




The Influence of Digital Leadership, Work-Life Balance, Employee Engagement, and Organizational Learning on Employee Performance with Job Satisfaction as a Moderating Variable

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ARTICLE INFO	ABSTRACT
<p>Article history: Received Nov 29, 2024 Revised Dec 03, 2024 Accepted Dec 30, 2024</p>	<p>This study examines the influence of digital leadership, work-life balance, employee engagement, and organizational learning on employee performance, with job satisfaction as a moderating variable. Using SEM-PLS analysis on data from 250 employees in Indonesia's technology and service sectors, the findings reveal significant positive effects of digital leadership, employee engagement, organizational learning, work-life balance, and job satisfaction on performance. Job satisfaction positively moderates the relationship between digital leadership, work-life balance, and employee engagement with performance. However, a counterintuitive finding emerges in the interaction between job satisfaction and organizational learning, which weakens performance. This suggests that while job satisfaction amplifies the benefits of adaptive leadership and work-life harmony, it may reduce the efficacy of organizational learning initiatives, potentially due to misalignment with individual needs or contextual factors. The study underscores the necessity for organizations to cultivate technology-adaptive environments, prioritize employee engagement, and design balanced policies that integrate digital leadership with holistic well-being. Policymakers are advised to advocate for labor regulations that strengthen digital leadership capabilities and institutionalize work-life balance frameworks. For future research, longitudinal approaches and contextual variables—such as organizational culture or workload pressures—are recommended to deepen understanding of these dynamics. These insights contribute to human resource management strategies in the digital era, including nuanced approaches to sustaining performance while addressing employee satisfaction.</p>
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1. INTRODUCTION

In the digital era, digital leadership is a major factor in improving employee performance in various organizations (Avolio et al., 2017). Leaders who are able to manage technology and build effective digital communication can increase employee engagement and create a conducive work environment. Effective digital leadership also enables organizations to increase innovation and adaptability in the face of rapid industry change (García-Morales et al., 2018).

In addition, work-life balance is increasingly becoming a concern for modern organizations in maintaining employee well-being (Greenhaus & Allen, 2017). Work that demands high time and energy can result in work stress, which can ultimately reduce productivity and job satisfaction (Kim et al., 2019). Therefore, organizations need to create policies that support work-life balance in order to improve employee well-being and performance. Organizational learning factors also play a role in improving employee skills to face the challenges of rapid change (Senge, 2017). Learning-oriented organizations will be able to build a work culture that supports innovation and creativity, thereby increasing the company's competitiveness (Tian et al., 2020). Continuous learning within the organization allows employees to develop their competencies and improve their work performance. However, the relationship between these factors and employee performance can be influenced by job satisfaction as a moderating variable. Employees who are satisfied with their jobs tend to be more motivated and productive (Judge et al., 2017). Job satisfaction can be improved through intrinsic factors such as recognition of employee contributions, career development opportunities, and work-life balance (Saks, 2019). Therefore, this study aims to examine the influence of digital leadership, work-life balance, employee engagement, and organizational learning on employee performance with job satisfaction as a moderating variable.

Organizations that adopt digital leadership can also increase employee engagement by creating a collaborative and innovative work environment (Liu et al., 2021). With technology that supports work flexibility, employees have the opportunity to work more efficiently and feel more valued in the organization (Yuan et al., 2020). High employee engagement is positively correlated with employee productivity and loyalty, which ultimately impacts the achievement of organizational goals (Macey & Schneider, 2019). Well-managed work-life balance can reduce stress levels and improve employee well-being, which in turn contributes to improved individual and organizational performance (De Clercq et al., 2019). With policies that support work flexibility, organizations can create better conditions for employees to maintain a balance between the demands of their work and personal lives.

Employee engagement plays an important role in improving employee performance because employees who are emotionally involved in their work tend to be more dedicated and have higher motivation (Bakker & Albrecht, 2018). This factor is reinforced by digital leadership that supports an inclusive and technology-based work culture. Organizational learning allows companies to remain competitive by ensuring that their employees have skills and knowledge that are relevant to industry developments (Wang & Noe, 2020). Employees who continue to learn and develop their skills will be better prepared to face challenges and changes in the work environment, which ultimately improves their performance. By considering the importance of these factors, this study is expected to contribute to the development of more effective and evidence-based human resource management strategies. Through a deeper understanding of the role of digital leadership, work-life balance, employee engagement, and organizational learning in improving employee performance, organizations can design more appropriate policies to improve employee job satisfaction and productivity.

