



THE DYNAMICS OF ARCHIVE MANAGEMENT IN THE DIGITAL DISRUPTION ERA TO INFLUENCE EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL BEHAVIOR AS A MEDIATOR

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ABSTRACT

Phenomenon/Issue: The digital disruption era compels public organizations to transform traditional archive management into digital formats, demanding readiness from both infrastructure and human resources.

Purpose: This study aims to examine the impact of archive management on employee performance, the mediating role of organizational behavior, and the relationship dynamics in a public institution.

Novelty: This research introduces organizational behavior as a mediating variable between digital archive management and employee performance within a public office context.

Research Methods: A quantitative method was used, involving 53 respondents at the Surabaya City Library and Archives Office. Data were analyzed using SmartPLS 4.

Results: Archive management positively and significantly influences both employee performance and organizational behavior. Organizational behavior also significantly affects performance and mediates the relationship between archive management and employee performance.

Research Contributions: This study contributes to understanding the role of behavioral factors in implementing digital archive systems and offers practical strategies for performance improvement in public services.

INTRODUCTION

The era of digital disruption has drastically transformed various aspects of organizational operations, including records management. Globally, the shift from manual to digital archiving systems is driven by the need for efficient information access, cloud computing integration, automation, and artificial intelligence. These technological advancements, while beneficial in streamlining workflows, pose significant challenges, particularly concerning data security and the need for adaptive organizational structures and work cultures (Bengi, 2021); (Yamin et al., 2024).

In developed countries, digital records management has been integrated into large-scale systems like big data analytics, enabling faster and more accurate decision-making. However, successful

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implementation depends on organizational readiness, which encompasses employee competence, digital infrastructure, and adaptive behavior (Dixon et al., 2021). In Indonesia, the push for digital archives, particularly in the public sector, is evident through initiatives like the National Archival Information System (SIKN) and National Archival Information Network (JIKN) developed by the National Archives of the Republic of Indonesia (ANRI). Despite these efforts, implementation remains suboptimal due to limited resources, inadequate training, and organizational resistance (Aditya Sukamajati Haemin & Sri Suwarsi, 2022); (Meidyanto et al., 2021).

This study focuses on the Surabaya City Library and Archives Office, a public institution tasked with preserving and providing access to vital records. The institution has attempted to digitize its archiving system; however, challenges such as low digital literacy among staff, lack of consistent training, and insufficient technological infrastructure hinder the efficiency of digital archive management (Lolytasari & Dirsanala, 2023). These issues directly affect employee performance, a key indicator of organizational success, which encompasses productivity, work quality, and adaptability (Sedarmayanti, 2017); (Pramukawati et al., 2022).

Organizational behavior plays a crucial mediating role in this transformation. Adaptive behavior, strong collaboration, and leadership support are essential for successful technological adoption and performance enhancement. Studies have shown that an organization's culture and employee motivation significantly influence performance outcomes (Robbins & Judge, 2021); (Gibson et al., 2019). However, existing literature has primarily focused on the technical and structural dimensions of archive management, with limited exploration of behavioral mediation.

Therefore, this research aims to bridge this gap by analyzing the impact of archive management on employee performance through the mediating role of organizational behavior in a public office setting during the digital disruption era. The novelty of this study lies in positioning organizational behavior as a central factor in facilitating technological adaptation and performance improvement.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

1. Employee Performance

Employee performance refers to the achievement level of work quality and quantity accomplished by individuals in accordance with their responsibilities and organizational goals. According to Mangkunegara, (2010) performance reflects the outcomes of tasks performed both qualitatively and quantitatively. It is influenced by motivation, ability, work environment, and leadership (Rivai & Sagala, 2022).

Indicators of employee performance include work quality, work quantity, punctuality, initiative, efficiency, and accuracy (Ghozali, 2017); (Wibowo, 2011); (Afandi, 2016). Effective performance in the public sector is expected to enhance service quality, responsiveness, and organizational accountability.

