

## **The Effects of Using Digitalization, Work Life Balance and Work Engagement on Employee Performance Through Job Satisfaction at PT Waskita Karya Infrastruktur**

**Cahya Tri Tungga Dewi<sup>1</sup>, Herry Krisnadi<sup>1</sup>**

<sup>1</sup>Universitas Nasional, Jakarta, Indonesia

Corresponding author e-mail: [cahyattd@gmail.com](mailto:cahyattd@gmail.com)

Article History: Received on 16 June 2023, Revised on 12 August 2023,  
Published on 31 August 2023

**Abstract:** Employee performance is a key factor in a company's success. This study aims to analyze the factors that affect employee performance in PT Waskita Karya Infrastruktur companies in Jakarta. The quantitative research approach was used with the partial least (SEM-AMOS-22) method to analyze data collected through questionnaire techniques as primary data collection techniques. The sample consists of 128 respondents. The results show that digitalization has a positive and significant influence on employee performance. The application of digital technology in business processes and company operations can increase employee efficiency and productivity as well as accelerate access to the information needed to carry out their duties. Based on the results of the study, it can be concluded that digitalization, work life balance, and work engagement have a positive and significant influence on employee performance through job satisfaction.

**Keywords:** Digitalization, Employee Performance, Work Engagement, Work Life Balance.

### **A. Introduction**

The current phenomenon of using digitalization in the work environment is increasingly common in the business environment. Digitization has enabled companies to increase productivity and efficiency in a faster and easier way. Digitization allows companies to work effectively without geographic or time constraints. The implementation of digital technology often influences how employees work, tasks and responsibilities. Employees must adapt to these changes and develop new skills needed in an increasingly connected and technology-based work environment. By implementing this, employees can work with teams around the world without having to meet physically (Lestari & Yuningsih, 2022). Research that has been conducted by (Sulistianingtyas & Djastuti, 2022) reveals that digitization has a positive and significant effect on employee performance, this fact is also supported revealed that digitalization has a positive and significant effect on employee performance. However, the facts found by (Junaedi & Digdowiseiso, 2023) reveal that digitalization has a negative and insignificant effect on employee performance.

Work life balance in an increasingly busy and demanding work environment, maintaining a balance between personal and professional life becomes even more important. However, it still needs further study on how to work life balance can affect employee performance and whether there are factors that can moderate the relationship. Work life Balance is a concept related to the balance between one's work and personal life. This concept is increasingly important because it has a major influence on employee performance in the workplace. Work life balance shows that with Work life A very good balance tends to be more productive and makes employees tend to stay longer with the company. This can happen due to the purpose of the Work life balance is an effort made by companies to adjust the work patterns of the company's employees so that they can carry out their responsibilities by separating company affairs and outside the company such as family, hobbies, college, and others (Ardiansyah & Surjanti, 2020). If Work life Balance is implemented by employees so that the balance between work life and non-work life is getting more balanced. Then, the level of job satisfaction will be achieved influencing the performance of employees will increase (Atthohiri & Wijayati, 2021).

Implement Work life Balance aims so that employees can manage the time of work obligations and other obligations outside of work. Work life balance is a form of balance for life for the life of each individual where when carrying out an obligation does not forget other obligations. Work life balance is a form of satisfaction in achieving work life balance. If Work life If you have a high balance , employees will feel their work environment is like their home environment (Irwandi & Sanjaya, 2022).

Research gaps Work life balance on employee performance research that has been carried out by (Arifin & Muharto, 2022) revealed that Work life balance has a positive and significant effect on employee performance, this fact is also supported by the research of (Ranti Lukmiati, 2020) which reveals that Work life balance has a positive and significant effect on employee performance. However, the facts found by (Herlambang & Murniningsih, 2019) revealed that Work life balance has a negative and insignificant effect on employee performance.

Work Engagement is important for every employee in a company. Engagement (attachment) is defined as a person's feeling to be responsible and concerned about the performance of his work (Nurul Laila Salsabila & Olievia Prabandini Mulyana, 2022). Work Engagement is closely related to employee performance. Research gaps that have been carried out by (Afridhamita & Efendi, 2020) revealed that Work Engagement has a positive and significant effect on employee performance, this fact is also supported by (Astono, 2017) which reveals that Work Engagement has a positive and significant effect on employee performance. However, the facts found by (Ritonga & Digidowiseiso, 2023). revealed that Work Engagement has a negative and not significant effect on employee performance.

