

INFLUENCE USE DIGITAL TECHNOLOGY AGAINST EFFICIENCY WITH INTERVENING SATISFACTION EMPLOYEES ON PROJECTS CONSTRUCTION INFRASTRUCTURE MINING

Irfan ¹, Andini Nurwulandari ²

Doctoral Study Program Student Management Sciences, Faculty of Economics and Business Program, National University, Jl. Sawo Manila Pejaten Pasar Minggu, Jakarta,

Correspondence		
Email: irfan.dim2023@student.unas.ac.id , graduatedimunas@gmail.com	No. Telp:	
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ABSTRACT

In this twenty-first century, the development of digital technology is increasingly diverse and able to contribute to achieving the goals of each individual or group so it is undeniable that technological developments have had a significant impact on Human Resource Management (HRM) in various aspects. Information and communication technology has increased efficiency and effectiveness in the recruitment process, training, employee development, and daily operations through automation, the use of big data, and online platforms, according to (Laura, Lee, Pranoto, Gunawan, Lim, Fransisca, Widya, Christine 2024). Several companies have been affected by the Covid-19 virus pandemic, as a result, all companies have to adjust their strategies, and most companies make internal factors a top priority. The purpose of this research article is to explore more deeply the role of using digital technology, such as digital project management systems including Digital Financial Innovation (DFI) that affect efficiency in mining infrastructure construction projects through intervening Employee Satisfaction influenced by management valence as moderation by using data collection methods in two ways, namely collecting the latest research literature with several international journals from 2020 to 2024 that examine the use of digital technology, Employee Satisfaction, efficiency and Management Valence and using the second method, namely data collection by conducting direct interview techniques with several employees representing mining infrastructure construction projects selected randomly. The results of the analysis show that it is essential to think about the use of digitalization that forms job satisfaction so that it can affect cost efficiency with management valence moderation, the use of digital technology will be able to improve performance and provide various cost and efficiency benefits, including digital systems with the job order or Job Number method, users can increase effectiveness and efficiency in project management so that productivity is increased and the risk of errors due to repeated data input can be reduced. suggestions/implications that may be useful as follows: a) Further research needs to be conducted by adding several external factors that will affect Employee Satisfaction and efficiency. b) From the results of this descriptive study, it is suggested that further research can be conducted on the situation and conditions of the company's organization and local culture to create better project workforce performance as measured by the level of employee satisfaction.

Keywords: Project Management, Employee Satisfaction, Cost Efficiency, Digital Technology, Management Valence, Infrastructure Projects, Mining, Mimika Regency.

INTRODUCTION

In the current era of competitive labor and companies, employee satisfaction and cost efficiency have become the main focus topics in large companies that have long-term employment. It has received attention as an important topic among management and business experts as a factor in increasing motivation and performance in today's increasingly busy, changing and stressful environments (Magnier-Watanabe et al., 2020a). Challenges in the work environment are getting bigger, several companies have been affected by the Covid-19 virus pandemic, resulting in changes to new cultures, social environments, economics and technology. The world is moving towards an era of digital technology-based company management and work environment innovation. Companies must be able to quickly adapt and look for ways to develop themselves, so that they are able to compete and develop in the current situation. Some companies not only compete with local domestic competitors but also with foreign or international competitors, making companies have to adjust the strategies they use,

most companies make internal factors their main priority. Because internal factors are factors that can be controlled to develop and increase cost efficiency in creating competitive advantages, especially digital technology factors and human resources within the company. The development of "human resources" as the most valuable asset is an important part of the company's costs called "human capital", leading to high "employee satisfaction" and forming a competitive advantage for the company.

It can be concluded that a project is a series of activities carried out within a certain time limit that uses human resources, tools as subjects, and materials as objects in order to obtain results that are in accordance with plans for the future. Projects can also be interpreted as temporary and unique efforts designed to produce products and services, by determining the beginning and end of the business activities limited by time, funding or employees to meet unique goals and objectives, for example to realize useful changes that have value. plus. Managing these different production approaches requires the development of different technical skills and management strategies (DeMarco & Lister, 2013).

Project implementation can be defined as a temporary activity that lasts for a limited period of time, with the allocation of certain resources and is intended to carry out tasks whose targets have been clearly outlined. One of the differences between project activity tasks and operational activities is that in project activities there are various activities that require various scientific disciplines, in addition to the intensity of activities in changing cycle periods. Project performance is how the project works by comparing work results. real with estimates of how things work in the work contract agreed by the owner and implementing contractor (Irfan, 2016: 58). In order for construction projects to be completed successfully on time, cost and quality, adequate planning, organization, coordination and control are required. The process of implementing management functions such as planning, implementation and control on a project systematically in the construction industry requires the use of available resources effectively and efficiently in order to meet project objectives (Waney & Ruitan, 2022). From this opinion arises the issue of the Effect of Using Digital Technology, software and other digital tools which can speed up task scheduling, reporting and control, carry out cost estimates and explore further about how it affects Employee Satisfaction specifically affecting efficiency in mining infrastructure construction projects. There are best practices that can be implemented to maximize the benefits of digitalization in increasing cost efficiency and employee satisfaction. There are other aspects such as the use of digital methods in planning, implementing, controlling, reporting and paying projects so that time, productivity and cost efficiency can be achieved.

From a human resources perspective, one of the risks of technological progress has created a more dangerous work environment (Farooqui et al, 2008). In several developing countries, business and construction company strategies do not include work safety regulations alone and still rely more on labor than equipment for every activity carried out (Yi & Chan, 2014). In the workplace, this is considered a source of superior productivity and performance (Lyubomirsky et al., 2005) which occurs in several countries (Magnier-Watanabe et al., 2017).

