

# The Effect of the Implementation of Digitalization and Personal Technical Skills on Employee Work Effectiveness with the Perceiver Ease of Use System as a Moderation

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## Abstract

**Purpose:** Technology is increasingly developing over time and is certainly an attraction for companies to improve their image.

**Research Methodology:** PT Jasa Armada Indonesia Tbk, quantitative questionnaires, Smart PLS 4, reviews and surveys used in this study. Without discussion or explanation.

**Results:** The application of digitalization had a positive effect on employee work effectiveness.

**Limitations:** There are variables that are less strong so that they can weaken employee work effectiveness but still have a positive value because the perceiver ease of the system can help employees work effectively.

**Contribution:** PT Jasa Armada Indonesia Tbk.

**Keywords:** *Data Digitization, Personal Technical Skills, Employee Work Effectiveness, System Perceiver ease of use*

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## 1. Introduction

Today's digitalization technology has a great influence on the world of work and the job market (Pradana, Pitaloka, Rukmana, & Gunawan, 2023). Companies are now forced to keep up with the constant flow of technology and information, rapid digitalization management, the latest work models, and changing employee creativity demands to encourage them to continue to think about how to manage the workforce. Data obtained from the Indonesia E-commerce Association (IDEA) in May 2021, there are 14 million actors (21%) MSMEs who have tried to get to know the digital ecosystem. This means that more than 70% still use conventional methods to run their business (Yusri, 2020). Digitalization in the company's HR line is the use of technology such as the internet, programs, or applications that have a function to manage human resources so that they can have a positive impact on the Company (C.salim, et al., 2020).

Judging from previous researchers, it is related to the development of information technology sophistication in the era of globalization, every organization or institution needs another information system to make a job easier (MAHARANI, 2022). There are also other researchers who state that we can say that technological maturity, personal technical skills, and work experience all make information systems work better should be savvy about the things that affect their effectiveness (Yesa, 2016).

It is seen in previous research that the application of digitalization is important, but there are several things that must be considered in personal engineering skills in the company, because personal engineering skills are part of the running of a company, with personal engineering skills a person can speed up the process of a job, and if the personal engineering skills are very good, it is possible to advance the company so that it can continue to develop in accordance with the progress of digitalization

techniques according to developments. The ability of company management that is usually owned by high-ranking parties in an organizational structure such as the company's board of directors Lurh et al., (2021)

The novelty of this study is that it covers the extent to which employees can achieve their goals and expected results in their work. Here the Perceived Ease of Use System is used in the form of a concept used as a moderator, which measures how easily employees trust the development of digitalization and the ability of personal techniques to improve employee performance.

It is hoped that through this research, a significant contribution will be made in the field of human resources. Judging from the theoretical interpretation along with the results of previous research. From the current research, we will look for "the influence of data digitization and personal engineering skills on the work effectiveness of employees with an ease of use perceiver system as a moderator".

The aim of the research is to provide a better understanding of how the interaction between technology and personal capabilities can be optimised to improve employee effectiveness in an increasingly digital work environment.

## **2. Literature Review and Hypothesis Development**

### ***2.1 Technology Acceptance Model (TAM)***

This theory considers how technology use is influenced by users' perceptions of certain factors, such as perceived usefulness and perceived ease of use. In the context of current research, TAM may be used to understand how employees' perceptions of the ease of use of technological systems, including data digitization, update the relationship between personal technical skills and work effectiveness. The relationship between this theory and this research is to be able to make it easier to input data and be more flexible to be accessed by all company employees, and be able to retrieve data if needed, this system can make it easier and faster for employees to complete their work (Davis, 1989).

### ***2.2 Hypothesis***

#### ***2.1.1 The Effect of Data Digitization Implementation on Employee Work Effectiveness***

Digitalization is the process of changing the format of documents from hardcopy documents to softcopy, so as to facilitate the effectiveness of employee work. (Mawardi, 2022). Data digitization allows faster and easier access to information needed by employees. Thus, the work process can become more efficient because employees no longer need to spend time searching or collecting information manually (Handoko, Iqbal, & Harahap, 2024). Data digitization is changing the way employees access, manage, and utilize information. Time-consuming manual processes can be automated, allowing employees to focus on more strategic and high-value tasks. Previous research has shown that data digitization speeds up work processes and improves operational efficiency (Brynjolfsson and Hitt 2000).

