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The Influence of Digital Transformation, Work-Life Balance, and Burnout on Employee Performance at the Rajabasa Indah Community Health Center in Bandar Lampung, With Agile Leadership as a Moderating Variable

Shoofi Alya Nabila
Universitas Bandar Lampung, Indonesia
Defrizal Defrizal
Universitas Bandar Lampung, Indonesia

Corresponding Author: shoofialyanabila@gmail.com

Abstract

This study examines the effects of digital transformation, work-life balance, and burnout on employee performance, while also investigating the moderating role of Agile Leadership in these relationships among employees at Rajabasa Indah Public Health Center in Bandar Lampung City. The study employed a quantitative approach with an explanatory research design and a survey method. The entire population of 110 employees was selected as the research sample using a total sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The findings indicate that digital transformation has a positive and significant effect on employee performance, as demonstrated by a path coefficient of 0.380, a T-statistic of 3.391, and a p-value of 0.001. Work-life balance also has a positive and significant effect on employee performance, with a coefficient of 0.164, a T-statistic of 2.001, and a p-value of 0.045. In contrast, burnout has a negative and significant effect on employee performance, with a coefficient of -0.166, a T-statistic of 2.206, and a p-value of 0.027. Furthermore, Agile Leadership significantly strengthens the positive relationship between digital transformation and employee performance and also strengthens the positive relationship between work-life balance and employee performance. Agile Leadership also plays a moderating role in the relationship between burnout and employee performance. The coefficient of determination (R^2) of 0.608 indicates that digital transformation, work-life balance, burnout, Agile Leadership, and their interaction effects collectively explain

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60.8% of the variance in employee performance, while the remaining 39.2% is attributable to other factors outside the research model.

Keywords: Digital Transformation, Work-Life Balance, Burnout, Agile Leadership, Employee Performance.

INTRODUCTION

The advancement of digital technology has significantly transformed the management of healthcare services, including public-sector organizations that are required to adapt to the implementation of health information systems. Digitalization is not only intended to accelerate administrative processes and improve work efficiency but has also become an important component of efforts to enhance the quality of public services (Shpak et al., 2020). The transition from conventional work systems to digital-based processes requires employees to possess strong adaptive capabilities. Consequently, employee performance becomes an important factor in determining the successful implementation of digital transformation within healthcare service organizations (Rakatama & Chaerudin, 2021).

Although digitalization offers various operational benefits, its implementation may also create challenges when it is not supported by adequate human resources and technological infrastructure (Boswijk, 2017). At Rajabasa Indah Public Health Center in Bandar Lampung, preliminary observations indicate that employees encounter several difficulties in implementing digital reporting systems. Some employees are required to enter similar information into multiple applications, comply with real-time reporting requirements, and deal with technical disruptions when digital systems experience failures. These circumstances may require employees to complete their duties beyond regular working hours, thereby increasing their workload and contributing to employee fatigue (Prabawatii, 2019).

These conditions demonstrate that digital transformation does not automatically produce positive outcomes. When technological implementation is not accompanied by system integration, adequate technical support, and effective human resource management, technology that is intended to facilitate work may instead become an additional job demand. Work requirements that extend beyond formal working hours can reduce employees' opportunities for rest and personal activities. Over time, such conditions may disrupt work-life balance and

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increase the risk of burnout, which may subsequently affect employees' ability to maintain optimal performance.

Work-life balance represents an important factor in sustaining employee performance because an appropriate balance between professional and personal responsibilities allows individuals to obtain sufficient time for recovery (Hashim et al., 2022). Conversely, continuous work demands beyond regular working hours may increase psychological pressure and reduce the energy required to perform job responsibilities effectively. From the perspective of Job Demands-Resources (JD-R) Theory, excessive job demands can consume employees' physical and psychological resources and consequently contribute to burnout. In contrast, sufficient job resources can alleviate work-related pressures while encouraging employee motivation and improving performance (Dewi et al., 2022).

In addition to technological factors and work-life balance, leadership plays a strategic role in helping organizations respond to rapid environmental changes. Agile Leadership emphasizes a leader's ability to remain adaptive, responsive, flexible, and capable of making appropriate decisions in changing circumstances (Halimah et al., 2024). Within healthcare organizations undergoing digital transformation, agile leaders can assist employees in adapting to new systems, responding to operational challenges, and reducing pressures associated with technological changes. Therefore, Agile Leadership may function as an important mechanism that determines the strength or weakness of the relationships between digital transformation, work-life balance, burnout, and employee performance (Wee, 2019).

Previous studies have indicated that digital transformation can improve service effectiveness when it is supported by appropriate systems and organizational resources. (Khavis et al., 2020), meanwhile, is associated with employees' ability to maintain productivity, whereas burnout tends to have adverse consequences for performance . Adaptive leadership can also assist organizations in managing the pressures associated with organizational change and maintaining employees' working conditions. Nevertheless, research that simultaneously examines digital transformation, work-life balance, burnout, and Agile Leadership in explaining employee performance within local government healthcare facilities, particularly in Lampung Province, remains relatively limited.

Based on these conditions, further investigation is needed to examine the relationships between technological factors, employee well-being, and leadership in explaining performance within healthcare service organizations. This study therefore investigates the effects of digital

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transformation, work-life balance, and burnout on employee performance and examines Agile Leadership as a moderating variable at Rajabasa Indah Public Health Center in Bandar Lampung. The proposed model is expected to provide a more comprehensive understanding of how organizations can benefit from digital transformation while simultaneously maintaining employee well-being and strengthening adaptive leadership practices.

This study aims to analyze the effects of digital transformation, work-life balance, and burnout on employee performance and to examine the moderating role of Agile Leadership in these relationships. Academically, the study is expected to contribute to the literature on human resource management, particularly regarding agile leadership within public-sector organizations. Practically, the findings may serve as a reference for health-center management in developing work systems and leadership practices that promote employee well-being while maintaining the quality of healthcare services.