It is deemed necessary to conduct further empirical research regarding the influence of the use of digital technology in the workplace on cost efficiency with management support, in this case one of which focuses on employees. in several companies operating in the construction sector that work on infrastructure projects, especially in mining. Although this topic is increasingly popular among corporate thinkers and managers (Dahiya & Raghuvanshi, 2021; Sender et al., 2021),

Broadly speaking, there are two factors that influence employee performance, namely employee factors or individual factors, such as competence, discipline, etc. Meanwhile, factors come from outside the employee, such as the work environment, organizational culture, leadership, etc. Of these two factors, it turns out that there are factors that can be categorized

as internal factors and also external factors, such as motivation, job satisfaction, etc. (Lasmaya, 2016). According to Vosloban (2012), organizational growth not only depends on management capabilities, but also on the employees employed. Employees are one of the most effective key components that can determine the fate and productivity of an organization (Abu Zayyad et al., 2020; Aburayya et al., 2020). Retaining skilled employees requires their happiness and commitment to work and this, in turn, helps retain existing customers (Al Shurideh et al., 2019; Alshurideh, 2019). In addition, the business world is becoming more selective, competitive and cohesive, which demands a high level of employee satisfaction for each work environment (Al-Dmour et al., 2014; Alshurideh, 2017). There are very few sources regarding digital technology and its relationship to employee satisfaction with management valence support. Several scholars investigated factors such as working conditions, employee recognition, respect from colleagues, relationships with superiors, internal and external training, employment status, income friendship, work activities and their impact on employee satisfaction and development such as (Wesarat et al, 2014).

When people do work that is meaningful to them, they have a higher level of commitment (Nikolova, M.; Cnossen, F., 2020) Thus, finding meaning in work can lead individuals to devote themselves to their activities with more passion, dedication, and absorption; that is, they become fully involved in the tasks they carry out (Salanova, M.; Llorens, S.; Cifre, E.; Martínez, IM, 2012) and (Salanova, M.; Lorente, L.; Chambel, MJ; Martínez, IM, 2011). through job satisfaction is a form of reaction felt by employees whether an employee feels their needs are met and feels satisfaction with their work (Yusniawan & Permana, 2018). Likewise, dissatisfaction can arise as a result of not meeting an employee's needs. Job satisfaction is one of the factors that indirectly causes efficiency. Job satisfaction is determined by the difference between everything expected and everything received, A hierarchy of needs whose classification is based on potential strength and urgency is an identification of satisfaction that covers employee needs comprehensively. (Suci1, Efendi, 2024)

The aim of this research journal is to investigate in more depth the role of the use of digital technology, such as digital project management systems which influence efficiency in mining infrastructure construction projects by intervening Employee Satisfaction which is influenced by management valence as moderation.

THEORY AND LITERATURE REVIEW

Balance Theory (Equity Theory)

John Stacey Adams (1963), humans tend to prefer fair and comparable treatment, focusing on individual perceptions of fairness in interpersonal relationships. Based on this theory, humans tend to like fair and comparable treatment. The following are indicators that are relevant to this theory:

1. Input (Contribution): Representation of our contribution to the organization, such as performance, sacrifice, effort, experience, seniority, status and intelligence.
2. Output (Rewards): Everything we receive in return, such as praise, recognition, salary, benefits, promotions, increased status, and support from superiors.

This theory assumes that when we evaluate exchange relationships with organizations, we compare our own input-output ratios with those of others. Based on this comparison, we can determine whether we feel

1. Underrewarded (Underappreciated): We feel that the rewards we receive are not commensurate with the contributions made
2. 2.Overrewarded: We feel that the reward received is greater than the contribution given
3. 3.Equitably rewarded: The balance between contribution and reward is felt to be appropriate.

This theory assumes that humans basically enjoy fair/comparable treatment, which is related to relational satisfaction in terms of perceptions of fair/unfair distribution of resources in interpersonal relationships. This theory builds wider awareness of the dimensions of each individual's assessment as a broader manifestation of justice than other motivation theories. Some motivation theories assume that a person's behavior arises and is managed by efforts to establish or maintain an inner psychological balance. When experiencing psychological tension or when work stress levels increase, we are motivated into action to reestablish balance. Adams developed it further by focusing on the side of justice between individuals in organizations. (Adams, 1963)

Balance theory focuses on the input-output ratio in organizations. Input is represented by our contribution to the organization; output everything we receive from the organization. This theory assumes that when we are involved in an exchange relationship with an organization, we evaluate the fairness of what we get from this exchange by comparing our own input output ratio with others, to determine whether we are underpaid or overpaid. (Adams, 1963)

According to Adams, injustice creates tension in proportion to imbalance. It is this tension that motivates individuals to reduce the gap. Consequently, the higher the feeling of injustice, the stronger the motivation to reduce it. Balance theory can help explain organizational behavior. Employees who feel compensation decisions towards them are fair will display greater job satisfaction and demonstrate commitment to the organization. Additionally, justice theory plays a role in labor-management relations regarding union negotiations. This theory is also able to explain that when employees feel satisfied with the perceived balance/fairness, employees will remain loyal to the organization. According to Puspitawati and Riana (2014) that when employees feel satisfied in various things such as workload, salary, promotion, supervision and co-workers, the employee will have a high commitment to the organization.

According to Irfan (2013) in "Analysis of the Role of Mining Sector Investment in Mimika Labor Absorption and Economic Growth", which discusses the strategies or work methods carried out by project workers both locally and nationally because there is still a gap in labor absorption in the city of Timika. Even though the mining sector's contribution to GDP is the largest compared to other sectors, the mining sector has not been able to absorb the existing workforce, mining was able to absorb up to 38.8% of the Mimika regional workforce as a whole in 2011, this is Further research is still needed regarding the successful implementation of construction projects that can be achieved if implementers use project management appropriately by focusing on employee satisfaction, which is the emotional behavior of someone who is happy and loves their work. A person will bring with them a set of desires, needs, desires and past experiences that come together to form job expectations when joining an organization as a worker (Bahari et al., 2019).

Meanwhile, according to Robbins & Judge (2013: 49) job satisfaction is a positive feeling about a person's work which is the result of evaluating its characteristics and as a result results in business success by creating efficiency.

Job characteristics theory (JCT) developed by (Hackman and Oldham, 1976) was adopted For study This. According to JCT, circumstances psychological is decider important motivation work and attributes individuals also explain How they respond complexity and challenges posed in work them (Hackman & Oldham, 1976). By overall, theory This state that influence positive worker increase performance work. With So, theory This help reveal connection between variable like happiness (eg satisfaction work), performance, and turnover employee. Development latest show that variable relevant other must entered in models, esp related with results work (Allan et al., 2019), such as attachment work and commitment. This article more carry on opinion that expected results from Satisfaction on- site employees Work will create good performance make Love to his job so that can influential to efficiency.