First hypothesis (H1): There is an effect of the application of data digitization on employee work effectiveness.

#### ***2.1.2 The Effect of Personal Technical Skills on Employee Work Effectiveness***

According to (Anggarini, Arizona, & Ernawatiningsih, 2021) personal technical ability is an individual's skill in completing various assigned tasks, selain keterampilan dapat dilihat SDM, lingkungan kerja, dan motivasi terhadap kinerja pelaksanaan anggaran satuan kerja lingkup Kantor Personal technical skills can affect work effectiveness so that the higher the personal technical skills obtained by a person reflects that the user is more knowledgeable and skilled in completing the tasks ordered. Personal technical abilities have a high tendency value on employee work effectiveness because personal techniques are influential in the world of work and it is possible to be effective in doing work. (Cahyani & Putra, 2022) Personal engineering skills, including skills in using technological devices and work tools, greatly affect employee productivity and effectiveness. Previous research has shown that employees who have good engineering skills are better able to complete tasks quickly and efficiently (Brown and Duguid 1991). Riwukore, (2022) stated that a good work environment can support the implementation of performance so that it can improve employee performance.

The second hypothesis (H2): there is an effect of personal technical skills on employee work effectiveness.

### *2.2.3 Effect of Perceiver Ease Of Use System on employee work effectiveness*

According to Hardianti et al., (2023) Perceiver ease of use can increase performance achievement, Perceiver ease of use can be interpreted as the extent to which someone believes that using technology will improve performance. If the quality of the perceiver ease of use system is improved, it will cause employee performance to increase, so the quality of the perceiver ease of use system that has been there needs to be improved. (Pangesthi dan Santoso, 2021). The concept that refers to the subjective view of individuals regarding technological developments can create performance or make work easier. When employees believe that the technology can provide significant benefits in carrying out their tasks, they will feel motivated at work. This research is the basis of the Technology Acceptance Model (TAM), which focuses on two key factors, namely perceived usefulness and perceived ease of use. The findings of this study show that perceived ease of use has a direct impact on user intentions to use technology and indirectly affects work productivity (Davis, 1989).

Hypothesis three (H3): there is an effect of perceiver ease of use system on employee work effectiveness.

### *2.2.4 The effect of implementing data digitization on moderating perceiver ease of use on employee work effectiveness*

According to Aldien et al, (2024) the application of digitalization can carry out tasks effectively and efficiently, so that it can produce organizational goals, Digitalization has a significant influence on employee work effectiveness through perceiver ease of use. When technology is easy to use and well adopted by employees, they tend to be more efficient in performing tasks, while increasing productivity and overall performance of the company. This study discusses the important role of Perceiver Ease Of Use moderation in the successful implementation of technology in the workplace and how the perception of ease of use can increase employee acceptance of new technology (Venkatesh & Bala, 2008).

The fourth hypothesis (H4): the perceiver ease of use system moderates the application of data digitization to employee work effectiveness.

### *2.2.5 Personal technical skills with moderation of perceiver ease of use on employee work effectiveness*

Perceiver ease of use system is a moderation for companies because the system can facilitate and speed up the process of managing data so that it is quickly received, besides the perceiver ease of use system can also improve the personal technical abilities of employees who work so that employees will be more effective in carrying out their duties. This study shows that an individual's technical ability to use a computer is positively correlated with perceived ease of use and acceptance of technology. The end result is an increase in employee productivity and work effectiveness (Davis, 1989).