LITERATUR REVIEW

Employee Perfomance

Employee performance can be understood as the level of work achievement demonstrated by individuals in carrying out the duties and responsibilities assigned by the organization (Alefari et al., 2020). Such achievement is not determined solely by the amount of work completed, but also considers the quality of outcomes, accuracy in task execution, and the employee's contribution to organizational objectives. In public sector organizations, employee performance has a broader meaning because it is closely associated with the ability of public employees to deliver effective services to society (Dari, 2020). In healthcare institutions such as community health centers, employee performance represents an important factor in determining the quality of healthcare services and the achievement of organizational targets (Mardhotillah et al., 2021).

Mardhotillah et al., (2021) stated that individual work performance is a multidimensional construct consisting of task performance, contextual performance, and counterproductive work behavior. Task performance refers to an employee's ability to perform core job responsibilities effectively, accurately, and within the required timeframe (Haddon, 2018). Contextual performance concerns positive behaviors that contribute to the work environment, including assisting colleagues and maintaining constructive workplace relationships. Meanwhile, counterproductive work behavior refers to actions that may hinder organizational objectives and

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reduce organizational effectiveness. Therefore, employee performance in this study represents an individual's ability to produce quality work, complete tasks accurately and independently within the required time, and provide positive contributions to the organization (Verburg et al., 2018).

Digital Transformation

Digital transformation refers to a comprehensive organizational change driven by the utilization of digital technologies to improve work processes, information management, and service delivery mechanismsv (Al-Kahtani et al., 2022). The concept extends beyond the adoption of digital devices or applications, as it also involves changes in the way organizations perform their activities and adapt their business processes to technological developments. Defrizal et al., (2015) conceptualized digital transformation as an organizational change process driven by digital technologies and aimed at improving processes and value creation. In the healthcare sector, digital transformation can be observed through the implementation of electronic medical records, healthcare information systems, and increasingly integrated digital reporting mechanisms (Kalender & Žilka, 2024).

In this study, digital transformation is reflected through three main dimensions: digital capability, digital literacy, and business process integration. Digital capability refers to the organization's readiness to provide appropriate hardware, software, internet connectivity, and information systems to support employees work (Gultom et al., 2026). Digital literacy concerns employees' knowledge, skills, and confidence in utilizing technology to perform their duties. Meanwhile, business process integration refers to the ability of digital systems to connect various work activities, simplify procedures, and minimize repetitive tasks. Thus, successful digital transformation requires the alignment of technological readiness, employee competence, and the organization's ability to integrate digital technology into its work processes.

Work Life Balance

Work-Life Balance describes a condition in which individuals are able to manage the demands of their work and personal lives in a proportionate manner. Peng et al., (2021) explained that such balance concerns an individual's ability to allocate time and energy to meet work responsibilities while simultaneously fulfilling personal, family, and other life-related needs. This balance is particularly important for employees in the healthcare sector because their work

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requires high levels of concentration, responsibility, and readiness to respond to various service demands. When work demands can be managed without excessively interfering with personal life, employees are more likely to maintain psychological stability and remain focused while performing their duties (Khavis et al., 2020).

In this study, Work-Life Balance is operationalized through three indicators: time balance, involvement balance, and satisfaction balance. Time balance refers to an individual's ability to appropriately allocate time between work, rest, and family life. Involvement balance reflects the ability to maintain an appropriate level of psychological focus and involvement in both work and non-work activities. Meanwhile, satisfaction balance represents the level of satisfaction experienced by individuals when fulfilling their work and personal roles simultaneously. Therefore, Work-Life Balance encompasses the dimensions of time allocation, psychological involvement, and satisfaction experienced by individuals in performing their various roles.

Burnout

Burnout refers to a state of psychological exhaustion that develops as a consequence of continuous exposure to occupational pressure and prolonged work-related stress. (Gabriel & Aguinis, 2022) described burnout as a response to chronic interpersonal stressors in the workplace, characterized by the depletion of an individual's energy. In healthcare service organizations, this condition may arise when employees continuously face high job demands, administrative workloads, and service-related pressures without adequate resources and organizational support. From the perspective of the Job Demands-Resources (JD-R) theory, excessive job demands may deplete employees' physical and psychological energy, thereby increasing the likelihood of burnout and ultimately affecting their ability to maintain optimal performance (Kim et al., 2017).

In this study, burnout is measured through three main dimensions: emotional exhaustion, cynicism, and reduced personal accomplishment. Emotional exhaustion refers to a condition in which employees' physical and psychological energy is depleted as a result of continuous work demands. Cynicism reflects the development of negative attitudes, emotional distancing, or reduced concern toward work and other individuals in the workplace. Reduced personal accomplishment refers to feelings of inadequacy, diminished perceptions of achievement, and declining confidence in one's own competence. These three dimensions indicate that burnout

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can affect employees' emotional conditions, attitudes, and perceptions of their work-related achievements (Wahyuni & Dewi, 2020).

Agile Leadership

Agile Leadership refers to a leadership approach that emphasizes a leader's ability to respond to changes rapidly, flexibly, and adaptively. Joiner and Josephs described leadership agility as the ability of leaders to anticipate change and initiate appropriate actions in response to changing circumstances. This approach is particularly relevant to public service organizations that face technological developments, increasing societal demands, and continuously changing workplace conditions (Samir chaloob & Kadhim Saeed, 2024) . Leaders with strong adaptive capabilities can assist employees in understanding organizational changes, overcoming work-related obstacles, and maintaining employees' psychological well-being throughout the change process (Bushuyeva et al., 2019).

In this study, Agile Leadership is reflected through several leadership capabilities, namely situational agility, stakeholder agility, creative agility, and self-leadership agility. Situational agility refers to the leader's ability to understand changes and organizational circumstances. Stakeholder agility concerns the ability to establish relationships and communicate effectively with employees and relevant stakeholders (Delioglu & Uysal, 2023). Creative agility represents the ability to develop alternative solutions when dealing with organizational problems. Meanwhile, self-leadership agility refers to the leader's ability to manage themselves, remain composed under pressure, and continuously develop their capabilities when facing challenges and change. These characteristics position Agile Leadership as an organizational resource that can help employees respond more effectively to job demands and environmental changes.

