

DIGITAL TRANSFORMATION AND WORK-LIFE HARMONY: DRIVING EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT

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Abstract

The main aim of the present study is to explore the direct and indirect influence of Work-life Balance and Digitalization on Employee Performance with the mediating role of Organizational Commitment in the Indonesia employment scenario. This quantitative study involved a total of 60 employees. The hypothesis was tested by structural equation modeling (SEM) within the Smart-PLS program. The output showed that Work-life balance doesn't have a big impact on commitment to the company. (t-value: 1.316). Digitalization has a positive and substantial effect on Organizational Commitment (t-value: 5.107). Moreover, the direct effects of both Work-life Balance (t: 0.793) and Digitalization (t: 1.696) on Employee Performance are insignificant. On the other hand, the Organizational Commitment contributes considerably in improving directly the Performance (t-value: 2.471). The data support the mediation study for Work-life Balance and Performance, where Organizational Commitment does not mediate the connection (t: 0.971). However, it is a very important mediator in the relationship between Digitalization and Employee Performance (t-value: 2.073).

1. INTRODUCTION

1.1 Background

After the covid-19 pandemic, the Indonesian professional scene has undergone tremendous changes, culminating in a modern workplace paradigm. This new environment is strongly reliant on two main factors: the integration of digital technologies and the offering of work-life balance (WLB). In fact, today, adopting technology advancement and helping employees achieve personal-professional balance is no longer optional. Rather, they are important measures for institutions in all sectors in Indonesia to sustain their market share and optimize operational productivity. Traditionally, academic research has been divided between the technical components of work, such as digital transformation, and the emotional or psychological aspects, such as employee loyalty and well-being. To overcome this fragmentation, this study offers an integrative framework for simultaneous assessment of various variables.

But the reality of the “digitalization paradox” often runs counter to the assertion that technical facilities foster such efficiency. So, the real cause of burnout is the speed of technological deployment without a healthy WLB. Constant connection is the product of unfettered digital access, fostering an always-on culture that gradually diminishes the psychological well-being of workers. Therefore, the complexity of the work system does not assure an instant boost in Employee Performance if the employees have difficulty managing their professional and personal lives. Organizational Commitment is a psychological bridge in this disturbed work ecology and plays a critical function. The institution will feel valued by employees who benefit from good WLB and the simplicity of digital workflows. According to the ideas behind Social Exchange Theory, the feeling would make people loyal and connect them emotionally, which would motivate them to do their best to meet the company's performance goals.

The separate impact of the adoption of digital tools and psychological well-being on employee outcomes has been extensively studied in the existing literature, but the simultaneous configuration of the two components has not been investigated in the previous studies. Specifically, there is a considerable empirical gap about the mediating impact of organizational commitment between a structural factor (digitalization) and a personal factor (work-life balance) on the employee's performance. In this study, we attempt to address this void by demonstrating how technology and a good work-life balance can work together to enhance professional commitment, and in turn, increase performance among Indonesian workers.

1.2 Formulation of The Problem

Guided by the previously discussed background, this study addresses the following research questions:

1. How does WLB influence Organizational Commitment?
2. To what extent does Digitalization impact Organizational Commitment?
3. What is the effect of WLB on Employee Performance?
4. How does Digitalization shape Employee Performance?
5. In what way does Organizational Commitment affect Employee Performance?
6. Does WLB indirectly influence Employee Performance through the mediating mechanism of Organizational Commitment?
7. Is the impact of Digitalization on Employee Performance mediated by Organizational Commitment?

2. LITERATURE REVIEW

2.1 Theoretical and Conceptual Background

2.1.1 Work life Balance

Rincy & Panchanatham (2010) explain that WLB is a state characterized by low levels of conflict experienced by employees, allowing their roles in both the workplace and the family to function effectively. Meanwhile, Collins et al (2003) view WLB as a degree or a continuum. This continuum can be disrupted at one end due to an imbalance of support between specific roles, such as the responsibilities of working within an organization versus those within a family unit. Scholarly perspectives on WLB generally diverge into two distinct streams. Traditional techniques are mainly concerned with the distribution of resources and time across the work and non-work domains. But in modern literature it is a mental condition of balance that stresses satisfaction and involvement in roles rather than an equal division of time. This study integrates the two perspectives and views work-life balance as a dynamic balance that affects employee stability.

