducive work environment plays an important role in creating an atmosphere that supports productivity and collaboration between employees. Overall, this study provides empirical evidence that HR management focuses on these three factors can improve organizational productivity and effectiveness.

RECOMMENDATIONS

The management of the South Sulawesi Provincial DPRD Secretariat pay special attention to the development of digital competencies through technology-based training programs, such as administrative software training by holding intensive training on software such as Microsoft Office, project management applications, and management information systems that are relevant to employee duties and digitization of correspondence by implementing a digitization system for correspondence that has been learned from other provincial DPRDs that allows employees to access and manage administrative documents efficiently via mobile devices. In addition, achievement-based reward programs by designing a reward system that provides incentives to employees based on performance achievements, such as financial bonuses, award certificates, opportunities to take further training outside the region. It is also important to create a supportive work environment, such as improving internal communication by building an effective internal communication platform, such as an instant messaging application or discussion forum to facilitate the exchange of information and ideas between employees, providing comfortable work facilities such as chairs that support back health, collaborative workspaces, and pleasant rest areas and strengthening interpersonal relationships between employees by holding regular team-building activities to strengthen relationships between employees and create a harmonious work atmosphere. The implementation of these strategies is expected to improve overall employee performance and encourage the achievement of organizational goals.

REFERENCES

Asari, A., Romindo, Rijal, S., Abdurohim, Hendriati, Y., Faidal, Afifah, Z., Kartiko, A., Sunarno, N., Mujanah, S., Damanik, H. M., Sukamdani, N. B., & Baedowi, M. (2023). *Manajemen SDM di Era Transformasi Digital* (M. A. Yaqin, Ed.). CV. Istana Agency.

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JDR Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(March), 389–411. https://doi.org/10.1146/annurev-orgpsych-031413-091235

Basu, A. (2021). *Open Peer Review on Qeios Cronbach's alpha*. *1951*, 3–4. https://doi.org/10.5116/ijme.4dfb.8dfd.Qeios

Blanka, C., Krumay, B., & Rueckel, D. (2022). The interplay of digital transformation and employee competency: A design science approach. *Technological Forecasting and Social Change*, *178*(July 2020), 121575. https://doi.org/10.1016/j.techfore.2022.121575

Faruq, U., Andayani, S., & Pudjianto, A. (2023). PENGARUH MOTIVASI KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DENGAN GAYA KEPEMIMPINAN SEBAGAI VARIABEL MODERASI (Studi Kasus Pada Karyawan PT. Ausman Grosir Indo Surabaya). *Sosialita Untag*, *2*, 520–529.

Fitria, D. (2024). PENGARUH GAYA KEPEMIMPINAN DEMOKRATIS DAN LINGKUNGAN KERJA NON FISIK TERHADAP KINERJA PEGAWAI SEKRETARIAT DPRD PROVINSI JAMBI. *Jurnal Akuntansi, Keuangan, Perpajakan Dan Tata Kelola Perusahaan (JAKPT*, *1*(3), 59–67. https://doi.org/10.59407/jakpt.v1i3.522

Ihensekien, O. A., & Joel, A. C. (2023). Abraham Maslow's Hierarchy of Needs and Frederick Herzberg's Two-Factor Motivation Theories: Implications for Organizational Performance. *The Romanian Economic Journal*, *85*. https://doi.org/10.24818/rej/2023/85/04

Iswandi, R. R. F. (2025). Pengembangan Sumber Daya Manusia di Era Digital. *Jurnal Bisnis Dan Pemasaran Digital*, *4*(1), 15-28. Yogyakarta: Andi. https://doi.org/https://doi.org/10.30640/inisiatif.v4i1.3525

Lopang, Y. L., Sendow, G. M., & Uhing, Y. (2023). Pengaruh Faktor Hygiene, Motivator Dan Keterlibatan Kerja Terhadap Kepuasan Kerja Karyawan Pada Manado Quality Hotel. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *11*(3), 512–522. https://doi.org/10.35794/emba.v11i3.49481

Nikmah, W., Mukarromah, A., Widyansyah, D., & Anshori, M. I. (2023). Penggunaan Teknologi Dalam Pengembangan SDM. *Mutiara : Jurnal Penelitian Dan Karya Ilmiah*, *1*(5), 366–286. https://doi.org/https://doi.org/10.59059/mutiara.v1i4.511

Otoluwa, I. N., Burhan, H., & Hasan, A. (2023). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Produktivitas Karyawan Pada PT. Suracojaya Abadimotor Cabang Maros. *YUME : Journal of Management*, *6*(2), 301–310.

Ramdhana, A. W. L. ; M. A. C. N. (2016). PENGARUH KUALITAS HUBUNGAN SESAMA ANGGOTA TIM DAN KEPEMIMPINAN BERSAMA TERHADAP EFEKTIVITAS TIM PADA ORGANISASI PUBLIK. *Ilmiah Manajemen*, *8*(2), 1–23. https://doi.org/dx.doi.org/10.22441/mix.2018.v8i2.011

Sinambela, L. P. (2019). Manajemen Sumber Daya Manusia. In S. dan R. Damayanti (Ed.), *Sustainability (Switzerland)* (Pertama, Vol. 11, Issue 1). PT. Bumi Aksara.

Yustinus, J. P. G. (2024). *Analisis Gaya Kepemimpinan dalam Meningkatkan Motivasi Kerja Pegawai*. *1*(1), 44–60. https://doi.org/10.62138/management.v1i3.xx

Zhou, Q., Sacramento, C., & Martinaityte, I. (2023). Work meaningfulness and performance among healthcare professionals: The role of professional respect and participative management. *Journal of Business Research*, *163*(March), 113908. https://doi.org/10.1016/j.jbusres.2023.113908