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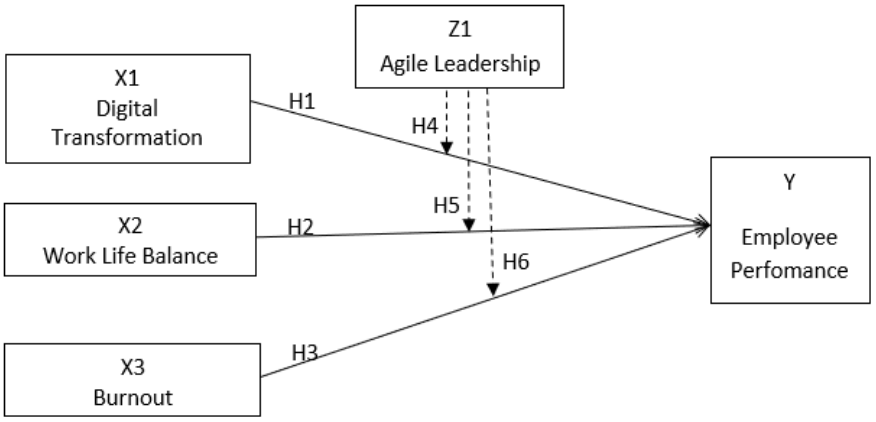


Figure 1. Framework

Hypothesis

H1 : Digital transformation has a positive effect on employee performance.

H2 : Work-life balance has a positive effect on employee performance.

H3 : Burnout has a negative effect on employee performance.

H4 : Agile leadership strengthens the positive effect of digital transformation on employee performance.

H5 : Agile leadership strengthens the positive effect of work-life balance on employee performance.

H6 : Agile leadership weakens the negative effect of burnout on employee performance.

RESEARCH METHODS

This study employed a quantitative explanatory research design to investigate the causal relationships among digital transformation, work-life balance, burnout, employee performance, and agile leadership (Hair et al., 2021). A survey approach was adopted, with questionnaires serving as the primary instrument for collecting empirical data. The research was conducted at Rajabasa Indah Public Health Center in Bandar Lampung City over a four-month period, covering the preparation, data collection, and data analysis stages.

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The study population comprised all employees, including both civil servants and non-civil-service personnel, working at Rajabasa Indah Public Health Center. Because the population consisted of 110 employees, a total sampling technique was applied, whereby every member of the population was included as a research respondent. Thus, the final sample consisted of 110 employees.

The research examined five variables: digital transformation (X1), work-life balance (X2), burnout (X3), employee performance (Y), and agile leadership (Z). Agile leadership was positioned as a moderating variable. Data were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Digital transformation was assessed through digital literacy, utilization of digital tools, and system adaptability. Work-life balance included time balance, involvement balance, and satisfaction balance, while burnout was measured through emotional exhaustion, cynicism, and reduced personal accomplishment. Agile leadership was assessed based on situational awareness, the ability to connect people, creative thinking agility, and self-leadership. Employee performance was evaluated based on the quality and quantity of work, timeliness, and independence.

The study utilized both primary and secondary data. Primary data were collected by distributing questionnaires to respondents through online and offline methods, including Google Forms. Secondary information was obtained from internal institutional documents, annual performance reports, and organizational profiles related to the Bandar Lampung City Health Office. The questionnaire items were adapted from previously established measurement instruments, including the Digital Maturity Model for digital transformation, the work-life balance scale developed by Netemeyer et al., the Maslach Burnout Inventory-General Survey (MBI-GS) for burnout, the Leadership Agility Scale for agile leadership, and the Individual Work Performance Questionnaire (IWPQ) for employee performance. Prior to the main survey, the instrument underwent content validation through expert judgment and a pilot test involving 30 respondents outside the research sample to ensure that the questionnaire items were understandable and appropriate for the research setting.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analytical procedure consisted of two principal stages: assessment of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model was examined to establish the validity and reliability of the measurement instruments. Convergent validity was assessed using outer loading and Average

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Variance Extracted (AVE), with loading values expected to exceed 0.70 and AVE values to be above 0.50. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), with a threshold below 0.90. Meanwhile, construct reliability was assessed using Cronbach's Alpha and Composite Reliability, with values greater than 0.70 indicating satisfactory reliability.

The inner model assessment was subsequently performed to examine the relationships among the constructs and evaluate the proposed hypotheses. The structural model was assessed using the coefficient of determination (R^2), path coefficients, and moderation analysis. R^2 was used to determine the extent to which the independent variables explained variations in employee performance. Hypothesis testing was based on the *T-statistic* and *P-value*, where a relationship was considered statistically significant when the *T-statistic* exceeded 1.96 or the *P-value* was below 0.05. Moderation analysis was conducted by examining the interaction effect of agile leadership to determine whether it strengthened or weakened the relationship between the predictor variables and employee performance.

The research procedure involved several stages, beginning with preliminary observations and obtaining research permits, followed by a pilot study involving 30 respondents. The main data collection stage was then conducted by distributing questionnaires to the research respondents. The collected data were subsequently tabulated and processed before being analyzed using SmartPLS. This procedure enabled the researchers to evaluate the measurement model, structural model, and proposed hypotheses systematically.

RESULT AND DISCUSSION

Convergent Validity Test

Table 1. Convergent Validity Test Results (Outer Loadings)

	X1	X2	Y	Z1	Z2	Description
x1.1	0.888					Valid
x1.2	0.876					Valid
x1.3	0.703					Valid
x1.4	0.729					Valid
x2.1		0.852				Valid
x2.2.		0.844				Valid
x2.3		0.936				Valid

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x2.4		0.865				Valid
y1			0.942			Valid
y2			0.941			Valid
y3			0.860			Valid
y4			0.848			Valid
z1.1				0.781		Valid
z1.2				0.913		Valid
z1.3				0.944		Valid
z1.4				0.893		Valid
z2.1					0.869	Valid
z2.2					0.947	Valid
z2.3					0.710	Valid
z2.4					0.945	Valid

Source: Processed primary data, 2026

The results show that all indicators have outer loading values above 0.70, indicating that they validly represent their respective constructs. Convergent validity was further assessed using the Average Variance Extracted (AVE), with an AVE value greater than 0.50 indicating that the construct meets the required convergent validity criterion.