2.1.2 Digitalization

Media digitization is the process of turning textual archives into new media formats that can be read by computers (Aripin et al., 2023). Digitization in a larger sense is the process of transformation of printed, audio or video media into digital format. Taqqia & Anggraeni (2022) adds that digitization is done with the purpose of making digital archives of documents. The implementation of this procedure needs the support of various equipment such as computers, scanners, source media operators, and appropriate software (Hindriari et al., 2022). Organizational studies recognize several operational depths of digitalization. Previous frameworks have treated it purely as a technology shift, that is, the move from analog to digital tasks. But, according to a recent scholarly agreement, digitalization is a socio-technical transition that fundamentally changes communication, workflow patterns and institutional cultures. This research embraces the latter view, assessing technology not only as an operational tool but also as an environmental catalyst.

2.1.3 Organizational Commitment

Organizational commitment is essentially a person's psychological attachment and devotion to their workplace. As stated by this construct represents a strong desire on the part of an employee to remain connected to the business and a readiness to go the extra mile to support the company's objectives. This phenomena is described as the degree to which staff members identify with the overall mission of the organization and voluntarily elect to stay in their employment, in line with (Robbins & Judge, 2008). The synthesis of these definitions implies the definition of organizational commitment as an aggregate psychological contract, where personnel is linked by the acceptance of common corporate values, operational rules, and long-term institutional aims. Organizational commitment is defined differently by different psychological aspects. Some researchers advocate an affective position, emphasizing emotional ties and shared values, whilst others take a normative and continuing stance, motivated by perceived costs or obligations. The research reconciles these perspectives through the lens of the norm of reciprocity. Commitment is conceptualized as an active emotional and professional investment by the employee.

2.1.4 Performance

Performance is the quality and quantity of work that an individual does successfully, in accordance with his or her formal job description. Not just task performance but also strategic organizational goals such as economic growth and customer service excellence Bernardin et al. (1997) in Armstrong (2009) are structurally linked to effective performance. Therefore, it is necessary to consider the whole quantitative and qualitative contribution of an employee in the process of realization of operational expectations and current standards of the enterprise. Scholars

assess employee performance through shifting conceptual lenses. Traditional operational definitions are task performance based, limited to formal job descriptions and quantifiable results. Contemporary organizational behavior theory further elaborates this to contextual performance, which includes adaptive behaviors, digital competencies and extra-role contributions. In this research, employee performance is defined as a multidimensional construct comprised of task execution and digital adaptability.

2.2 Empirical Review and Hypothesis

Social Exchange Theory (SET) posits that organizational interactions are determined by the norm of reciprocity whereby positive actions by one party generate advantageous reactions from another (Blau, 1964). In this environment, when a company offers supporting digital technologies that ease processes and implements strong work-life balance practices, employees regard these initiatives as major institutional support. Therefore, to return this psychological and operational support, employees acquire a higher psychological feeling of obligation and emotional attachment, which results in stronger organizational commitment. When personnel are genuinely invested in their workplace, they stop doing the bare minimum. They willingly invest extra discretionary effort into their daily tasks, which becomes the primary catalyst for driving up their overall productivity

2.2.1 Relationship Between Work Life Balance (WLB) on Organizational Commitment

The bedrock of job happiness links WLB to an individual's fidelity to a work place. The freedom to balance work and life naturally boosts job happiness among workers, mostly driven by strong peer connections and office culture, (Sitohang et al., 2026) point out. This satisfaction, in turn, helps create a stronger emotional bond to the university. Islamiyati (2026) captured this in the idea that a good predictor of organizational loyalty is a solid WLB, suggesting that the harmony between personal & professional life immediately feeds into dedication. Ultimately, supporting employees to manage everyday lifestyles is an important strategic decision for any firm that aspires to ensure long-term commitment. Based on the literature, the following relationship is hypothesized:

H1: How does WLB influence Organizational Commitment?