2. Organizational Behavior

Organizational behavior is the study of human behavior in organizational settings, focusing on individuals, groups, and organizational structures. Robbins and Judge (2021) define it as the field investigating the impact of individuals, groups, and structure on behavior within organizations, aiming to improve effectiveness. Components of organizational behavior include:

- 1) Perception – how individuals interpret information,
- 2) Motivation – internal drive to achieve goals,
- 3) Communication – process of exchanging ideas,
- 4) Authority – delegation of decision-making rights,
- 5) Teamwork – collaborative efforts to achieve goals, and
- 6) Positive attitude – openness to change and cooperation (Irma Hamsah et al., 2020); (Luthans et al., 2020).

Organizational behavior plays a critical role in adapting to technological change, fostering innovation, and enhancing employee performance.

3. Archive Management in the Digital Disruption Era

Archive management refers to the systematic control of documents, both physical and electronic, for effective access and use. In the digital disruption era, archive management has shifted toward digital platforms, incorporating cloud systems, metadata standards, and data preservation mechanisms (Nurimansjah, 2023); (Fathurrahman, 2018). Indonesia's regulatory framework under Law No. 43 of 2009 and ISO standards emphasizes the digital transformation of archival processes. Digital archives facilitate efficiency, reduce administrative errors, and enhance decision-making (Pratama et al., 2024); (Sim & Sangjin Oh, 2023). However, challenges remain in terms of digital literacy, infrastructure, and resistance to change in public institutions.

Theoretical Framework

This research is grounded in the Resource-Based View (RBV) theory, which states that organizational advantage stems from valuable, rare, and inimitable internal resources, such as digital capabilities and human capital adaptability (Barney, 1991). It also incorporates organizational behavior theories by Robbins & Judge, (2021), suggesting that behavioral alignment with digital transformation is vital for performance improvement.

Previous Research and Research Gap

Previous studies Widodo et al., (2024) have emphasized digital leadership and organizational culture in enhancing employee performance but rarely positioned organizational behavior as a mediating variable between digital archive management and performance. Similarly, Natalia, (2023) found that motivation mediated organizational culture's effect on performance but did not assess the digital transformation context.

This study fills that gap by introducing organizational behavior as a mediator and focusing specifically on digital archive management in a public organization.

Hypothesis development is used when scientific articles use quantitative research

Based on the theoretical review and conceptual framework, the following hypotheses are proposed:

H1: Archive management positively and significantly influences employee performance.

H2: Archive management positively and significantly influences organizational behavior.

H3: Organizational behavior positively and significantly influences employee performance.

H4: Organizational behavior significantly mediates the relationship between archive management and employee performance.

METHOD

This research employed a quantitative approach with an explanatory research design to analyze the influence of archive management on employee performance, mediated by organizational behavior, within the context of a public institution facing digital transformation.

Population and Sampling

The population of this study consisted of all employees directly involved in archival activities at the Surabaya City Library and Archives Office. Using purposive sampling, 53 employees were selected as respondents based on specific criteria, namely:

- a. Individuals involved in digital records management;
- b. Staff working in archival-related departments;
- c. Employees with at least 1 year of work experience in the office.

Variables and Operational Definitions

- a. Independent Variable (X): Archive Management
Measured by dimensions such as system accessibility, digital infrastructure, data integrity, information retrieval efficiency, and document security.
- b. Mediating Variable (Z): Organizational Behavior
Measured using indicators including perception, motivation, communication, authority, teamwork, and positive attitude.

- c. **Dependent Variable (Y): Employee Performance**
Measured through dimensions such as work quality, work quantity, punctuality, initiative, task efficiency, and attention to detail.

Data Collection Techniques

Primary data were collected using a structured questionnaire with a Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument was tested for validity and reliability prior to full-scale data collection.

