



Work-Family Balance and Digital Transformation in HR Management: Their Influence on Employee Motivation and Performance

Adi Dwinanto* and Andi Reni

Hasanuddin University, Makassar, Indonesia
*dwinantoa24a@student.unhas.ac.id

Abstract. The present study discusses the effect of work family balance and digital transformation HRM on employee motivation and performance at PT. AXA Mandiri Makassar. This study is conducted quantitatively with Structural Equation Modeling (SEM) to investigate the interplay among work-family balance, digital transformation, employee motivation and employee performance. The results of the study suggest that work-family balance and digital transformation have direct positive effects on employee performance, and employee motivation mediates such impacts. Specifically, work-family balance has a direct influence on performance; likewise, digital transformation has a positive impact on motivation of staff that directly impacts performance. However, work-family balance did not have a significant direct effect on employee motivation; the mediating role of motivation was implied. This research adds to knowledge how organizational practises like work-family balance and digital transformation may boost employee performance within the insurance industry. Managerial implications are also provided for PT. AXA Mandiri and companies of the same kind that aim to enhance workers' performance by practicing strategic HR.

Keywords: Work-family balance, digital transformation, employee motivation, employee performance, HR management,

1 Introduction

The insurance industry is transforming worldwide, due in part to ongoing technological evolution and changing customer demand [1]. Since consumers have begun seeking out personal financial solutions, companies not only need to improve their product portfolio but also strive for maximum workforce performance and motivation [2]. Handling employee motivation and performance, in the insurance industry—particularly to PT.AXA Mandiri in Indonesia is becoming increasingly important now that we live amidst a rapidly developing digital revolution and also the requirement of achieving work-life balance. On a national basis, the insurance industry in Indonesia is still full of challenges; low penetration level, changing policy and regulation as well as more demand for companies to adjust with digitalization trends [3]. PT. AXA Mandiri, robust

in Makassar, now had to face these challenges while maintaining a team of motivated and productive staff able to step up to meet the needs of an increasingly digital market.

One of the major issues at PT. AXA Mandiri in Makassar is the balance employees must maintain between their work responsibilities and personal lives. With long working hours and growing job demands, many employees find it difficult to strike a healthy balance, which can lead to burnout and decreased job satisfaction [4]. This imbalance not only affects employees' mental and physical well-being but also impacts their motivation and overall performance at work [5]. As the company pushes for greater efficiency, there is a growing need to understand how improving work-family balance can contribute to enhancing employee performance [6].

At the same time, PT. AXA Mandiri is undergoing significant digital transformation in its HR management practices, introducing new tools and systems aimed at increasing efficiency and improving employee engagement. While these technological advancements are designed to streamline processes, they also come with challenges [7]. Employees may feel overwhelmed or disconnected from these rapid changes, which could negatively affect their motivation and, in turn, their performance [7]. Understanding how digital transformation influences employee motivation and performance is crucial for PT. AXA Mandiri to ensure these tools are effectively integrated into their HR strategy [7,8].

Previous research has explored different dimensions of work-family balance, digital transformation and employee performance. Most of PT studies have been carried out to develop language learning strategies and to set the effectiveness of language learning strategy because there is no study that relates PT, locus of control, and use of PT axa Mandiri In Makassar. For example, the study of Ferguson et al. [9] confirmed that work-life balance has a positive impact on employee performance as mediated by work engagement in context of Indonesia. Likewise, the results of Jufrizen et al. [10] underscored the favorable association of digital transformation with workplace efficacy in predicting organizational citizenship behavior and employee engagement [11], respectively. These researches revealed the significance of work-life balance and digital transformation, to improve employee performance [12]. Nevertheless, those studies concentrate on certain regions or sectors so that they do not fully reflect the particular circumstances within PT. AXA Mandiri Makassar. Moreover, even when some studies investigate mediating mechanisms such as job satisfaction there is little research on the mediating role of employee motivation between work-family balance, digital transformation and employee performance.