Technology Digitalization

Progress technology and digital transformation have increase need For develop Skills certain so that you can take wise decision. A report by the Organization for Economic Cooperation and Development OECD (2017), stated that Skills required For obtain benefit from digital revolution, protect self from the risk that will happen in service digital finance, understand complex information, and create choice proper finances. Some people think own skills and knowledge finance more basic Good as precondition For do transaction proper finance (et al., 2019). Digital Financial Innovation (DFI) is draft multidimensional (Morgan et al., 2019: 4) which includes “ knowledge about product digital finance as comparison, innovation related with development or reception technology new such as digital, blockchain, IoT, big data analysis, intelligence artificial, computing cloud, expansion goods, services, and markets (Crossan and Apaydin, 2010; Khin and Ho, 2019) We also realize from existing literature that Digital technology has proven influence performance company (in matter management, returns assets, reduction cost, or enhancement profit in a way positive. (Giudice et al., 2020; Nasiri et al., (2020) On the other hand, Liu et al. (2013) pointed out that the operations management literature lacks empirical evidence regarding whether the application of digital technology can improve performance.

Employee Satisfaction

Job satisfaction is someone's emotional behavior that makes them happy and loves his job. A person will bring with them a set of desires, needs, desires and past experiences that come together to form job expectations when joining an organization as a worker (Bahari et al., 2019). Meanwhile, according to Robbins & Judge (2013: 49) job satisfaction is a positive feeling about someone's job which is the result of evaluating its characteristics. Job satisfaction plays a very important role in creating discipline, commitment and employee performance which will influence the quality of service in an effort to achieve company goals (Mathis & Jackson, 2013). Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will create a feeling of happiness and comfort at work, while from the company side, job satisfaction will advance productivity, improve employee attitudes and behavior in providing excellent service (Priansa, 2014). Previous studies have also supported that job satisfaction mediates

the relationship between compensation and employee performance in various work contexts (Armstrong, 2017). Research by Ismail (2021) concludes that job satisfaction can mediate between compensation and increased performance. These findings confirm that job satisfaction plays a crucial role as a mediator that facilitates the influence of compensation on employee performance. Research by Febriyanto et al. (2023) stated that job satisfaction can mediate the influence of work commitment on the performance of ASN employees at the Mangaran District Office. The results of this study consistently support these findings, confirming that job satisfaction acts as an intermediary that facilitates the influence of work commitment on employee performance. according to Spector (1997) emphasized that job satisfaction has a significant relationship with work productivity, while Hulin & Judge (2011) highlighted that job satisfaction influences the level of employee loyalty and retention. The results of research by Suci1, Efendi (2024) in the journal Faculty of Economic and Business, National University, Indonesia concluded that Employee Job Satisfaction has a positive and significant influence on Employee Performance, meaning that individuals who feel satisfied with their work tend to show better performance. Through employee job satisfaction, it can also mediate the relationship between employee competency and performance. This means that the relationship between the two has a mutual influence which can create efficiency.

Efficiency

Job performance depends on various factors and it is important to ensure a healthy relationship between staff and management team. Work performance must be good to achieve

appropriate results. appreciation and recognition from management. These factors will improve work quality and employee loyalty because they support the problem of employee satisfaction in a business entity (Salas-Vallina et al., 2017). The quality of work is generally determined by time management, as the ability to complete a project on time, thoroughness, accuracy, understanding of the work and good communication skills (Al-Dmour and AlShraideh, 2008; Alshurideh, 2016a; Alshurideh, 2010). Therefore, leadership is an important factor for maintaining the quality of work performance in a company (Salas-Vallina et al., 2017). Management must have ethical and good leaders to lead new or existing employees appropriately to ensure the best work standards from everyone (Alshurideh et al., 2018), (Alshurideh, 2016a, 2016b, 2016c) (Alshurideh et al, 2017a, 2017b) AND (Alshurideh et al, 2016). Although Digital Financial Innovation (DFI) provides various cost and efficiency benefits, it also poses risks for all stakeholders (Longworth, 2020). The digital transformation required for companies to adopt digital technologies, with the changing nature of technology and the competitive landscape, makes companies highly vulnerable, and organizations must be ready to adapt to these changes. Despite the growing recognition that Digital Financial Innovation (DFI) enables the digital transformation of organizations, empirical efforts in this area are still scarce, and there is a strong need to conduct practical investigations (Khin and Ho, 2019).

Management Valence

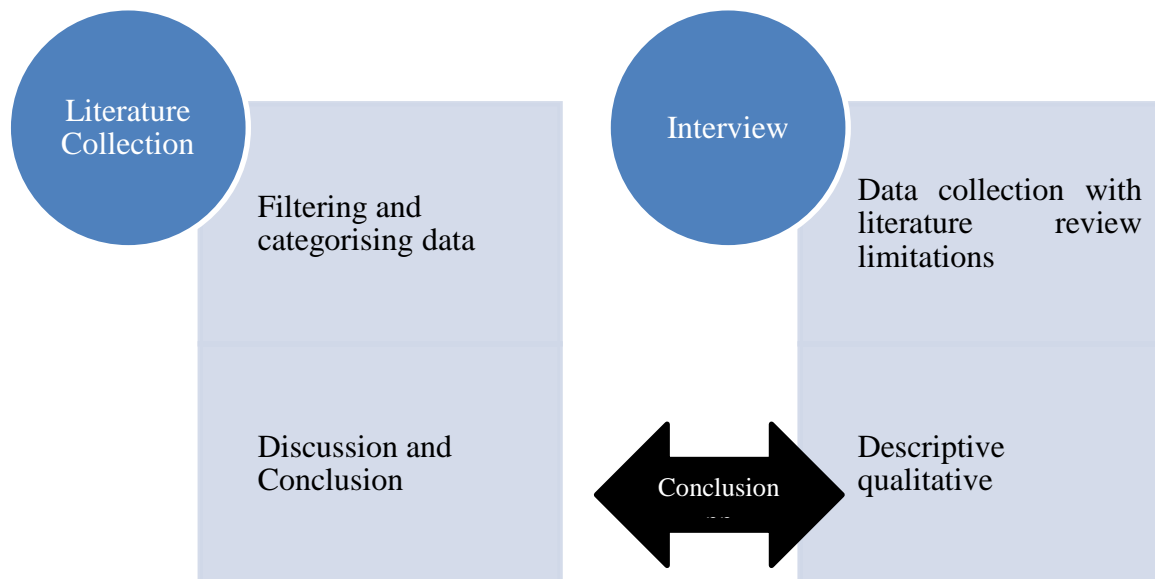
Valence of change is an organization's commitment to adopting positive changes to improve performance (Meyer and Herscovitch, 2001). The valence of change in this research is defined as the valence of innovation, which is measured by the attitudes, motivation and empowerment of employees to adopt or deliver innovation (Lokuge et al., 2019). When it comes to digital transformation, employee motivation and empowerment are necessary to facilitate digital change. These changes may relate to employee role transitions, acceptance of new technology, collaborative working, and coordination with other members of the organization. Strong commitment to change This will make transition This succeed.

