Impact of Business Process Digitalization, Work Flexibility, and Family Support on Employee Performance (Case Study in West Sumatra and the Riau Islands)

Emmi Br Ginting[1*], Meirani Harsasi[2], Arie Wibowo Khurniawan[3], Sri Yusriani[4]
[1]Postgraduate Studies of Indonesia Open University, Tangerang 15437, Indonesia, emmiginting@gmail.com
[2]Postgraduate Studies of Indonesia Open University, Tangerang Selatan, 15437, Indonesia,
rani@ecampus.ut.ac.id
[3]Postgraduate Studies of Indonesia Open University, Tangerang Selatan, 15437, Indonesia,
ariewk@ecampus.ut.ac.id
[4]Institute Of Postgraduate Studies Universiti Sains Malaysia, HRM practitioner at FK. Distribution, Krogagervej 16, Grindsted 7200, Denmark, sriysarahlistener@gmail.com

[*]Corresponding Authors: emmiginting@gmail.com; sriysarahlistener@gmail.com

Abstract: This study aims to analyze the impact of business process digitalization, work flexibility, and family support on employee performance, with work-life balance as an intervening variable at the Regional Office of the Directorate General of State Assets (DJKN) in Riau, West Sumatra, and the Riau Islands. The research employs a quantitative causal method and descriptive statistical analysis. Data were collected through a questionnaire distributed to 177 respondents, who are civil servants within the DJKN Regional Office in the specified regions. The data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings reveal that business process digitalization has a positive and significant direct effect on performance and work-life balance, but it does not significantly influence performance through work-life balance as an intervening variable. Work flexibility positively and significantly affects performance directly, as well as work-life balance, and also has a significant positive impact on performance through work-life balance. Family support has a positive and significant direct effect on performance and work-life balance, but it does not significantly influence performance through work-life balance as an intervening variable.

Keywords: Business Process Digitalization, Work Flexibility, Family Support, Work-Life Balance, Employee Performance

INTRODUCTION

Human resource management faces numerous challenges. When individuals enter the workforce within an organization, they are confronted with essential tasks, job demands, and the level of recognition they will receive for their efforts. Furthermore, the organization evaluates the execution of these tasks to determine the compensation earned. However, in practice, the implementation of key tasks often does not fully encompass all responsibilities

within the organization, as noted by Schaufeli et al. (2004) and Rahman et al. (2023). Human resources are crucial in ensuring a company's efficiency, particularly during times of disruption, such as the COVID-19 pandemic, which has posed additional challenges for investments and business sustainability (Mufraini et al., 2021; Mirfaqoh et al., 2023).

The swift advancement of information technology during the Fourth Industrial Revolution has significantly impacted various aspects of life, including the business landscape. One of the most prominent effects of this technological progress is the digitalization of business processes. Digitalization goes beyond merely converting manual processes into digital formats; it represents a fundamental shift in how organizations operate, make decisions, and compete in the marketplace. In this context, organizations must adapt and incorporate technology into their operations to enhance efficiency, productivity, and competitiveness. According to Shidqi et al. (2023), implementing digital technology in the workplace is expected to assist employees in completing their tasks more quickly and accurately.

The Directorate General of State Assets (DJKN), as a government agency responsible for managing state assets, is also experiencing these technological changes. The DJKN Regional Offices in Riau, West Sumatra, and the Riau Islands have adopted digitalization in their business processes to enhance overall service quality and performance. However, digitalization presents challenges, particularly in human resource management, which remains a crucial element in achieving organizational objectives.

One of the main challenges is ensuring that the digitalization process does not adversely affect employees' work-life balance. Work-life balance has become an increasingly significant issue as employees strive to manage both their professional and personal lives in a rapidly evolving work environment. Maintaining a healthy work-life balance is believed to influence job satisfaction, motivation, and overall employee performance. Andini & Surjanti (2017) suggest that work-life balance is a critical factor in shaping employees' commitment to their organizations.In addition to digitalization, work flexibility and family support are also key factors that can influence work-life balance and employee performance. Work flexibility refers to the extent to which employees can adjust their schedules or work arrangements to accommodate their personal needs and responsibilities. Many organizations have recognized the need for flexibility in the workplace to achieve their goals, including increased employee productivity, improved morale, reduced absenteeism, and higher work quality (Abid & Khan Barech, 2017). Meanwhile, family support refers to the emotional, financial, and practical assistance provided by family members, which can help employees manage stress and work-related demands. Family support can enhance an individual's ability to achieve a better balance, as family members offer tangible support for both work and life roles (Anggriansyah et al., 2022).

Given the importance of these factors, this study aims to analyze the impact of business process digitalization, work flexibility, and family support on employee performance, with work-life balance serving as an intervening variable. This research is expected to provide valuable insights for organizations, particularly in the public sector, in designing and implementing policies that enhance employee performance while maintaining a healthy work-life balance. By understanding these relationships, organizations can better support their workforce in achieving optimal performance without compromising personal well-being.

LITERATURE REVIEW
Employee Performance
Employee performance can be simply defined as the outcome or achievement of work. However, the concept of performance has a broader meaning, encompassing not only the

results but also the process by which the work is carried out. According to Mangkunegara (2016), employee performance refers to the quality and quantity of work that an individual achieves in fulfilling their responsibilities, whether in an online or offline workplace in this era (Yusriani et al., 2023). High levels of performance are crucial for organizational success and are influenced by various factors including motivation, job satisfaction, and the work environment. Understanding the determinants of employee performance can help organizations implement strategies that foster productivity and efficiency.

Work-Life Balance

Work-Life Balance (WLB) refers to how an individual seeks balance and comfort in both their work and personal life, maintaining satisfaction in both areas while minimizing conflicts. WLB involves granting employees the flexibility to use their work hours for personal activities, such as spending time with family, pursuing hobbies, engaging in the arts, or furthering their education, rather than focusing solely on work (Kim, 2014). According to Arora & Wagh (2017), Work-Life Balance refers to the effective management and execution of responsibilities both in the workplace and within business organizations. Shagvaliyeva & Yazdanifard (2014) emphasized that work-life balance is crucial for individuals to balance their work and family relationships, thereby achieving a well-rounded quality of life. WLB is perceived as the compatibility of work and non-work activities that fosters employee development (Cintantya & Nurtjahjanti, 2020). In general, WLB is associated with maintaining a balance among all aspects of human life, and achieving this balance is increasingly recognized as essential for long-term job satisfaction and organizational commitment. By supporting WLB, organizations can help employees manage stress, prevent burnout, and enhance overall performance.

