

The Influence of Team Connectivity, Trust in Digital Systems, and Goal Clarity on Employee Engagement in the Digital Workplace of a Digital-Based Consulting Company

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Abstrak

Penelitian ini menyelidiki bagaimana anggota tim membangun hubungan satu sama lain, sementara kepercayaan mereka pada sistem digital dan keberhasilan mereka dalam mencapai tujuan kerja berdampak pada kinerja mereka di lingkungan kerja konsultasi digital. Penelitian ini ada karena organisasi perlu menerapkan tempat kerja digital yang mengharuskan karyawan mereka untuk bekerja dengan kapasitas maksimal agar bisnis mereka berhasil. Studi ini menggunakan pendekatan penjelasan kuantitatif dengan data yang dikumpulkan melalui survei terhadap 150 karyawan perusahaan konsultan berbasis digital menggunakan teknik pengambilan sampel bertujuan. Para peneliti melakukan analisis regresi linier berganda pada data mereka setelah menyelesaikan semua pekerjaan yang diperlukan untuk tujuan validasi dan pengujian reliabilitas serta pengujian asumsi klasik. Penelitian ini menemukan bahwa lingkungan tempat kerja digital menciptakan keterlibatan karyawan yang lebih baik ketika tim mencapai hubungan yang lebih kuat dengan anggota tim dan tingkat kepercayaan sistem digital serta kapasitas kinerja kerja mereka meningkat. Studi ini memperluas penelitian terkini tentang manajemen sumber daya manusia dan perilaku organisasi dengan mempelajari lingkungan tempat kerja digital. Temuan penelitian memberikan manfaat strategis bagi manajer perusahaan konsultan berbasis digital yang perlu membuat kebijakan yang meningkatkan keterlibatan karyawan sekaligus memastikan organisasi mereka mempertahankan operasi yang berkelanjutan.

Kata Kunci: Konektivitas Tim; Kepercayaan pada Sistem Digital; Kejelasan Tujuan; Keterlibatan Karyawan.

Abstract

The research investigates how team members build their relationships with each other while their trust in digital systems and their success in reaching their work objectives impact their performance in digital consulting work environments. The research exists because organizations need to implement digital workplaces which require their employees to work at maximum capacity for their businesses to succeed. The study uses a quantitative explanatory approach with data collected through a survey of 150 employees of a digital-based consulting firm using a purposive sampling technique. The researchers conducted multiple linear regression analysis on their data after they completed all necessary work for validation purposes and reliability testing and classical assumption testing. The research found that digital workplace environments create better employee engagement when teams achieve stronger relationships with team members and their digital system trust levels and work performance capacity both improve. The study extends current research on human resource management and organizational behavior by studying digital workplace environments. The research findings deliver strategic benefits to digital-based consulting firm managers who need to create policies that enhance employee engagement while ensuring their organizations maintain sustainable operations.

Keyword: Team Connectivity; Trust in Digital Systems; Goal Clarity; Employee Engagement.

RESEARCH ARTICLE

1. Introduction

Digital consulting firms operate in a dynamic business environment which uses knowledge as its main resource and requires staff members to collaborate through virtual team systems that link different client organizations (Mulyadi *et al.*, 2024). The level of employee engagement in the workplace determines how effectively employees perform their tasks and create innovative solutions while delivering professional services to clients. Employee engagement in the digital workplace reflects the degree of emotional, cognitive, and behavioral involvement that employees demonstrate when they use digital platforms to complete their job responsibilities (Pettalongi *et al.*, 2025). Employees who maintain high levels of engagement will perform their work duties at their highest level while making valuable contributions to their virtual workplace. Employee productivity declines in the digital workplace when their engagement levels drop because this decrease results in both their work performance and emotional connection to the organization (Eprianto *et al.*, 2025). Digital consulting firms need to improve their employee engagement strategies because their business success depends on maintaining high-quality human resources (Sutrisno *et al.*, 2023). Digital consulting firms require identification of factors which enhance employee engagement because they need to advance their digital workplace environment (Wahyoedi *et al.*, 2024; Fibriany *et al.*, 2025).

