

Productivity Improvement Strategy: The Role Of Motivation And Work Experience In Kusno Raharjo Public Appraisal Services Office

Strategi Peningkatan Produktivitas: Peran Motivasi Dan Pengalaman Kerja Di Kantor Jasa Penilai Publik Kusno Raharjo

Nita Kanya¹, Windy Widiaswara², Ahmad Johan³

Universitas Langlang Buana^{1,2,3}

nitakanya@unla.ac.id¹

*Corresponding Author

ABSTRACT

Purpose: The purpose of this research was to determine the influence of motivation and work experience on work productivity at Kantor Jasa Penilai Publik Kusno Raharjo. Method: The method used is descriptive and verification analysis. The data collection technique used is literature study and distributed questionnaires with 30 respondents. The analysis using SPSS 26.0 Software. Result: Summarize the result or findings of your study. Practical Implications for Economic Growth and Development: Based on the result of this research, motivation and work experience on work productivity at Kantor Jasa Penilai Publik Kusno Raharjo decision was very good. That both motivation and work experience have significant impact on work productivity.

Keywords: Motivation, Work Experience, Work Productivity

ABSTRAK

Tujuan: Tujuan dari penelitian ini adalah untuk mengetahui pengaruh motivasi dan pengalaman kerja terhadap produktivitas kerja di Kantor Jasa Penilai Publik Kusno Raharjo. Metode: Metode yang digunakan adalah analisis deskriptif dan verifikatif. Teknik pengumpulan data yang digunakan adalah studi kepustakaan dan penyebaran kuesioner dengan 30 responden. Analisis menggunakan Software SPSS 26.0. Hasil: Simpulkan hasil atau temuan dari penelitian Anda. Implikasi Praktis terhadap Pertumbuhan dan Pembangunan Ekonomi: Berdasarkan hasil penelitian ini, motivasi dan pengalaman kerja terhadap produktivitas kerja di Kantor Jasa Penilai Publik Kusno Raharjo sangat baik. Bahwa motivasi dan pengalaman kerja memiliki pengaruh yang signifikan terhadap produktivitas kerja.

Kata kunci: Motivasi, Pengalaman Kerja, Produktivitas Kerja

1. Introduction

Human Resource Management (HR) is very important to achieve company goals. In general, business leaders want all employees to do the work given to them by the company (Molina-Azorin et al., 2021; Strohmeier, 2020). We realize that human resources (HR) are the basic capital for company development even at the national level, and must always aim to improve the quality of HR and achieve the goals set by the company (Zhang & Chen, 2024). According to Rahmayanti & Johan (2024) Human resource management activities include human resource planning, procurement, direction setting, development, maintenance and termination of employment. This aims to enable the Work productivity is one of the main indicators in measuring the success of an organization in achieving its goals (So et al., 2022). High productivity not only reflects the effectiveness of individual performance, but also illustrates the overall efficiency of the work process in the organization. In the midst of increasingly tight competition, companies are required to be able to manage human resources optimally in order to increase work productivity (Hanif et al., 2022). Two important factors that are believed to have a major influence on work productivity are work motivation and work experience (Bessing et al., 2022; Javed et al., 2022). Work motivation is an internal force that drives individuals to strive hard to achieve certain goals. Employees who are highly motivated tend to show greater commitment,

consistent work enthusiasm, and active involvement in completing assigned tasks. Conversely, lack of motivation can lead to decreased productivity, high absenteeism, and increased employee turnover.

In addition to motivation, work experience also plays an important role in shaping a person's productivity. Work experience allows individuals to master technical skills and understand the dynamics of work more deeply. Experienced employees are generally quicker in making decisions, able to solve problems more effectively, and have higher productivity than those who are less experienced (Pancasila et al., 2020). company to manage its human resources effectively and efficiently. Human resource management is very important for the effectiveness of human resources in an organization. Its purpose is to provide the organization with an efficient work unit to achieve the goals of business management studies on how companies develop, hire and retain employees in certain numbers and qualities. Several studies have examined these two factors, namely motivation and work experience on productivity. However, existing research has not fully provided a comprehensive picture of how the interaction between motivation and work experience can simultaneously affect productivity levels in various organizational contexts and different industrial sectors. Most previous studies have only focused on one variable separately, or were conducted in specific work conditions and environments, so that the results cannot be generalized widely (Vo et al., 2022).

