

The Effect of System Digitization, Flexible Work Arrangements, Work-Life Balance on Female Employee Performance: The Mediating Role of Job Satisfaction

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ABSTRACT

The development of the era brings great opportunities for women to work. However, these opportunities do not necessarily make work run smoothly for women who are married. This can cause an imbalance between roles in work and roles in the household. The novelty in this study is still limited to research that focuses on the performance of female employees who play dual roles. The type of sample in this study is quantitative with a total of 400. The methods used to test the hypotheses using PLS-SEM. it can be concluded that job satisfaction partially mediates the relationship between system digitalization and employee performance. The variable of flexible work arrangement towards employee performance mediated by job satisfaction is called partial mediation. The variable of work-life balance towards employee performance mediated by job satisfaction is called partial mediation.

INTRODUCTION

The development of the era has proven to have brought many changes, including women who are increasingly continuing their education to a higher level, getting decent jobs, and occupying important positions in the world of work. So, this condition gives a special name for women with the term "Career Women" (Nainggolan & Arwin, 2022). Based on data obtained from the Central Statistics Agency (BPS) in 2024, There has been a rise in the participation of women in the workforce, although only 1%, which in 2023 was 54.41% and in 2024 was 55.42% (Monica, 2024). With more and more opportunities for women to have a career, it does not necessarily make work go smoothly for married employees. This is due to the frequent emergence of dual role conflicts, namely work and household roles (Rahmayati, 2020). The International Labor Organization conducted a survey on female employees in 2023. Based on the results of the survey, as many as 66.2% of female respondents chose to leave their jobs to fulfill their obligations as a wife and mother (Newswire, 2023).

Employee performance plays a crucial role in a company's success. This success is strongly influenced by the ability to manage roles and responsibilities effectively (Steven & Yanuar, 2024). Previous research found that 67.57% of female employees experienced a decrease in performance due to the dual role conflict experience (Darwis, 2022). This proves that the dual role conflict experienced by female employees who try to balance work demands and responsibilities as a wife and mother has negative consequences on the employee's performance (Sofana et al., 2021).

Job satisfaction plays a vital role in enhancing employee performance. Based on the results of previous research, one of the main factors that cause a decrease in employee performance is job satisfaction (Wiento, 2022). Meanwhile, According to a survey carried out by Cosmo across several cities in Indonesia, it is known that 70.9% of female employees admit that they are not satisfied with their work. The study also explained that 58.3% of female employees expect a balanced work and personal life in order to increase satisfaction (Kusumapradja, 2018).

In an effort to improve performance effectively and efficiently, digitalization emerged as a result of new technological advances to continue to develop rapidly (Alvina J S, 2024). The application of digital technology one of the important factors that affect employee performance significantly. Based on a survey conducted in the Asia Pacific region in March 2024, 45% of respondents chose better technology to be one of the factors that affect employee performance (Statista Research Department, 2024). Women choose to engage in digital technology because of the flexibility and freedom it provides in working hours. Women who work with digitalization can balance their work with household responsibilities, especially for married women (Alvina J S, 2024).

A flexible work arrangement is a working method that provides employees with the opportunity to enjoy flexibility in carrying out their tasks (Ritawaty et al., 2024). The Indonesian government has issued Presidential Regulation Number 21 of 2023 (Perpres) which regulates working days and hours for government agencies and the State Civil Apparatus (ASN)

(Kementerian Sekretariat Negara Republik Indonesia, 2023). This proves that Indonesia has just supported flexible work arrangements for employees. However, based on the results of a survey conducted by Global Talent Trends 2023, there are only 31% of companies in Indonesia that provide work flexibility for employees (Jobstreet tim konten, 2022).

Work-life balance has become a major concern for employees who want a good quality of life. Work-life balance allows employees to better manage stress and reduce the risk of burn-out which ultimately has a positive impact on employee performance (Hayati et al., 2024). This is also supported by the results of a survey conducted in 2024 of 19,500 respondents aged 18 to 78 who are active in the labor market stated that 54% of respondents chose a better work-life balance can improve employee performance (Statista Research Department, 2024).

Based on this background and description, the author interested in conducting this research because research specifically examines the performance of female employees with dual roles which is still very limited. In addition, current research that comprehensively examines how dual-role female employees manage responsibilities between work and household responsibilities, and how this affects their performance is still minimal. Thus, the results of this study are expected to enrich knowledge related to employee performance, especially women.