The measurement of team connectivity shows how effectively team members establish communication and work together in their online workplaces. Digital consulting companies require their personnel to perform remote work because their operational needs demand virtual platforms that enable team members to maintain high levels of joint work coordination (Rijal *et al.*, 2023). Teams who maintain high connectivity levels enable their members to share information while their team members establish connections and receive help from each other (Setyawati *et al.*, 2023). Virtual work environments create the essential condition that drives employee engagement because they enable workers to build connections and receive validation and membership in their team (Susanto *et al.*, 2024). Employee trust in digital systems will determine their level of comfort when they perform their work responsibilities. Employees who trust digital systems show better work performance because they concentrate better and experience improved productivity and deeper emotional commitment (Tannady *et al.*, 2019). The lack of trust in digital systems leads employees to experience increased stress and work dissatisfaction which results in their decreased work engagement. The trustworthiness of digital systems requires establishment because this element directly impacts employee engagement within digital consulting firms (Mustafa & Suparwata, 2024; Wahda *et al.*, 2019). Employees who understand their work objectives and performance requirements together with their organizational duties can achieve their performance targets. The digital workplace needs employees to work together in person because it uses goal clarity to keep workers dedicated to their tasks (Hadi *et al.*, 2024). Employees use goal clarity to determine their work priorities and manage their time and evaluate their performance results. Employees work better because clear work objectives provide them with better guidance for their work which results in higher employee dedication to their tasks (Munizu *et al.*, 2023; Irdhayanti *et al.*, 2024). Research examines the ways in which team relationships together with digital system trust and goal definitions work to create employee engagement at a digital consulting company that provides services in the digital space. The study aims to provide new empirical evidence which will advance existing human resource management research and organizational behavior studies by determining what factors drive employee engagement in digital workplace environments. The research demonstrates how digital workplace environments use social elements and technological systems and organizational structures to affect employee engagement. The research results will help digital-based consulting firms develop employee engagement strategies which their management teams can use as their foundation. The study results will assist organizations in developing a digital work environment which promotes teamwork and maintains trust while achieving specific goals to enhance organizational performance and environmental sustainability.

2. Literatur Review

The concept of employee engagement has garnered significant attention in recent years, particularly in the context of digital workplaces. Research by Mulyadi *et al.* (2024) highlights the importance of knowledge as a primary resource in dynamic business environments, emphasizing the need for effective collaboration among team members in digital consulting firms. Pettalongi *et al.* (2025) further elaborate on how emotional, cognitive, and behavioral involvement of employees in digital platforms directly influences their performance and innovative capabilities. Eprianto *et al.* (2025) discuss the detrimental effects of low engagement levels, noting that decreased productivity often results from a lack of emotional connection to the organization. To address these challenges, Sutrisno *et al.* (2023) advocate for enhanced employee engagement strategies, which are crucial for maintaining high-quality human resources in digital consulting firms. The role of team connectivity is underscored by Rijal *et al.* (2023), who assert that effective communication and collaboration among team members are essential for fostering a supportive work environment. Additionally, trust in digital systems, as highlighted by Tannady *et al.* (2019), plays a critical role in employee comfort and performance, with employees exhibiting higher productivity when they have confidence in the technological tools at their disposal. The importance of goal clarity is also emphasized by Hadi *et al.* (2024), who argue that clearly defined objectives help employees prioritize their tasks and maintain their focus. Collectively, these studies underscore the multifaceted nature of employee engagement in digital workplaces, demonstrating that a combination of social, technological, and organizational factors significantly influences employee commitment and performance.

3. Research Methodology

The research method of this study employs a quantitative explanatory method to test how team connectivity and digital systems trust and goal clarity affect employee engagement at a digital consulting firm which operates in a digital work environment. The research team collected research data by distributing a structured questionnaire which used a five-point Likert scale to employees in multiple major Indonesian cities who worked at digital consulting companies. The researchers used purposive sampling to choose participants who needed to fulfill two specific criteria which they established. The research team obtained 150 respondents who met the basic requirements needed for regression analysis. The researchers used two assessment tests to evaluate instrument quality which included item-total correlation validity testing that required a coefficient value above 0.30 and a significance level under 0.05 and Cronbach's Alpha reliability testing that needed a value exceeding 0.70. The researchers applied several classical assumption tests which included normality testing and multicollinearity testing and heteroscedasticity testing to assess the suitability of the regression model before implementing the primary analysis. The researchers used multiple linear regression to analyze data because they wanted to assess how independent variables impacted employee engagement at the digital workplace through their direct and combined effects.