Although several previous studies have examined the impact of digitalization, work life balance, Work Engagement, job satisfaction on employee performance, the role of mediating individual psychological factors in this relationship is still unclear. We aim to bridge this gap by understanding factors such as exploring factors such as self-efficacy (one's something, one's ability to manage oneself, complete a task, achieve

a goal, produce something and take action to achieve certain skills) and intrinsic motivation to understand how these factors mediate the relationship between the influence of digitalization, work life balance, Work Engagement, job satisfaction on employee performance.

In an increasingly competitive and dynamic work environment, employee performance is a crucial factor in the company's success and growth. Employees who have good performance are able to make a significant contribution to achieving organizational goals and increasing the company's competitiveness in a competitive market. However, the phenomenon that often occurs is the low performance of employees in several organizations. This can occur due to various factors, such as lack of motivation, physical and mental fatigue, lack of relevant knowledge and skills, and lack of support and a conducive work environment.

PT Waskita Karya Infrastruktur is a fast-growing infrastructure and energy company in Indonesia investing in and operating infrastructure and facilities in key sectors such as power generation, oil and gas, mining, property, transportation and utilities sectors. The performance of PT Waskita Karya Infrastruktur Employees is still not optimal based on KPI data reports (key performance indicator) from year to year in the Company is shown in table 1 below.

**Table 1. Realization of Employee KPI Values**

Year	Target	Realization
2020	100%	90.05%
2021	100%	84.01%
2022	100%	82.21%

Source: Company Internal Data (2023)

Based on the data in table 1, there is a decrease in the percentage of employee performance (Sugiono et al., 2022). Basically, performance can be seen from two perspectives, namely employee performance and organizational performance. Employee performance is individual performance within the company, while organizational performance is the amount of work done by the company. Satisfying work performance does not happen automatically, because for employees to do their jobs well, the work done by these employees must be evaluated (Setyawati & Nugroho, 2023). Performance is the willingness of a person or group of people to carry out an operation and complete it according to their responsibilities with the expected results. Work performance or achievement is the result of work done by someone in fulfilling the tasks assigned to him also based on ability, experience and sincerity when performance is generally the face and image of employees for an organization, but does not apply it correctly in a simple way. This is due to human nature, which consists of different qualities and they have different emotions, characters and abilities in understanding.

From PT Waskita Karya Infrastruktur companies and the differences in the results of previous research, the gaps found in this study encouraged researchers to

fill these gaps. Engagement on Employee Performance through Job Satisfaction in a PT Waskita Karya Infrastruktur Company”.

Considering the industrial context and the challenges faced by PT Waskita Karya Infrastruktur companies in Jakarta, this research is expected to provide useful insights for companies and the industrial community to understand the importance of digital impact, work life balance, job satisfaction, job involvement, and employee performance in a constantly changing work environment. changed.

## **B. Methods**

The research used in this study is study quantitative, by obtaining secondary and primary data. object study on the influencing factors performance employees by choosing digitalization model factors, Work life balance, Work Engagement and job satisfaction either directly or indirectly direct. This research uses Analysis of Moment Structure-Structural Equation Modeling (AMOS -SEM).