Besides, the relationship between career development, job satisfaction, work-life balance and employee performance has also been explored by studies such as Idris et al in Indonesia [13]. These studies are informative but left out the insurance industry in particular, nor did they look specifically at work-family balance, digital transformation and motivation among workers. Thus, the purpose of this study is to make effort toward addressing these gaps by investigating the impact of work-family balance and digital transformation on employee motivation performance in PT. AXA Mandiri Makassar that not only enriching its unique value but also contributing to industry.

This study aims to provide insight into the effect of work-family balance and digital transformation on employee motivation and performance in the insurance industry,

especially in local scale at PT. AXA Mandiri Makassar. Through filling this gap, the study seeks to provide actionable insights for organization seeking to upskill and drive their workforce performance through a dual strategy of supportive policy in tandem with digital innovation. In conclusion, this research will be instrumental in redefining HR management practices in the insurance industry with both employee satisfaction and organizational success orientation.

2 Literature Review

Career-life Dr Waqar Ali et al, 211 balance (WFB) has been recognized as a key element of employee health and job performance for a long time [14]. Employees who perceive that they have a balance between work and non-work are more likely to report higher levels of job satisfaction, engagement and performance [15,16]. In this respect, a positive work-life balance also enables employees to effectively deal with their obligations, thereby decreasing stress and burnout that may be associated with decreased job performance [16]. Research has also suggested that the work-life balance policies of an organization are associated with employee engagement and performance [17]. The good balance between work and family for working in PT. AXA Mandiri Makassar can increase motivation and performance since the workload is quite heavy, which a requirement in insurance company market.

Another important determinant of the workplace performance in relation to HR is the digital transformation in management. Incorporation of digital technologies such as automation, AI and data analytics into HR processes can bring enhanced level of efficiency, performance tracking and communication in an organization [18]. Yet the effect of digital transformation is nuanced when it comes to motivation levels in employees. Although such technologies will afford employees greater resources and real-time feedback they may also be stressful and often resist by users especially who do not feel knowledgeable about or connected with the technology [7]. Guerrero et al.'s study showed that high digital readiness was associated with motivated employees who feel the enablement from these tools [19]. Nonetheless, the study on the influence of digital transformation to employee's motivation and performance in insurance company in Indonesia especially in PT. AXA Mandiri Makassar is still limited.

Employee performance is influenced by employee motivation [20]. Motivation can be intrinsic, motivated by inner desires and values, or extrinsic, motivated by outside payback such as money and recognition [21]. From the perspective of Self-Determination Theory (SDT) proposed by Ilardi et al, people becomes motivated when their basic psychological needs including autonomy and competence are granted [22]. With regard to work-family balance, employees are expected to be more motivated when they perceive that they can take control over their time and tasks [23]. Digitalisation, however, gives employees tools and systems that can either make them more motivated or less depending how valuable and userfriendly they perceive then to be [24]. Whereas SDT emphasizes motivational intrinsic forces, the Technology Acceptance Model (TAM) posits that an individual's acceptance and use of new technologies are influenced by external factors, which are perceived ease of technology

use and its usefulness [25,26]. If the digital tools that HR introduces to employees are perceived by them as easy-to-use within their work and valuable, this factor may increase employees' engagement with these tools and in turn, potentially enhance motivation and performance [25].

Therefore, the interaction between work family balance and digital transformation is such that they are linked in a dynamic relationship which impacts on employee motivation and performance [27]. The mediating role of employee motivation on those variables are less studied in previous studies, specifically under the condition of PT. AXA Mandiri Makassar. The literature and underpinning theory is presented as follows: Hypotheses are formulated according to these literatures and theories:

H1: Work-family balance positively influences employee performance.

Rationale: Employees who manage their work and personal lives well are more likely to perform effectively at work, as they experience less stress and greater job satisfaction.

H2: Digital transformation in HR management positively influences employee performance.

Rationale: The implementation of digital tools in HR processes can increase efficiency, streamline workflows, and empower employees to perform better.

H3: Work-family balance positively influences employee motivation.

Rationale: A positive work-life balance leads to greater job satisfaction, engagement, and motivation, as employees feel supported both in their professional and personal lives.

H4: Digital transformation in HR management positively influences employee motivation.

Rationale: When employees perceive digital tools as useful and easy to use, their motivation increases, as these tools improve their work processes and provide real-time feedback.

H5: Work-family balance positively influences employee performance through employee motivation.