This limitation provides an opportunity to conduct further research that is more in-depth and contextual at this time, taking into account the changing dynamics of work, including technological developments, flexible work patterns, and demands for new competencies in the modern era. This research is expected to enrich academic literature and provide practical contributions to organizations in managing their human resources more effectively. According to the motivation theory proposed by Abraham Maslow through his Hierarchy of Needs, employees will be motivated to increase their productivity if their basic needs to their self-actualization needs are met. Maslow stated that individuals will try to fulfill their hierarchical needs, starting from physiological needs, safety, social needs, appreciation, to self-actualization. In the work context, when these needs are met through a supportive work environment, employees tend to have high motivation to contribute better, which ultimately has a positive impact on their work productivity. In addition, Frederick Herzberg's motivation theory, namely the Two-Factor Theory, also states that there are two factors that influence work motivation, namely motivators and hygiene factors. Motivators such as achievement, recognition, and career development encourage employees to increase productivity. Meanwhile, hygiene factors such as salary, relationships between coworkers, and comfortable working conditions, although they do not directly increase motivation, are still needed so that employees do not feel dissatisfied and reduce their productivity.

Based on these two theories, it can be concluded that the level of employee motivation plays an important role in determining how high work productivity can be achieved in an organization. Although motivation and work experience have a significant influence on work productivity, in practice, previous research results show inconsistent findings (Aliyyah et al., 2021). Several studies have found that high motivation is not always directly proportional to increased productivity if it is not supported by adequate work experience. Conversely, there are also studies that show that long work experience does not necessarily result in high productivity if employee internal motivation is low. Differences in organizational context, individual characteristics, and work environment factors are the causes of these variations in results. Therefore, further research is still needed to clarify the simultaneous relationship between work motivation, work experience, and work productivity, especially in different contexts and sectors in today's modern work era.

Literature Review and hypothesis development

Employee work motivation and work productivity

According to Trépanier et al. (2023) Motivation is a set of actions that form the basis for acting towards a certain goal. In addition, motivation can also be interpreted as a desire that arises within a person so that it becomes the basis for carrying out actions that lead to a certain goal (Andriani et al., 2018). Through work motivation, a person will be able to carry out his/her work responsibilities optimally in realizing the organization's goals. According to (Maryani et al., 2021) Every individual actually has a motivation that can be a spirit in triggering and growing the work spirit in working. The spirit that is owned can come from within oneself or from outside, where both forms will be better if both of them together contribute to driving someone's motivation. Saleh et al. (2022) divides motivation into two types, namely extrinsic and intrinsic. Extrinsic motivation arises from outside a person such as salary, bonuses, job promotions, etc. While intrinsic motivation is motivation that arises from within a person such as personal satisfaction, self-actualization, and a sense of achievement towards the tasks being done (Semedo et al., 2022). This motivation does not depend on external rewards such as salary or awards, but rather on feelings of pride, interest, and satisfaction with the work itself. An employee who feels enthusiastic and passionate about completing a task because he wants to improve his personal competence or because he feels his work is meaningful, shows intrinsic motivation (Haryono et al., 2020). This type of motivation tends to produce more consistent and sustainable performance, because the drive comes from an internal need to grow and develop. The results of a study conducted by Ferraro et al. (2020) shows that strong work motivation can increase focus, creativity, and individual resilience in facing challenges in the workplace. This certainly has a direct impact on increasing productivity, where employees are able to complete work faster, more efficiently, and with better quality. Thus, the first hypothesis is proposed as follows:

H1. Work motivation has a positive effect on employee work productivity.

Employee work experience and work productivity

Work experience is all the activities and activities of a person obtained through education, work or assignments within a certain period of time. Work experience can have a positive influence on performance if the individual has good work quality. This is as stated by Sutaguna et al. (2023) that work experience can be reflected from work that has the ability to work in the place where he worked before. The more experience a person gets, the more confident and skilled the worker will be in doing his job in a new place. Therefore, according to (Krauss & Orth, 2022) work experience is an activity or activity that forms a person's knowledge and skills that is obtained through education, work or tasks that are measured by the length of work period and have carried it out well. According to Andresen et al. (2022) Among the factors that can influence work experience are personal background, talents and interests, and attitudes and needs. The relationship between work experience and productivity lies in the ability of employees to work faster, make decisions more accurately, and optimize the use of available resources (Oswald-Egg & Renold, 2021; Schmid & Baldermann, 2021). Experienced employees tend to have a higher ability to adapt to changes in the work environment, are better able to manage work pressure, and can be a source of learning for other colleagues. This ultimately contributes to creating a more productive work environment overall (Fiandra et al., 2023). Thus, the hypothesis is proposed as follows:

H2. Work experience has a positive effect on work productivity.