THEORETICAL REVIEW

Employee Performance

Employee performance is the success of each employee in complying with the policies, standards, and hara-pan of the organization. employee performance is also determined by the skills, effort, and perceptions of employees towards their work (Yau, 2023). Employees as people who work permanently or not permanent / freelance labor based on a written or unwritten work agreement in order to do a job in a position (Silvianita & Ningrum, 2024). According to Sendarmayanti, employee performance is the success of a person in carrying out a job. Employee performance is a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to the employee (Aliyyah et al., 2021). Based on several opinions above, employee performance can be defined as a result of the work or responsibility of a person or employee in carrying out the assigned tasks in accordance with responsibilities and roles based on skills, experience, sincerity, and time, with quality and quantity according to applicable rules. If your work is quantitative, please provide the previous studies concurring or rejecting your proposed hypothesis.

System Digitalization

According to R. B. Handoko, system digitization is a data transformation process that uses computer or electronic technology to convert analog data into digital. Meanwhile, according to Hermawan Kartajaya, system digitization is a change from manual to digital ways of working using digital technology, thus

having a significant impact on work efficiency and effectiveness. System digitization refers to changes in business systems, organizations, or industries utilizing digital technology to improve efficiency, productivity, and the quality of services or products produced. For example, a company may implement a digital management system to improve efficiency and reduce operational costs, or an organization may develop a digital platform to communicate with fellow members (Ramadhan et al., 2024).

The use of digital technology in company systems is experiencing rapid development. Digitalization of this system is expected to make it easier for employees to complete tasks and improve overall performance. This is in line with research conducted by Wike and Fika in Farrel Shidqi et al., (2023) which says that there is a positive relationship between system digitization and employee performance. In addition, in research conducted by Hudek in Farrel Shidqi et al., (2023) said that the digitalization of the system in a company has a positive impact on work and job satisfaction. Employees who are satisfied with their jobs will increase their commitment to completing the tasks assigned. A high level of job satisfaction will go hand in hand with good performance. Therefore, system digitization is a tool that supports employees in achieving their job satisfaction. System digitization can make work easier if employees are able to operate the system. However, if employees' skills are low, this has an impact on their performance in completing tasks. Job satisfaction of each individual also plays an important role, where there is a significant influence, both directly and indirectly from system digitization on employee performance through job satisfaction (Salsabila Arizta, 2023).

H1a: System Digitalization affects Employee Performance

H1b: System digitization affects job satisfaction

H1c: System Digitalization affects Employee Performance through Employee Satisfaction

Flexible Work Arrangements

Flexible work arrangements are work system arrangements that allow employees to adjust when, where, and how they work, as long as job duties and responsibilities are still fulfilled. According to Bal and De Lange, a flexible work arrangement is an opportunity for employees to make choices that affect the time, location, and duration of their involvement in completing job tasks (Saifullah, 2020). Rau & Hyland argues that flexible work arrangements are alternative options provided by organizations for their employees to set their work schedules and locations (Witriyani et al., 2022).

Based on previous research, it states that basically, there is no empirical evidence to support a conflicting relationship between flexible work arrangements and employee performance. Thus, all available evidence suggests that flexible work arrangements play a significant role in employee performance (Yau, 2023). Flexible work arrangements are implemented in order to reduce employees' intention to leave the job, reduce organizational costs, career costs, and personal costs. The result of the study is that there is a clear linear relationship between flexible work arrangements and employee job satisfaction. Whereas

working from home increased employee job satisfaction, working on weekends had a negative impact on job satisfaction (Aziz-Ur-Rehman & Siddiqui, 2020).

H2a: Flexible work arrangements affect employee performance

H2b: Flexible Work Arrangements affect Job Satisfaction

H2c: Flexible Work Arrangements affect Employee Performance through Employee Satisfaction

Work-Life Balance

Work-life balance related to other factors in the work environment helps managers to integrate work and life balance (Pebiyanti & Winarno, 2021). Work-life balance is the ability of an employee to achieve a healthy balance between work life and personal life (Winata, 2023). According to Oktaviana, defining work-life balance from the employee's point of view is a challenge to be able to balance responsibilities in completing work and responsibilities in completing work and responsibilities in carrying out roles in the family. Meanwhile, from an organizational point of view, work-life balance can be interpreted as a challenge to create a supportive work environment so that employees can focus on their achievements at work (A. S. Puspitasari & Darwin, 2021).

Work-life balance refers to the balance between work tasks and personal life that an employee has. Therefore, individuals who are able to manage their work-life balance can improve their performance at work (Wijaya & Suwandana, 2022). Organizations need to provide work arrangements that allow employees to have time flexibility and more opportunities to be with their families. This will increase the level of job satisfaction, the greater the flexibility given to employees, the more satisfied they will be and the higher the level of job satisfaction (Shantha & Arunashantha, 2019).