Hypothesis five (H5): perceiver ease of use systems moderate personal technical skills on employee work effectiveness

## **3. Research Methods**

The population of this study were employees, the sample of this study was the population selected to answer questions related to the research variables. The method of determining the number of samples uses Hair's method, where the number of samples is in the range of 5-10 times the number of indicators or statements in the questionnaire. (Hair & Alamer, 2022)(Hair & Alamer, 2022). Sample determination using the convenience method (Sudaryana and Agusiady, 2022). This method describes that the sample is selected based on the ease of meeting or communicating.

The analysis used is regression analysis accompanied by moderation tests or also known as path analysis with the partial least square method (Sekaran & Bougie, 2022). (Sekaran, 2016) analysis of research data using smart PLS software Musyaffi, Khairunnisa, and Respati (2022). This study examines four variables consisting of variable (Y) work effectiveness as the dependent variable. Variable (X1) the effect of implementing data digitization and (X2) personal technical skills as independent variables.

Furthermore, variable (Z) perceiver ease of use system as a moderating variable. According to (Asaniyah, 2017) digitization is the process of updating data from hardcopy to softcopy. The definition of information digitization is a step to change various information, news from analog format to digital format so that it is easier to produce, store, manage, and distribute (Marlina & Bimo, 2018). According to Dharmawan and Ardianto (2017) personal technical ability is the expertise in using skills in completing tasks or the ability of users to use an information system in completing their tasks. In addition, personal technical ability is an individual's ability obtained from experience, education or training that has been attended so that it can increase satisfaction in using information systems. (Permana & Suryana, 2020).

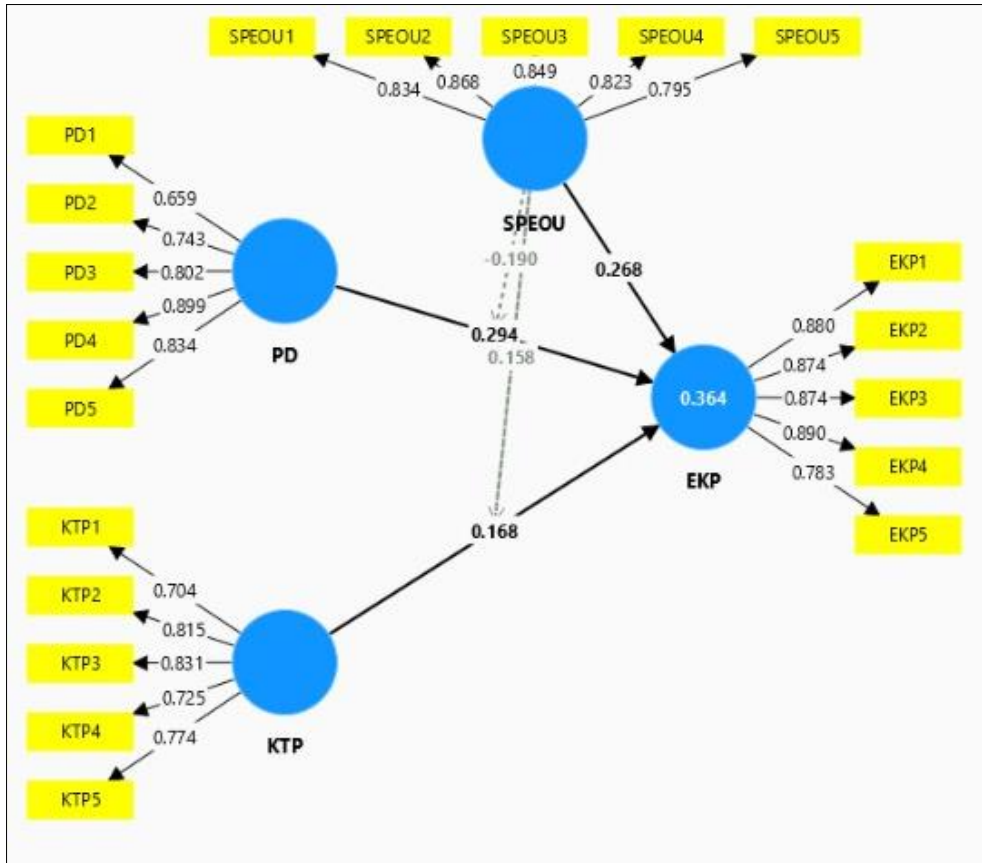
According to Rahman, Rajindra, and Mayangsari (2020) work effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. Where the greater the percentage of targets achieved, the higher the effectiveness. Work effectiveness is a statement about an effort undertaken by someone to carry out work appropriately in accordance with what has been determined. (Usaha et al., 2024). In addition, employee performance is a crucial indicator in assessing the contribution of individuals within the company. (Nurhaeni & Abriandi, 2023). To improve employee performance, two absolute conditions are needed, namely work ability and work willingness in order to achieve organizational success. (Diansyah & Saepul, 2017). According to Venkatesh (2000) perceiver ease of use system is that the extent to which a person believes that using technology will make it easier for them to use it. (PENG, 2018) Defines that the Perceiver Ease of Uase system as the degree to which advanced technology does not seem difficult to pick up, operate, and understand.