RESEARCH METHODS

The data collection method was carried out in two ways, namely collecting the latest research literature related to this research and collecting it by conducting interview techniques with several representative employees who were randomly selected. The collected literature examines many but inconsistent factors that influence subjective employee satisfaction at work among various groups of people. Based on the objectives and research questions set for this article, the researchers adopted a qualitative methodology to conduct the research. In this particular approach, researchers seek to engage respondents in such a way as to truly understand the world of workers through their eyes (Bryman, 2021). Qualitative research was conducted using semi-structured interviews. Data collection was preceded by a description of the manuscript (see attachment), along with a detailed explanation of the research characteristics and ethical principles applied to this research so that participants could give their consent to data collection. Sample selection was based on non-probability techniques using purposive sampling. Participants were professionals, who worked on mining infrastructure projects. This research also included companies that had long-term strategies and that were not related to increasing satisfaction at work. Interviews were conducted face-to-face. and lasted a total of 60 minutes, with an average of 15 minutes per interview. They were recorded and then transcribed for analysis. The recording was carried out using mobile phone (cellphone) software. According to recommendations (Bardin, 2011), this research uses a content analysis approach which consists of three stages: pre-analysis, material exploration and evaluation of results, inference and interpretation. Stage pre-analysis aim For systematize initial ideas and establish indicator For interpret the collected data (Bardin, 2011). Exploration

material involve decomposition extract (para every interview) into different linguistic units (words, sentences, paragraphs) for codification. With codification, raw data is converted into processed data by assigning categories. In this case, the use of mobile phone (Hp) information management software supports the codification, organization and classification of useful information obtained from qualitative analysis, providing more speed and efficiency to the process. Having a perceived happiness outcome According to Bardin (2011), the final stage refers to inference and interpretation, and consists of capturing the content evidenced in the data collected from interviews that illustrate the similarities and differences between several categories.

The method used is a qualitative descriptive method. According to Creswell (2014), the definition of qualitative methods emphasizes the process that flows from philosophical assumptions, to interpretive lenses, then to the procedures involved in studying social or humanitarian problems. According to Sugiyono (2017: 59), the descriptive method is research that describes, or explains the condition of the object being studied as it is, according to the situation and conditions at the time the research was carried out.



Gambar 3.1 Flowchart Researcher

Source: Document Researcher

Data Collection

Data collection was carried out with use application application Publish or Perish (PoP). With write some keywords as base For download a list of related items as well as needed as material data processed

Data Filtering

After the data has been collected, it is carried out filtering as well as data settings with use application Mendeley, one One by one the data is shared, the data is not relate with study this is out from the list so the amount of data will be reduce Because has been selected based on mutual word criteria relationship with study This into 13 Journals.

Data Management

Journal list data that has been collected and has been selected furthermore will be analyzed use method descriptive the results are expected can give description about related research with themes of data collected.

ANALYSIS AND DISCUSSION

Based on literature studies as shown in Figure 3.2 Comparison of Current Research Literature discussing Digital Technology, Employee Satisfaction, Management Valence and Efficiency from several countries based on research results. Leija, Castro, Toledo, Valdes (2023) Meaningful work, feeling valued by coworkers, and enjoyment of daily tasks significantly predicted happiness at work and reduced turnover intentions, which the logit model shows that having a job that contributes to one's life goals. The main contribution of this research is to identify the importance of the elements of purpose and meaning in the work context, which contributes to economic theory. Which happened in several companies in Mexico.

Meanwhile Alshurideh MT, Kurdi BA, Alzoubi HM, Akour I, Obeidat ZM, Hamadneh S (2023) in the journal *Factors affecting employee social relations and happiness: SM-PLUS approach*, research conducted in Jordan concludes The findings of this research emphasize the importance of developing a positive work environment so that employees can feel empowered to do their best and form strong relationships with each other. This can increase overall employee satisfaction, happiness and productivity, all of which are critical to the success of any organization.

Barbosa, Marques, Santos (2023), concluded that several companies in Portugal demonstrated employee recognition of the multidimensional impact of happiness at work, making them more motivated, productive, and better able to positively influence their relationships with customers. even when a company's strategy to increase happiness at work does not exist, the company is still expected to benefit in terms of customer loyalty and overall profitability, as well as employee affective commitment. When there is no explicit strategy to increase happiness at work, another aspect, namely organizational culture, plays an important role. emphasizes that loving what one does is an important trigger for achieving happiness at work, happy employees will have more positive behavior towards customers, making them feel satisfied, and showing that this attitude is the result of the positive impact of happiness, namely on employee motivation. plays an important role in customer satisfaction, its positive impact was recognized by employees in their research *The Multidimensional Outcomes Of Happiness at Work When There Is No Explicit Strategy: The Views Of B2C Employees*.

Sanamthong, Prabyai (2023) in *A Causal Model of Relationship between Organizational Climate Influencing Happiness at Work and Organization Engagement* carried out in Thailand, Bangkok concluded Reveals that a good organizational climate can contribute to employee happiness at work and organizational engagement. Company executives must focus on creating a good organizational climate in their organization as much as possible, especially by developing the organizational structure so that it can keep up with changes and setting international work standards, as well as prioritizing human resources. namely creating inclusive participation, recognition and support for employee career progress, which will increase work morale and develop into employee happiness at work and organizational engagement.

And according to Watanabe, Benton, Orsini, Uchida (2023), in Japan concluded Meaningful work produces eudaimonic satisfaction in life at work in Japan. On the other hand, hedonic happiness is influenced by factors outside the job itself, such as work relationships, job evaluation, and diversity. Interestingly, diversity in the workplace turns out to have an ambivalent effect because in relation to the positive and negative impacts of workplace diversity, many respondents are ambivalent in stating the positive and negative aspects of workforce diversity. This suggests that many Japanese employees have conflicting feelings uncovering eight original factors related to subjective well-being at work in Japanese permanent employees. However analysis regression show that happiness eudaimonic and hedonic found caused by different factors in *Predictors of subjective well-being at work for regular employees in Japan*.