2. Method

This study uses a quantitative approach with an associative research type. This approach is used to test the relationship and influence between independent variables (work motivation and work experience) on the dependent variable (work productivity). The population

in this study were all permanent employees at the Raharjo Public Appraisal Services company. The sampling technique was carried out using the purposive sampling method, with the following criteria: first, permanent employees who have worked for at least one year. Second, employees who are willing to fill out the questionnaire. The number of samples is determined based on the Slovin formula with an error rate of 5%, or can be determined practically if the population is limited. Data were collected using a questionnaire method that was distributed directly to respondents. The questionnaire consists of closed statements measured on a Likert scale of 1–5. Then the data was processed using SPSS for Windows 26 software.

3. Result And Discussion

Respondent Profile

The respondents of this study were 30 employees of KJPP Kusno Rahajo. Based on the research conducted by the author on 30 respondents as research subjects, a general description of the characteristics of the respondents was obtained including gender, age, and last education.

Table 1. Respondent characteristics

Criteria	Frequency	Percentage
Jenis Kelamin	26	85,67%
	4	13,33%
Usia		
18-25	6	20%
26-35	15	50%
36-50	9	30%
Pendidikan		
SMA	21	70%
D3	1	3,33%
S1	8	26,67

Source: Processed data, 2025

Based on table 1, it is known that the majority of respondents are dominated by men as much as 87%. While based on age, the majority of respondents are aged 26-35 as much as 50%, and based on education the majority of respondents have a high school education. This shows that This shows that most respondents are of productive age, have a secondary education level, and are dominated by men, so they are expected to have physical abilities, work experience, and work motivation that is high enough to support increased work productivity.

Correlation Results Between Variables

Table 2. Correlation between variables

		Work motivation	Work experience	Work Productivity
Work motivation	Pearson Correlation	1	.537**	.648**
	Sig. (2-tailed)		.002	.000
	N	30	30	30
Work experience	Pearson Correlation	.537**	1	.650**
	Sig. (2-tailed)	.002		.000
	N	30	30	30
Work Productivity	Pearson Correlation	.648**	.650**	1
	Sig. (2-tailed)	.000	.000	
	N	30	30	30

Source: Data processed 2025

Based on table 2 above, it can be seen that the closeness of the relationship between X1 and X2 as stated by the magnitude of the correlation coefficient ($r_{x_1x_2}$) is 0.537 which is categorized as moderate, meaning that there is a relationship between variables X1 and X2 which will later be used in calculating the coefficient of determination, to calculate the magnitude of the indirect influence from the causal variable to the effect variable.

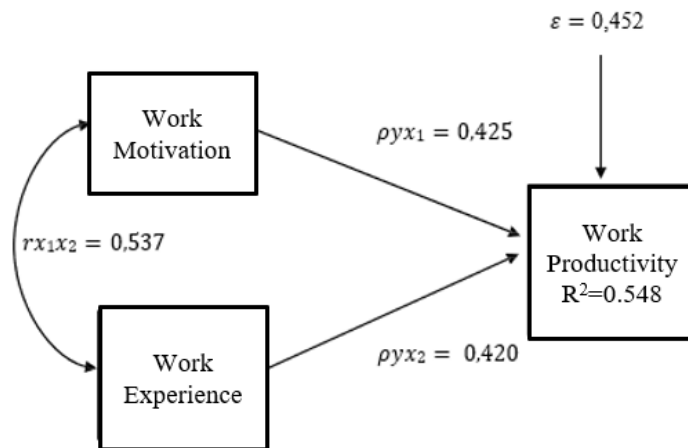
Path Coefficient Results

Table 3. Path coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.432	3.288		.436	.667
Motivasi Kerja	.662	.239	.425	2.769	.010
Pengalaman Kerja	.495	.181	.420	2.737	.011

Source: Data processed 2025

In the Coefficients table above, in the Standardized Coefficients column there are each path coefficient of variables X1 and X2 to Y. The path coefficient of the variable Work Motivation (X1) to Work Productivity (Y) is 0.425 and the path coefficient of the variable Work Experience to Work Productivity (Y) is 0.420. Therefore, it can be interpreted that Work Motivation and Work Experience have a joint effect on Work Productivity of 54.8% (R Square) and are influenced by other factors not studied by 45.2% while the magnitude of the influence received by Work Productivity (Y) from Work Motivation (X1) and Work Experience (X2) and all variables outside (X1) and (X2) are stated with the residual variable (ϵ).