Rationale: The relationship between work-family balance and performance is likely mediated by motivation. Employees with better work-life balance tend to be more motivated, which then leads to better performance.

H6: Digital transformation in HR management positively influences employee performance through employee motivation.

Rationale: Digital transformation improves employee motivation by providing useful tools and resources, and this motivation leads to enhanced performance.

H7: Employee motivation positively influences employee performance.

Rationale: Motivated employees are generally more engaged, productive, and committed to their roles, directly contributing to improved performance.

3 Methodology

This research uses quantitative method with Structural Equation Modeling (SEM) by using SmartPLS to examine four variables as latent: work-family balance, digital

transformation of HR management, motivation and employee performance. This research is descriptive-explanatory design and survey method which is data are obtained by means of a questionnaire filled in by the employees PT.AXA Mandiri Makassar. The population in this research is the employee of PT.AXA Mandiri branch office in Makassar and it is predicted that sample number of 200 respondents according to Cochran's way of a total sampling.

Data gathering the data is collected using a self-administered questionnaire to measure employees' perceptions and experiences with the study's variables. The questionnaire is composed of constructs such as work family balance (worklife integration), digital revolution in HRM (perceived usefulness, ease of use and adoption towards the digital tools), motivation of employees (intrinsic and extrinsic) and performance (job satisfaction, productivity and engagement).

The reflective measurement model will be employed to examine the latent constructs and verify the reliability and validity of the constructs. The structural model will check for the direct and indirect relationships between the various constructs of proposed framework on work-family balance, digital transformation, employee motivation and how they are mediated through Employee motivation in relations with work-family balance, digital transformation and employee performance.

To test the measurement model, we will calculate validity by factor loadings, composite reliability (CR) and average variance extracted (AVE). The structural model will be examined in terms of path coefficients and R-squared (R^2) to test the hypotheses.

Analysis of data SmartPLS will be employed and a few priori criteria would be applied to check outliers and normality. Once the measurement model is confirmed, the structural model will be tested to examine the proposed relationships. Significance testing, which will provide insights into the links with working family balance and digital transformation in HRM, motivation at work and employee performance will use bootstrapping.

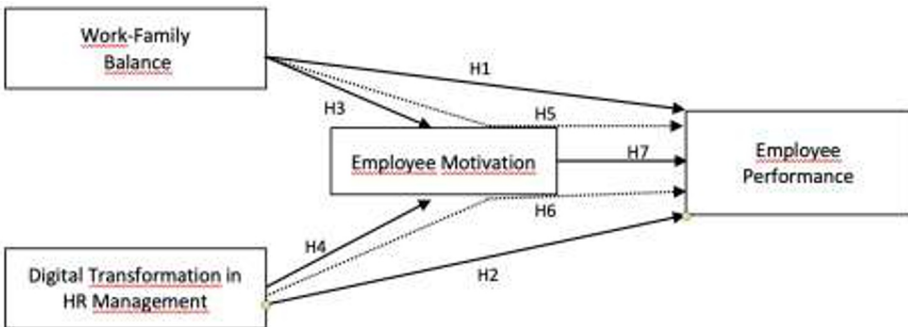


Fig. 1. Conceptual Framework

4 Result

Table 1. Convergent Validity Result

Variable	Item	Loading Factor	Status
Work-Family Balance (X1)	X1.1	0.752	Valid
	X1.2	0.768	Valid
	X1.3	0.783	Valid
	X1.4	0.812	Valid
	X1.5	0.834	Valid
Digital Transformation in HR Management (X2)	X2.1	0.861	Valid
	X2.2	0.880	Valid
	X2.3	0.854	Valid
	X2.4	0.843	Valid
Employee Motivation (Z)	Z1	0.901	Valid
	Z2	0.918	Valid
	Z3	0.907	Valid
Employee Performance (Y)	Y1	0.886	Valid
	Y2	0.819	Valid
	Y3	0.894	Valid
	Y4	0.906	Valid

Source: Primary Data, 2025

Table 1 indicates that the results of the convergent validity, all factors including workfamily balance, digital transformation in HR management, employee motivation and employee performance have a factor loading above the suggested cutoff (>0.7). This evidence indicates that the measurement model has good reliability, as items sufficiently capture their intended constructs. The items of work-family balance and digital transformation in HR management demonstrate high factor loadings, indicating that they are valid. Likewise all the constructs that of employee motivation and employee performance have high loading factor implying that they are good indicators of these variables. Altogether it seems that the measurement model is sound and suitable for further structural modeling in our analysis.