In Efendi's research, Fiton (2022) which was conducted in Indonesia concluded There is Influence in a way No direct between variable development career through Satisfaction Work to performance employee in the PKB Fraction of the DPR RI. Addition science and knowledge about political for employee. Give impact for perception development career obtained through chance For follow training leadership, education political until become member DPR proves it that variable style leadership transformational, competency, development career influential positive and significant to performance employee through satisfaction work. implications to style leadership transformational, competency, development career that has influence positive to performance so that can concluded that leadership transformational, competency, development career need improved To use increase performance employee.

Likewise in Efendi, Sugiono, Masdaryanto (2022) Proven that motivation extrinsic, discipline work, environment work, satisfaction Work influential positive and significant to performance employee, meanwhile motivation extrinsic, discipline work, and environment Work influential positive and significant to satisfaction Work. For motivation intrinsic, and discipline Work in a way No direct influential positive and significant to performance employee mediated by satisfaction Work. Meanwhile influence environment Work in a way No direct to performance employee mediated by satisfaction Work the result No significant. Satisfaction highest level of work its influence mediate discipline Work to performance employee, which means if satisfaction Work improved, then discipline Work will increase and has an increasing impact performance employee.

Continue with research Suci, Efendi (2024) In accordance with conclusion on commitment Work in a way direct influential positive and significant on employee performance In accordance with conclusion on commitment Work in a way direct influential positive and significant on employee performance so recommended to management Directorate General Horticulture For direct and invite employee For increase commitment Work For build a sense of loyalty, attitude to duty, responsibility responsible and disciplined Work for every employee. In conclusion competence in a way direct influential positive and significant on Employee Performance so with This recommended to management Directorate General Horticulture to remain do possible activities increase competence employee like training, and so on. Compensation No influential significant on Employee Performance, perhaps from management Directorate general horticulture need evaluate other supporting factors performance employee. Directorate general horticulture important increase Commitment The work of the employees, because increase commitment Work individual is a strategy for increase satisfaction Work employee. Directorate general horticulture need increase Competence employee, because level competence individual can play role crucial in form level satisfaction Work them in the environment Work. Compensation own significant influence to Satisfaction Work Employee give strong foundation for management Directorate general horticulture for prioritize encouraging strategies justice and balance in system compensation as part from effort for increase satisfaction Work.

Meanwhile, digital technology and its relationships with efficiency is concluded in study Rizaldi, Sholva, Muthahhari (2024), With use digital system with job order method or Job Number, user can increase effectiveness and efficiency in management project, so productivity enhanced and risk error Because repeated data input can reduce. Apart from that, users can also see project other users who have published as information and references project user in the future. Users can to make system This as facility for show portfolio projects that have been finished For showed to candidate client user Additionally, system use possible Job Order Costing methods user For produce results calculation cost project as planning data budget or report cost detailed project. As results, research This give contribution positive on development solution management efficient project.

In development knowledge management source Power humans, especially those related with performance employee has Lots done research, will but Still there is a number of difference views, differences results research from several study there is a gap that can be made done study advanced about Satisfaction employees in developing countries like Indonesia with focuses on digitalization and some strategy implementation projects on infrastructure mining so it feels necessary do study advanced about use digital technology, which influences Satisfaction employee as well as efficiency and Valence Management to a number of employees representing on construction project infrastructure mining in Indonesia.

Author	Study		Conclusion	Research Gap
Year of Research	Title	Country	Results	Study
Leija HC, Castro CG, Toledo M, Valdés RB (2023)	Meaningful Work, Happiness at Work, and Turnover Intentions	Mexico	Meaningful work, feeling valued by coworkers, and enjoyment of daily tasks significantly predicted happiness at work and reduced turnover intentions, which the logit model shows that having a job that contributes to one's life goals. The main contribution of this research is to identify the importance of the elements of purpose and meaning in the work context, which contributes to economic theory.	What about workers who prioritize pay over meaningful work, do they still experience the same level of satisfaction and productivity? have considered the possibility that other factors, such as salary or job security, may be more important and meaningful in predicting turnover intentions? The sample size of professionals from Mexico is not representative enough to make generalizations about the impact of work on satisfaction and turnover intentions in other countries? Implications for economic theory and the importance of research that focuses on the meaning given to their work.
Alshurideh MT, Kurdi BA, Alzoubi HM, Akour I, Obaidat	Factors affecting employee social relations and happiness: SM-PLUS approach	Jordan	This research emphasizes the importance of developing a positive work environment in employees so that they can feel empowered to do their best and form strong relationships with each other. Increases overall employee satisfaction, happiness, and productivity, all of which are critical to organizational success.	Haven't discussed specific strategies that can be implemented to increase employee satisfaction? is it possible that employee happiness is not the only factor that contributes to operational success and organizational growth? .requires references to support the statement of all concepts that influence employee-employee relationships in the workplace, improve the workplace business environment, and help shape employee satisfaction.
Barbosa B, Marques I, Santos CA (2023)	The Multidimensional Outcomes Of Happiness at Work When There Is No Explicit Strategy: The Views Of B2C Employees	Portugal.	Employee recognition of the multidimensional impact of happiness in the workplace makes them more motivated, productive, and better able to influence relationships with customers positively. Corporate strategies to increase happiness at work are absent, companies are still expected to gain in customer loyalty and overall profitability, as well as employee affective commitment. When there is no explicit strategy, another aspect, namely organizational culture, plays an important role. Loving what one does is an important trigger for achieving satisfaction in the workplace, happy employees will have more positive behavior towards customers, making them feel satisfied, and showing that this attitude is the result of a positive impact on motivation, employees play an important role in satisfaction customers, the positive impact is recognized by employees	Future research should also consider other variables to explain happiness, such as elements that go beyond workplace happiness in driving employee productivity and based on the assumption that worker productivity levels can be interpreted through the lens of different determinants (Allan et al., 2019). Comparing the impact of workplace happiness in companies that do or do not have explicit strategies in this regard is a highly relevant topic for researchers and managers to consider in the near future.
Sanamthong E, Prabyai S (2023)	Causal Model of Relationship between Organizational Climate Influencing Happiness at Work and Organization Engagement	gkok, Thailand	Reveals that a good organizational climate can contribute to employee happiness at work and organizational engagement. Company executives must focus on creating a good organizational climate in their organization as much as possible, especially by developing organizational structures so they can keep up with changes and setting international work standards, as well as prioritizing human resources. By creating inclusive participation, recognition and support for employee career progress , which will increase work morale until it develops into employee happiness at work and organizational engagement.	The model developed is only the beginning of the development of theoretical concepts. The research team used a conceptual framework and theory related to the involvement of academic organizations, researchers and human resource developers as a framework for building the model. Therefore, this model should be further developed and tested in other environments. There may be different variables that influence organizational engagement and allow the model to explain various phenomena more clearly and precisely. Researchers conducted research on employees of public companies who were gathered only by chance. Natural organizational climate does not extend to specific organizations. Therefore, this model should be tested with other samples to ensure the truth and clarity of research results and cover the population on a wider scale. Studies of organizational climate models that influence workplace happiness should be encouraged to promote employee engagement
Watanabe RM, Benton C, Orsini P, Uchida T. (2023)	Predictors of subjective well-being at work for regular employees in Japan	Japan	Meaningful work produces eudaimonic satisfaction in life at work in Japan. On the other hand, hedonic happiness is influenced by factors outside the job itself, such as work relationships, job evaluation, and diversity. Interestingly, diversity in the workplace turns out to have an ambivalent effect because in relation to the positive and negative impacts of workplace diversity, many respondents are ambivalent in stating the positive and negative aspects of workforce diversity. This suggests that many Japanese employees have conflicting feelings uncovering eight original factors related to subjective well-being at work in Japanese permanent employees. However, regression analysis shows that eudaimonic and hedonic happiness are found to be caused by different factors	What about the notion that subjective well-being is not a reliable predictor of performance? The impact of work-life balance on the subjective well-being of Japanese employees? How do you address concerns that these findings may not be generalizable to other cultures or countries?