2.2.2 Relationship Between Digitalization on Organizational Commitment

The adoption of digital technologies in daily life not only speeds up work but also allows individuals to connect and to overcome the feeling of isolation at work (Wulandari & Mokodompit, 2025). Furthermore, leaders that can effectively use digital platforms to genuinely empower their team, build a higher level of loyalty, which leads to improved team productivity (Samuel & Haeba Ramli, 2024). That means bringing tech into the office isn't so much about an upgraded software, but a space that people actually want to be in. So, the study shows:

H2: Digitalization has a significant effect on organizational commitment.

2.2.3 Relationship Between Work Life Balance (WLB) on Performance

A successful implementation of WLB programs is crucial to unlock the full potential of the individual. This balance needs to be maintained and improved to improve the performance of tasks in many fields, from industrial production Sumarna & Murniyati (2025) to local public administration (Kiat et al., 2026). By making sure that people are not overburdened by professional expectations, organizations can deliberately improve overall workforce effectiveness. Based on these past observations, the following relationship is expected: H3: Work Life Balance greatly effects Employee Performance.

This equilibrium must be maintained and enhanced to increase task performance in many sectors from industrial production Sumarna & Murniyati (2025) to local public administration (Kiat et al., 2026). By ensuring that staff members are not overwhelmed by professional demands, organizations can strategically enhance their overall workforce effectiveness. Grounded in these previous findings, the following relationship is anticipated:

H3: Work-Life Balance significantly influences Employee Performance.

2.2.4 Relationship Between digitalization on Performance

The integration of e-HRM and HRIS through digitalization enhances administrative efficiency, data synchronization and performance transparency, and also facilitates workforce planning and competency development of all academic and administrative workers (Alwy & Baso, 2026). Furthermore, the empirical research of (Zulfahmi et al., 2025) also demonstrates that the adoption of digitalization has a favorable impact on the overall achievement of performance. Based on these theoretical views we develop the following hypotheses:

H4: The immediate driver of employee performance through digitalization

2.2.5 Relationship Between Organizational Commitment to performance

Organizational commitment is an important factor in the achievement of the employee. According to Fitriyanti (2026) it strengthens the association between work-life balance and performance greatly. Moreover, empirical data show that the main driver of productivity is institutional loyalty Jati et al. (2026), Their findings reveal that highly committed personnel tend to reach the highest performance levels effortlessly, whereas disengaged individuals likely to disrupt operational processes. Therefore, continuous managerial efforts to build and preserve employee commitment are indispensable for reaching corporate goals.

H5: Organizational Commitment creates a positive and significant effect on Employee Performance.

2.2.6 Relationship Between Work Life Balance and Organizational Commitment to performance

The employee's dedication towards the organization has direct effect towards performance and mediates the relationship between work-life balance and job performance. Organizations should engage their employees in the decision-making process to achieve this. Involving employees makes them feel appreciated and helps improve problem solving skills which inevitably leads to higher performance. Organizations, too, have to do their share, which involves recognizing what their employees want or need, whether that's professional aid, financial remuneration or social recognition. A corporation that gives its workforce fair rewards, will receive back correspondingly through better quality work and increased commitment to the organization (Badrianto & Ekhsan, 2021). The research of (Prayogi et al., 2025) reveals that the work-life balance has a beneficial influence on employee performance, however the direct link is not statistically significant by itself. However, this association is highly dependent on organizational commitment. This suggests that organizational commitment is the fundamental link that connects an employee's work-life balance to his actual success at work.

H6: Organizational Commitment plays a mediating role between Work-Life Balance (WLB) and Performance.

2.2.7 Relationship Between Digitalization and Organizational Commitment to performance

Organizational commitment is a key mediating factor between the impact of system digitalization and personnel performance. The performance is being improved by digitization, both directly and indirectly, by means of the employees' involvement in the company (Dwijayanthi et al., 2026). Digital transformation has a favorable impact on employees' performance and dedication to the company. In the end, when a firm successfully embraces digital technologies and procedures, its people are more engaged and its results are better. Digitalization is a means to make the execution of a routine activity considerably more efficient, by accelerating the work process and enhancing the accuracy of the data (Putri et al., 2026).