Business Process Digitalization

According to the Indonesian Dictionary (KBBI), digitalization is the process of providing or utilizing a digital system. It involves converting documents from printed form to digital form (Ilyas & Bahagia, 2021). Siregar (2019) describes digitalization as the transformation of physical and analog entities into virtual and digital forms. Thus, digitalization can be defined as the shift from conventional to digital media, or the process of converting printed, audio, or video formats into digital formats. The wave of digital business has led to a new business paradigm characterized by innovative, intelligent, and creative intellectual capital. In the current digital era, the power of change is not only driven by companies but also by individuals who contribute to the rapid development of internet users through mobile devices (Setiawan, 2017). One of the advantages of an organization is its ability to optimally utilize information technology as a critical component of its business operations. The use of the internet in business has evolved from a tool for electronic information exchange to a tool for implementing business strategies, such as marketing, sales, and customer service (Dewi & Krisnadi, 2023b).

Flexible Working Arrangements

Flexible working arrangements refer to work setups that are not monotonous, enabling both companies and employees to adapt to changing environments. Such arrangements are an aspect of organizational flexibility that helps employees manage and balance their work responsibilities with family or other personal obligations (Monica et al., 2020). Flexibility involves choosing the workplace and time, whether formal or informal, and providing facilities regarding how long, when, and where employees work (Capnary et al., 2018). Flexibility in work gives individuals the freedom to manage their schedules efficiently, reducing stress and avoiding work-related burnout (Prasad & Mishra, 2021). Therefore,

flexible working arrangements mean that employees have the choice of when and where they work, both formally and informally, as part of the company's work policy regarding schedules, locations, and working hours.

Family Support

Fundamentally, the family functions as a source of love and care among its members. A harmonious family relationship is desired by everyone, and each family member needs support from others in their daily life. Family support originates from parents, siblings, spouses, children, and others. It encompasses interpersonal relationships consisting of attitudes, actions, and acceptance among family members, making individuals feel cared for (Anggriansyah et al., 2022). Another view is that family support includes actions or behaviors, such as providing information, intended to help someone achieve their goals or overcome challenges in specific situations (Wahjuningdiah & Paskarini, 2022). Thus, family support refers to all assistance received by a family member from others in the form of emotional, instrumental, informational, and evaluative support. It is a crucial element of social support in enhancing a dynamic workplace environment, especially in the post-pandemic period (Yusriani et al., 2023).

Based on the literature reviewed, the research model incorporates several key variables, each operationalized with specific indicators. Employee performance is defined as the quality and quantity of work that an individual achieves, encompassing both online and offline work environments. This variable is measured by indicators such as work output quality, work output quantity, efficiency in task completion, and adaptability to different work environments (Mangkunegara, 2016; Yusriani et al., 2023). Work-life balance (WLB) is understood as the equilibrium between an individual's work and personal life, ensuring satisfaction in both areas while minimizing conflicts. The indicators for WLB include satisfaction with work-life balance, effective time management between work and personal life, reduction in work-life conflicts, and active engagement in personal activities such as family time, hobbies, and education (Kim, 2014; Arora & Wagh, 2017; Shagvaliyeva & Yazdanifard, 2014; Cintantya & Nurtjahjanti, 2020).

Business process digitalization refers to the transformation of traditional processes into digital formats, enhancing operational efficiency and facilitating strategic business activities. Indicators for this variable include the level of digital integration in business processes, efficiency gains from digitalization, the impact of digital tools on business strategies such as marketing and customer service, and employee adaptability to these digital tools (Ilyas & Bahagia, 2021; Siregar, 2019; Setiawan, 2017; Dewi & Krisnadi, 2023b). Flexible working arrangements are defined as work setups that allow flexibility in choosing work hours and locations, helping employees manage their professional and personal responsibilities. This is measured through indicators such as the degree of flexibility in work hours and location, employee satisfaction with this flexibility, and its impact on stress reduction and productivity (Monica et al., 2020; Capnary et al., 2018; Prasad & Mishra, 2021). Lastly, family support encompasses the emotional, instrumental, informational, and evaluative support provided by family members, crucial for managing work-life balance and reducing workplace stress. This variable is assessed through indicators such as emotional and instrumental support from family, informational support in the form of advice, and the overall impact of family support on maintaining a healthy work-life balance (Anggriansyah et al., 2022; Wahjuningdiah & Paskarini, 2022; Yusriani et al., 2023).
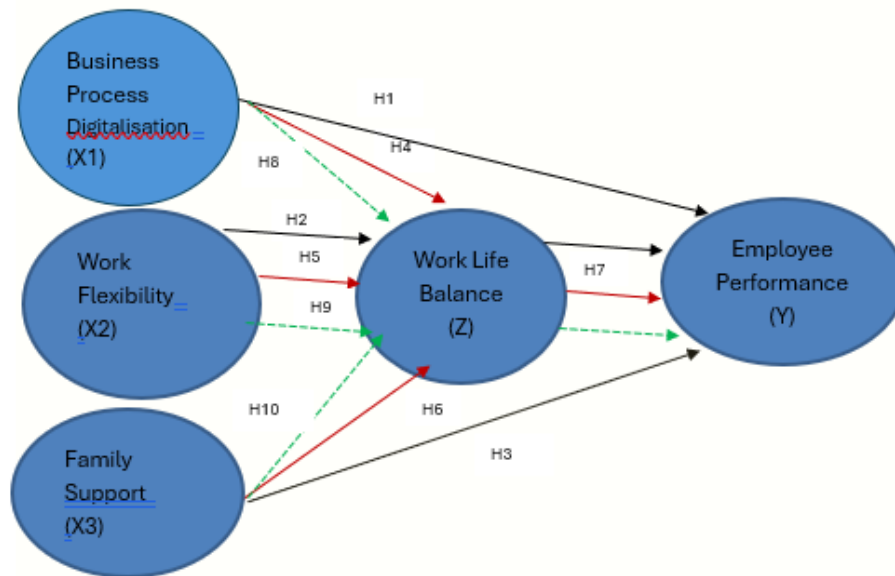
Figure 1. Research Model