<p>Kumar P, Pillai R, Kumar N, Tabash M (2023)</p>	<p>The interplay of skills, digital financial literacy, capability, and autonomy in financial decision making and well-being</p>	<p>India</p>	<p>Revealing that skills directly influence financial decision making and perceived financial well-being, and digital financial literacy emerges as a direct and mediating predictor in financial decision making. The dominance of financial ability and financial autonomy as mediators in financial decision making and financial well-being becomes clearer, and impulsivity fails to have a mediating effect on financial decision making.</p>	<p>Have not integrated the variables discussed here to determine the determinants of FDM and PFWB for each group studied, thereby increasing knowledge about finance. Future research could increase the sample size, conduct cross-country research, and expand the investigation to other emerging markets to reveal variations in driving factors based on regional dimensions. The limited application of demographic moderators, such as gender, socio-economic status, and employment status, led to interpretation of results from a general perspective.</p>
<p>Yue P, Korkmaz AG, Yin Z, Zhou H. (2022)</p>	<p>The rise of digital finance: Financial inclusion or debt trap?</p>	<p>China</p>	<p>Increasingly widespread use of digital finance increases credit market participation. Easier access to credit markets increases the marginal propensity to consume from liquidity and stimulates consumption. However, increased borrowing also increases the risk of financial distress. Although financial literacy can be improved through financial education, individuals cannot be educated about self-control. The second policy implication of our research results is the need for policy makers to limit available credit by controlling the purpose of loans.</p>	<p>The authors have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. It does not address the systemic risks that digital finance poses to the financial industry as a whole.</p>
<p>Hussain M, Papastathopoulos A (2022)</p>	<p>Organizational readiness for digital financial innovation and financial resilience</p>	<p>Arab</p>	<p>Found that organizational change effectiveness (consisting of resource readiness, IT readiness, and cognitive readiness) and contextual factors (consisting of cultural readiness, strategic readiness, and partnership readiness) have a positive effect on DFI. However, no support was found for the moderating effect of digital technology on business strategy. We also find that DFI has a positive impact on a company's financial performance and resilience (resilience and adaptability). The results are informative for practitioners and theorists.</p>	<p>This research did not find a moderating effect of digital technology on business strategy on the relationship between organizational readiness and DFI. Many studies confirm the positive relationship between strategy and technological innovation. For theorists, one important finding is that in the context of developing economies, digital technology alignment of business strategy does not play a moderating role in realizing DFI, which may not be the case in developed countries and requires further research.</p>
<p>Suci RF, Efendi S (2024)</p>	<p>The Influence Of Work Commitment, Competency And Compensation On Employee Performance Through Job Satisfaction As An Intervening Variable In The Directorate General Of Horticulture</p>	<p>Indonesia</p>	<p>In accordance with the conclusion that work commitment directly has a positive and significant effect on employee performance. In accordance with the conclusion that work commitment directly has a positive and significant effect on employee performance, it is recommended that the management of the Directorate General of Horticulture direct and invite employees to increase work commitment to build a sense of loyalty, attitude towards duties, responsibilities and work discipline for each employee. In conclusion, competency directly has a positive and significant effect on employee performance, so it is recommended that the management of</p>	<p>Research is needed indicating the relationship between other variables not included in this research and explanations, theoretical discussions rather than just using Compensation Theory has become the main focus in human resource management research, which highlights that fair and adequate compensation can be a motivational factor for employees to increase their job satisfaction (Armstrong, 2017). Mediation theory also states that the job satisfaction variable plays a role as a link between the independent variable (compensation) and the dependent variable (employee performance). With high competition, an employee will feel satisfied, resulting in satisfactory performance. The Directorate General of Horticulture needs to pay attention to the compensation system. so</p>
<p>Efendi S, Fiton MK (2022)</p>	<p>The influence of transformational leadership style, competency and career development on employee performance through job satisfaction in the DPR RI PKB faction</p>	<p>Indonesia</p>	<p>There is an indirect influence between career development variables through Job Satisfaction on employee performance in the DPR RI PKB Fraction. Increased knowledge and knowledge about politics for employees. Provides an impact on the perception of career development obtained through the opportunity to take part in leadership training, political education and become a member of the DPR. Proving that the variables of transformational leadership style, competence, career development have a positive and significant effect on employee performance through job satisfaction. Have implications for transformational leadership style, competence, career development which have a positive influence on performance so it can be concluded that transformational leadership, competence, career development need to be improved in order to improve employee performance.</p>	<p>Job satisfaction research is needed to support the level of physical and mental satisfaction and satisfaction itself is a sign of an employee's individual goals. Career development, job satisfaction and employee performance, is for all levels of position, the perception of the workforce that their work requires the effective use and proficiency of their skills in any job. Research only on the office of board members still requires several criteria and a study of the theoretical basis in no use yet. Doesn't include research on job satisfaction which supports the</p>
<p>Efendi S, Sugiono E, Masdaryanto, (2022)</p>	<p>The influence of extrinsic motivation, work discipline, and work environment on employee performance through job satisfaction for employees of the Directorate General of Taxes, Jakarta DJP Regional Office, specifically KPP Agencies and Foreigners</p>	<p>Indonesia</p>	<p>It is proven that extrinsic motivation, work discipline, work environment, job satisfaction have a positive and significant effect on employee performance, while extrinsic motivation, work discipline and work environment have a positive and significant effect on job satisfaction. Extrinsic motivation and work discipline indirectly have a positive and significant effect on employee performance, mediated by job satisfaction. Meanwhile, the indirect influence of the work environment on employee performance is mediated by job satisfaction, the results are not significant. Job satisfaction has the highest mediating influence on work discipline on employee performance, which means that if job satisfaction is increased, work discipline will increase and have an impact on increasing employee performance.</p>	<p>There are several very interesting factors to be researched further, which it is hoped will be a solution for improving employee performance. These factors are motivation, discipline, work environment and job satisfaction. The research object is limited to the Corporate and Foreign Tax Service Office as one part of the Tax Service Office, the integrity of DJP employees and the West Kalimantan DJP Regional Office also has standards with Values -The values of the Ministry of Finance and the DJP Employee Code of Ethics are always instilled every day and are expected to become 4 parts of a clean and transparent organizational culture at DJP generally including at the West Kalimantan DJP Regional Office, as has been carried out in previous research by Shurbagi (2015), Wambugu (2014), Awadh and Alyahya (2013), Gull and Azam (2012), Elsheikh et al. (2014).</p>