The data processing process consists of respondent demographic data, descriptive statistical variables, validation tests and reliability tests, hypothesis testing and explanation of the coefficient of determination. (Sugiarto, 2022) Respondent demographics are respondent data consisting of email, name, gender and age. Descriptive statistical variables are the mean value, maximum value and minimum value of the research variables. The validity test is a test of the validity of the questions or statements contained in the research questionnaire, the reliability test is a consistency test answered by the respondent or research to see whether it is correct or not when answering the questionnaire questions, hypothesis testing is a test of temporary conclusions that have been previously determined whether they are accepted or rejected. The coefficient of determination is the independent variable in explaining the dependent variable (Gunawan, 2022).

#### **4. Results and Discussion**

This study uses a selected sample of 168 employee respondents with the number of female respondents as many as 80 people (47.6%) and 88 men (52.4%), the age of respondents in this study consists of 2 age groups, namely 21-25 years as many as 71 people (42.3%) and age > 25 years as many as 97 people (57.7%), the last education of respondents in the study consists of 4 education groups, namely high school as many as 4 people, diploma as many as 10 people, undergraduate as many as 119 people, postgraduate as many as 35 people. The data quality test in the study used Partial Least Square (PLS) analysis which is a Structural Equation Least Model (SEM) equation with a variance-based approach or component-based structural equation modeling. The software used is Smart PLS (Partial Least Square).

Figure 1 Structural model of PLS algorithm



Source: data that has been processed through smart PLS 4 software

#### 4.1 Validation and Reliability Test

Reliability test is a measurement that shows the extent to which the measurement is without error, therefore ensuring consistent measurement in its indicators. In PLS is a test that can be done with Cronbach's alpha has a value of more than 0.7, Rho<sub>a</sub> has a value of more than 0.7, Composite reliability has a value of more than 0.7 to meet reliability criteria. And the AVE value is reinforced with a value of more than 0.5 to meet the reliability criteria.

Table 1. Validation and Reliability

Variables	Cronbach's alpha	rho_A	Compo site Reliability	Average Variance Extracted (AVE)
Employee Work Effectiveness	0.912	0.915	0.935	0.742
Personal Technical Skills	0.833	0.857	0.88	0.595
Implementation of Digitalization	0.854	0.922	0.892	0.626
System Perceiver Ease Of Use	0.891	0.903	0.92	0.696
Moderation of the perciever ease of use system on the effect of data digitization on employee work effectiveness	1.000	1.000	1.000	1.000
Moderation of persona technique ability on the	1.000	1.000	1.000	1.000

effect of data digitalization on employee work effectiveness				
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Description: Implementation of Digitalization (X1), Personal Technical Skills (X2), Employee Work Effectiveness (Y), System Perceiver Ease Of Use (Z)

Source: data that has been processed through smart PLS software

Based on the data in table 1, the results of the validity test were carried out by testing the comparison of the square root of the AVE with an AVE value greater than 0.5, indicating that the validation test passed correctly. Therefore, the indicators used must be valid and show sufficient convergent validity. The results also show that the rho-A score and composite reliability are greater than 0.7 or the inner model shows the relationship or estimation strength between variables using 3 criteria, namely R-Square, F-Square and Estimation for path coefficient.