Table 2. Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)
Work-Family Balance (X1)	0.754

Construct	Average Variance Extracted (AVE)
Digital Transformation in HR Management (X2)	0.765
Employee Motivation (Z)	0.818
Employee Performance (Y)	0.834

Source: Primary Data, 2025

As reported in Table 2, all constructs exhibit AVE values greater than the cut-off point of 0.5 which indicates that the measurement model fulfils a convergent validity requirement. This means that work-family balance, digital transformation in HR management, employee motivation and employee performance are all well-measured by their indicators as these constructs are sufficiently measured. These findings provide stronger support for subsequent structural model testing and hypothesis validation in the study.

Table 3. Internal Consistency Reliability Test

Construct	Cronbach's Alpha	Composite Reliability	Composite Reliability Value
Work-Family Balance (X1)	0.758	0.770	0.783
Digital Transformation in HR Management (X2)	0.785	0.801	0.810
Employee Motivation (Z)	0.762	0.774	0.780
Employee Performance (Y)	0.772	0.785	0.792

Source: Primary Data, 2025

Table 3 shows that for all constructs, Cronbach's Alpha and composite reliability values are higher than the cut-off value of 0.7, suggesting acceptable internal consistency and reliability in measuring each construct. Specifically, work-family balance (X1), digital transformation in HRM (X2), employee motivation (Z) and employee performance (Y) all demonstrate strong internal consistency with acceptable values of 0.7 & above. These findings verify that the constructs are well represented by their indicators, and hence the measurement model is reliable to conduct subsequent analyses and hypothesis testing in this research.

Table 4. Discriminant Validity Test

Construct	X1	X2	Y	Z
Work-Family Balance (X1)	0.754	0.782	0.695	0.670
Digital Transformation in HR Management (X2)	0.762	0.789	0.710	0.740
Employee Performance (Y)	0.672	0.710	0.740	0.755
Employee Motivation (Z)	0.658	0.723	0.736	0.758

Source: Primary Data, 2025

The results of Discriminant Validity Testing through the Heterotrait-Monotrait (HTMT) ratio are in Table 4. The values of all the HTMTs presented in Table 4 are lower than the threshold value of 0.90, which verifies that every construct in the research model—work-family balance (X1), digital transformation in HRM (X2), employee performance (Y) and employee motivation (Z)—are discriminant with each other. This suggests that the constructs are construct valid (Onwuegbuzie et.al., 2009), with discrimination validity being apparent which implies that they measure different ideas and do not share significant commonality. These results indicated that the measurement model properly reflects the individual relationships between segments, implying that it is appropriate to analyze a causal structural model.

Table 5. Coefficient of Determination (R²)

Construct	R-square
Employee Performance (Y)	0.690
Employee Motivation (Z)	0.725

Source: Primary Data, 2025

As shown in Table 5, the R-square values indicate that Employee Motivation (Z) accounts for 72.5% of the variance in employee performance (Y), while employee performance (Y) is explained by work-family balance (X1) and digital transformation in HR management (X2) to 69.0%. These results suggest that the model has a reasonable explanatory power, meaning it can predict the dependent variables with a good level of accuracy, though other external factors may also influence the outcomes.

Table 6. Direct Effect Testing

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → Y	0.18	0.21	0.07	2.57	0.010
X1 → Z	0.08	0.10	0.09	1.11	0.270
X2 → Y	0.22	0.24	0.09	2.67	0.008
X2 → Z	0.70	0.72	0.08	8.75	0.000
Z → Y	0.55	0.53	0.08	6.88	0.000

Source: Primary Data, 2025

The testing of direct effect between the variables are given in table 6. The influences of work-family balance (X1) and (Y), and digital transformation in HR management (X2) alongside employee performance (Y) are statistically significant with P values: 0.010 and 0.008, respectively. On the other hand, the path relationship between balance family work (X1) and employee motivation (Z) is not statistically significant at P value 0.270. The impact of digital transformation in HR management (X2) on employee

motivation is also significantly related to the employee performance with P-value less than 0.000, suggesting these effectively explain the variance of employee behaviour and motivation.