METHOD

The method used in this study is a quantitative causal approach with descriptive statistical data analysis (Sugiyono, 2019; Rahman et al., 2023). This research was conducted at the Regional Office of DJKN in Riau, West Sumatra, and the Riau Islands. The population in this study comprises all civil servants, totaling 177 individuals. The sampling technique used is a census sampling method, where the entire population is used as the sample. The data consists of primary data, collected directly from respondents via questionnaires distributed through Google Sheets, and secondary data, which includes pre-existing data to support the analysis. Based on Cooper, D., & Schindler, P. (2013) The research instrument is a questionnaire using a Likert scale ranging from 1 to 5 to indicate the respondents' level of agreement with the statements presented in the questionnaire (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The questionnaire statements are designed based on indicators developed to measure the variables under study, consisting of 6 indicators with 12 questions for the Employee Performance variable, 4 indicators with 8 questions for the Work-Life Balance variable, 6 indicators with 13 questions for the Business Process Digitalization variable, 5 indicators with 10 questions for the Work Flexibility variable, and 4 indicators with 8 questions for the Family Support variable (Gunarto, 2018;Sugiyono, 2019; and Rahman et al., 2023).

Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with the SmartPLS v3.2.9 application to test the effects between variables, including the impact of business process digitalization on performance, work flexibility on performance, family support on performance, work-life balance on performance, and the effect of business process digitalization, work flexibility, and family support on performance through work-life balance as an intervening variable. (Hair et al., 2019; Gunarto, 2018). The SEM-PLS data analysis process includes evaluating the measurement model through tests of indicator reliability, internal consistency, and convergent validity, followed by evaluating the structural model using R-square, f-square, and hypothesis testing through t-statistics and p-value tests.

RESULTS AND DISCUSSION
1. Characteristic of respondents

Table 1a.

Profile of Respondents (n=177)

Profile	Sum	Percentage (%)
Gender		
Male	122	68.9
Female	55	31.1
Age (years)		
< 25	7	4.0
25 < 35	58	32.8
35 < 45	48	27.1
45 < 55	53	29.9
> 55	11	6.2
Position		
Staff	87	49.2
Structural Officer	48	27.1
Functional Officer	42	23.7

Table 1b.

Years of Service	Sum	Percentage (%)
< 5	15	8.5
5 < 10	47	26.6
10 < 15	17	9.6
15 < 20	30	16.9
> 20	68	38.4

Table 1c.

Education Level	Sum	Percentage (%)
Senior High School	9	5.1
Diploma (D1/D2/D3)	45	25.4
Bachelor's Degree (D4/S1)	87	49.2
Master's Degree (S2)	36	20.3

Table 1d.

Work Unit	Sum	Percentage (%)
DJKN Regional Office Riau, West Sumatra, and Riau Islands	44	24.9
KPKNL Pekanbaru	29	16.4
KPKNL Dumai	25	14.1
KPKNL Padang	27	15.3
KPKNL Bukittinggi	21	11.9
KPKNL Batam	31	17.5

Data processed result by scholars, 2024

2. Data Analysis Statistical Description
Measurement Model Fit Test (Outer Model).

The outer model determines the relationship between indicators and their latent variables. Evaluating the outer model is crucial to ensure that the proposed research model is valid, reliable, and suitable for measurement. For formative indicators, it is assumed that the indicators are not correlated with each other (using multicollinearity tests).
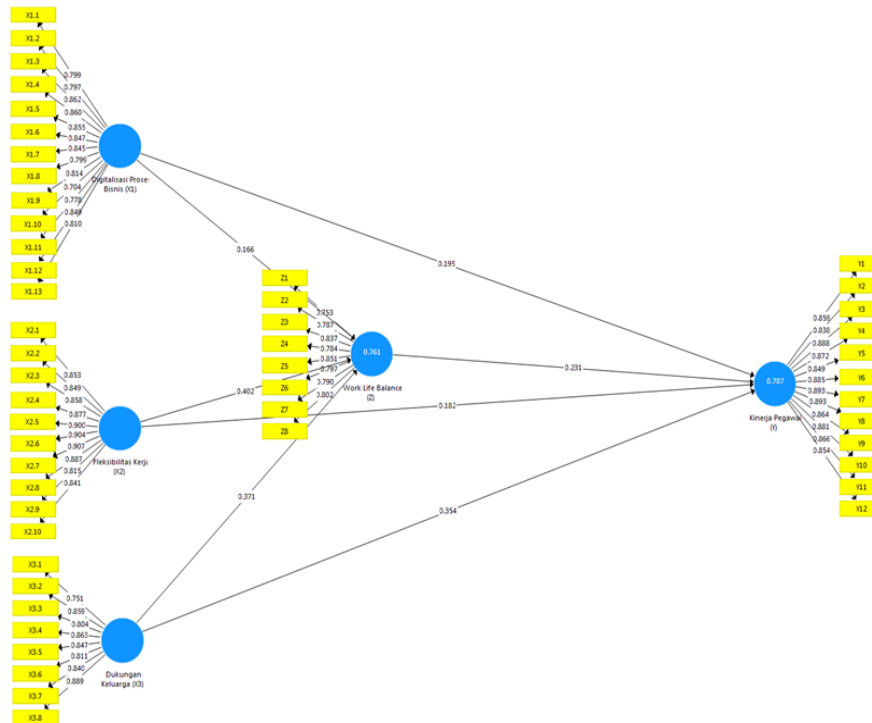
Below is the design of the outer model:

Figure 2. Outer Model, Data processed, 2024

Based on the outer model diagram above, it shows that the outer loading values of each statement item for all variables have loading values greater than 0.6, indicating high validity, thereby meeting the criteria for *convergent validity.*

a. Convergent Validity Test

The data processed with PLS reveals that most indicators for each variable in this study have loading values greater than 0.6, which meets the criteria for convergent validity. Convergent validity can also be assessed by examining the Average Variance Extracted (AVE) values, as shown below:

Table 1. Results of Average Variance Extracted (AVE) Test

Variable	Average Variance Extracted (AVE)	Threshold Value	Remark
Business Process Digitalization (X1)	0.669	0,50	Valid
Work Flexibility (X2)	0.756	0,50	Valid
Family Support (X3)	0.695	0,50	Valid
Work Life Balance (Z)	0.641	0,50	Valid
Employee Performance (Y)	0.757	0,50	Valid

Data processed result obtaining using PLS SEM, 2024

The table above shows that the variables of business process digitalization, work flexibility, family support, work-life balance, and employee performance have AVE values above 0.5, indicating that these variables are valid.

b. *Composite Reliability Test*

Construct reliability is measured using Cronbach's alpha and composite reliability values. A construct is considered reliable if the Cronbach's alpha value is above 0.60 and the composite reliability value is above 0.70, indicating that the indicators consistently measure their latent variables.

Table 2. Result of Composite Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Remark
Business Process Digitalization (X1)	0.958	0.963	Reliabel
Work Flexibility (X2)	0.964	0.969	Reliabel
Family Support (X3)	0.937	0.948	Reliabel
Work Life Balance (Z)	0.920	0.935	Reliabel
Employee Performance (Y)	0.971	0.974	Reliabel

Data processed result obtaining using PLS SEM, 2024

The test results show that the Cronbach's alpha values are above 0.60, and the composite reliability values are greater than 0.7, meaning that the constructs of all variables are reliable (Gunarto, 2018).

c. R-square Test

The results for the R-square test from the Smart PLS output are as follows.

Table 3. R Square Values

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.787	0.782
Work Life Balance (Z)	0.761	0.757

Data processed result obtaining using PLS SEM, 2024

The table data shows that the R-Square value for the work-life balance variable is 0.761. This value indicates that 76.1% of work-life balance can be explained by business process digitalization, work flexibility, and family support, while the remaining 23.9% is influenced by other factors.

The R-Square value for the employee performance variable is 0.787, meaning that 78.7% of employee performance can be explained by business process digitalization, work flexibility, family support, and work-life balance, with the remaining 21.3% influenced by other factors.\

Structural Model Fit Test (Inner Model)

The structural model fit test evaluates the inner model by examining the hypothesized relationships between variables. The structural model evaluation includes assessing the significance of each path coefficient to determine whether the relationships between variables are significant, consistent with the proposed hypotheses.

a. Direct Effect Hypothesis Test

The direct effect hypothesis test aims to assess the impact of independent variables on dependent variables. The results of the direct effect hypothesis testing are as follows:

Table.4. Results of Direct Effect Hypothesis Testing

Description	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Remark
Business Process Digitalization (X1) -> Employee Performance (Y)	0.195	2.881	0.004	+ / Significant
Work Flexibility (X2) -> Employee Performance (Y)	0.182	2.261	0.024	+ / Significant
Family Support (X3) -> Employee Performance (Y)	0.354	4.703	0.000	+ / Significant
Business Process Digitalization (X1) -> Work-Life Balance (Z)	0.166	2.116	0.035	+ / Significant
Work Flexibility (X2) -> Work-Life Balance (Z)	0.402	4.680	0.000	+ / Significant
Family Support (X3) -> Work-Life Balance (Z)	0.371	4.447	0.000	+ / Significant
Work-Life Balance (Z) -> Employee Performance (Y)	0.231	2.469	0.014	+ / Significant

Data processed result obtaining using PLS SEM, 2024

Based on the results of the direct effect hypothesis testing, the following conclusions were drawn:

a) H1, The business process digitalization variable (X1) on employee performance (Y) has a t-statistic of 2.881 > t-table 1.974, with a P-value of 0.004 < 0.05. This indicates that the business process digitalization variable has a positive and significant effect on employee performance. This finding is consistent with the study by Chopra et al. (2020), which showed that business process digitalization influences employee performance.

b) H2, The work flexibility variable (X2) on employee performance (Y) has a t-statistic of 2.261 > t-table 1.974, with a P-value of 0.024 < 0.05. This indicates that the work flexibility variable has a positive and significant effect on employee performance. This finding aligns with the study by Maifanda et al. (2019), which demonstrated that work flexibility affects employee performance.

c) H3, The family support variable (X3) on employee performance (Y) has a t-statistic of 4.703 > t-table 1.974, with a P-value of 0.000 < 0.05. This indicates that the family support variable has a positive and significant effect on employee performance. This result is consistent with the research by Anggriansyah et al. (2022), which found that family support influences employee performance.

d) H4, The business process digitalization variable (X1) on work-life balance (Z) has a t-statistic of 2.116 > t-table 1.974, with a P-value of 0.035 < 0.05. This indicates that the business process digitalization variable has a positive and significant effect on work-life balance. This finding is consistent with the research by Chopra & Sharma (2020), which showed that business process digitalization affects work-life balance.

e) H5, The work flexibility variable (X2) on work-life balance (Z) has a t-statistic of 4.680 > t-table 1.974, with a P-value of 0.000 < 0.05. This indicates that the work flexibility variable has a positive and significant effect on work-life balance. This finding aligns with the study by Brega et al. (2023), which demonstrated that work flexibility affects work-life balance.

f) H6, The family support variable (X3) on work-life balance (Z) has a t-statistic of 4.447 >

t-table 1.974, with a P-value of 0.000 < 0.05. This indicates that the family support variable has a positive and significant effect on work-life balance. This result is consistent with the research by Chavan et al. (2021), which found that family support influences work-life balance.