H3a: Work-life balance affects employee performance

H3b: Work-life balance affects job satisfaction

H3c: Work Life Balance affects Employee Performance through Employee Satisfaction

Job Satisfaction

One of the important tools in human resource management in an organization is the creation of job satisfaction of employees (Pangarso & Ramadhyanti, 2017). Job satisfaction refers to the positive attitude of employees towards the tasks assigned by the organization, which encourages them to carry out various tasks to maximize their desired satisfaction. Employees who feel motivated and satisfied in their work environment tend to make more significant contributions to the organization (Carvalho et al., 2020). In general, job satisfaction is believed to be closely related to productivity and performance, as well as to individual well-being. Job satisfaction includes doing work one likes, doing it well, being rewarded for the effort one has put in (Dziuba et al., 2020).

Job satisfaction has a significant impact on employee performance. This means that job satisfaction can produce positive or negative effects. If employees are satisfied, this will have a positive impact on employee performance, making it easier for the company to achieve its goals. According to Hendri, employee job

satisfaction with their work is very important because it can increase integrity at work. A high level of job satisfaction encourages better employee performance (Farrel Shidqi et al., 2023).

H5a: Job Satisfaction affects Employee Performance

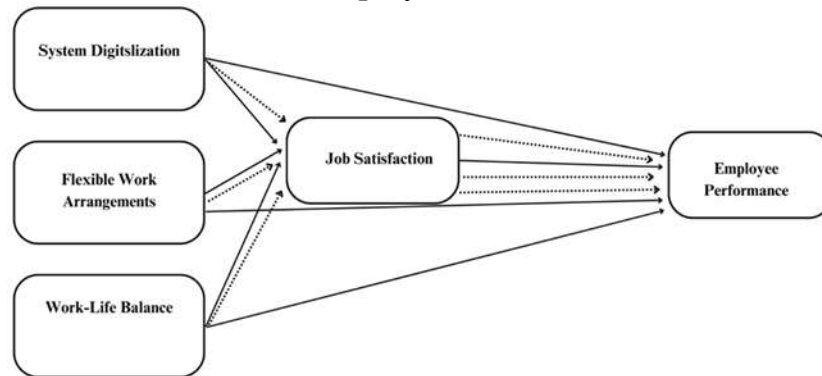


Figure 1. Conceptual Framework

Direct Effect _____
 Mediation Effect - - - - -

METHODOLOGY

This research was conducted in Bandung City, West Java Province. This type of research is quantitative research with descriptive and causality approaches. Descriptive research is a research method that aims to explain social phenomena by paying attention to the relationship between various variables related to each other (Sevima, 2022). Causal research is a type of study that aims to explain the cause-and-effect relationship between variables (AdminLP2M, 2022). The sample used was 400 respondents, who were married female workers. This study employs Structural Equation Modeling (SEM) for data analysis, utilizing the Smart-PLS version 4 software. Structural Equation Modeling (SEM) is one of the statistical analysis techniques used to design and test statistical models in the form of cause and effect relationships (Latumeten et al., 2018). The test tools used are outer model, inner model, indirect effect test (mediation test) and hypothesis testing.

RESULTS

Validity Test

In the context of research, validity indicates the extent to which the research instrument can accurately measure the actual content or object. The validity test is carried out to determine the level of accuracy of the measuring instrument in measuring according to what is intended. Previous research revealed that the validity test was used to assess whether a questionnaire was valid or valid. The questionnaire is considered valid if the questions are able to reveal exactly what the questionnaire wants to measure (Sanaky et al., 2021). According to Ghozali in Seprianto (2021) The outer loading value is considered sufficient to meet the convergent validity requirement between 0.5 - 0.6. According to Hair et al in Haji-Othman & Yusuff, (2022) The minimum acceptable AVE value is 0.50, as this indicates that the construct can explain more than half of the variance in the indicators. On the other hand, an AVE value below 0.50 suggests that, on

average, the measurement errors in the indicators exceed the variance accounted for by the construct.