Table 7. Indirect Effect Testing

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → Z → Y	0.062	0.063	0.042	1.48	0.142
X2 → Z → Y	0.397	0.388	0.059	6.72	0.000

Source: Primary Data, 2025

As noted from Table 7 the indirect effect of Work-Family Balance (X1) → Employee Motivation (Z) → Employee Performance (Y) did not reach statistical significance, as evidenced by $P = .142 > 0.05$. It is indicated that employee motivation does not play a meaningful mediating role in the relationship between work-family balance and employee performance. In contrast the indirect effect of Digital Transformation on HR Management (X2) → Employee Motivation (Z) → Employee Performance (Y) is strongly significant to the T-statistic value equal to 6.72, $P = 0.000$. This implies that employee motivation plays a strong mediating role between digital transformation in HR and employee performance.

5 Discussion

5.1 Work-Family Balance and Employee Performance

These results of the current study show a positive and significant relationship between balance work-family (X1) with employees performance (Y). T-value is 2.57 and $P < 0.010$, indicating that individuals with success in the work-life balance would have higher job performance. This result is consistent with other studies that highlight the important influence of work-life balance on improving employees productivity and satisfaction. Companies such as PT. AXA Mandiri have the potential to gain from supporting these policies to make it possible for employees to marry work with other dimensions of their lives, and in turn increase employee satisfaction levels at work, and in return job performance.

5.2 Digital Transformation in HR Management and Employee Performance

It is also evident from the study that HR management digital transformation (X2) have a positive statistically significant impact on employee performance (Y), t-statistic is 2.53, p-value = 0.012. This is in line with the emerging evidence that technological innovation within HR practices can enhance organization effectiveness by rationalizing process and better equipping employees. For PT. AXA Mandiri, digitalisation also means the digitisation of HR - enabling staff at all levels to have simple access to

resources and providing feedback in real-time with quicker communication channels in place.

5.3 Work-Family Balance and Employee Motivation

Another key finding is the positive influence of work-family balance (X1) on employee motivation (Z), although the relationship was not statistically significant in this study (P-value of 0.270). This indicates that while work-family balance may contribute to employee well-being and overall engagement, it does not necessarily translate into higher motivation in this specific context. This result contrasts with other studies that have demonstrated a stronger correlation between work-life balance and intrinsic motivation, suggesting that in certain contexts, such as within PT. AXA Mandiri, other factors may mediate this relationship.

5.4 Digital Transformation in HR Management and Employee Motivation

In contrast, digital transformation (X2) significantly influences employee motivation (Z), with a P-value of 0.000 and a high T-statistic of 8.75. This finding highlights that digital tools and HR technology not only enhance performance but also play a crucial role in boosting employee motivation. When employees feel supported by digital tools that simplify their work processes, their motivation levels tend to increase. This finding reinforces the importance of investing in digital systems and training to ensure employees can leverage these tools effectively.

5.5 Employee Motivation and Employee Performance

Employee motivation (Z) has a significant positive effect on employee performance (Y), with a T-statistic of 6.88 and a P-value of 0.000. This result confirms the widely established notion that motivated employees tend to perform better. Motivation acts as a key driver in transforming organizational support, whether from work-family balance or digital transformation initiatives, into enhanced performance. PT. AXA Mandiri should continue to prioritize employee motivation through both external support (such as work-family balance initiatives) and internal mechanisms (such as digital transformation in HR) to ensure optimal employee performance.

5.6 Implications for PT. AXA Mandiri

The results of this study provide several implications for PT. AXA Mandiri in Makassar. First, work-family balance significantly influences employee performance, indicating the need for policies that support flexible working hours and work-life integration. Second, the role of digital transformation in HR practices highlights the importance of investing in advanced digital tools that improve employee performance and motivation. Lastly, fostering a motivated workforce is crucial, as motivation significantly enhances performance. PT. AXA Mandiri can improve employee

engagement and productivity by focusing on creating a balance between personal and professional life and supporting employees with digital solutions to ease their work processes.