Table 2. AVE Test Results

Variable	Average variance extracted (AVE)	Critical point	Description
Digital Transformation (X1)	0.645	0.5	Valid
Work-Life Balance (X2)	0.766	0.5	Valid
Employee Performance (Y)	0.807	0.5	Valid
Burnout (Z1)	0.783	0.5	Valid
Agile Leadership (Z2)	0.762	0.5	Valid

Source: Processed primary data, 2026

The results indicate that all variables have AVE values above 0.50, confirming that the indicators meet the requirements for convergent validity.

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Discriminant Validity Test

Table 3. Cross-Loading Test Results

	X1	X2	Y	Z1	Z2	Max
x1.1	0.888	0.510	0.721	-0.211	0.090	0.888
x1.2	0.876	0.613	0.432	-0.196	0.407	0.876
x1.3	0.703	0.480	0.180	-0.093	0.567	0.703
x1.4	0.729	0.372	0.175	-0.005	0.544	0.729
x2.1	0.549	0.852	0.586	-0.265	0.494	0.852
x2.2.	0.599	0.844	0.708	0.011	0.441	0.844
x2.3	0.594	0.936	0.596	-0.038	0.548	0.936
x2.4	0.404	0.865	0.582	-0.056	0.557	0.865
y1	0.602	0.698	0.942	0.094	0.234	0.942
y2	0.550	0.643	0.941	0.074	0.087	0.941
y3	0.598	0.733	0.860	0.054	0.267	0.860
y4	0.400	0.462	0.848	0.244	-0.039	0.848
z1.1	-0.050	-0.093	0.100	0.781	-0.048	0.781
z1.2	-0.130	-0.039	0.170	0.913	0.045	0.913
z1.3	-0.287	-0.123	0.077	0.944	-0.043	0.944
z1.4	-0.143	-0.072	0.108	0.893	-0.054	0.893
z2.1	0.299	0.545	0.136	0.038	0.869	0.869
z2.2	0.335	0.559	0.163	-0.091	0.947	0.947
z2.3	0.068	0.309	0.039	0.169	0.710	0.710
z2.4	0.362	0.530	0.163	-0.052	0.945	0.945

Source: Processed primary data, 2026

The *cross loading* results indicate that each indicator has a higher loading value on its respective construct than on the other constructs. This demonstrates that the indicators are more strongly associated with the variables they are intended to measure. Furthermore, the highest *cross loading* value for each indicator corresponds to its respective construct. Therefore, all indicators satisfy the required criteria for discriminant validity, confirming that each indicator adequately represents its underlying variable and is sufficiently distinct from other constructs.

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Table 4. Fornell-Larcker Test Results

	X1	X2	Y	Z1	Z2
X1	0.803				
X2	0.618	0.875			
Y	0.604	0.713	0.899		
Z1	-0.201	-0.094	0.124	0.885	
Z2	0.346	0.580	0.161	-0.025	0.873

Source: Processed primary data, 2026

Based on the table, all constructs meet the *discriminant validity* criteria, as the square root of AVE is higher than their correlations with other constructs. This indicates that each construct is sufficiently distinct and measures a different concept within the research model.

Table 5. HTMT Test Results

	X1	X2	Y	Z1	Z2
X1					
X2	0.670				
Y	0.504	0.770			
Z1	0.184	0.150	0.167		
Z2	0.508	0.618	0.171	0.128	

Source: Processed primary data, 2026

Based on the table above, the constructs for each variable exhibit HTMT values lower than 0.9; therefore, it is concluded that the constructs possess an adequate level of discriminant validity.

Reliability Test

Table 6. Reliability Test Results

Variable	*Cronbach's alpha*	*Composite reliability*
Digital Transformation (X1)	0.855	0.878
Work-Life Balance (X2)	0.898	0.929

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Employee Performance (Y)	0.920	0.944
Burnout (Z1)	0.909	0.935
Agile Leadership (Z2)	0.900	0.927

Source: Processed primary data, 2026

Based on the table, all variables have Cronbach's Alpha and Composite Reliability values above 0.70. Therefore, all indicators are considered reliable and consistent in measuring the research constructs.

VIF Test

Table 7. VIF Test Results

	X1	X2	Y	Z1	Z2
X1			1.677	1.000	
X2			2.972		
Y					
Z1			1.076		
Z2			1.573		

Source: Processed primary data, 2026

The results show that all variables have VIF values below 5, indicating that the model is free from multicollinearity issues

Descriptive Analysis

Table 8. Deskriptif Statistik

Variable	Indicator	Median	Min	Max	Mean	Standard deviation
Digital Transformation (X1)	x1.1	4	1	5	3.645	1.218
	x1.2	4	1	5	3.582	1.131
	x1.3	4	1	5	3.636	1.173
	x1.4	4	1	5	3.464	1.188
Work-Life Balance (X2)	x2.1	4	1	5	3.645	0.978

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	x2.2.	4	1	5	3.555	1.067
	x2.3	4	1	5	3.591	0.994
	x2.4	4	1	5	3.827	0.952
Burnout (X3)	x3.1	4	1	5	3.427	1.217
	x3.2	4	1	5	3.600	1.162
	x3.3	4	1	5	3.336	1.295
	x3.4	4	1	5	3.455	1.133
Agile Leadership (Z)	z.1	4	2	5	3.827	0.883
	z.2	4	1	5	3.782	0.888
	z.3	4	2	5	3.891	0.718
	z.4	4	1	5	3.545	1.059
Employee Performance (Y)	y1	4	1	5	3.827	0.913
	y2	4	1	5	3.773	0.988
	y3	4	1	5	3.591	1.064
	y4	4	1	5	4.027	0.792

Source: Processed primary data, 2026

a. For the Digital Transformation (X1) variable, indicator X1.4 recorded the lowest mean score of 3.464, while X1.1 achieved the highest mean score at 3.645.

b. Regarding Work-Life Balance (X2), the lowest mean value was observed for indicator X2.2, with a score of 3.555, whereas X2.4 recorded the highest mean score of 3.827.

c. For the Burnout (X3) variable, indicator X3.3 had the lowest mean score at 3.336, while X3.2 obtained the highest mean score of 3.600.

d. In the Agile Leadership (Z) variable, indicator Z.4 showed the lowest mean score of 3.545, while the highest mean score was recorded by Z.3, reaching 3.891.

e. For Employee Performance (Y), indicator Y3 obtained the lowest mean score of 3.591, whereas Y4 recorded the highest mean value of 4.027.