Instrument Validity and Reliability

The questionnaire items underwent testing using outer loading, Average Variance Extracted (AVE), and Composite Reliability (CR) in SmartPLS 4. All indicators met the minimum threshold (loading > 0.7, AVE > 0.5, CR > 0.7), ensuring construct validity and internal consistency.

Data Analysis Techniques

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS 4 application. The analysis included:

- a. Descriptive Analysis – to describe the characteristics of respondents and variable trends.
- b. Measurement Model (Outer Model) – to test reliability and validity of the constructs.
- c. Structural Model (Inner Model) – to examine the relationship between variables and test the proposed hypotheses.
- d. Bootstrapping – to determine the significance level of direct and indirect effects, especially for mediation testing.

RESULTS AND DISCUSSIONS

Descriptive Results

The respondents in this study were 53 employees of the Surabaya City Library and Archives Office. Based on descriptive data:

- a) Gender: 62.3% were female and 37.7% were male.
- b) Educational Background: The majority held a bachelor's degree (60.3%), followed by vocational education (30.2%) and postgraduate degrees (9.5%).
- c) Work Tenure: Most employees had more than 5 years of experience (56.6%), indicating relatively mature exposure to administrative and digital systems.

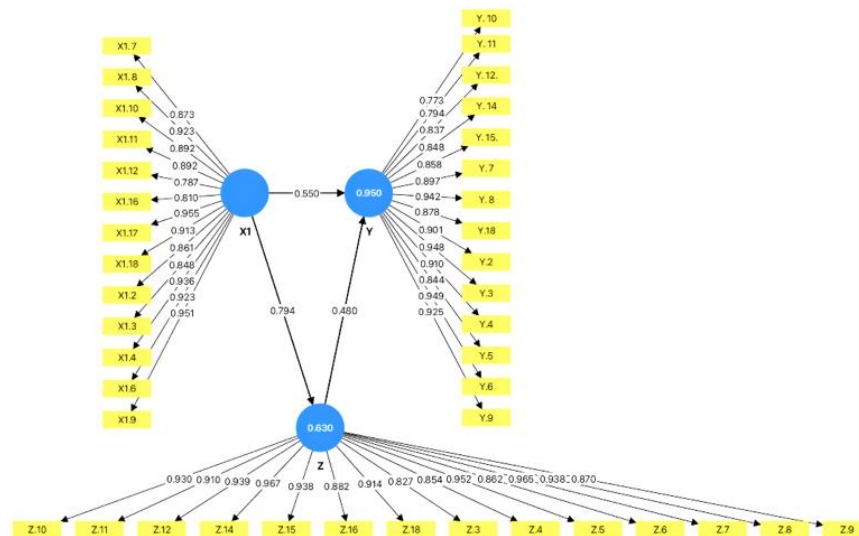
Outer Model (Measurement Model)

The outer model test evaluated indicator reliability, convergent validity, and discriminant validity. Indicator Reliability: All item loadings exceeded 0.7.

- a. Average Variance Extracted (AVE): All constructs had AVE > 0.5, indicating adequate convergent validity.
- b. Composite Reliability (CR): All constructs had CR values above 0.7, suggesting strong internal consistency.

Results of Outer Model and Inner Model Analysis

A. Outer Model



Source: Data processed by researchers using SmartPls, (2025)

Figure 1. Outer Model

The Outer Model test is an analysis after validity and reliability tests have been distributed, before distributing them to the original respondents. The results of the Outer Model analysis have been distributed by the original respondents of the researcher.

data analysis using SmartPls 4, the Figure 1. Outer Model above, where the outer loadings between constructs and variables show that all values exceed 0.70. This indicates that no construct has a high Based on results can be seen in correlation.

a) Reability Test

Reability testing is a process conducted of a questionnaire with respect to the construct or variable being measured. When a questionnaire is valid, the results will be stable. If the results