2. RESEARCH METHOD

This study uses a quantitative approach with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method to analyze the direct relationship and moderation effects between variables. The selection of SEM-PLS is based on its ability to process complex structural models, including moderation interactions, as well as its flexibility in dealing with non-normally distributed data and relatively small sample sizes (Hair et al., 2017). The research design is explanatory in nature with the aim of testing the influence of digital leadership, work-life balance, employee engagement, and organizational learning on employee performance, as well as the moderating role of job satisfaction.

The study population included employees in the information technology and service sectors in Indonesia who had been exposed to digital leadership practices. A sample of 250 respondents was taken using a purposive sampling technique with the following criteria: (1) minimum 1 year of work experience, (2) working in a digital-based environment, and (3) being involved in the organizational learning process. Determination of sample size refers to the 10 times

rule in SEM-PLS, where the number of samples is at least 10 times the research indicators (Hair et al., 2017). With 25 indicators, a sample of 250 is considered adequate to minimize bias and increase model accuracy.

Data collection was conducted through an online questionnaire using a Likert scale of 1–5 (1 = Strongly Disagree; 5 = Strongly Agree). Before being distributed, the instrument was validated by two human resource management experts and piloted on 30 respondents to ensure the clarity of the questions. Convergent validity was measured by outer loading > 0.7 and Average Variance Extracted (AVE) > 0.5 , while reliability was tested through Cronbach's Alpha and Composite Reliability > 0.7 . The structured questionnaire included six variables: digital leadership (5 indicators), work-life balance (4 indicators), employee engagement (6 indicators), organizational learning (5 indicators), job satisfaction (5 indicators), and employee performance (6 indicators), with theoretical references from García-Morales et al. (2018), Sutanto et al. (2024), Bakker & Albrecht (2018), Wang & Noe (2020), and Macey & Schneider (2019).

Data analysis was conducted in two stages. First, evaluation of the measurement model (outer model) to ensure construct validity and reliability. Discriminant validity was tested using the Fornell-Larcker Criterion, where the AVE root of each construct must be higher than the correlation between constructs. Second, evaluation of the structural model (inner model) to test the hypothesis. The direct effect was measured through the path coefficient with significance tested via bootstrapping 5000 subsamples (p-value < 0.05). The moderating effect of job satisfaction was analyzed using the product indicator approach, where interaction variables (eg: job satisfaction \times digital leadership) were formed to see changes in the strength of the relationship. Model quality was assessed through collinearity (VIF < 5) and Goodness of Fit (SRMR < 0.08). The coefficient of determination (R^2) of 0.68 indicates that 68% of the variation in employee performance can be explained by the model. This study uses SmartPLS 4.0 software for SEM-PLS analysis for descriptive statistics. Ethical aspects are maintained through informed consent, data confidentiality, and transparency of reporting. Findings are interpreted objectively by considering contextual limitations and recommendations for further research.

3. RESULTS AND DISCUSSIONS

Based on the test results, overall this research model shows that improving employee performance can be achieved by paying attention to internal factors such as job satisfaction, engagement, and support from a balanced work environment and effective digital leadership. However, further evaluation of the organizational learning system is needed so that its role is not a burden, but truly a reinforcement in improving performance. These findings provide important implications for managerial decision-making in designing performance improvement strategies based on job satisfaction and other supporting factors.