4. Results and Discussion

4.1 Results

The multiple linear regression analysis results show that the research model demonstrates simultaneous significance which the F-test with a significance level of 0.000 confirms. The research findings show that team connectivity and trust in digital systems together with goal clarity, create a substantial impact on employee engagement at a digital-based consulting firm. The research model explains 71% of employee engagement variation through its three independent variables which leave the remaining variation to be determined by unidentified factors. The t-test results show that all independent

RESEARCH ARTICLE

variables display positive regression coefficients which achieve statistical significance with values below 0.05, thus demonstrating that the researchers have proven all hypotheses. The study results demonstrate that digital consulting work environments show increased employee engagement through team connectivity. The research shows that team members who establish social ties with each other and sustain communication with each other create the essential elements which lead to employee engagement in digital work environments. Employees in organizations with high team connectivity function as effective collaborators who exchange information and help each other even when they work from different locations. The practice establishes a unified atmosphere which strengthens the emotional connections between team members and between the organization and employees. Digital consulting employees who work on project-based teams need strong team connections to maintain their work dedication and motivation. Team members who lack social ties with their colleagues experience social isolation which leads to decreased work engagement. Team connectivity serves as an important social element that boosts employee engagement in digital work environments. The research findings demonstrate that employees establish trust in digital systems through their operational work in digital work environments because organizations require technology trust to maintain their business operations. The research discovered that employees establish trust in digital systems through system performance which provides secure access and user-friendly features that control their work engagement. Employees build stronger work commitment through digital system stability which delivers dependable security and optimal support during their daily tasks. Employees develop greater confidence and focus and higher psychological commitment to their work when they see digital systems operate with stability and security and provide effective support for their daily activities. Employees can focus on creating value because trust protects them from worrying about system failures and data security problems and complex technology systems. Digital work experiences become more positive through digital system trust because it decreases work-related stress that technical disruptions and system uncertainty and errors create. The staff of digital consulting firms must build trust in their digital platforms because these platforms handle essential business operations and staff communication and employee assessment processes. Staff members who trust digital systems will take part in team activities and they will demonstrate commitment to their work while pursuing organizational objectives. Employees who trust digital systems will face less work difficulties while they complete their tasks because they regard technology as a beneficial tool instead of an impediment to their progress. The primary technological factor which drives employee engagement in digital workspaces operates through digital system trust while the technology reaches its maximum efficiency. The study results show that employee engagement in digital consulting firms increases when employees establish their work goals. The research shows that work goals and performance targets together with organizational expectations enable employees to stay focused while working in a digital workplace. Employees use goal clarity to guide their work activities which helps them to understand their job duties and to avoid experiencing role confusion and job uncertainty. Employees require goal comprehension because it enables them to maintain work engagement during digital workplace operations which lack direct supervision. Employees who comprehend their work objectives usually experience increased work engagement because they develop a stronger connection to their tasks. Employees will show decreased work output and less dedication to their tasks when their job objectives remain unclear. Employees at digital consulting firms who operate through digital workplaces establish their job dedication through their understanding of goal clarity.

4.2 Discussion

The findings of this research underscore the critical interplay between team connectivity, trust in digital systems, and goal clarity in enhancing employee engagement within digital consulting firms. As demonstrated by the results, strong team connectivity facilitates effective communication and collaboration, which are essential for fostering a supportive work environment (Rijal *et al.*, 2023). This aligns with the assertions of Sutrisno *et al.* (2023), who emphasize that high-quality human resources are vital for organizational success in the digital era. Furthermore, the study highlights that trust in digital systems significantly impacts employee comfort and performance, reinforcing the conclusions drawn by

RESEARCH ARTICLE

Tannady *et al.* (2019) that employees who trust their technological tools are more productive and engaged. The importance of goal clarity is also evident, as employees who understand their objectives are better able to manage their time and prioritize tasks, a finding supported by Hadi *et al.* (2024). This research contributes to the existing literature by providing empirical evidence that illustrates how these three factors collectively influence employee engagement, thus offering valuable insights for managers in digital consulting firms seeking to enhance organizational performance and sustainability. By implementing strategies that promote team connectivity, build trust in digital systems, and clarify goals, organizations can create a more engaged workforce capable of thriving in a rapidly evolving digital landscape.

5. Conclusion

The research demonstrates that team connectivity and digital systems trust and goal clarity both contribute to enhanced employee engagement at a digital-based consulting firm which operates in digital work environments. Employees at digital work environments engage in their work because their individual traits and two specific factors which include their team relationships and their understanding of work objectives and system reliability determine their engagement levels. Team connectivity strengthens employee social connections while digital systems trust boosts employee work confidence through enhanced comfort. The three elements work together to establish a vital base which helps digital-based consulting firms achieve sustainable employee engagement growth. Digital-based consulting firm management should implement team connectivity enhancements through proper digital collaboration tools and open communication culture development according to research findings. Organizations must establish dependable digital systems security measures to enhance employee trust in their technological resources. The organization needs to establish clear work objectives through measurable performance indicators which management will disseminate to employees through ongoing communication.

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RESEARCH ARTICLE

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