H7: Digitalization positively affects Organizational Commitment and Organizational Commitment positively affects Performance.

2.3 Conceptual Framework

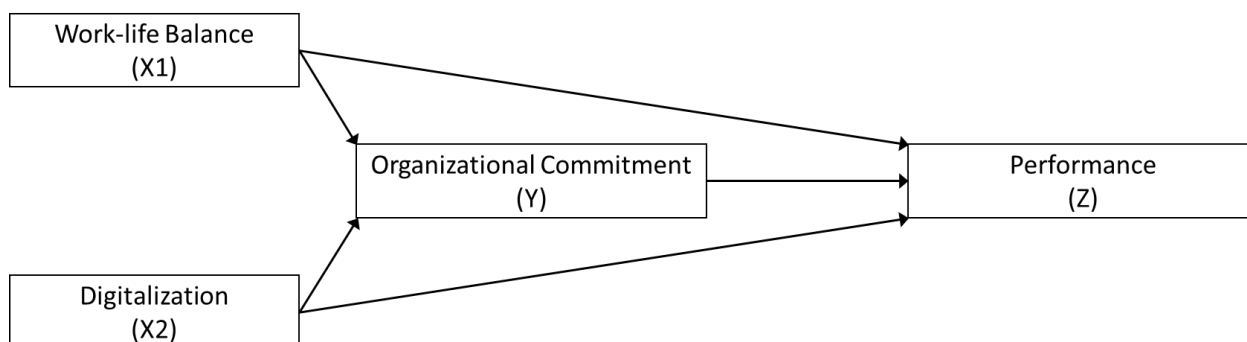


Figure 1. Research Model

Source: Processed by Researchers (2026)

The figure above explains that the independent variables, namely Work-life Balance (X1) and Digitalization (X2), affect the dependent variable, namely Performance (Z), with Organizational Commitment (Y) acting as a mediating variable. This can be interpreted that if the independent variables are managed and implemented well, it will foster higher organizational commitment, which in turn will improve employee performance. Based on that, the researcher intends to conduct research on employees in Indonesia.

2.4 Hypothesis Development

Synthesizing the problem statement with the empirical evidence gathered from the literature review, the structural model of this research posits the following hypotheses:

1. H1: Work-life balance acts as a powerful predictor that positively and significantly shapes organizational commitment.
2. H2: Digitalization significantly and positively drives organizational commitment.
3. H3: WLB directly affects employee performance.
4. H4: Digitalization implementation positively directly impacts staff performance.
5. H5: Increased organizational commitment levels have a positive effect on performance.
6. H6: Organizational commitment buffers positively the relationship between WLB and employee performance.
7. H7: Digitalization has favorable impact on Organisational Commitment and Organisational Commitment has positive impact on Performance

3. RESEARCH METHODOLOGY

The present study is methodologically quantitative and descriptive. This study design is basically used to give an objective and systematic description of the reality and phenomena that is happening. (Bungin, 2005) Within this paradigm, the current research elaborates on observable facts and examines the interaction among distinct constructs. Specifically, it examines the role of WLB, Digitalization and Organizational commitment as independent predictors of the dependent variable, Academic Performance (Y). To empirically validate the proposed hypotheses, the research approach comprises a combination of a random sampling strategy and a rigorous statistical evaluation of data.

3.1 Research Time and Place

This research collects the views of workers from diverse employment sectors as a means of understanding the implications of digital transitions on the Indonesian workforce as a whole. The statistics were obtained during the UNJ's Semester 124 academic term and used a convenience sample to reach professionals working in modern, technology driven workplaces. The sample size computation was done using the inverse square root method as indicated by (Hair et al., 2022). A total of 60 responses were collected, which is sufficient to detect the path coefficients between 0.21 and 0.30 with the statistical power of 80% in the PLS-SEM framework at the standard 5% significance level.

3.2 Method of Collecting Data

The data collection process includes: questionnaire distribution and literature review. The questionnaire has been carefully constructed by using questions and statements that correspond to the indicators of each examined variable: WLB (X1), Digitalization (X2), Organizational Commitment (Y) and Performance (Z). The instrument employed by the researcher is a closed type questionnaire in which respondents are supplied with a set of prepared alternative answers measured on a Likert scale.