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Convergent Validity Test

Table 9. Convergent Validity Test Results (Outer Loadings)

	X1	X2	X3	Y	Z	Z x X1	Z x X2	Z x X3	Description
x1.1	0.919								Valid
x1.2	0.942								Valid
x1.3	0.785								Valid
x1.4	0.846								Valid
x2.1		0.702							Valid
x2.2.		0.813							Valid
x2.3		0.873							Valid
x2.4		0.851							Valid
x3.1			0.800						Valid
x3.2			0.774						Valid
x3.3			0.839						Valid
x3.4			0.800						Valid
y1				0.881					Valid
y2				0.884					Valid
y3				0.849					Valid
y4				0.828					Valid
z.1					0.864				Valid
z.2					0.914				Valid
z.3					0.909				Valid
z.4					0.878				Valid
Z x X1						1.000			Valid
Z x X2							1.000		Valid
Z x X3								1.000	Valid

Source: Processed primary data, 2026

Based on the test results, all indicators have outer loading values above 0.70. This finding indicates that each indicator meets the validity criteria and adequately represents the construct

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being measured. Therefore, all indicators are considered valid for measuring their respective research variables.

In addition to outer loading, convergent validity can be assessed using the Average Variance Extracted (AVE) for each construct. A construct is considered to meet the requirements for convergent validity when its AVE value is greater than 0.50.

Table 10. AVE Test Results

Variable	Cronbach's alpha	Composite reliability
Digital Transformation (X1)	0.902	0.929
Work-Life Balance (X2)	0.833	0.885
Burnout (X3)	0.831	0.879
Employee Performance (Y)	0.884	0.920
Agile Leadership (Z)	0.914	0.939

Source: Processed primary data, 2026

Based on the table, it can be seen that each variable has an Average Variance Extracted (AVE) value greater than 0.5. Thus, all indicators can be considered capable of measuring their respective variables.

Discriminant Validity Test

Table 11. Cross-Loading Test Results

	X1	X2	X3	Y	Z	Z x X1	Z x X2	Z x X3
x1.1	0.919	0.053	-0.438	0.768	0.608	-0.371	0.105	0.244
x1.2	0.942	-0.012	-0.482	0.644	0.656	-0.379	-0.017	0.217
x1.3	0.785	0.005	-0.330	0.325	0.469	-0.217	-0.110	0.122
x1.4	0.846	0.038	-0.412	0.499	0.591	-0.268	-0.014	0.141
x2.1	0.062	0.702	-0.159	0.047	0.149	0.022	-0.125	-0.252
x2.2.	0.110	0.813	-0.162	0.109	0.074	0.020	-0.162	-0.227
x2.3	-0.035	0.873	0.011	0.118	0.152	0.015	-0.134	-0.155
x2.4	-0.025	0.851	-0.045	0.097	0.136	-0.008	-0.150	-0.153

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x3.1	-0.394	-0.184	0.800	-0.316	-0.320	0.110	-0.177	0.244
x3.2	-0.366	0.036	0.774	-0.223	-0.292	0.140	-0.077	0.240
x3.3	-0.444	-0.087	0.839	-0.386	-0.298	0.187	-0.186	0.226
x3.4	-0.250	0.051	0.800	-0.117	-0.173	0.139	-0.132	0.309
y1	0.631	0.068	-0.280	0.881	0.486	-0.251	0.150	0.249
y2	0.596	0.115	-0.397	0.884	0.597	-0.269	0.061	0.269
y3	0.617	0.124	-0.356	0.849	0.629	-0.330	0.115	0.233
y4	0.488	0.113	-0.216	0.828	0.393	-0.156	0.158	0.264
z.1	0.573	0.188	-0.254	0.477	0.864	-0.393	-0.103	0.280
z.2	0.602	0.121	-0.330	0.494	0.914	-0.445	-0.052	0.210
z.3	0.542	0.095	-0.272	0.538	0.909	-0.305	-0.090	0.145
z.4	0.659	0.136	-0.394	0.666	0.878	-0.381	-0.139	0.157
Z x X1	-0.368	0.014	0.183	-0.300	-0.426	1.000	0.021	-0.542
Z x X2	0.014	-0.176	-0.190	0.137	-0.111	0.021	1.000	-0.120
Z x X3	0.220	-0.227	0.302	0.293	0.217	-0.542	-0.120	1.000

Source: Processed primary data, 2026

The cross-loading results show that each indicator has a higher loading on its respective construct than on other constructs. Thus, all indicators meet the required discriminant validity criteria, indicating that each indicator appropriately represents its intended variable.

Table 12. Fornell-Larcker Test Results

	X1	X2	X3	Y	Z
X1	0.875				
X2	0.027	0.812			
X3	-0.483	-0.092	0.804		
Y	0.683	0.122	-0.370	0.861	
Z	0.672	0.150	-0.358	0.622	0.891

Source: Processed primary data, 2026

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Based on the table, all variables meet the discriminant validity criteria, as the square root of AVE is higher than its correlations with other constructs. This indicates that each construct is sufficiently distinct and demonstrates good discriminant validity.