g) H7, The work-life balance variable (Z) on employee performance (Y) has a t-statistic of 2.469 > t-table 1.974, with a P-value of 0.014 < 0.05. This indicates that the work-life balance variable has a positive and significant effect on employee performance. This result aligns with the research by Anggriansyah et al. (2022), which showed that work-life balance influences employee performance.

b. Intervening Effect Hypothesis Test

The intervening effect hypothesis test aims to assess the impact of independent variables on dependent variables through an intervening variable. The results of the intervening effect hypothesis testing are as follows:

Table 5. Results of Intervening Effect Hypothesis Testing

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Remark
Business Process Digitalization (X1) -> Work-Life Balance (Z) -> Employee Performance (Y)	0.038	1.453	0.147	Not Significant
Work Flexibility (X2) -> Work-Life Balance (Z) -> Employee Performance (Y)	0.093	2.495	0.013	+ / significant
Family Support (X3) -> Work-Life Balance (Z) -> Employee Performance (Y)	0.086	1.860	0.064	Not Significant

Data processed result obtaining using SEM PLS, 2024

Based on the results of the intervening effect hypothesis testing, the following conclusions were drawn:

h) H8, The business process digitalization variable (X1) on employee performance (Y) has a t-statistic of 1.453 < t-table 1.974, with a P-value of 0.147 > 0.05. This indicates that the business process digitalization variable does not significantly affect employee performance through work-life balance as an intervening variable.

i) H9, The work flexibility variable (X2) on employee performance (Y) has a t-statistic of 2.495 > t-table 1.974, with a P-value of 0.013 < 0.05. This indicates that the work flexibility variable has a positive and significant effect on employee performance through work-life balance as an intervening variable.

j) H10, The family support variable (X3) on employee performance (Y) has a t-statistic of 1.860 < t-table 1.974, with a P-value of 0.064 > 0.05. This indicates that the family support variable does not significantly affect employee performance through work-life balance as an intervening variable.

The structural model fit test was conducted to evaluate the inner model by analyzing the hypothesized relationships between variables. The results of the direct effect hypothesis testing indicate that all independent variables—business process digitalization, work flexibility, and family support—have a positive and significant impact on employee performance. Specifically, business process digitalization (H1) significantly improves employee performance, aligning with previous research by Chopra et al. (2020), which highlights the role of digitalization in enhancing work outcomes. Similarly, work flexibility (H2) was found to significantly affect employee performance, consistent with findings by Maifanda et al. (2019) that emphasize the importance of flexible working arrangements in

boosting employee productivity. Family support (H3) also showed a significant positive impact on employee performance, supporting the conclusions of Anggriansyah et al. (2022), who identified family support as a critical factor in employee performance.

Further analysis revealed that business process digitalization (H4), work flexibility (H5), and family support (H6) all significantly influence work-life balance, with positive effects. These findings are consistent with prior studies, such as those by Chopra & Sharma (2020) and Brega et al. (2023), which underscore the importance of digitalization and flexibility in enhancing work-life balance. Additionally, work-life balance itself was shown to have a significant positive impact on employee performance (H7), corroborating the results of Anggriansyah et al. (2022), which suggest that a balanced work-life relationship is crucial for optimal employee performance.

Limitations and Recommendations for Future Research

This study is not without its limitations. First, the research is geographically limited to a specific region, which may affect the generalizability of the findings to other contexts or countries. Future studies should consider expanding the sample to different regions or sectors to enhance the applicability of the results. Second, while this study used work-life balance as an intervening variable, other potential mediators or moderators, such as job satisfaction or organizational culture, were not explored. Future research could incorporate these additional variables to provide a more comprehensive understanding of the factors influencing employee performance.

Moreover, the study found that while work flexibility significantly affects employee performance through work-life balance (H9), business process digitalization (H8) and family support (H10) do not have a significant indirect effect through this intervening variable. These findings suggest that work flexibility might be a more potent lever for enhancing employee performance compared to the other variables studied. Future research should explore why certain variables, such as digitalization and family support, may have limited indirect effects and investigate the potential roles of other mediating factors in these relationships. Additionally, the evolving nature of work due to technological advancements and post-pandemic shifts warrants longitudinal studies to observe how these relationships change over time.

CONCLUSION

The data analysis results show that business process digitalization has a positive and significant impact on employee performance and a positive and significant impact on work-life balance, but it does not have a significant effect on performance through work-life balance as an intervening variable. Work flexibility has a positive and significant direct effect on performance, a positive and significant direct effect on work-life balance, and a positive and significant effect on performance through work-life balance as an intervening variable. Family support has a positive and significant direct effect on performance and a positive and significant direct effect on work-life balance, but it does not have a positive and significant effect on performance through work-life balance as an intervening variable in this unit analysis.

thanks to our paper coach and proofreader, whose expertise and meticulous attention to detail were essential in refining this manuscript for publication. Thank you for all our lecturers in SPs-UT and Forkompromi peers, Your collective efforts have been crucial in bringing this research to fruition.

REFERENCES

Abadi, M. D., & Taufiqurrahman, A. (2023). Fleksibilitas Kerja, Insentif dan Motivasi Kerja Terhadap Kinerja Driver Grabbike Lamongan. Media Komunikasi Ilmu Ekonomi, *40*(1), 30–40. https://doi.org/10.58906/melati.v40i1.97

Abid, S., & Khan Barech, D. (2017). The Impact Of Flexible Working Hours On The Employees Performance. In International Journal of Economics, Commerce and Management United Kingdom (Vol. 7). http://ijecm.co.uk/

Adiawaty, S., & Bernhard. (2023). Pengaruh Dimensi-Dimensi Work Life Balance Terhadap Kualitas Kerja. *ESENSI:* Jurnal Manajemen Bisnis, *26*(1), 1–12.

Ainun, A. N. A. (2021). The Effect Of Family Social Support And Workload On Nurses Performance In Regional Public Hospital Of Lanto Daeng Pasewang Jeneponto With Burnout As An Intervening Variable.