3.3 Data Analysis Technique

Data analysis methods are used as a systematic approach for converting raw data into meaningful, interpretable results so as to build meaningful solutions for the study objectives. The main purpose of the present analysis is to address the research issues and to verify the hypotheses proposed. Descriptive statistical analysis will be used to describe the data with mean values, standard deviations and other important metrics. The hypothesis is tested by applying Variance based Structural Equation Modeling (SEM) using Smart-PLS. This multivariate method has two primary evaluations:

1. Measurement (Outer) Model, and
2. Inner Model.

4. RESULT AND DISCUSSION

4.1 Partial Least Square (PLS) Model Schematic

The Partial Least Squares (PLS) analysis technique was used to empirically validate the hypotheses using the statistical program SmartPLS 4. Below is the evaluated model's schematic:

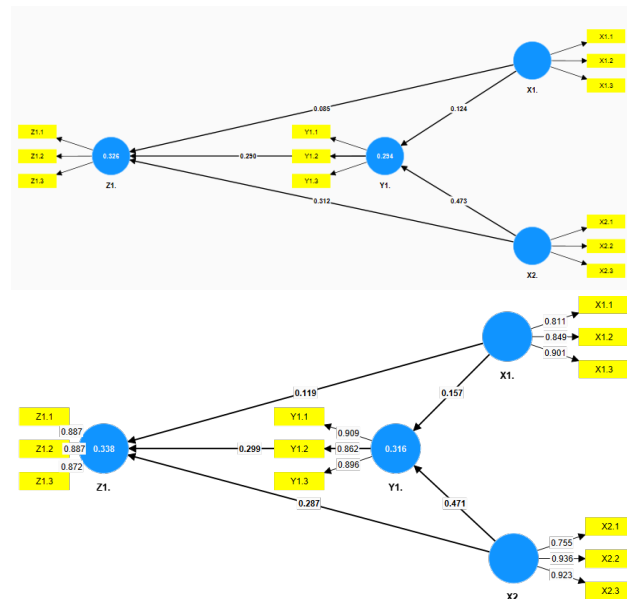


Figure 2. Program Model PLS
Source: Processed by researchers (2026)

The table demonstrates that all study variable indicators possess outside loading levels exceeding 0.70. Thus, these indicators show acceptable convergent validity and are considered appropriate for further research.

4.2 Outer Model Analysis Convergent Validity

Table 1. Outer Loadings

Variable	Indicator	Outer Loadings	Information
Work-Life Balance (X1)	X1.1	0.811	Valid
	X1.2	0.849	Valid
	X1.3	0.901	Valid
Digitalization	X2.1	0.755	Valid
	X2.2	0.936	Valid
	X2.3	0.923	Valid
Organizational Commitment (Y)	Y1.1	0.909	Valid
	Y1.2	0.862	Valid
	Y1.3	0.896	Valid
Perfomance	Z1.1	0.887	Valid
	Z1.2	0.887	Valid
	Z1.3	0.872	Valid

Source: Processed by researchers (2026)

All indicators load highest on their respective variables meeting the criteria for discriminant validity. The model quality can be tested by Average Variance Extracted (AVE) apart from the cross loadings. The value of AVE should be larger than 0.50 to confirm the acceptable validity. The statistics reveal that all indicators load highest on their respective variables, satisfying the conditions for discriminant validity.

4.3 Discriminant Validity

Table 2. Cross Loading

Variables				
Indicator	Work-Life Balance	Digitalization	Organizational Commitment	Perfomance
X1.1	0.811	0.434	0.341	0.308
X1.2	0.849	0.348	0.269	0.301
X1.3	0.901	0.425	0.355	0.332
X2.1	0.255	0.755	0.347	0.283
X2.2	0.351	0.936	0.547	0.504
X2.3	0.600	0.923	0.505	0.497
Y1.1	0.313	0.456	0.909	0.494
Y1.2	0.410	0.404	0.862	0.387
Y1.3	0.304	0.580	0.896	0.447
Z1.1	0.388	0.581	0.491	0.887
Z1.2	0.319	0.366	0.423	0.887
Z1.3	0.236	0.335	0.388	0.872

Source: Processed by researchers (2026)

Model quality can also be evaluated using the AVE, where a value larger than 0.50 is needed to determine satisfactory validity, in addition to cross-loadings.