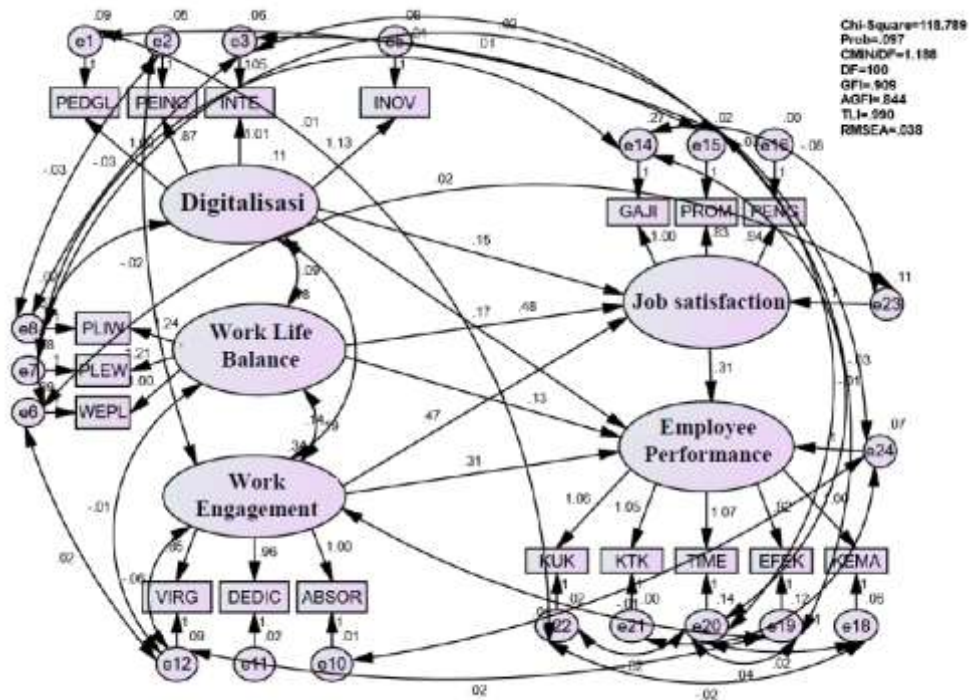
## **C. Results and Discussion**

### **Results**

Normality test aims to measure whether the respondents' answers obtained have met the cut value or not. The basis for decision making is if the skewness value is  $< 2$  and the kurtosis value is  $< 7$  then the data is normally distributed. The test results showed that there was no skew value  $> 2$  and no kurtosis value  $> 7$ , so it can be concluded that the data in this study were normally distributed.

Outlier test using criteria mark Chi-Square in degrees freedom (degree of freedom) 18. Mahalanobis distance value  $\chi^2 (0.05;18) = 28.869$ , Which obtained with use Excel [=CHIINV (0.05; 18)] So that a d- square mahalanobis value greater than 28,869 is an outlier and must be excluded from this data model. the results of the outlier test showed that there was no d- square mahalanobis value greater than 28,869. So, it can be concluded that the data in this study were free from outliers.

Model Conformity Testing (Goodness of Fit) in SEM-AMOS, the results of the Model Fit Assessment show that all model analysis has good requirements as an SEM model because the 7 criteria are met as shown in the figure below.



**Figure 1.** Construct Full Model  
 Source: SEM Output, 2023

Construct drawings full SEM model, the Goodness of Fit in the SEM- AMOS is explained in the table below.

**Table 2.** Model Conformity Test

<i>goodness of fit (GOF)</i>	<i>Cut Off Value</i>	<b>Results AMOS</b>	<b>Conclusion</b>
Square Test Statistics (X <sup>2</sup> )	≤ α. df (expect < chi square table) Probability ≥ 0.05	118,789	<i>Goodness of fit</i>
CMIN/DF	< 2	1,188	<i>Goodness of fit</i>
DF	> 0	100	<i>Goodness of fit</i>
GFI	≥ 0.90	0.909	<i>Goodness of fit</i>
AGFI	≥ 0.90	0.844	<i>Marginal offit</i>

Source: processed SEM output , 2023

Based on the Structural Model image The equation above shows the results of the hipphthesis test which are summarized in the table below.

**Table 3.** Summary Testing hypothesis

No	hypothesis	Results AMOS	Conclusion
1	Digitization influential positive significant to performance employee	Estimates = 0.174 P = 0.135	Rejected
2	<i>Work life balance</i> influential positive and significant to performance employee	Estimates = 0.132 P = 0.291	Rejected
3	<i>Work Engagement</i> influential positive and significant to performance employee	Estimated = 0.309 P = *** (0.00001)	Accepted
4	Digitization influential positive and significant to job satisfaction	Estimates = 0.154 P = 0.234	Rejected
5	<i>Work life balance</i> influential positive and significant to job satisfaction	Estimates = 0.478 P = *** (0.00001)	Accepted
6	<i>Work Engagement</i> influential positive and significant to job satisfaction	Estimates = 0.473 P = *** (0.00001)	Accepted
7	Job satisfaction has a positive and significant effect on employee performance	Estimated = 0.308 P = *** (0.00001)	Accepted
8	Digitalization has a positive and significant effect on performance employees through job satisfaction	T <sub>count</sub> = 1.10 T <sub>table</sub> = 1.97	Rejected
9	<i>Work life balance</i> influential positive and significant to performance employee through job satisfaction	T <sub>count</sub> = 2.69 T <sub>table</sub> = 1.97	Accepted
10	<i>Work Engagement</i> influential positive and significant to performance employee through job satisfaction	T <sub>count</sub> = 3.05 T <sub>table</sub> = 1.97	Accepted