R-square is an index that shows the extent to which a measuring device determines how much the endogenous variable is influenced by other variables. As a result of the research, it can be seen that the R-square value for the employee work effectiveness variable is 0.364. This achievement explains that the percentage of the effectiveness of employee work can be explained by the effect of the application of data digitization, personal technical abilities and the perceiver ease of use system of 0.345 or 34.5%, so the resulting construct is weak.

#### 4.2 Hypothesis Test

Based on the data processing carried out, the results obtained can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistic value and the P-value. The research hypothesis can be declared accepted if the P-value < 0.05. The following are the results of the hypothesis test obtained in this study.

Table 2. Hypothesis Testing

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistic	P Values	Desicion
H1	data digitization -> employee work effectiveness	0.294	0.297	0.061	4.808	0	Accepted
H2	personal technical skills -> employee effectiveness	0.168	0.169	0.08	2.098	0.036	Accepted
H3	system perceiver ease of use -> employee work effectiveness	0.268	0.279	0.074	3.603	0	Accepted
H4	Moderation of the perciever ease of use system on the effect of data digitization on employee work effectiveness ->	-0.19	-0.2	0.071	2.689	0.007	Accepted

	employee work effectiveness						
<b>H5</b>	Moderation of persona technique ability on the effect of data digitalization on employee work effectiveness -> employee work effectiveness	0.158	0.165	0.077	2.039	0.042	Accepted

Source: data that has been processed through smart PLS software

Based on Table 2, the hypothesis test can be concluded as follows:

a. Proof of the first hypothesis (H1) of data digitization on employee work effectiveness

H1 shows that when viewed from the P-value of 0.000, it is stated that it is smaller than the significant value (0.05), so using data digitization can increase the effectiveness of employee work, this means that according to the results of the study, the effectiveness of employee work can be improved. Mawardi (2022) digitization is the process of changing the document format from printed documents to digital form, so that it can facilitate employee work effectiveness. Likewise with (Handoko et al., 2024) which states that data digitization allows faster and easier access to information needed by employees. Thus, the work process can become more efficient because employees no longer need to spend time searching or collecting information manually. It can be concluded that according to previous researchers, it is true that data digitization can have a significant effect on employee work effectiveness. The indicators contained in data digitization include efficiency which can make it faster and easier so that the effectiveness of employee work is no doubt. The second indicator is transparency where all employees can view and re-access data if needed. The third indicator is electronically recorded where all data is entered into an electronic storage so that there is no worry if one day the file is needed it can be downloaded.

b. Proof of the second hypothesis (H2) personal technical skills on employee work effectiveness

Hypothesis H2 shows that when viewed from the P-value of 0.036, it is stated that it is smaller than the significant value (0.05), so that personal technical skills can affect employee work effectiveness. This means that based on (Anggarini et al., 2021) personal technical ability is an individual's ability to complete various tasks assigned to him. Personal technical ability can affect work effectiveness because the higher the personal technical ability of the user indicates that the user understands and is skilled in completing his assigned tasks. Personal technical abilities have a value that tends to be high on employee work effectiveness because personal techniques are influential in the world of work and it is possible to be effective in doing work. (Cahyani & Putra, 2022). So it can be concluded that the second hypothesis (H2) is accepted. The indicators contained in personal technical abilities include knowledge which is very necessary so that it does not lag behind its insights and can improve personal technical abilities. The second indicator is the ability where the better the ability a person has, the more effective he will be in doing his job. The third indicator is expertise where a person's expertise is very much seen especially in the world of work, the better and more creative it will be the more used his performance.

c. Proof of the third hypothesis (H3) of the perceiver ease of use system on employee work effectiveness