Table 3. AVE

Variable	AVE
Work-Life Balance (X1)	0.730
Digitalization (X2)	0.766
Organizational Commitment (Y)	0.791
Performance (Z)	0.778

Source: Processed by researchers (2026)

AVE values should be > 0.05 for convergent validity. The table reveals that work-life balance, digitization, organizational commitment and performance meet this criterion, which indicates that all variables have sufficient convergent validity.

4.4 Composite Reliability

Table 4. Composite Reliability

Variable	Composite Reliability
Work-Life Balance (X1)	0.821
Digitalization (X2)	0.902
Organizational Commitment (Y)	0.876
Performance (Z)	0.896

Source: Processed by researchers (2026)

The results above demonstrate that all the variables tested had composite reliability values over the minimum criterion, with scores above 0.6. The results showed that each variable meets the composite reliability standards. This implies that all the construct evaluated have a high degree of reliability.

4.5 Cronbach Alpha

Table 5. Cronbach Alpha

Variable	Cronbach Alpha
Work-Life Balance (X1)	0.814
Digitalization (X2)	0.847
Organizational Commitment (Y)	0.868
Performance (Z)	0.861

Source: Processed by researchers (2026)

The internal consistency of the instruments was evaluated to ascertain their dependability, and the result showed that Cronbach's Alpha scores of (X1), (X2), (Y), and (Z) are greater than 0.70. The result suggests that each of the research constructs fulfils the high standard of data reliability.

4.6 Collinearity Statistics (VIF)

Collinearity statistics especially VIF values are partially used to justify the structural model validity. For a decent model, the VIF values should be less than 5, otherwise the bigger values indicate that collinearity is present within the latent construct.

Table 6. Collinearity Statistics

Variable	Composite Reliability
Work-Life Balance (X1)	1.290
Digitalization (X2)	1.326
Organizational Commitment (Y)	1.290
Performance (Z)	1.614

Source: Processed by researchers (2026)

The table indicates that the collinearity statistics values for each research variable are far below 5. Therefore, no indications of multicollinearity are seen within the scope of the investigation.

4.7 Coefficient of Determination Analysis (R2)

Table 7. R-Square

Variable	R-Square Value
Organizational Commitment (Y)	0.316
Performance (Z)	0.338

Source: Processed by researchers (2026)

The R-Square value for Organizational Commitment construct is 0.316 as shown in Table above, implying that 31.6% of its variation is explained by the antecedent elements in the model. The R-Square score for the Performance construct was 0.338. This suggests that the predictor factors explain 33.8 % of the variance of the Performance construct. The predictive significance of the model was further evaluated by the Q-Square (Q2) obtained by the following formula:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0.16) \times (1 - 0.338)] \\
 &= 1 - [(0.684) \times (0.662)] \\
 &= 1 - 0.4528 \\
 &= 0.5472
 \end{aligned}$$

Figure 3. Q-Square formula

Source: Processed by researchers (2026)

The resulting Q-Square is .547. As the Q2 value is more than zero (Q2>0), it may be inferred that the research model has high predictive relevancy and it exhibits a good fit with the empirical data.

4.8 F-Square Analysis

Based on the structural model, a predictive construct with an f-square value of less than 0.02 means that it has no practical influence. In contrast, effect sizes are considered to be weak at 0.02, moderate at 0.15 and large at 0.35. The f2 values obtained are summarised according to these criteria as follows:

Table 8. F-Square

Variable	Organizational Commitment (Y)	Performance (Z)
WLB (X1)	0.028	0.016
Digitalization (X2)	0.251	0.077

Performance (Z)

Source: Processed by researchers (2026)

The F-Square (f^2) values listed in Table 8 can be applied to complement the effect sizes of each structural approach to the following assessments. The effect size of Work-Life Balance (X1) on Organisational Commitment (Y) is small ($f^2 = 0.028$). The effect of Work-Life Balance (X1) on Performance (Z) has a f^2 value of 0.016 which is lower than the baseline of 0.02, so it is regarded minimal or no effect. On the other hand, the results suggest that Digitalisation (X2) has a more substantial function with a medium effect on Organisational Commitment (Y) with a f^2 value of 0.251. Finally, the effect of Digitalisation (X2) on Performance (Z) and the effect of Organisational Commitment (Y) on Performance (Z) are both small effect sizes with f^2 values of 0.077 and 0.092 respectively.