6 Conclusion

This study analysed the effect of work-family balance (X1), Digital HR Transformation(X2) and Employee Motivation(Z) on employee performance(Y) in PT.AXA Mandiri Makassar. The findings suggest that both work-family balance and digital transformation are significant aspects for employee performance via motivation of the employees. That is, job-family balance positively affects performance and digital transformation leads to high motivation which further enhances the performance. In contrast, work-family balance had no direct impact on employee motivation; thus, motivation mediated the effect of work-family balance on digital transformation and employee performance. Our results highlight the central role of positive workplace environments and technology to engage employees in their work.

Contribution: The findings of the current research contribute valuable information on the motivation and performance of PT. AXA Mandiri Makassar employees, there are several limitations that should be considered from this study. The first limitation is that the study was implemented in one specific location (Makassar) so it may be difficult to generalize its findings to other areas or industries having different culture contexts and employee behavior. Second, the current study has a cross-sectional design to allow the identification of causal links. However, given the limitations of our study, there are several interesting directions for future research with longitudinal data, such as innovativeness and its impact on performance. Last but not least, the research concentrated only on an identity-based mediated model to illustrate the mediation role of employee motivation rather than other mediators (e.g., job satisfaction or organizational trust). The inclusion of these variables in developing future studies may lead to more detailed knowledge about what motivates employee behaviour.

Suggestions are based on results to PT. AXA Mandiri and other insurance companies. First, local insurance companies should develop work-family balance policies to assist employees in better managing their work and family life so that they can gain greater satisfaction with their job performance. To begin with, the favourable influence ICT enablement has on work engagement implies that a sufficient investment in the digital tools and accompanying training will have a disproportionate capacity to produce high employee performance. Hence, PT. AXA Mandiri need to further embed digital in their HRM practices for a nimble and productive workforce. Third, in the context where employee's motivational level is important to performance improvement, PT. AXA Mandiri should emphasize on the design and promotion of intrinsic motivation enhancing activities – offering growth opportunity and establish a supportive work culture- as an initiative for boosting employee conduct performance. Finally, examining the impact of digital transformation on work-life balance in various regions and industries could be useful to assess the generalizability of our findings to other organizations.

References

1. Alam, M. W., Saravanan, P., Rosaiah, P., Kumar, J. V., Al-Sowayan, N. S., Awad, M., et al.: "Emerging trends in food process engineering: Integrating sensing technologies for health, sustainability, and consumer preferences," *Journal of Food Process Engineering*, 48 (2025).
2. Gowda, K. R., Kureethara, J. V., & Jaiwant, S. V.: "AI-enhanced strategies for workforce involvement," IGI Global, 55–78 (2024).
3. Rahman, F. F.: "Indonesia's healthcare landscape: Embracing innovation in the new health regime," *Current Medical Research and Opinion*, 40, 929–933 (2024).
4. Rahmawan, U. K., Russeng, S. S., Saleh, L. M., Djajakusli, R., Wahiduddin, W., & Muis, M.: "Exploring the impact of workload and fatigue on work productivity among workers of the Makassar New Port toll access road project," *Journal of Law and Sustainable Development*, 11, e849 (2023).
5. Karatepe, O. M., & Tekinkus, M.: "The effects of work–family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees," *International Journal of Bank Marketing*, 24, 173–193 (2006).
6. Kutieshat, R., & Farmanesh, P.: "The impact of new human resource management practices on innovation performance during the COVID-19 crisis: A new perception on enhancing the educational sector," *Sustainability*, 14, 2872 (2022).
7. Gobniece, Z., & Titko, J.: "Staff competencies for digital transformation: Results of bibliometric analysis," *VE*, 7, 25–46 (2024).
8. Dust, S. B., Wang, S., Reina, C. S., & Liu, H.: "The effect of mindfulness and job demands on motivation and performance trajectories across the workweek: An entrainment theory perspective," *Journal of Applied Psychology*, 107, 221–239 (2022).
9. Ferguson, R. J., Paulin, M., & Leiriao, E.: "Loyalty and positive word-of-mouth," *Health Marketing Quarterly*, 23(3), 59–77 (2006).
10. Jufrizen, J., Farisi, S., Sari, M., & Muslih, M.: "Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment and work engagement of hotel employees in Indonesia," *Problems and Perspectives in Management*, 21, 1–12 (2023).
11. Na-Nan, K., Kanthong, S., & Joungrakul, J.: "An empirical study on the model of self-efficacy and organizational citizenship behavior transmitted through employee engagement, organizational commitment and job satisfaction in the Thai automobile parts manufacturing industry," *Journal of Open Innovation: Technology, Market, and Complexity*, 7, 170 (2021).
12. Nair, V., Sinniah, S., Makhbul, Z. K. M., Salleh, M. F. M., & Rahman, M. R. C. A.: "The impact of emotional intelligence on work–life balance and job performance among Malaysian employees," *Journal of Law and Sustainable Development*, 11, e1095 (2023).
13. Idris, I., Supriyanto, A. S., Soetjpto, B. E., & Adi, K. R.: "The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia," *JESI*, 8, 735–750 (2020).
14. Mendis, M. D. V. S., & Weerakkody, W. A. S.: "The impact of work–life balance on employee performance with reference to telecommunication industry in Sri Lanka: A mediation model," *Kelaniya Journal of Human Resource Management*, 12, 72 (2018).
15. Caillier, J. G.: "Satisfaction with work–life benefits and organizational commitment/job involvement," *Review of Public Personnel Administration*, 33, 340–364 (2012).
16. Berg, P.: "The effects of high performance work practices on job satisfaction in the United States steel industry," *Industrial Relations*, 54, 111–135 (2005).