Amin, E. J. S. N. A., Rusydi, M., Kunci, K., Keluarga, D., Organisasi, D., & Kerja, B. (2023). Pengaruh Family support Dukungan Organisasi Terhadap Kinerja Karyawan yang Dimediasi Budaya Kerja. Jurnal Manajemen STIE Muhammadiyah Palopo, *9*(1).

Anggriansyah, D., Qamari, I. N., & Nuryakin, N. (2022). The Effect of Family Support, Leader Support, and Work-Life Balance on Teacher Performance in Pringsewu Regency. *Mix: Jurnal Ilmiah Manajemen*, *12*(1), 70. https://doi.org/10.22441/jurnal_mix.2022.v12i1.006

Ardiansah. (2020). Pengaruh Work Life Balance Terhadap Kinerja Karyawan Melalui Komitmen Organisasi Pada Karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. Jurnal Ilmu Manajemen – Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya, *8*(2018), 1211–1221.

Arora, C., & Wagh, R. (2017). Importance of Work-Life Balance. www.ijntr.org International Journal of New Technology and Research (IJNTR) ISSN:2454-4116, Volume-3, Issue-6, June 2017 Pages 23-25

Banik, S., Akter, K. M., & Molla, M. S. (2021). Impact of Organizational and Family Support on Work-Life Balance: An Empirical Research. *Business Perspective Review*, *3*(2), 1–13. https://doi.org/10.38157/business

Berkowsky RW, Yost EA, and Cotten SR (2018) Using Technology To Enhance Resiliency Among Older Adults. In Resnick B, Gwynther LP, and Roberto KA (eds) Resilience in Aging. Cham, Switzerland: Springer, 385–399

Brega, C., Briones, S., Javornik, J., León, M., & Yerkes, M. (2023). Flexible work arrangements for work-life balance: a cross-national policy evaluation from a capabilities perspective. International Journal of Sociology and Social Policy, 43(13–14), 278–294. https://doi.org/10.1108/IJSSP-03-2023-0077

Capnary, M. C., Rachmawati, R., & Agung, I. (2018). The influence of flexibility of work to loyalty and employee satisfaction mediated by work life balance to employees with millennial generation background in Indonesia startup companies. Business: Theory and Practice, *19*, 217–227. https://doi.org/10.3846/btp.2018.22

Chavan, R., Sudarsana D, M., & Reddy, T. N. (2021). Work & Family Stress on Work Life Balance of Corporate Hospital Doctors. International Journal Management (IJM*)*, *12*(4), 38. https://doi.org/10.34218/IJM.12.4.2021.014

Chopra, R., & Sharma, S. (2020). Impact of Digitalisation on Employee's Work-life Balance in Corporate. In International Journal of Creative Research researchgate.net.

https://www.researchgate.net/profile/Reena-Chopra-3/publication/360008318_Impact_Of_Digitalization_On_Employees'_Work_Life_Balance_In_Corporate/links/625c0d151c096a380d0c83f0/IMPACT-OF-Digitalization-On-Employees-Work-Life-Balance-In-Corporate.pdf

Cintantya, D., & Nurtjahjanti, H. (2020). Hubungan Antara Work-Life Balance Dengan Subjective Well-Being Pada Sopir Taksi Pt. Express Transindo Utama Tbk Di Jakarta. Jurnal EMPATI, *7*(1), 339–344. https://doi.org/10.14710/empati.2018.20246

Cooper, D., & Schindler, P. (2013). Business Research Methods. Mcgraw-hill.

Curraj, E. (2018). Business digitalization of SMEs in Albania: Innovative approaches and their impact on performance. Phd Thesis, October, 1–190.

Dewi, C. T. T., & Krisnadi, H. (2023). The Effects of Using Digitalization, Work Life Balance and Work Engagement on Employee Performance Through Job Satisfaction at PT Waskita Karya Infrastruktur. *JMKSP* (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan), *8*(2), 1007–1017. https://doi.org/10.31851/jmksp.v8i2.12893

Farrel Shidqi, M., Darmastuti, I., & Suryo Wicaksono, B. (2023). Pengaruh Digitalisasi Sistem PerusahaanTerhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada PT. Bank Negara Indonesia Kantor Wilayah Semarang). Diponegoro Journal OF Management, *12*(1), 1–8.

Fink, A. (2019). Conducting Research Literatur Reviews: From The Internet to Paper (5th ed.). Thousand Oaks, CA: Sage Publications.

Foanto, E. F., Tunarso, E. B., & Kartika, E. W. (2020). Peran Work Life Balance Terhadap Kinerja Karyawan Melalui Komitmen Afektif Sebagai Variabel Mediasi Pada Karyawan Hotel Berbintang Tiga Di Makassar, Sulawesi Selatan. Jurnal Manajemen Perhotelan, *6*(1), 37–45. https://doi.org/10.9744/jmp.6.1.37-45

Fuller, S., & Hirsh, C. E. (2019). "Family-Friendly" Jobs and Motherhood Pay Penalties: The Impact of Flexible Work Arrangements Across the Educational Spectrum. Work and Occupations, *46*(1), 3–44. https://doi.org/10.1177/0730888418771116

Garg, R., Lazar, D., Khan Rao, S., Angayarkanni, D., & Janani, D. (2023). Assessing The Impact Of Work-Life Balance On Employee Performance And Job Satisfaction Section A-Research Paper Assessing The Impact Of Work-Life Balance On Employee Performance And Job Satisfaction. Eur. Chem. Bull, *2023*, 718–726. https://doi.org/10.48047/ecb/2023.12.si12.062

Gunarto, M. (2018). Analisis Statistika dengan Model Persamaan Struktural (SEM): Teoritis dan Praktis. Bandung: Alfabeta.

Gunawan, S. A., Yulianti, N. D., Nuha, E., Gika, N., Farida, I., & Prawira, A. (2023). Studi Literatur : Analisis Work Life Balance Dan Human Resource Management di Platform Digital Era Gig Economy. *3*, 5111–5125.

Guo, L. (2021). The Effect of Digital Transformation on Firm Performance: Evidence from China's Manufacturing Sector. 1–18. https://www.mdpi.com/2071-1050/13/22/12844

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hasibuan, Malayu. (2016). Manajemen Sumber Daya Manusia. Jakarta: Penerbit Bumi Aksara.