Table 1. Validity Test

Variabel	Indicator	Outer loading	AVE	Description
System Digitalization (X1)	X1.1	0,794	0,663	VALID
	X1.2	0,798		VALID
	X1.3	0,819		VALID
	X1.4	0,820		VALID
	X1.5	0,810		VALID
	X1.6	0,841		VALID
Flexible Working Arrangements (X2)	X2.2	0,729	0,589	VALID
	X2.3	0,757		VALID
	X2.4	0,762		VALID
	X2.5	0,791		VALID
	X2.6	0,767		VALID
	X2.7	0,776		VALID
	X2.8	0,794		VALID
	X2.9	0,792		VALID
	X2.10	0,766		VALID
	X2.11	0,739		VALID
Work-Life Balance (X3)	X3.2	0,746	0,617	VALID
	X3.3	0,776		VALID
	X3.4	0,792		VALID
	X3.5	0,810		VALID
	X3.6	0,826		VALID
	X3.7	0,743		VALID
Employee Performance (Y)	X3.8	0,802	0,592	VALID
	Y1	0,746		VALID
	Y2	0,782		VALID
	Y3	0,764		VALID
	Y4	0,790		VALID
	Y5	0,812		VALID
	Y6	0,802		VALID
	Y7	0,730		VALID
	Y8	0,739		VALID
	Y9	0,736		VALID
Y10	0,789	VALID		
	Z1	0,808	0,650	VALID
	Z2	0,810		VALID

Job Satisfaction (Z)	Z3	0,787	VALID
	Z4	0,796	VALID
	Z5	0,827	VALID
	Z6	0,808	VALID

Reliability Test

According to Masri Singarimbun in (Sanaky et al., 2021) Reliability refers to the extent to which a measuring instrument can be depended upon or trusted. In other words, it reflects the instrument's consistency in measuring the same phenomena. In the reliability test, Cronbach Alpha is used. If a variable has a Cronbach's Alpha value greater than 0.60, it is considered reliable or consistent in its measurement (Rosita et al., 2021).

Table 2. Reliability Test

Variabel	Composite Reliability	Cronbach's alpha	Conclusion
System Digitalization	0,922	0,898	Reliabel
Flexible Working Arrangements	0,935	0,922	Reliabel
Work-Life Balance	0,919	0,896	Reliabel
Employee Performance	0,936	0,923	Reliabel
Job Satisfaction	0,918	0,892	Reliabel

Indirect Effect

In this study, variables such as system digitization indirectly influence employee performance through job satisfaction as a mediating variable, flexible work arrangements indirectly influence employee performance through job satisfaction as a mediating variable, and work-life balance indirectly influence employee performance through job satisfaction as a mediating variable.

Table 3. Path Coeffisien

Variabel	Original sample	Sampel Mean	Standard Deviation (STDEV)	T Statistics	P Value
X1 -> Y	0,334	0,332	0,058	5,743	0,000
X1 -> Z	0,278	0,278	0,054	5,108	0,000
X2 -> Y	0,152	0,155	0,066	2,299	0,022
X2 -> Z	0,137	0,139	0,063	2,159	0,031
X3 -> Y	0,358	0,358	0,056	6,379	0,000
X3 -> Z	0,369	0,367	0,057	6,512	0,000
Z -> Y	0,435	0,436	0,047	9,246	0,000

Table 4. Indirrect Effect

Variabel	Original sample	Sampel Mean	Standard Deviation (STDEV)	T Statistics	P Value
X1 -> Z -> Y	0,121	0,122	0,026	4,644	0,000
X2 -> Z -> Y	0,060	0,061	0,028	2,098	0,036
X3 -> Z -> Y	0,160	0,160	0,032	5,013	0,000

Based on tables 3 and 4 above, it can be seen that:

In table 3 Path Coefficients, the system digitalization variable on employee performance shows a positive relationship because P Value = 0.000 < 0.05, and table 4 Specific Indirect Effect of system digitalization variables on employee performance mediated by job satisfaction there is a positive relationship because P Value = 0.000 < 0.05. So, in this relationship it is called partial mediation. In table 3 Path Coefficients, the variable flexible work arrangements on employee performance shows a positive relationship because P Value = 0.022 < 0.05, and table 4 Specific Indirect Effect of the variable flexible work arrangements on employee performance mediated by job satisfaction there is a positive relationship because P Value = 0.036 < 0.05. So, in this relationship it is called partial mediation. Path Coefficients of work-life balance variables on employee performance show a positive relationship because P Value = 0.000 < 0.05, and table 4 Specific Indirect Effect of work-life balance variables on employee

performance mediated by job satisfaction there is a positive relationship because $P \text{ Value} = 0.000 < 0.05$. So, in this relationship it is called partial mediation.