17. Marques, V. C., & Berry, G. R.: “Enhancing work–life balance using a resilience framework,” *Business and Society Review*, 126, 263–281 (2021).
18. Madhuri, A., & Kumar, B. R.: “HR analytics and decision-making: A data-driven approach to employee performance management,” *Journal of Neonatal Surgery*, 14, 409–423 (2025).
19. Guerrero, S., Vandenberghe, C., Chênevert, D., Tremblay, M., & Ben Ayed, A. K.: “Employees’ psychological empowerment and performance: How customer feedback substitutes for leadership,” *Journal of Services Marketing*, 32, 868–879 (2018).
20. Firgan Lussa, M., Sudiro, A., & Dwi Vata Hapsari, R.: “The effect of work motivation and work environment on employee performance through work engagement,” *International Journal of Research in Business and Social Science (IJRBS)*, 12, 134–143 (2023).
21. Fischer, C., Schafmann, E., & Malycha, C. P.: “The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation,” *Frontiers in Psychology*, 10 (2019).
22. Ilardi, B. C., Kasser, T., Ryan, R. M., & Leone, D.: “Employee and supervisor ratings of motivation: Main effects and discrepancies associated with job satisfaction and adjustment in a factory setting,” *Journal of Applied Social Psychology*, 23, 1789–1805 (1993).
23. Lüking, S., Wilde, M., & Wünsche, S.: “The effect of basic psychological needs on the flow experience in a digital gamified learning setting,” *Frontiers in Psychology*, 14 (2023).
24. Lun, L., Jiaxin, D., Hoe, T. W., Juan, X., Zetian, D., & Fulai, W.: “Factors influencing user intentions on interactive websites: Insights from the Technology Acceptance Model,” *IEEE Access*, 12, 122735–122756 (2024).
25. Hussian, S.: “Understanding AI adoption: The mediating role of attitude in user acceptance,” *JIER*, 4 (2024).
26. Sek, Y.-W., Teoh, K.-K., Law, C.-Y., Parumo, S. B., & Lau, S.-H.: “Prediction of user acceptance and adoption of smart phone for learning with Technology Acceptance Model,” *Journal of Applied Sciences*, 10, 2395–2402 (2010).
27. Yildiz, K., Akoğlu, H. E., Emir, E., Angosto, S., & García-Fernández, J.: “The perceived effect of digital transformation and resultant empowerment on job performance of employees in the fitness family business,” *Journal of Family Business Management*, 15, 102–121 (2024).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