Table 1.
Reability Test Results and AVE Values

Matrix	Cronbach's Alpha	Rho_A	Composite Reliability	Avarange Variance Extracted (AVE)
Records Management (X)	0.978	0.979	0.980	0.794
Employee performance (Y)	0.977	0.981	0.980	0.775
Organizational Behavior (Z)	0.984	0.987	0.986	0.831

Source: Data processed by researchers using SmartPls, (2025)

The test results in Table 4.11 Rebaility Test Results and AVE Values show that both Composite Reliability and Cronbach's Alpha have values above 0.70. The results analyzed show that all variables used have a high level of reliability.

b) Discriminant Validity

Discriminant validity is used to assess whether variables have adequate separation (discrimination) by comparing the loading values on the desired variables, which should be greater than the values on other variables. In Table 2. Outer Loadings Value below, it can be

seen that the cross-loading values for each variable exceed 0.70. This indicates that the variables in this study accurately explain the latent variables and support the validity of all items.

Table 2. Outer Loadings Value

Variable	Records Management (X1)	Employee Performance (Y)	Organizational Behavior (Z)
X1.2	0.861	0.861	0.821
X1.3	0.848	0.803	0.718
X1.4	0.936	0.803	0.718
X1.6	0.923	0.786	0.643
X1.7	0.873	0.822	0.782
X1.8	0.923	0.786	0.643
X1.9	0.951	0.828	0.693
X1.10	0.892	0.856	0.737
X1.11	0.892	0.856	0.737
X1.12	0.787	0.767	0.666
X1.16	0.810	0.808	0.598
X1.17	0.983	0.879	0.739
X1.18	0.913	0.849	0.675
Y.2	0.882	0.901	0.841
Y.3	0.911	0.948	0.859
Y.4	0.906	0.910	0.853
Y.5	0.793	0.844	0.730
Y.6	0.937	0.949	0.898
Y.7	0.939	0.897	0.743
Y.8	0.932	0.942	0.875
Y.9	0.826	0.925	0.841
Y.10	0.617	0.773	0.621
Y.11	0.654	0.794	0.639
Y.12	0.681	0.837	0.749
Y.14	0.719	0.848	0.774
Y.15	0.741	0.858	0.818
Y.18	0.822	0.878	0.874
Z.3	0.685	0.782	0.827
Z.4	0.555	0.728	0.854
Z.5	0.659	0.843	0.952
Z.6	0.512	0.699	0.862
Z.7	0.759	0.872	0.965
Z.8	0.884	0.921	0.938
Z.9	0.838	0.860	0.870
Z.10	0.599	0.789	0.930
Z.11	0.624	0.788	0.910
Z.12	0.644	0.806	0.939
Z.14	0.766	0.883	0.967
Z.15	0.884	0.921	0.938
Z.16	0.767	0.830	0.882
Z.18	0.787	0.882	0.914

Source: Data processed by researchers using SmartPls, (2025)

a) R-Square (R^2)

The R-Square (R^2) test was conducted by looking at the values produced in the data processing in the R-Square (R^2) test in the table below:

Table 2.
R-Square (R^2)

Variable	R-Square (R^2)	R-Square (R^2) Adjusted
Employee Performance (Y)	0.950	0.948
Organizational Behavior (Z)	0.630	0.622

Source: Data processed by researchers using SmartPls, (2025)

The results of the above test show that the R-Square (R^2) value for employee performance is 0.950, which means that the Archive Management variable can influence employee performance by 95%. Meanwhile, the Organizational Behavior variable shows a value of 0.630, or 63%, indicating that organizational behavior influences employee performance.

b) Hypothesis testing based on Path Coefficient

Table 3.
Hypothesis based on Path Coefficient

Matrix	Records Management (X1)	Employee Performance (Y)	Organizational Behavior (Z)
Records Management (X1)		0.550	0.794
Employee Performance (Y)			
Organizational Behavior (Z)		0.480	