DISCUSSION

System digitization is proven to have a positive and significant effect on employee performance. The statistical test results ($t = 5,743$, $P = 0.000$) explain the acceptance of H1, in line with previous re-search which states that the effect of system digitalization on employee performance has a positive and significant relationship (Pratiwi et al., 2021). Therefore, the Company is advised to optimize digital technology to improve employee performance. Flexible work arrangements are proven to have a positive and significant impact on employee performance. The statistical test ($t = 2.299$; $P = 0.022$) supports this positive relationship. This is in line with previous research which states that a company's decision to provide flexible work arrangements for its employees has a positive impact on improving employee performance and can increase company revenue even during the Covid-19 pandemic (N. P. M. Puspitasari et al., 2023).

Work-life balance is proven to have a positive and significant effect on employee performance. The statistical test results ($t = 6.379$; $P = 0.000$) explain that this balance plays an important role, especially for female employees who have dual roles in Bandung City. This finding is in line with previous research which shows that individuals who are able to manage work-life balance tend to have better performance (Wijaya & Suwandana, 2022). System digitization is proven to have a positive and significant effect on job satisfaction. Static test results ($t = 5.108$; $P = 0.000$) explain that efficient system digitization can speed up the work process and facilitate access to information. This finding is in line with previous research, confirming that the selection of appropriate technology plays an important role in maintaining employee job satisfaction (Farrel Shidqi et al., 2023).

Flexible work arrangements are proven to have a positive and significant effect on job satisfaction. The statistical test results ($t = 2.159$; $P = 0.031$) explain that work flexibility increases job satisfaction by providing more control over work-life balance, especially for female employees who have gan roles. This finding is in line with previous research and perceived value theory, which states that job satisfaction increases when employee expectations are met (Aziz-Ur-Rehman & Siddiqui, 2020). The balance between work and life is proven to have a positive and significant effect on job satisfaction. The statistical test results ($t = 6.512$; $P = 0.000$) state that the better the work-life balance, the higher the individual satisfaction level. This finding is in line with previous research, which suggests that work-life balance practices, such as part-time work, increase employee happiness and satisfaction by enabling them to manage work and family responsibilities in a balanced manner (Shantha & Arunashantha, 2019).

The analysis shows that job happiness (Z) has a significant positive effect on employee performance (Y), with a coefficient value of 0.435. The obtained t-statistic value of 9.246 far exceeds the t-table of 1.960, and the very low P-value of 0.000 indicates that this result is highly statistically significant. Therefore, H0 is rejected and H1 is accepted, confirming that increased job satisfaction directly contributes to improved employee performance. Employee job satisfaction with their job is

very important because it can increase integrity at work. A high level of job satisfaction encourages better employee performance (Farrel Shidqi et al., 2023)

System digitization is proven to improve employee performance, both directly and through job satisfaction as a mediator, with a coefficient value of 0.121. Statistical test results ($t = 4.644$; $P = 0.000$) showed a significant relationship, confirming that effective implementation of digital technology can create a more satisfying work environment, especially for female employees with dual roles in Bandung City. However, the effectiveness of digitalization still depends on employees' skills in operating the system, which ultimately affects their productivity and performance (Salsabila Arizta, 2023). Flexible work arrangements are proven to have a positive impact on employee performance, both directly and through job satisfaction as a mediator, with a coefficient value of 0.060. Statistical test results ($t = 2.098$; $P = 0.036$) show a significant relationship, confirming that flexible work policies can increase employee satisfaction and productivity. This finding is in line with previous research showing that work flexibility contributes positively and significantly to employee performance through increased job satisfaction (N. P. M. Puspitasari et al., 2023). Work-life balance is proven to have a positive impact on employee performance, both directly and through job satisfaction as a mediator, with a coefficient value of 0.160. Statistical test results ($t = 5.013$; $P = 0.000$) show very strong significance, confirming that better work-life balance increases job satisfaction, which in turn contributes to improved performance. This finding is in line with previous research that informs the role of job satisfaction in mediating the relationship between work-life balance and employee performance (Hilman et al., 2022).

CONCLUSIONS AND RECOMMENDATIONS

System digitization, flexible work arrangements, and work-life balance positively affect employee performance with job satisfaction as the mediating variable showing partial mediation. System digitization is proven to improve employee performance, with research showing a significant relationship between the two, as well as the positive impact digitization has on their tasks. Flexible work arrangements also contribute positively to employee performance, with job satisfaction serving as a mediator that strengthens this relationship. Work-life balance has a similar effect, where job satisfaction not only mediates but also strengthens the positive influence of the three independent variables on employee performance. Overall, job satisfaction plays an important role in improving employee performance by mediating the effects of system digitization, flexible work arrangements, and work-life balance.

FURTHER STUDY

Future research can further explore other variables that can be used to improve the performance of female employees, especially those with dual roles, so they can balance their roles as housewives and as employees in the company.

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