4.9. Hypothesis Testing

The internal structural model is tested using R-squared values, path coefficients and T-statistics to test the research hypotheses. The acceptance or rejection of a hypothesis is based on the significant T-statistics and P-values between the constructs. Such statistical features are acquired using a statistical resampling procedure.

Table 9. Path Coefficient

Hypothesis	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEVI)	Values
H1	Work-Life Balance>Organizational Commitment	0.157	0.161	0.119	1.316	0.188
H2	Digitalization>Organizational Commitment	0.471	0.482	0.092	5.107	0.000
H3	Work-Life Balance>Performance	0.119	0.131	0.150	0.793	0.428
H4	Digitalization >Performance	0.287	0.274	0.169	1.696	0.090
H5	Organizational Commitment>Performance	0.299	0.313	0.121	2.471	0.014
H6	Work-Life Balance> Organizational Commitment> Performance	0.047	0.054	0.048	0.971	0.332
H7	Organizational Commitment>Organizational CommitmentPerformance	0.141	0.151	0.068	2.073	0.038

Source: Processed by researchers (2026)

To successfully resolve any potential anomalies in the study data through the implementation of the structural model analysis, the final status of each presented hypothesis was evaluated using the PLS bootstrapping technique based on the above data. There are other pathways that have a positive orientation mathematically but are not statistically significant (T-Statistic < 1.96, P-Value > 0.05) and hence rejected. Specifically, Hypothesis 1 of the effect of Work-Life Balance (X1) on Organizational Commitment (Y) shows a weak path coefficient of 0.157 (T-Statistic = 1.316, P-Value = 0.188). Similarly, the direct effects of Work-Life Balance (hypothesis 3) (coefficient = 0.119, T-Statistic = 0.793, P-Value = 0.428) and Digitalisation (X2) (hypothesis 4) (coefficient = 0.287, T-Statistic = 1.696, P-Value = 0.090) on Employee Performance (Z) are not meaningful in a direct way. The last hypothesis (Hypothesis 6) is likewise rejected. Organisational Commitment (Y) does not significantly moderate the relationship between Work-Life Balance (X1) and Employee Performance (Z) with a very low value of 0.047 (T-Statistic = 0.971, P-Value = 0.332). In contrast, the other paths are positive and statistically significant, effectively passing the verification criteria to be recognized (T-Statistic > 1.96, P-Value < 0.05). Hypotheses 2 suggests that Digitalisation (X2) has a positive significant impact on Organisational Commitment (Y) with a high path coefficient of 0.471 (T-Statistic = 5.107, P-Value = 0.000). The fifth hypothesis is likewise proven, that is Organisational Commitment (Y) has a substantial effect on Employee Performance (Z) with a coefficient of 0.299 (T-Statistic = 2.471, P-Value = 0.014). The more the commitment, the better the productivity directly. Lastly, the mediation analysis of Hypothesis 7 also reveals that Organisational Commitment (Y) successfully mediates the association between Digitalization (X2) and Employee Performance (Z) with a significant indirect path coefficient of 0.141 (T-Statistic = 2.073, P-Value = 0.038).

5. CONCLUSION

5.1 Conclusion

The results of the structural model bootstrap outputs indicate that the three hypothesized relationships are substantial positive effects and satisfy the criteria of T-Statistic > 1.96 and P-Value < 0.05 and are acceptable. H2 Accepted with Path Coefficient = 0.471, T-Statistic = 5.107 and P Value = 0.000. Digitalization (X2) has a significant influence on Organizational Commitment (Y). Hypothesis 5 (H5) is accepted with a path coefficient of 0.299, T-Statistic of 2.471 and P-Value of 0.014. This indicates that Organizational Commitment (Y) has a direct effect on Employee Performance (Z). Finally, mediation investigation supports H7 with indirect impact coefficient of 0.141, T-Statistic of 2.073, and P-Value of 0.038. Organisational Commitment (Y) has a strong mediating effect on the relationship between Digitalisation (X2) and Employee Performance (Z).