Holotiuk, F., & Beimborn, D. (2017). Critical Success Factors of Digital Business Strategy. 13th International Conference on Wirtschaftsinformatik, 991–1005.

Ilyas, A., & Bahagia, B. (2021). Pengaruh Digitalisasi Pelayanan Publik terhadap Kinerja Pegawai pada Masa Pandemi di Lembaga Pendidikan dan Pelatihan. *Edukatif :* Jurnal Ilmu Pendidikan, *3*(6), 5231–5239. https://doi.org/10.31004/edukatif.v3i6.1173

Jamaludin, J., Sulistianto SW, Wikansari, M., Rinandita, D., Fachrurazi, F., Hiswanti, H., Agus, N., Zein, A., Wahim, I., & Veza, O. (2022). Transformasi Digital Dalam Dunia Bisnis. Batam: Cendikia Mulia Mandiri

Kim, H. K. (2014). Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment. An International Journal, *6*(1), 37–51.

Lei, S., Zhang, Y., & Cheah, K. S. L. (2023). Mediation of work-family support and affective commitment between family supportive supervisor Behaviour and workplace deviance. Heliyon, *9*(11). https://doi.org/10.1016/j.heliyon.2023.e21509

Lestari, P., Violinda, Q., & Goeltom, H. C. (2021). Pengaruh Work Life Balance dan Disiplin Kerja terhadap Kinerja Guru SMA di Kota Semarang pada Saat Pandemi Covid-19. Intuisi : Jurnal Psikologi Ilmiah, *12*(3), 307–315. https://doi.org/10.15294/intuisi.v12i3.26777

Leung, Y. K., Mukerjee, J., & Thurik, R. (2020). The Role Of Family Support In Work-Family Balance And Subjective Well-Being of SME Owners. Journal of Small Business Management, *58*(1), 130–163. https://doi.org/10.1080/00472778.2019.1659675

Maifanda, N., Muhammad, & Slamet, R. (2019). Pengaruh Gaji, Jam Kerja Fleksibel Dan Stres Kerja Terhadap Kinerja Karyawan Pada Perusahaan Di Kota Batam. In Journal Of Applied Managerial Accounting (Vol. 3, Issue 1).

Malayuja, J., & Sahputra, N. (2022). Pengaruh Work From Home Dan Fleksibilitas Jam Kerja Terhadap Kinerja Pegawai Pada Direktorat Jenderal Pajak di KPP Pratama Lubuk Pakam.

Mallafi, F. R., & Silvianita, A. (2021). Pengaruh Flexible Working Arrangement Dan Work Life Balance Terhadap Kinerja Karyawan (Studi Pada Karyawan Department Internal Audit PT . Telkom Indonesia , Tbk Bandung). E-Proceeding of Management ISSN *: 2355-9357*, *8*(6), 8596–8602.

Manalor, M. I., Marnisah, L., & Riwukore, J. R. (2022). The influence of transformational leadership, quality of human resources, and discipline toward community satisfaction at the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang. Enrichment: Journal of Management, 12(4), 2987–2994. Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi, 12(01), 406–417.

Mangkunegara, Prabu Anwar. (2016). Evaluasi Kinerja SDM. Cetakan ke tujuh, PT Refika Aditama: Bandung.

Mirfaqoh, V., Yusriani, S., Helmi, T. A., Fadhil, A., Sholihah, F. M., & Kusnadi, K. (2023). Analysis of the Impact of the Covid-19 Pandemic on Stock Prices in the Construction Sector in Indonesia. *Greenation International Journal of Economics and Accounting (GIJEA)*, *1*(3), 437-442.

Monica, T., Gunawan, E., & Franksiska, R. (2020). The Influence Of Flexible Working Arrangement To Employee Performance With Work Life Balance As Mediating Variable. In Jurnal Ilmiah Manajemen (Vol. 308, Issue 3). http://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/PROCURATIO/index

Mufraini, M. A., Murodi, M. U. R. O. D. I., Wicaksono, A. T. S., Fauziah, F., & Mubarok, F. (2021). The efficiency of human resources management during the disruption and pandemic era: An empirical study of Indonesian Islamic Banks. *The Journal of Asian Finance, Economics and Business*, *8*(6), 437-446.

Mukarramah, N., Chalil, N., Studi Manajemen, P., Ekonomi dan Bisnis, F., & Syiah Kuala, U. (2020). Pengaruh Dukungan Rekan Kerja Dan Family support Terhadap Kinerja Dengan Job Embeddedness Sebagai Pemediasi Pada Anggota Kepolisian Satlantas Polresta Banda Aceh. Jurnal Ilmiah Mahasiswa Ekonomi Manajemen Terakreditasi Sinta, *4*(4), 647–661. http:jim.unsyiah.ac.id/ekm

Nayak, P., & Sharma, N. (2018). Managing Faculty's Work–Life Balance In Indian Business Schools. Teorija In Praksa Let. 55, 3/2018 .

Novikova, O., Shamileva, L., & Khandii, O. (2021). Quality of Working Life in View of Digitalization of the Economy: Assessment and Development Trends. Journal of European Economy, *20*(Issue Vol 20, No 3 (2021)), 369–389. https://doi.org/10.35774/jee2021.03.395

Pertiwi, W., & Nurhikmah, F. (2018). Pengaruh Perubahan Sistem Digitalisasi Terhadap Kinerja Karyawan. *Seminar Nasional Multidisiplin 2018*, *1*(September), 187–191.

Prasad, L., & Mishra, D. P. (2021). Impact of work life flexibility on work performance of the employees of IT Companies. In *Psychology And Education* (Vol. 58, Issue 2). www.psychologyandeducation.net

Putri, sinta. (2023). Pengaruh Perubahan Organisasi Terhadap Kinerja Karyawan SENTRI: Jurnal Riset IlmiahVol.2, No.12 Desember 2023 ejournal.nusantaraglobal.ac.id/index.php/sentry

Rahman, T., Utomo, K. W., & Kurniatun, T. C. (2023). Predicting the Role of Transformational Leadership on Organizational Citizenship Behavior: Evidence from Airports Employees in the Sorong Area. *Management Studies and Entrepreneurship Journal (MSEJ)*, *4*(6), 8503-8517.