<p>Nurwulandari A, Hasanudin H, Subiyanto B, Pratiwi YC (2022)</p>	<p>Risk Based bank rating and financial performance of Indonesian commercial banks with GCG as intervening variable</p>	<p>Indonesia</p>	<p>The theoretical results will have implications for the relevance of investigations regarding governance mechanisms and moral ethics as a strategic issue domain for corporate governance. Research shows that NIM has a direct positive and significant effect on ROA, while OER has a negative and significant effect on ROA according to the hypothesis. Direct testing of GCG shows a negative and significant influence on NPL and OER, as well as a positive and significant influence on NIM. Furthermore, indirect testing with intervening variables shows that GCG is able to mediate the relationship between NPL and OER on the financial performance of conventional banks in Indonesia. Apart from that, GCG has also been proven empirically</p>	<p>What about the possibility that other factors, such as economic conditions or political stability, could also have an impact on the financial performance of commercial banks in Indonesia? Meanwhile, for presenting the research Give me ideas for improvement 1. It is helpful to provide a brief introduction that highlights the importance of the research, its aims, and the methods used to collect data. This will give readers a clear understanding of what to expect from the article. 2. The text can be made more effective by breaking the results section into smaller, more manageable parts. This will make it easier for readers to understand the findings and implications without feeling overwhelmed. 3. It may be useful to provide more context for readers unfamiliar with the Indonesian banking industry. This may include a brief overview of the country's economic condition and the role of commercial banks in supporting its financial system.</p>
<p>Rizaldi A, Sholva Y, Muthahhari M (2024)</p>	<p>Web-Based Contract Worker Project Management System using the Job Order Costing Method</p>	<p>Indonesia</p>	<p>Enables efficient mapping of projects with similar characteristics despite cost differences. By using this system, users can increase effectiveness and efficiency in project management, so that productivity is increased and the risk of errors due to repeated data input can be reduced. Apart from that, users can also view other user projects that have been published as information and references for future user projects. Users can also use this system as a facility to display a portfolio of completed projects to be shown to potential user clients. In addition, the system uses the Job Order Costing method which allows users to produce project cost calculation results as budget plan data or project cost reports. detailed. As a result, this research makes a positive contribution to the development of efficient project management solutions.</p>	<p>other users to increase interaction, and build their reputation. Users can provide each other with comments on completed projects which allows potential clients or colleagues to gain further insight into the abilities and quality of work of that user.</p>

Table 3.1 Comparison of Recent Research Literature

Source: Researcher Document

As for hierarchy from study This that is as shown in Figure 3.2 Research hierarchy. Refer to hierarchy study so researcher do a number of interview short For get information about condition actual satisfaction employee and the role of digital technology and valence management as moderation in Efficiency project there are 4 objects study that is condition Input (Contribution) and output (Reward) factors are correlated with Satisfaction employees, Company organizations about valence management, Digital technology, the consequences to deep cost efficiency each object there is factors that become criteria towards each group both independent variables (x) and dependent variables (y) and moderation (Z)

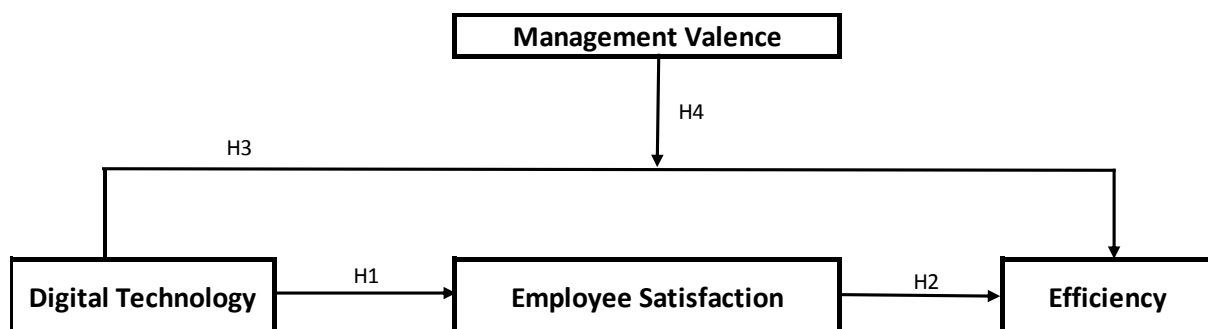


Figure 3.2 Hierarchy Study
Source: Document Researcher

Through hierarchy control this is what happened baseline interview to a number of employee For ensure results hypothesis of each factor in a way actual interview first done to one of them employee with a period of service Work more of 30 years and aged 54 years 10 months manifold sex man man from local tribal people, from interview is obtained a number of supporting arguments satisfaction employee that is :

" I endure work at this company during more of 30 years and feel Happy and satisfied Because during I Work I Lots meet with working people here from various type tribe and me feel proud work in this company especially when it's done rotation Work so that can add experience and friends new Because Lots Friend Lots who "

From the argument above, it can be concluded that the employee feels happy and satisfied working at this company. However, on the other hand, the first employee also added an argument when asked what things made him unhappy while working and naturally in expressing his feelings there were actually positive and negative responses, namely:

"I feel unhappy because since I was at the new company where I worked before I was going to retire, I didn't get any development, either education or promotion, so that made me disappointed and not only me, there were many other employees who felt the same as me."