Coefficient of Determination

Table 4. Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.548	.515	1.749

Sumber: Data diolah 2025

The magnitude of the determination coefficient or the combined influence of X1 and X2 to Y which is none other than the magnitude of R Square is 0.548. Therefore, it can be interpreted that Work Motivation and Work Experience have a joint influence on Work

Productivity of 54.8% (R Square) and are influenced by other factors not studied by 45.2% while the magnitude of the influence received by Work Productivity (Y) from Work Motivation (X1) and Work Experience (X2) and all variables outside (X1) and (X2) which are stated by the residual variable (ϵ) is $r^2_{yx1x2} + p_y\epsilon = 54.8\% + 45.2\% = 100\%$.

Discussion

This study aims to understand the role of work motivation and work experience in determining employee work productivity in public service office companies. Employee work productivity is one of the key factors that determine the success of an organization. In an effort to increase productivity, organizations need to pay attention to various factors that influence employee behavior and performance. Two factors that are often studied and proven to have a significant contribution to productivity are work motivation and work experience.

Work motivation can be interpreted as an internal or external drive that drives someone to do a job optimally in order to achieve certain goals. Goldfarb et al. (2023) in his two-factor theory stated that motivating factors such as achievement, recognition, responsibility, and career advancement greatly influence job satisfaction and productivity. Research by (Udin et al., 2023) also emphasized that motivation is one of the important determinants in improving individual performance in an organization. Motivated employees will be more enthusiastic, more focused, and show high dedication in completing their tasks. In addition, the results of this finding are also in accordance with previous studies conducted (Lohela-Karlsson et al., 2022) that employees who are given incentives and awards show an increase in productivity of up to 20% higher than those who do not receive external motivation. This shows that work motivation, both extrinsic and intrinsic, has a significant impact on increasing work productivity. Furthermore, high motivation creates a conducive work atmosphere because individuals feel they have meaning in their work. Motivated employees tend to be more disciplined, creative, and have high loyalty to the organization (Suyanto, 2018). They are also better able to withstand work pressure, so their productivity is relatively more stable.

Then this study also found that work experience has a significant influence on work productivity. Work experience refers to the accumulation of knowledge, skills, and understanding that a person acquires through time and direct involvement in work. In the context of productivity, work experience serves as a foundation for decision making, problem solving, and efficiency in carrying out tasks (Nnoaham et al., 2011). According to Syaharudin et al. (2022) long work experience allows employees to understand work patterns, perfect work methods, and avoid mistakes that are common to new workers. Research by Suharyanto (2018) shows that employees with more than five years of work experience tend to have higher productivity than those who have only worked for less than two years, because they have technical mastery and adaptation to organizational culture. In addition, the results of the study de Villiers & Taylor (2019) state that work experience is correlated with speed and accuracy in completing tasks, especially in positions that require technical skills. They note that experience allows employees to work automatically with high mastery of the workflow, which directly increases the volume and quality of work output.

Work experience refers to the length of time and quality of a person's involvement in a particular job or field. The more work experiences a person has, the greater the knowledge and skills they will acquire to complete tasks more efficiently. According to Fiandra et al., (2023), work experience can improve employees' ability to understand work procedures, overcome challenges, and make better decisions. This has a direct impact on increasing work productivity because experienced employees tend to make fewer mistakes and are able to complete tasks with higher quality. However, work experience can also carry risks such as stagnation if not accompanied by continuous learning. Therefore, organizations need to encourage skills renewal

through training and development, so that work experience remains relevant to changes in the times and technology.

4. Conclusion

This finding shows that work motivation and work experience are two crucial factors that affect employee productivity. Both not only play an individual role, but can also strengthen each other. Organizations that are able to manage these two aspects strategically tend to have a more productive, competitive, and highly competitive workforce. Therefore, it is important for every company to design HR policies that stimulate motivation and provide space for the growth of work experience. Motivation, both intrinsic and extrinsic, acts as a psychological driver that encourages employees to work optimally, while work experience provides practical provisions and skills needed to complete tasks efficiently and effectively.