Table 13. HTMT Test Results

	X1	X2	X3	Y	Z	Z x X3	Z x X2	Z x X1
X1								
X2	0.080							
X3	0.510	0.164						
Y	0.706	0.132	0.370					
Z	0.722	0.181	0.373	0.666				
Z x X3	0.217	0.264	0.344	0.313	0.232			
Z x X2	0.074	0.192	0.193	0.15	0.112	0.120		
Z x X1	0.370	0.022	0.194	0.311	0.447	0.542	0.021	

Source: Processed primary data, 2026

Based on the table above, the constructs for each variable exhibit HTMT values lower than 0.9; therefore, it is concluded that the constructs possess an adequate level of discriminant validity.

Reliability Test

Table 14. Reliability Test Results

Variable	*Cronbach's alpha*	*Composite reliability*	Ket.
Digital Transformation (X1)	0.902	0.929	Reliable
Work-Life Balance (X2)	0.833	0.885	Reliable
Burnout (X3)	0.831	0.879	Reliable
Employee Performance (Y)	0.884	0.920	Reliable
Agile Leadership (Z)	0.914	0.939	Reliable

Source: Processed primary data, 2026

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Based on the table, it can be seen that each variable yields a Cronbach's alpha value greater than 0.7 and a composite reliability value greater than 0.7. Thus, based on the calculated Cronbach's alpha and composite reliability values, all indicators are deemed reliable for measuring their respective variables.

VIF Test

Table 15. VIF Test

	X1	X2	X3	Y	Z	Z x X3	Z x X2	Z x X1
X1				2.286				
X2				1.161				
X3				1.960				
Y								
Z				2.075				
Z x X3				2.217				
Z x X2				1.119				
Z x X1				1.861				

Source: Processed primary data, 2026

Based on the table above, each variable has a VIF value lower than 5; therefore, it is concluded that there is no violation of multicollinearity in the model.

Inner Model Evaluation

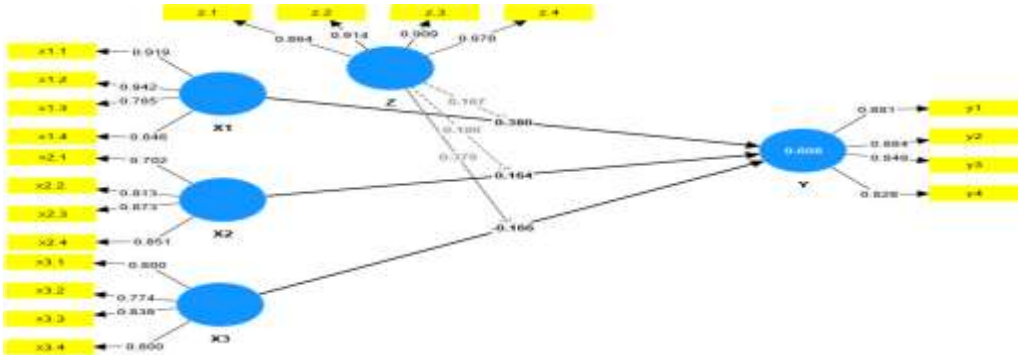
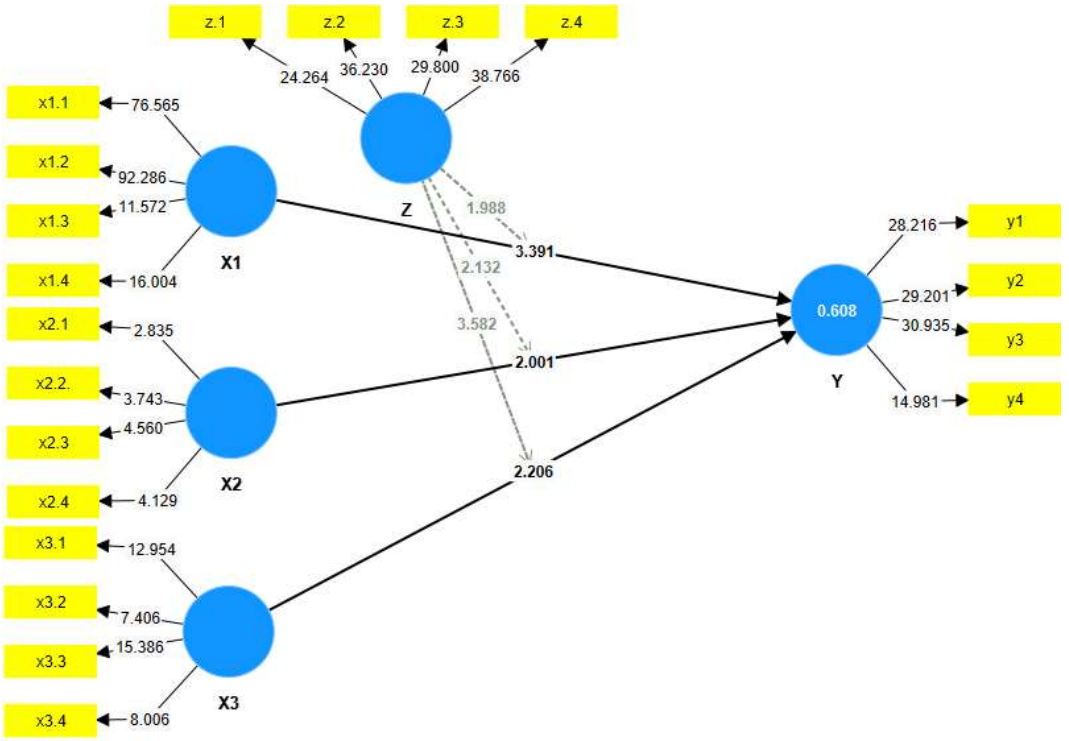


Figure 2. Standardized model

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Regression Equation

Y = 0.380 X1 + 0.164 X2 - 0.166 X3 + 0.379 Z*X1 + 0.180 Z*X2 + 0.167 Z*X3 + 0.309 Z, R square = 0.608

Based on the analysis results, the R^2 value for Employee Performance (Y) is 0.608**,** indicating that Digital Transformation (X1), *Work-Life Balance* (X2), *Burnout* (X3), and *Agile Leadership* (Z), including the moderating interaction effects between *Agile Leadership* and each independent variable, collectively explain 60.8% of the variance in Employee Performance. The remaining 39.2% is attributable to other factors that were not examined in this study.