Source: processed SEM output, 2023

## Discussion

### *Influence Digitization to Performance Employee*

Testing hypothesis First prove that Digitization No influential positive to performance employee PT Waskita Karya Infrastruktur Jakarta, variable Digitization rated Not yet capable increase performance employees with use digitization, information dissemination, integration, accessibility, and innovation to improve performance employee. These findings indicate that digitalization in the workplace has a significant positive effect on employee performance. The use of digital technology in the workplace can increase the efficiency, productivity and creativity of employees in completing their tasks. In addition, digitization also allows employees to continuously update their skills and actively participate in their work, thereby increasing employee engagement with their work and encouraging them to work with dedication.

These results are in line with (Sulistianingtyas & Djastuti, 2022) disclose that digitization in place Work has a positive and significant influence on employee performance. The use of digital technology in the workplace can make employees more productive tied to their job and make they are more excited in Work. With use technology digital, employee Can become more efficient and productive in getting their work done, as well Can more creative and innovative in find solutions new. Besides That, the use of digital technology can also enable employees to continue update their skills, take initiative, and participate active in their work. All of these can make employees feel more attached to their work and encourage them to work with full of dedication.

### ***Influence Work Life Balance Against Employee Performance***

Testing hypothesis second prove that Work life balance No influential positive to performance employee PT Waskita Karya Infrastruktur, Work life balance variables are assessed Not yet capable increase performance employees by giving adequate attention to need and balance between work and life personal employee, company can't create yet supportive and encouraging environment \_ employees to achieve better work results and improve performance employee. The findings of this study show Work life balance can not support the increase in employee performance so work life balance or balance between work and personal life is not an important factor in improving employee performance. However, these results are not in line with (Saina et al., 2016) who reject work life balance has a positive effect on employee work performance

### ***Influence Work Engagement Against Employee Performance***

Testing hypothesis third prove that Work Engagement influential positive to performance employee PT Waskita Karya Infrastruktur Jakarta, variable Work Engagement rated capable increase performance employees by increasing performance employees in the industry PT Waskita Karya Infrastruktur. When employees feel engaged emotionally, cognitively, and behaviorally at work them, they are more inclined to show high performance and reach better results to improve performance employee.

These findings indicate Work Engagement with the company and its work is very important in improving employee performance. Companies need to ensure that employees feel satisfied and motivated to do their jobs well, either through providing adequate compensation, rewards, or a conducive work environment. By increasing Work Employee engagement, companies can achieve better performance results and retain productive and loyal employees. This result is in line with (Safitri & Soleh, 2022) and (Melia Dwi Rahayu & Jun Surjanti, 2019) with results findings employees engagement influence performance employees with results positive and significant .

### ***Influence Digitization Against Job Satisfaction***

Testing hypothesis fourth prove that Digitization No influential positive to PT Waskita Karya Infrastruktur job satisfaction, variable Digitization rated Not yet capable increase job satisfaction by applying digital technology to improve efficiency,

productivity, and quality job, so employee feel satisfied with work them. These findings suggest on-site digitization cannot improve employees' perceived job satisfaction. The results are in line with the research put forward by (Shidqi & Darmastuti, 2022) which states that digitalization has no effect on job satisfaction.

#### ***Influence Work life balance Against Job Satisfaction***

Testing hypothesis fifth prove that Work life balance has an effect positive to PT Waskita Karya Infrastruktur Jakarta job satisfaction, it shows that balance work life and life personal employee own significant impact to level satisfaction they're at work. Companies can identify other factors that have bigger influence to employee job satisfaction. This finding is in line with research by (Sari & Hasyim, 2022) and (Asepta & Maruno, 2018) which states Work life balance has a significant effect on job satisfaction. However, this is not in line with (Risna et al., 2017) and (Laksono & Wardoyo, 2019) which states that there is no significant effect between Work -Life Balance on job satisfaction.

#### ***Influence Work Engagement Against Job Satisfaction***

Testing hypothesis sixth prove that Work Engagement influential positive to PT Waskita Karya Infrastruktur job satisfaction, the Engagement variable is assessed capable increase job satisfaction by playing role important to improve employee job satisfaction in the industry PT Waskita Karya Infrastruktur. When employees feel engage emotionally, cognitively and behaviorally at work they, them tend feel more satisfied with work them. This finding is in line with (Shantz et al., 2013) which states Work Engagement influential positive to job satisfaction.