Source: Data processed by researchers using SmartPls, (2025)

Table 3. Hypothesis based on path coefficient above shows that the hypothesis test on the path coefficient did not produce any negative results. This indicates that the variable of archive management has a positive impact on employee performance and organizational behavior. In addition, the variable of organizational behavior also has a positive influence on employee performance.

c) Bootstrapping Hypothesis Test

Table 4.
Bootstrapping Hypothesis

Matrix	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value S
Records Management (X1) > Employee Performance (Y)	0.550	0.557	0.118	4.651	0.000
Records Management (X1) > Organizational Behavior (Z)	0.794	0.807	0.090	8.807	0.000
Organizational Behavior (Z) > Employee Performance (Y)	0.480	0.471	0.127	3.787	0.000

Source: Data processed by researchers using SmartPls, (2025)

The results of the hypothesis test in Table 4. Bootstrapping Hypothesis above show that based on the provisions of P Value < 0.05 and T Statistic > 1.96. In hypothesis one (H1), it is known that archive management has a positive and significant effect on employee performance with a result of 0.000 T Statistic 4.651. This shows that archive management in the era of disruption encourages employees to improve their performance because archive management in the era of digital disruption makes it easier for employees to manage archives digitally.

Furthermore, in the second hypothesis (H2), it can be seen that archive management positively and significantly influences organizational behavior with a P-value of 0.000 and a T-statistic of 8.807. This indicates that archive management in the era of digital disruption can also change the attitudes and behavior of organizations for the better in their work. Archive management is an effort to improve the attitudes, behaviors, and mindset of employees within an organization or company.

The results of the third hypothesis test (H3) show that organizational behavior has a positive and significant effect on employee performance, with a P-value of 0.000 and a T- statistic of 3.787. This proves that organizational behavior can influence employee performance at the Surabaya City Library and Archives Office. Good organizational behavior can lead to employees producing good work output and completing tasks in accordance with regulations and on time.

d) Hypothesis Testing Specific Indirect Effects

Tabel 5.
Hypothesis Testing Specific Indirect Effects

Matrix	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Records Management (X1) > Organizational Behavior (Z) > Employee Performance (Y)	0.381	0.376	0.101	3.769	0.000

Source: Data processed by researchers using SmartPls, (2025)

Then, the results of the fourth hypothesis test (H4) show that Archive Management has a positive effect on employee performance through organizational behavior, with a P-value of 0.000 and a T-statistic of 3.769. Organizational behavior plays a crucial role in influencing records management at the Surabaya City Library and Archives Department, where records management in the era of digital disruption can improve employees' attitudes toward performing their duties by adhering to established work procedures and working hours. This, in turn, supports employees in working to their full potential.

Analysis Results

H1: Archive Management (X1) has a positive and significant effect on Employee Performance (Y).

The hypothesis test results show that the path coefficient has a positive value of 0.550, indicating a positive influence. The P-value is 0.000, and the T-statistic is 4.651, regarding the effect of records management on employee performance. Based on the established criteria that $P\text{-value} < 0.05$ and $T\text{-statistic} > 1.96$, it can be concluded that records management has a positive and significant effect on employee performance.

H2: Archive management (X1) has a positive and significant effect on Organizational Behavior (Z).

The hypothesis test results obtained a path coefficient value of 0.794, indicating a positive influence. The P-value is 0.000 and the T-statistic is 8.807, indicating the effect of records management on organizational behavior. According to the established criteria that $P\text{-value} < 0.05$ and $T\text{-statistic} > 1.96$, it can be concluded that records management has a positive and significant effect on organizational behavior.

H3: Organizational behavior (Z) has a positive and significant effect on employee performance (Y).

The hypothesis test results obtained a path coefficient value of 0.480, indicating a positive influence. The P-value is 0.000 and the T-statistic is 3.787, indicating the influence of organizational behavior on employee performance. According to the established criteria, where the P-value is less than 0.05 and the T-statistic is greater than 1.96, it can be concluded that the analysis shows a positive and significant influence of organizational behavior on employee performance.