Fit Model

Table 15. Fit Mode

Model	Value
SRMR	0.08

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NFI	0.746

Source: Processed primary data, 2026

Based on the table above, the model meets the fit criteria because its SRMR value is at the marginal threshold of 0.08 and its NFI value is close to 1.

Coefficient of Determination (R^2)

Table 16. Coefficient of Determination (R^2) Results

R-square	
Employee Performance (Y)	0.608

Source: Processed primary data, 2026

The employee performance model yielded an R^2 value of 0.608, indicating a strong explanatory level. This means that 60.8% of employee performance is explained by digital transformation, work-life balance, burnout, agile leadership, and their moderation interactions, while the remaining 39.2% is attributable to other factors not examined in this study.

Bootstrapping Hypothesis Testing (Path Analysis)

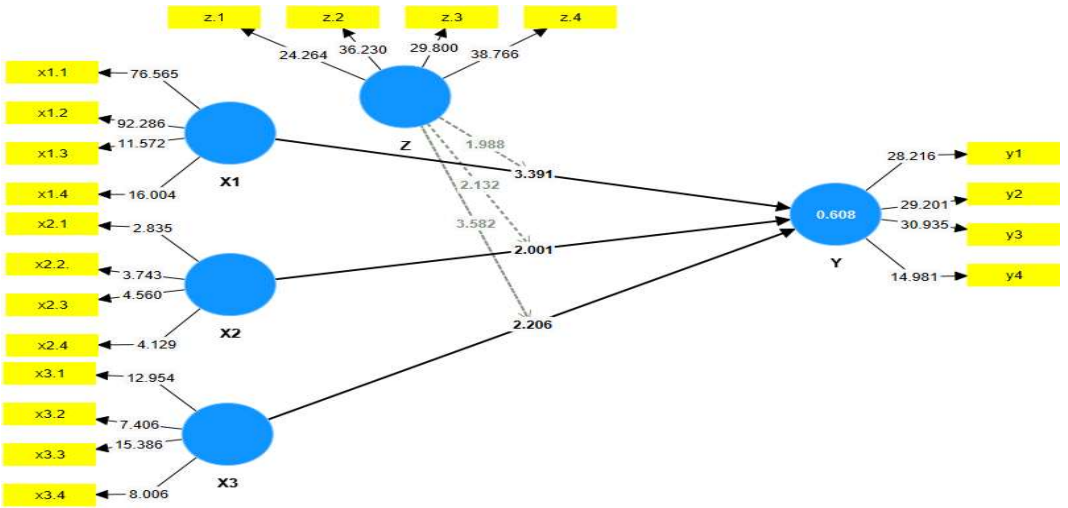


Figure 3. Model t-statistic

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H1 : Digital transformation has a positive effect on employee performance (X1 --> Y)

H2 : Work-life balance has a positive effect on employee performance (X2 --> Y)

H3 : Burnout has a negative effect on employee performance (X3 --> Y)

H4 : Agile leadership strengthens the positive effect of digital transformation on employee performance (X1*M --> Y)

H5 : Agile leadership strengthens the positive effect of work-life balance on employee performance (X2*M --> Y)

H6 : Agile leadership strengthens the negative effect of burnout on employee performance (X3*M --> Y)

Table 17. Path Coefficient Value

Hypothesis	Correlation	Original sample (O)	T *statistics* (O/STDEV)	P values
H1	X1 -> Y	0.380	3.391	0.001
H2	X2 -> Y	0.164	2.001	0.045
H3	X3 -> Y	-0.166	2.206	0.027
H4	Z* X1 -> Y	0.167	1.988	0.047
H5	Z* X2 -> Y	0.180	2.132	0.033
H6	Z*X3 -> Y	0.379	3.582	0.000
	Z -> Y	0.309	2.214	0.027

Source: Processed primary data, 2026

H1. Digital Transformation → Employee Performance

The analysis indicates that digital transformation has a positive and significant effect on employee performance, with a path coefficient of 0.380, *T*-statistic of 3.391, and *P*-value of 0.001. Since $T > 1.96$ and $P < 0.05$, H1 is supported.

H2. Work-Life Balance → Employee Performance

The findings demonstrate that work-life balance positively and significantly influences employee performance, as reflected by a path coefficient of 0.164, *T*-statistic of 2.001, and *P*-value of 0.045. Therefore, with $T > 1.96$ and $P < 0.05$, H2 is supported.

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H3. Burnout → Employee Performance

The results show that burnout has a negative and significant effect on employee performance, with a path coefficient of −0.166, *T*-statistic of 2.206, and *P*-value of 0.027. Because the statistical criteria are met, H3 is supported.

H4. Digital Transformation × Agile Leadership → Employee Performance

The interaction analysis reveals that agile leadership strengthens the positive effect of digital transformation on employee performance. The interaction coefficient is 0.164, with a *T*-statistic of 1.988 and *P*-value of 0.047. Thus, $T > 1.96$ and $P < 0.05$, indicating that H4 is supported.

H5. Work-Life Balance × Agile Leadership → Employee Performance

The findings indicate that agile leadership enhances the positive relationship between work-life balance and employee performance, evidenced by an interaction coefficient of 0.180, *T*-statistic of 2.132, and *P*-value of 0.033. Accordingly, H5 is supported.

H6. Burnout × Agile Leadership → Employee Performance

The moderation test shows a significant interaction between burnout and agile leadership, with a coefficient of 0.379, *T*-statistic of 3.582, and *P*-value of 0.000. Based on these results, H6 is supported, indicating a significant moderating effect of agile leadership on the relationship between burnout and employee performance.