Republika. (2022).BKN: 35 Persen ASN Kinerjanya Seperti Deadwood. https://news.republika.co.id/berita/rffb5q384/bkn-35-persen-asn-kinerjanya-seperti-deadwood. retrieved on February 4th, 2024.

Richard, Y. F., & Epin, M. N. W. (2023). Determinan Keputusan Investasi Mahasiswa Pada Galeri Investasi BEI. Jurnal Ilmu Ekonomi & Sosial, *14*(1), 1–21. https://doi.org/10.35724/jies.v14i1.5080

Riwukore, J. R., Marnisah, L., & Habaora, F. (2022). Employee performance analysis based on the effect of discipline, motivation, and organizational commitment at the Regional Secretariat of the Kupang City Government. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, *12*(1), 76-99.

Romeo julianto (2023) artikel Langkah Peningkatan Kualitas Pengelolaan Kinerja Kementerian Keuangan https://djpb.kemenkeu.go.id/kanwil/jambi/id/data-publikasi/artikel/2971-langkah-peningkatan-kualitas-pengelolaan-kinerja-kementerian-keuangan.html

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293-315.

Setiawan, W. (2017). Era Digital dan Tantangannya. *ISBN.978-602-50088-0-1 Seminar Nasional Pendidikan*, 1–9.

Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of Flexible Working Hours on Work-Life Balance. *American Journal of Industrial and Business Management*, *04*(01), 20–23. https://doi.org/10.4236/ajibm.2014.41004

Siregar, Y. B. (2019). Digitalisasi Arsip Untuk Efisiensi Penyimpanan. ISSN 2598-2451, 4, 1–19.

Siskayanti, N. K., & Sanica, I. G. (2022). Pengaruh Fleksibilitas Kerja, Motivasi Kerja dan Stres Kerja Terhadap Kinerja Karyawan BPJS Ketenagakerjaan Bali Denpasar Selama Work from Home (Vol. 7, Issue 1). http://ejournal.upi.edu/index.php/jpmanper

Sugiyono (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung :Alphabeta

Sun, S., & Lestari, E. (2022). Analisis Pengaruh Literasi Keuangan, Pengetahuan Investasi, Motivasi Investasi Dan Pendapatan Terhadap Keputusan Investasi Pada Masyarakat Di Batam. Jurnal Akuntansi Unesa, *10*(03), 101–114.

Suwandi, & Suhakim, A. I. (2023). Effect of Work-Life Balance on Employee Performance Mediated by Job Satisfaction. Jurnal Ilmiah, Manajemen Sumber Daya Manusia JENIUS, *6*(2), 380–388.

Talukder, A. K. M. M. H., & Galang, M. C. (2021). Supervisor Support for Employee Performance in Australia: Mediating Role of Work-Life Balance, Job, and Life Attitude. Journal of Employment Counseling, *58*(1), 2–22. https://doi.org/10.1002/joec.12154

Tan, Q., Yan, K., & Zou, G. (2024). Family involvement in management, social trust and the environmental responsibility performance of family firms. *Research in International Business and Finance, 69*. https://doi.org/10.1016/j.ribaf.2024.102291

Turangan E, T. V. M. D. (2022). Pengaruh Worklife Balance dan Kepuasan Kerja Terhadap Kinerja Karyawan PLN Gardu Induk Kawangkoan. *3*(4), 2022.

Valentina, C., 1∗, L., Risambessy, A., & Kumbangsila, R. (2022). Issue 3 (2022) Pages 449-458 INOVASI: Jurnal Ekonomi. Keuangan Dan Manajemen, 18(3), 449. https://doi.org/10.29264/jinv.v18i3.10917

Viegas, S., Gualano, M. R., Buttigieg, S., & Moscato, U. (2023 Impact Of Digitalization On Workers' Health And Work-Life Balance. (2023)1–3. Front. Public Health 11:1204465. https://doi.org/10.3233/WOR-2

Vuori, V., Helander, N., & Okkonen, J. (2019). Digitalization in knowledge work: the dream of enhanced performance. Cognition, Technology and Work, 21(2), 237–252. https://doi.org/10.1007/s10111-018-0501-3

Wahjuningdiah, E. D., & Paskarini, I. (2022). The Relationship Between Family Support and Work-Family Balance among Surabaya Health Facility Security Center Employees During the COVID-19 Pandemic. Indonesian Journal of Occupational Safety and Health, 11(3), 454–462. https://doi.org/10.20473/ijosh.v11i3.2022.454-462

Widodo, V. (2024). Analisis Persepsi Family support (Perceived Family Support), Dukungan Tempat Kerja (Perceived Workplace Support) dan Kebijakan Keseimbangan Kehidupan-Kerja (Work Life Balanced) Terhadap Kinerja Karyawan (Study Pada Karyawan UMB BOGA Yogyakarta). Jurnal Ilmiah Dan Karya Mahasiswa, *2*(2), 116–126. https://doi.org/10.54066/jikma.v2i2.1637

Witriaryani, A. S., Putri, A., Jonathan, D., Mohd, T., & Abdullah, K. (2022). Pengaruh Work-life Balance dan Flexible Working Arrangement terhadap Job Performance dengan Dimediasi oleh Employee Engagement Info Artikel ABSTRAK Sejarah artikel. *Jurnal Ilmiah Akuntansi Dan Keuangan*, *5*(2), 2022. https://journalkopin.acd/index.php/fairvalue

Yusriani, S., Patiro, S. P. S., Pamungkas, C. R., Aryadi, D., Lusiati, M., Nurbaeti, N., & Siregar, D. H. (2023, November). Exploring the Dynamics and Implications of Remote Work during and post-COVID-19: A Qualitative Analysis. In *Proceeding of The International Seminar on Business, Economics, Social Science and Technology (ISBEST)* (Vol. 3, No. 1)