1.	Does Digital Technology Influence Employee Job Satisfaction	H1
2.	Does Digital Technology Influence Efficiency Through Intervening Employee Satisfaction	H2
3.	Does Digital Technology have a direct effect on efficiency which is moderated by Management Valence	H3
4.	Does Employee Satisfaction affect efficiency	H4

Table 3.2 Research Hypothesis Table

Source: Researcher Document

Table 3.2 Research hypothesis for Mining Infrastructure Construction as research object and resource person. The first interview was conducted on Thursday 30 Nov 2023 at 10 noon when employees will rest, so it can be concluded that employees will be happy/satisfied if they are always given new challenges and development. This small thing, whether training or promotion, has a big influence on employee satisfaction and employee loyalty. The second interview was conducted with employees who had only worked for approximately 6 years and were 36 years old, male. The second interview employee's arguments were:

"I won't work at this place for long because there is no development and the skills I have are not considered and appreciated while in other companies my skills are said to be in demand"

And after That source person give addition comment

" Enough one person who has go out from the section and I'm the next one I don't know Later Who Again stay wait system time in the department This not enough Healthy "

Variable	Operational definition	Indicator
Digital Technology	Digital technology is a tool that no longer uses manual human power, but focuses more on automatic operating systems with computerized systems or formats that can be read by computers.	Work Culture (X1) Work valuation (X2) Estimate (X3) Req, Submitted Online (X4) Control (X5) Reporting (X6)

Employee Satisfaction	Job satisfaction is a form of reaction felt by employees, whether an employee feels his needs are met and feels satisfaction with his job, or job satisfaction is a positive feeling about someone's job which is the result of evaluating its characteristics and as a result results in business success by creating efficiency.	Work Motivation (Y1) Productivity/extra role (Y2) Loves work/intention to move (Y3) Recognition/award from Colleagues (Y4) Employment Relations (Y5)
Efficiency	Efficiency in projects refers to the optimal use of resources to achieve project objectives with minimal cost and time.	Cost (Y6) Time (Y7)
Management Valence	Management Valence can be interpreted as management support in project implementation	Boss Attitude (Z1) Organizational Motivation(Z2) Employee Empowerment (Z3)

Table 3.3 Operational Definition of Variables

Source: Researcher Document

Table 3.3 Operational definitions of variables that inform indicators of the variables Digital technology, employee satisfaction, management efficiency and valence, as a basis for conducting interviews.

Meanwhile, interview with the second source from the results of this interview, it was concluded that the employee concerned was not happy working for this company so that it would affect satisfaction and performance if seen from the age of the second employee, he was still relatively young and unstable and added to this, he did not receive attention and self-development from the company so he felt it's a loss if you continue to work for this company. Then a third interview was conducted with an employee who was randomly selected from the safety department and the argument was obtained:

"It's difficult to work here, there is no development and the organization is not clear about who is in charge, who is the supervisor, so each job description is confused, the responsibilities are not clear, my subordinates are being bypassed by my boss as if I have no meaning."

" With adanaya I am very happy with the safety culture as well as cooperative friends"

From interviews third This can be analyzed that problem chart structure organization and responsibility answer job description that doesn't clear or no consistently carried out by superiors as culture Work can influence happiness employees who can make level loyalty decrease consequence trust to superiors and subordinates disturbed.

From the three interviews above, it can be categorized that the majority of mining infrastructure project employees in this company do not feel satisfied due to a poor work culture and lack of development in the form of training and promotions, including unclear *job descriptions* of the organizational structure because it interferes with each employee's activities. who have been given responsibility both in *job description* and organizationally.

RESULTS AND IMPLICATIONS

Based on literature review research and descriptive analysis of interview results regarding the Effect of Using Digital Technology on Cost Efficiency by Intervening Employee Satisfaction which is moderated by management valence in Mining Infrastructure Projects, it can be concluded as follows:

1. In reviewing research literature regarding methods and performance in several countries that have a variety of factors, basically the conclusions that can be drawn are almost the same, namely that employee satisfaction will influence performance and efficiency both positively and negatively.
2. Now is the time to adapt and use digital technology in the process of implementing mining infrastructure projects which is made as a necessity and tool to support project implementation and requires a valence of change from management which is the organization's commitment to adopting positive changes for the sake of improving performance.
3. The implications of the interview results show that there is an imbalance between employee development and attention and the dedication carried out during work.

CONCLUSION

It can be concluded that due to the impact of the Corona virus (COVID-19) pandemic and developments in science, it is very necessary to think about the use of digitalization to shape job satisfaction so that it can influence cost efficiency by moderating management valence.

Using digital technology will improve performance and provide various cost and efficiency benefits, including a digital system with the job order or job number method, users can increase effectiveness and efficiency in project management, so that productivity is increased and the risk of errors due to repeated data input can be reduced.

From the results of the interviews, it was found that individual perceptions about fairness in interpersonal relationships tend to result in unfair and disproportionate treatment, namely that input is represented by excessive contributions to the organization and the output of everything received from the organization is not comparable.

The research limitations or weaknesses of this research are that it still requires further research regarding the shortcomings and risks of dependence on digital project management systems which can cause a decrease in interpersonal communication and collaboration, as well as cause increased work stress and fatigue among employees, which ultimately affects satisfaction and performance. those that impact project efficiency and overall employee satisfaction.

SUGGESTION

Based on the conclusions from the results of the research carried out, suggestions/implications that may be useful are as follows:

- a) It is necessary to carry out further research by adding several factors that will influence employee satisfaction and efficiency. Including studying how to overcome the positive and negative impacts of all influencing factors.
- b) From the results of this descriptive research, it is recommended that further quantitative research be carried out regarding the company's organizational situation as well as local culture, thereby creating better project workforce performance as measured by the level of employee satisfaction.
- c) From the results of the interview, it is necessary to change treatment in accordance with equity theory. This theory assumes that basically humans like fair/comparable treatment, related to relational satisfaction in terms of perceptions of fair/unfair distribution of resources in interpersonal relationships.

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