DISCUSSION

1. Effect of Digital Transformation on Employee Performance

Digital transformation has a positive and significant effect on employee performance, as indicated by a path coefficient of 0.380, a *T-statistic* of 3.391, and a *p-value* of 0.001. Therefore, H1 is supported. This finding indicates that the effective adoption of digital technologies can improve employee performance by facilitating work processes and increasing operational efficiency. The highest mean score was recorded for the indicator concerning the use of digital technology to improve operational efficiency (3.645). The implementation of digital systems, including health information systems and electronic medical records, can simplify administrative procedures, accelerate patient data processing, and reduce the likelihood of errors. From the

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perspective of the Job Demands-Resources (JD-R) theory, digital technology can function as a job resource that helps employees manage work demands more efficiently.

2. Effect of Work-Life Balance on Employee Performance

Work-life balance was found to have a positive and significant effect on employee performance, with a path coefficient of 0.164, a *T-statistic* of 2.001, and a *p-value* of 0.045. Thus, H2 is supported. The finding suggests that employees who are able to maintain a satisfactory balance between work responsibilities and personal life tend to demonstrate better performance. The highest mean score was obtained for satisfaction with the balance between working time and leisure time (3.827). Adequate work-life balance may support employees' psychological stability, recovery, concentration, and readiness to perform their duties. Within the JD-R framework, work-life balance can function as a personal resource that supports employee motivation and enables employees to devote their physical and psychological resources more effectively to organizational tasks.

3. Effect of Burnout on Employee Performance

Burnout has a negative and significant effect on employee performance. The analysis produced a path coefficient of -0.166, a *T-statistic* of 2.206, and a *p-value* of 0.027, confirming that H3 is supported. The negative coefficient indicates that increasing levels of burnout are associated with declining employee performance. The indicator concerning feeling tired in the morning when facing a working day obtained the highest mean score (3.600), suggesting that physical and emotional exhaustion represents an important challenge for employees. According to the JD-R theory, excessive job demands without adequate job resources can trigger a health-impairment process, resulting in exhaustion and reduced work effectiveness. Therefore, controlling burnout is important for maintaining the quality and productivity of health service employees.

4. Moderating Role of Agile Leadership in the Relationship between Digital Transformation and Employee Performance

Agile leadership significantly strengthens the positive relationship between digital transformation and employee performance. The interaction effect produced a path coefficient of 0.167, a *T-statistic* of 1.988, and a *p-value* of 0.047, indicating that H4 is supported. This result suggests that digital transformation is more likely to generate improvements in employee performance when supported by adaptive and responsive leadership. Agile leaders can provide clear direction during technological changes and respond quickly to operational problems,

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thereby reducing employee resistance and facilitating adaptation to new digital systems. Consequently, effective leadership enables employees to utilize digital technologies more effectively in performing their duties.

5. Moderating Role of Agile Leadership in the Relationship between Work-Life Balance and Employee Performance

The interaction between agile leadership and work-life balance has a positive and significant effect on employee performance, with a path coefficient of 0.180, a *T-statistic* of 2.132, and a *p-value* of 0.033. Therefore, H5 is supported. The result demonstrates that agile leadership strengthens the positive contribution of work-life balance to employee performance. Leaders who are flexible, responsive, and attentive to employees' circumstances can create a supportive working environment while respecting employees' personal boundaries. Such leadership support can enhance employees' motivation and encourage them to contribute more effectively to organizational performance.

6. Moderating Role of Agile Leadership in the Relationship between Burnout and Employee Performance

Agile leadership significantly mitigates the negative effect of burnout on employee performance. The interaction coefficient was 0.379, with a *T-statistic* of 3.582 and a *p-value* of 0.000, supporting H6. This finding indicates that although burnout can reduce employee performance, its detrimental effect can be reduced when employees receive effective support from agile leaders. In a demanding public healthcare environment, agile leadership can serve as a psychological buffer by responding to employee fatigue, redistributing workloads when necessary, and providing appropriate support. Through adaptive and empathetic leadership, the negative consequences of burnout on employee performance can therefore be minimized.

CONCLUSION

The findings indicate that digital transformation has a positive and significant effect on employee performance**,** as the implementation of Electronic Medical Records (EMR) and integrated health information systems contributes to improving data accuracy and service efficiency at the public health center. In addition**,** work-life balance positively and significantly influences employee performance**,** as an appropriate balance between work demands and personal life supports employees' emotional readiness and work effectiveness. Conversely, burnout has a negative and significant effect on employee performance**,** whereby high digital

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administrative demands and mental exhaustion can reduce the quality of healthcare services and employees' empathy toward patients. Furthermore, agile leadership strengthens the positive effects of digital transformation and work-life balance on employee performance**,** as adaptive leadership facilitates the optimal use of technology while maintaining employees' work stability. Finally, agile leadership weakens the negative effect of burnout on employee performance, since leadership support, flexibility, and responsiveness can help alleviate employees' emotional exhaustion and reduce its detrimental consequences in the workplace.

IMPLICATION

The findings of this study provide both theoretical and practical implications for human resource management, particularly in understanding the relationship between digital transformation, work-life balance, burnout, and employee performance. Theoretically, the study contributes to the existing literature by reinforcing the view that employee well-being, work-life balance, and leadership support are important factors in improving employees' commitment and performance within an organization. The findings also provide opportunities for future research to adopt a mixed-methods approach, combining quantitative analysis such as PLS-SEM with qualitative methods, including in-depth interviews, to obtain a more comprehensive understanding of the underlying causes of burnout and the dynamics of agile leadership. Practically, the findings suggest that Rajabasa Indah Public Health Center should strengthen the integration or bridging of healthcare applications, including SIMPUS, ASIK, and Electronic Medical Records (RME), with the Bandar Lampung City Health Office to minimize repetitive data entry that may contribute to administrative fatigue. The institution should also establish internal regulations governing work-related communication through digital platforms outside official working hours, except in medical emergencies, to provide employees with adequate emotional recovery time and support digital detox. In addition, regular debriefing sessions can be conducted to provide employees with opportunities to release work-related stress, while task rotation for digital reporting should be implemented more evenly to prevent excessive workloads from being concentrated among particular employees. Furthermore, leadership training based on agile leadership principles should be provided to managers and program coordinators to strengthen responsiveness, emotional communication, and operational discretion when technical problems occur within digital systems.

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