#### ***The Effect of Job Satisfaction on Employee Performance***

Testing the seventh hypothesis proves that job satisfaction has a positive effect on employee performance PT Waskita Karya Infrastruktur Jakarta, job satisfaction plays an important role in improving employee performance in the PT Waskita Karya Infrastruktur industry. When employees are satisfied with their jobs, they tend to be more enthusiastic, productive, and high performers. Job satisfaction also has a positive impact on employee retention rates and the company's overall image

#### ***The Effect of Digitalization on Employee Performance Through Job Satisfaction***

Testing the eighth hypothesis proves that Digitalization has no positive effect on employee performance through job satisfaction PT Waskita Karya Infrastruktur, the Digitalization variable is considered not able to improve employee performance through job satisfaction when companies implementing digital technology have not been able to increase efficiency, access to information, collaboration, and work flexibility, employees tend to feel more satisfied with their job. This job satisfaction then contributes to improving employee performance

#### ***Effect of Work life balance on Employee Performance Through Job Satisfaction***

Testing the ninth hypothesis proves that Work life balance positive effect on employee performance through job satisfaction PT Waskita Karya Infrastruktur



Jakarta, the variable Work life balance is considered able to improve employee performance through job satisfaction. Employees can achieve a good balance between the demands of work and their personal lives, they tend to feel more satisfied with their jobs. This job satisfaction then contributes to improving employee performance.

#### ***Effects of Work Engagement on Employee Performance Through Job Satisfaction***

Testing the tenth hypothesis proves that Work Engagement has a positive effect on employee performance through job satisfaction PT Waskita Karya Infrastruktur Jakarta, the Engagement variable is considered capable of improving employee performance through job satisfaction in improving employee performance through job satisfaction in the PT Waskita Karya Infrastruktur industry. When employees feel emotionally, cognitively, and behaviorally involved in their jobs, they tend to feel more satisfied with their jobs. This job satisfaction then contributes to improving employee performance.

#### **D. Conclusion**

The results of the hypothesis proposed in this study in detail can be concluded as follows: (1) Digitalization has no positive effect on the performance of PT Waskita Karya Infrastruktur employees. (2) Work life balance No influential positive to performance employee PT Waskita Karya Infrastruktur. (3) Work Engagement influential positive to performance employee PT Waskita Karya Infrastruktur. (4) Digitalization has no positive effect on PT Waskita Karya Infrastruktur job satisfaction. (5) Work life balance influential positive to job satisfaction PT Waskita Karya Infrastruktur Jakarta. (6) Work Engagement influential positive to job satisfaction PT Waskita Karya Infrastruktur Jakarta. (7) satisfaction has a positive effect on the performance of PT Waskita Karya Infrastruktur employees. (8) Digitalization has no positive effect on employee performance through job satisfaction. (8) Work life balance influential positive to performance employee through job satisfaction and (9) Work Engagement influential positive to performance employee through job satisfaction.

#### **References**

- Afridhamita, C., & Efendi, S. (2020). The Influence of Career Development, Employee Engagement, Interpersonal Communication, and Work Involvement on Employee Performance at PT Indo Dharma Transport. *Oikonomia: Jurnal Manajemen*, 16(1).
- Ardiansyah, C. A., & Surjanti, J. (2020). Effect of Work Life Balance on Employee Performance through Organizational Commitment to Employees of PT. Bhinneka Life Indonesia Surabaya Branch. *Jurnal Ilmu Manajemen*, 8(4), 1211.
- Arifin, M., & Muharto, A. (2022). The Influence of Worklife Balance on Employee Performance (Study at PT. Livia Mandiri Sejati Pasuruan). *Jurnal Riset Ekonomi dan Bisnis*, 15(1).