Previous studies have consistently shown that high motivation and adequate work experience not only have an individual effect, but also have a synergistic effect that can increase overall productivity. Employees who have strong motivation and are supported by sufficient work experience tend to have high discipline, creativity, speed, and accuracy in working. Therefore, organizations need to pay special attention to strategies for increasing motivation and managing work experience, such as ongoing training, providing fair incentives, and career development programs. With good human resource management, companies will be able to create a productive, competent workforce that contributes to achieving the organization's long-term goals.

References

- Aliyyah, N., Prasetyo, I., Rusdiyanto, R., Endarti, E. W., Mardiana, F., Winarko, R., Chamariyah, C., Mulyani, S., Grahani, F. O., Rochman, A. S. ur, Kalbuana, N., Hidayat, W., & Tjaraka, H. (2021). What Affects Employee Performance Through Work Motivation? *Journal of Management Information and Decision Sciences*, 24.
- Andresen, M., Lazarova, M., Apospori, E., Cotton, R., Bosak, J., Dickmann, M., Kaše, R., & Smale, A. (2022). Does international work experience pay off? The relationship between international work experience, employability and career success: A 30-country, multi-industry study. *Human Resource Management Journal*, 32(3). <https://doi.org/10.1111/1748-8583.12423>
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of the transformational leadership and work motivation on teachers performance. *International Journal of Scientific and Technology Research*, 7(7).
- Bessing, B., Claflin, S. B., Taylor, B. V., Blizzard, L., Honan, C. A., van Dijk, P., Kirk-Brown, A., & van der Mei, I. (2022). Estimating the impact of work difficulties, work self-efficacy and work psychological safety on MS-related work productivity loss. *Multiple Sclerosis Journal*, 28(12). <https://doi.org/10.1177/13524585221097573>
- de Villiers, B., & Taylor, M. (2019). Promoting a positive work experience for South African domestic workers. *SA Journal of Human Resource Management*, 17. <https://doi.org/10.4102/sajhrm.v17i0.1206>
- Ferraro, T., dos Santos, N. R., Moreira, J. M., & Pais, L. (2020). Decent Work, Work Motivation, Work Engagement and Burnout in Physicians. *International Journal of Applied Positive Psychology*, 5(1–2). <https://doi.org/10.1007/s41042-019-00024-5>
- Fiandra, Y. A., Yulastri, A., Ganefri, & Sakti, R. H. (2023). The Impact of Work Experience on Entrepreneurial Intention Among Vocational Education Students. *Journal of Technical Education and Training*, 15(4). <https://doi.org/10.30880/jtet.2023.15.04.004>
- Goldfarb, Y., Golan, O., & Gal, E. (2023). A Self-Determination Theory Approach to Work Motivation of Autistic Adults: A Qualitative Exploratory Study. *Journal of Autism and Developmental Disorders*, 53(4). <https://doi.org/10.1007/s10803-021-05185-4>