Hypothesis H3 shows that when viewed from the P-value of 0.000, it is stated that it is smaller than the significant value (0.05), so the perceiver ease of use system can affect employee work effectiveness. So this means that it is true according to Hardianti et al., (2023) Perceived usefulness, defined as the extent to which a person believes that using a technology will improve his performance. if the quality of the

perceiver ease of use system is improved, it will cause employee performance to increase. So the quality of the perceiver ease of use system that has been there needs to be improved. According to Pangesthi and Santoso, (2021) the concept refers to an individual's subjective view of the extent to which the technology can improve performance or make work easier. When employees believe that the technology can provide significant benefits in carrying out their tasks, they will feel motivated at work. So it can be concluded that the results of the third hypothesis (H3) are accepted. The perceiver ease of use system consists of 3 indicators, namely easy to learn, where each system used can be easily learned by employees who have just used the system. The second indicator is fast to learn where the system used can be quickly learned and implemented into data processing that will be processed. The third indicator is quickly becoming proficient, where employees who use the system can become proficient and become fast at doing their job.

d. Proving the fourth hypothesis (H4) whether there is a moderating effect of the perceiver ease of use system in the influence of the application of data digitization on employee work effectiveness.

Hypothesis H4 shows that when viewed from the P-value of 0.007, it is stated that it is smaller than the significant value (0.05), so that companies using the perceiver ease of use system can affect employee work effectiveness. This means that the perceiver ease of use system is a moderation for a company in order to improve company performance to increase and be efficient in managing company data. In addition, with the implementation of data digitization, all necessary files can be accessed easily and quickly. This makes employees more effective in doing the assigned tasks and can optimize the results the company wants. So it can be concluded that the results of the fourth hypothesis (H4) are accepted.

e. Proving the fifth hypothesis (H5) whether there is a relationship between the moderating effect of the perceiver ease of use system in personal technical abilities on employee work effectiveness.

Hypothesis H5 shows that when viewed from the P-value of 0.042, it is stated that it is smaller than the significant value (0.05), so that the company using the perceiver ease of use system can affect the effectiveness of employee work, this means that the perceiver ease of use system is moderating for the company because this can make the company's value increase and can be a convenience for employees, apart from the system used, the company must see the personal technical abilities of each employee because personal technical abilities can increase creativity and the company's image in order to progress and develop. It can be concluded that the results of the fifth hypothesis (H5) are accepted.

The five hypotheses were accepted based on statistical tests, which showed that data digitization, personal engineering ability, and perceiver system ease of use had a significant influence on employee work effectiveness. In addition, perceived ease of use also acts as a moderation factor that strengthens the relationship between data digitization and personal engineering ability with work effectiveness.

## **5. Conclusion**

The results of the study explain that there is an effect of the application of data digitization and personal technical skills on employee work effectiveness with the perceiver ease of use system as a moderator. Based on the research that has been done, it is found that the perceiver ease of use system has a significant effect so that it can moderate the effect of data digitization on employee work effectiveness, because the quality of the system can increase employee work effectiveness through ease of use. In addition, the results showed that the perceiver ease of use system also had a positive and significant effect on moderating the effect of personal technical abilities on employee work effectiveness, this shows that a system that is easy to use can improve personal technical abilities and can even increase work effectiveness. The application of data digitization greatly affects the effectiveness of employee work. Personal technical skills also have a positive influence on employee work effectiveness. The perceiver ease of use system has a positive and significant effect on employee work effectiveness.



## Limitations and advanced studies

In future research, it is recommended to use a larger sample. This allows for better data accuracy. See and assess any changes in respondent behavior over time through ongoing research. This study recommends that if the company wants to increase the effectiveness of employee work, it is advisable to be able to maintain and further improve the effectiveness of employee work to make it faster and easier so that the company gets the desired results. Companies must also pay attention to the system used to manage data, because with this perceived ease of use system can simplify and speed up the data management process for the company. Besides speeding up, it can also make it easier for employees to carry out their duties so that they can be effective at work. Therefore, the application of data digitization has a very positive and significant effect on the effectiveness of employee work at the company.

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