- Asepta, U. Y., & Maruno, S. H. P. (2018). Analysis of the Influence of Work life balance and Career Development on Employee Job Satisfaction at PT. Telkomsel, Tbk Malang Branch. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 11(2), 77–85.
- Astono, A. D. (2017). Analysis of the Effect of Employee Engagement and Pedagogic Competence on Teacher Performance Moderated by Organizational Culture: *Jurnal Bingkai Ekonomi (JBE)*, 2(1).
- Atthohiri, N. A., & Wijayati, D. T. (2021). The Effect of Employee Engagement on Job Satisfaction with Work Life Balance as an Intervening Variable. *Jurnal Ilmu Manajemen*, 9(3), 1092–1100.
- Herlambang, H. C., & Murniningsih, R. (2019). The Effect of Worklife Balance on Employee Performance with Job Satisfaction as an Intervening Variable (Empirical Study on Media and Creative Industries Unions for Democracy) (SINDIKASI). *UMMagelang Conference Series*, 558–566.
- Irwandi, F. Y., & Sanjaya, A. (2022). The Effect of Work life balance and Work Engagement on Employee Performance Through Job Satisfaction (Study on Bankaltimtara Syariah Branch Jl. A Yani Samarinda). *Journal of Business Management Education (JBME)*, 7(2).
- Junaedi, M. A., & Digdowiseiso, K. (2023). The Influence of Work Motivation, Organizational Culture and Work Discipline on Employee Performance Through Job Satisfaction as Intervening Variables at BPJS Ketenagakerjaan throughout DKI Jakarta Region. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(2).
- Laksono, B. F. W., & Wardoyo, P. (2019). The Effect of Work Life Balance, Job Satisfaction and Work Engagement on Turnover Intentions with Mentoring as a Moderating Variable in Hotel Dafam Semarang Employees. *Jurnal Riset Ekonomi dan Bisnis*, 12(1).
- Lestari, W. M., & Yuningsih, Y. (2022). The Influence of the Work Environment and Digital Literacy on Employee Performance. *BULLET : Jurnal Multidisiplin Ilmu*, 1(06).
- Melia Dwi Rahayu & Jun Surjanti. (2019). The Effect of Job Demands and Coping on Work Engagement Mediated by Job Satisfaction in Female Resources PT. Telecommunications Indonesia Regional V Surabaya. *Jurnal Ilmu Manajemen (JIM)*, 7(1).
- Nurul Laila Salsabila & Olievia Prabandini Mulyana. (2022). The Relationship Between Quality of Work Life and Employee Engagement. *Character: Jurnal Penelitian Psikologi*, 9(2).
- Ranti Lukmiati. (2020). Effect of Work Life Balance on Employee Performance at PT. Single Estuary. *Jurnal Ekobis Dewantara*, 3(3), 46–50.
- Risna, R., Sakka, A., & Yunawati, I. (2017). *The Effect of Work life balance on Nurse Job Satisfaction in Nurse Workers at the Regional Public Service Agency (Blud) Konawe Selatan Hospital in 2016.*

- Ritonga, S. E., & Digdowiseiso, K. (2023). Mediation Effect of Customer Satisfaction on The Relationship Between Price Perception, Social Media, Brand Awareness, and Repurchase Decisions. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(1).
- Safitri, N. A., & Soleh, M. (2022). PInfluence of Work Life Balance, Employee Engagement and Islamic Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable in Employees of Kopontren Baitul Muamalat Al Hikmah Blora. *Mabny : Journal of Sharia Management and Business*, 2(02), 88–98.
- Saina, I. V., Pio, R. J., & Rumawas, W. (2016). The Influence of Worklife Balance and Compensation on Employee Performance at PT Pln (Persero) in the Suluttenggo Area, Manado Area. *Jurnal Administrasi Bisnis*, 4(3).
- Sari, S. P., & Hasyim, W. (2022). The Effect of Work Life Balance, Leadership Style and Workload on Job Satisfaction of PT. Cikarang PT Waskita Karya Infrastruktur. *Ikraith-Ekonomika*, 5(3).
- Setyawati, I., & Nugroho, M. Y. (2023). The Influence of Economic Value Added, Good Corporate Governance and Business Risk on Stock Returns Through Firm Value. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 8(1).
- Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. *The International Journal of Human Resource Management*, 24(13), 2608–2627.
- Shidqi, M. F., & Darmastuti, I. (2022). *The Effect of Company System Digitization on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at PT. Bank Negara Indonesia (Persero) Tbk Semarang regional office)* [Other, UNDIP : Fakultas Ekonomika dan Bisnis].
- Sugiono, E., Nurwulandari, A., & Dining, Y. (2022). Job satisfaction mediates the influence of leadership style, organizational culture, and motivation on the performance of employees of Bank BTN Jakarta Kuningan branch office. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 4(8), Art
- Sulistianingtiyas, I., & Djastuti, I. (2022). The Effect of Digitalization in the Workplace on Employee Performance Mediated By Employee Attachment (Study on Employees of the Center for Product Processing Research and Marine and Fisheries Biotechnology, Central Jakarta). *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(2).