The other four hypotheses have logical mathematical tendencies but are rejected due to their statistical insignificance (T-Statistic < 1.96 and P-Value > 0.05). The path coefficient of Work Life Balance (X1) variable effect on Organizational Commitment (Y) is 0.157 T-Statistic is 1.316 and P-Value is 0.188. Likewise, the direct influence of Work-Life Balance (Z), Hypothesis 3 (H3) 0.119 (T-Statistic = 0.793; P-Value = 0.428) and Hypothesis 4 (H4) Digitalization 0.287 (T-Statistic = 1.696; P-Value = 0.090) is not statistically significant direct contribution. Finally, the indirect route for Hypothesis 6 (H6) is rejected as Organizational Commitment (Y) is not significant to play a mediating function between Work-Life Balance (X1) and Employee Performance (Z) with an indirect coefficient of 0.047, T-Statistic of 0.971 and P-Value of 0.332 are insignificant.

The direct effects of Work-Life Balance to Organizational Commitment ($t = 1.316$) and Employee Performance ($t = 0.793$) are not statistically significant in this study, but substantial support is provided by previous empirical studies in Indonesian corporate context. Firstly, in terms of organizational commitment, Rene & Wahyuni (2018) mention that although work-life balance initiatives are significant in creating personal satisfaction at work, they do not necessarily affect or result in long-term loyalty or structural commitment of a person to an organization. Second, for operational output, Lukmiati et al. (2020) argued that the more work-life balance was not statistically significant increase in speed of task performance, especially if the task performance was highly dependent on strict standard operating procedures (SOPs)/ technological systems (Nurwahyuni, 2019). This convergence of approaches strengthens the consistency of these findings. The role of personal life harmony in Indonesian workplaces today is more as a psychological stabilizer to help buffer burnout, rather than an active, direct trigger for structural commitment or objective performance improvement.

The findings indicate that Organizational Commitment has a positive influence on Employee Performance ($t = 2.471$) which is very much in accordance with the key tenets of Social Exchange Theory (Blau, 1964). When employees have a deep psychological attachment and alignment with business goals, high quality social connection is established. The norm of reciprocity would indicate that dedicated individuals are facilitated in accomplishing their basic job descriptions and also inherently motivated to optimize their discretionary efforts which in turn further boosts their individual task performance and operational efficiency.

However, the direct association between Digitalization and Employee Performance was non-significant statistically ($t=1.696$). This crucial conclusion provides empirical proof within the present human resource frameworks that the revolution of technology itself is not enough to drive output in the workplace. Important technical enablers are advanced digital infrastructure and automated processes, but technology can't substitute for human agency. If the staff is not highly engaged to the business, advanced digital technology may not be implemented to give optimal productivity or even result in digital resistance. Digital Transformation therefore needs dedicated teams to translate technology capabilities into practical performance improvements.

5.2 Suggestion

Based on the empirical findings, some practical and theoretical recommendations are suggested. First, corporate management needs to focus on enhancing the digital infrastructure in the workplace. In fact, the best use of digital tools is important since it immediately increases the organisational commitment, which is a strong mechanism to improve the staff performance. Second, leaders and managers must intentionally create a work climate that builds employee loyalty. Organizational commitment is the most direct cause of better job results in this study hence it is highly recommended to initiate meaningful engagement and retention measures. Finally, it is strongly recommended that academic researchers interested in further developing this topic consider additional predictive variables. Future research should expand to examine additional psychological and contextual border variables, as WLB did not have a statistically significant effect on employee outcomes in this highly digitalized sample. In the future, research should add factors that may better capture the psychological problems of remote or technology-based work situations, such as job satisfaction, digital weariness and work engagement. Moreover, considering organizational characteristics at the macro level, such as leadership styles or perceived organizational support (POS), we have another structural perspective to understand how to successfully handle digital transformations without endangering the stability of the workforce.

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