- Hanif, Suhartono, S., Iryanto, M. B. W., Siagian, D., & Pirzada, K. (2022). THE EFFECT OF INCENTIVE PRINCIPLES BASED ON THE MATO SYSTEM TOWARD FIRM PERFORMANCE THROUGH EMPLOYEE WORK PRODUCTIVITY. *Journal of Governance and Regulation*, 11(4). <https://doi.org/10.22495/jgrv11i4art11>
- Haryono, S., Supardi, S., & Udin, U. (2020). The effect of training and job promotion on work motivation and its implications on job performance: Evidence from Indonesia. *Management Science Letters*, 10(9). <https://doi.org/10.5267/j.msl.2020.1.019>
- Javed, I., Md Dawal, S. Z., Nukman, Y., & Ahmad, A. (2022). Prediction of work productivity outcomes by identifying critical risk factors among garment industry workers. *International Journal of Occupational Safety and Ergonomics*, 28(4). <https://doi.org/10.1080/10803548.2021.1984673>
- Krauss, S., & Orth, U. (2022). Work Experiences and Self-Esteem Development: A Meta-Analysis of Longitudinal Studies. *European Journal of Personality*, 36(6). <https://doi.org/10.1177/08902070211027142>
- Lohela-Karlsson, M., Jensen, I., & Björklund, C. (2022). Do Attitudes towards Work or Work Motivation Affect Productivity Loss among Academic Employees? *International Journal of Environmental Research and Public Health*, 19(2). <https://doi.org/10.3390/ijerph19020934>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2).
- Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. In *Administrative Sciences* (Vol. 11, Issue 2). <https://doi.org/10.3390/ADMSCI11020048>
- Nnoaham, K. E., Hummelshoj, L., Webster, P., D'Hooghe, T., De Cicco Nardone, F., De Cicco Nardone, C., Jenkinson, C., Kennedy, S. H., & Zondervan, K. T. (2011). Impact of endometriosis on quality of life and work productivity: A multicenter study across ten countries. *Fertility and Sterility*, 96(2). <https://doi.org/10.1016/j.fertnstert.2011.05.090>
- Oswald-Egg, M. E., & Renold, U. (2021). No experience, no employment: The effect of vocational education and training work experience on labour market outcomes after higher education. *Economics of Education Review*, 80. <https://doi.org/10.1016/j.econedurev.2020.102065>
- Pancasila, I., Haryono, S., & Sulistyono, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 7(6). <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>
- Rahmayanti, R., & Johan, A. (2024). Does Innovative Work Behavior Matter for Performance? Green Talent Management and Green Servant Leadership in the Healthcare Industry. *JBTI: Jurnal Bisnis: Teori dan Implementasi*, 15(1), 85-100.
- Saleh, M. O., Eshah, N. F., & Rayan, A. H. (2022). Empowerment Predicting Nurses' Work Motivation and Occupational Mental Health. *SAGE Open Nursing*, 8. <https://doi.org/10.1177/237796082211076811>
- Schmid, S., & Baldermann, S. (2021). CEOs' International Work Experience and Compensation. *Management International Review*, 61(3). <https://doi.org/10.1007/s11575-021-00444-z>
- Semedo, C. S., Salvador, A., Dos Santos, N. R., Pais, L., & Mónico, L. (2022). Toxic Leadership and Empowering Leadership: Relations with Work Motivation. *Psychology Research and Behavior Management*, 15. <https://doi.org/10.2147/PRBM.S340863>
- So, S. C. Y., Ng, D. W. L., Liao, Q., Fielding, R., Soong, I., Chan, K. K. L., Lee, C., Ng, A. W. Y., Sze, W. K., Chan, W. L., Lee, V. H. F., & Lam, W. W. T. (2022). Return to Work and Work

- Productivity During the First Year After Cancer Treatment. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.866346>
- Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management*, 34(3). <https://doi.org/10.1177/2397002220921131>
- Sutaguna, I. N. T., Yusuf, M., Ardianto, R., & Wartono, P. (2023). The effect of competence, work experience, work environment, and work discipline on employee performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(01).
- Suyanto, S. (2018). Competence and discipline on work motivation and the implication on working performance. *European Research Studies Journal*, 21(1). <https://doi.org/10.35808/ersj/971>
- Syahrudin, M., Istifadah, Titisari, P., Slamim, & Susanto, A. B. (2022). The Effect of Transactional Leadership, Compensation, Motivation and Work Experience Through Job in Security on The Performance of Employees. *Quality - Access to Success*, 23(188). <https://doi.org/10.47750/QAS/23.188.34>
- Trépanier, S. G., Peterson, C., Gagné, M., Fernet, C., Levesque-Côté, J., & Howard, J. L. (2023). Revisiting the Multidimensional Work Motivation Scale (MWMS). *European Journal of Work and Organizational Psychology*, 32(2). <https://doi.org/10.1080/1359432X.2022.2116315>
- Udin, U., Dharma, R. D., Dananjoyo, R., & Shaikh, M. (2023). The Role of Transformational Leadership on Employee Performance Through Organizational Learning Culture and Intrinsic Work Motivation. *International Journal of Sustainable Development and Planning*, 18(1). <https://doi.org/10.18280/ijstdp.180125>
- Vo, T. T. D., Tulião, K. V., & Chen, C. W. (2022). Work Motivation: The Roles of Individual Needs and Social Conditions. *Behavioral Sciences*, 12(2). <https://doi.org/10.3390/bs12020049>
- Zhang, J., & Chen, Z. (2024). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy*, 15(1). <https://doi.org/10.1007/s13132-023-01214-y>