H4: Organizational behavior (Z) mediates the influence of Records Management (X1) on Employee Performance (Y).

The hypothesis test results show that the path coefficient has a value of 0.381, indicating a positive influence. P Values of 0.000 and T Statistics of 3.769 confirm that Archive Management has an influence on Employee Performance. Thus, these results meet the criteria that $P\text{ Value} < 0.05$ and $T\text{ Statistics} > 1.96$. Therefore, it can be concluded that Organizational Behavior as an intervening variable can positively and significantly influence Archive Management on Employee Performance.

Tabel 6.
Hypothesis Proof

No.	Variable	Proof
H1	Archive Management and Employee Performance	Proven
H2	Archive Management and Organizational Behavior	Proven
H3	Organizational Behavior and Employee Performance	Proven
H4	Organizational behavior as an intervening variable can positively and significantly influence archive management on employee performance.	Proven

Source: Data processed by researchers using SmartPls, (2025)

Table 6. Hypothesis Proof above proves the research hypotheses. H1 regarding the effect of archive management on employee performance has a significant effect. H2 regarding the effect of archive management on organizational behavior is also proven to have a positive and significant effect. H3 regarding the effect of organizational behavior on employee performance. The final hypothesis, H4, regarding the influence of organizational behavior as an intervening variable, can positively and significantly influence archive management on employee performance. Thus, it can be concluded that the research hypotheses are proven.

Discussion

The Influence of Archive Management on Employee Performance

The results show that archive management has a positive and significant effect on employee performance (The P Value is 0.000, and the T Statistic is 4.651). This indicates that better digital archive systems—those that are accessible, reliable, and well-structured—enhance employees' productivity and task efficiency. This supports the findings of Putri Mooduto et al., (2024) and Edowai et al., (2020), which emphasize that digital archiving enhances workflow speed and accuracy in public service environments.

The Influence of Archive Management on Organizational Behavior

Archive management significantly affects organizational behavior (The P Value is 0.000 and T Statistic is 8.807). A structured and modern digital archive system encourages collaborative work culture, transparency, and adaptive attitudes toward technological changes. The finding aligns with (Robbins & Judge, 2021) who noted that adaptive behavior is more likely in technology-enabled environments.

The Influence of Organizational Behavior on Employee Performance

Organizational behavior also shows a significant influence on employee performance (The P Value is 0.000 and the T Statistic is 3.787). Employees who exhibit high collaboration, motivation, communication, and adaptability tend to be more effective and efficient. These findings corroborate studies by Thalib et al., (2024) and Luthans et al., (2020) on the positive correlation between organizational behavior and performance outcomes.

The Mediating Role of Organizational Behavior

Organizational behavior mediates the relationship between archive management and employee performance (P Values is 0.000 and T Statistics is 3.769). This shows that good archive management indirectly enhances performance through improved behavioral responses—such as openness to innovation and shared responsibility. This mediation model provides a novel contribution by integrating human factors into digital transformation efforts, especially in public sectors.

CONCLUSION

This study investigated the effect of archive management on employee performance, with organizational behavior serving as a mediating variable. The findings confirm that:

- a. Archive management has a significant and positive effect on employee performance. Well-managed digital archive systems enhance employee effectiveness and streamline work processes.
- b. Archive management also positively affects organizational behavior, particularly in encouraging adaptability, communication, and collaboration within public institutions.
- c. Organizational behavior significantly influences performance, emphasizing the need for a supportive work culture during technological transitions.
- d. Organizational behavior plays a mediating role, strengthening the indirect impact of archive management on employee performance.

These results underscore the importance of human-centered strategies alongside technological implementation in public sector innovation. Encouraging adaptive behavior among employees is key to optimizing digital systems and improving service quality.

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