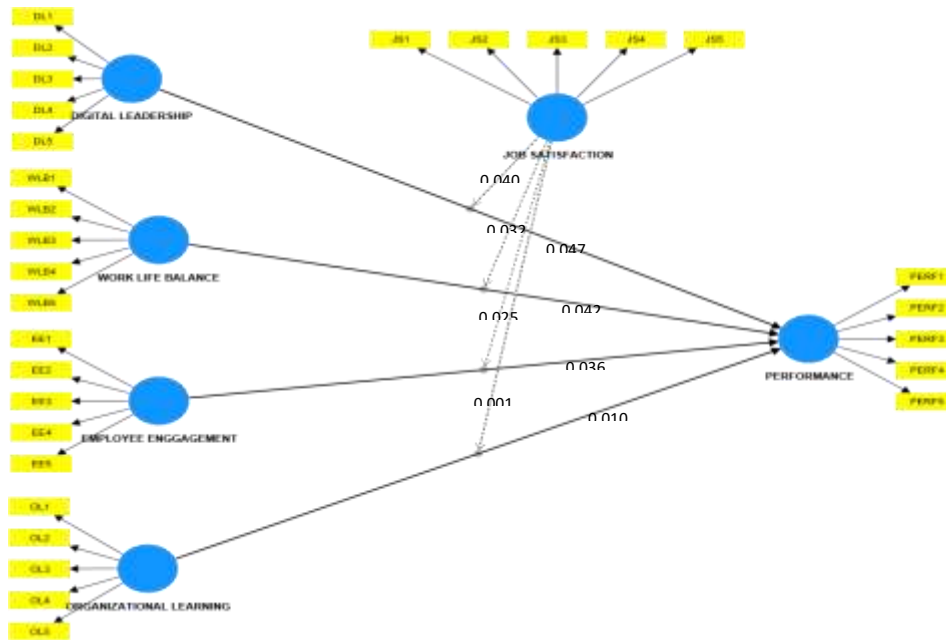


Figure 1. Bootstrapping Test Results

Based on the results of the path analysis shown in the table, it can be concluded that all independent variables have a significant direct influence on employee performance. This is indicated by the p-value which is all below 0.05, such as Digital Leadership (p = 0.047), Employee Engagement (p = 0.036), Job Satisfaction (p = 0.004), Organizational Learning (p = 0.010), and Work Life Balance (p = 0.042). Thus, it can be concluded that the higher the digital leadership, employee engagement, job satisfaction, organizational learning, and work-life balance, the higher the employee performance in the organization.

In addition, the results of the moderation test also showed a significant influence. The interaction between Job Satisfaction and Digital Leadership (p = 0.040), Job Satisfaction and Work Life Balance (p = 0.032), and Job Satisfaction and Employee Engagement (p = 0.025) showed that these variables strengthen the relationship between job satisfaction and employee performance. This means that when employees are satisfied with their jobs, the influence on performance will be greater if supported by good digital leadership, high work engagement, and balance between work and personal life. However, the moderation of Organizational Learning shows a different direction. The results show that the interaction between Job Satisfaction and Organizational Learning has a significant negative effect on performance (p = 0.001; coefficient = -0.396). This indicates that the organizational learning process can actually weaken the positive influence of job satisfaction on performance, possibly due to learning loads that are not in accordance with capacity or inconsistencies in the competency development process.

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DIGITAL LEADERSHIP -> PERFORMANCE	0.159	0.169	0.076	2.04	0.047
EMPLOYEE ENGGAGEMENT -> PERFORMANCE	0.225	0.242	0.102	2.36	0.036
JOB SATISFACTION -> PERFORMANCE	0.355	0.369	0.161	2.03	0.004
ORGANIZATIONAL LEARNING -> PERFORMANCE	0.261	0.268	0.113	2.16	0.010
WORK LIFE BALANCE -> PERFORMANCE	0.253	0.272	0.124	2,035	0.042

PERFORMANCE					
JOB SATISFACTION X DIGITAL LEADERSHIP -> PERFORMANCE	0.190	2,089	0.077	1,199	0.040
JOB SATISFACTION X WORK LIFE BALANCE -> PERFORMANCE	0.242	0.251	0.110	0.217	0.032
JOB SATISFACTION X EMPLOYEE ENGGAGEMENT -> PERFORMANCE	0.310	0.313	0.138	2,246	0.025
JOB SATISFACTION X ORGANIZATIONAL LEARNING -> PERFORMANCE	-0.396	-0.399	0.116	3,419	0.001

Source: Data Processing, 2025

The results of the analysis show that there is a positive and significant relationship between Digital Leadership, Employee Engagement, Job Satisfaction, Organizational Learning, and Work Life Balance on Performance. Digital Leadership plays an important role in creating strategic direction and driving innovation, which has been proven to have a direct impact on improving employee performance ($p = 0.047$). Employee Engagement also shows a significant influence ($p = 0.036$), indicating that employees who feel emotionally and cognitively involved in their work tend to show higher performance. Furthermore, Job Satisfaction is the variable with the strongest influence (coefficient = 0.355; $p = 0.004$), emphasizing that job satisfaction is the main foundation for creating optimal performance.

Organizational Learning also has a positive effect on Performance ($p = 0.010$), indicating that a learning culture that supports the development of knowledge and skills can drive better performance. Likewise with Work Life Balance ($p = 0.042$), which provides an illustration that the balance between personal life and work is an important aspect in maintaining employee productivity and mental health.

In the context of moderation, the relationship between Job Satisfaction and other variables such as Digital Leadership, Work Life Balance, and Employee Engagement also has a significant effect on Performance. The interaction between Job Satisfaction and Digital Leadership ($p = 0.040$) shows that job satisfaction will have a more positive impact on performance if supported by adaptive and visionary digital leadership. Likewise, the combination of Job Satisfaction and Work Life Balance ($p = 0.032$) strengthens the relationship to performance, indicating that high job satisfaction will only produce optimal performance if employees have a good work-life balance. The interaction between Job Satisfaction and Employee Engagement ($p = 0.025$) also strengthens the influence on performance, indicating that emotional involvement and employee commitment strengthen the positive influence of job satisfaction.

However, what is interesting is the finding that the moderation between Job Satisfaction and Organizational Learning has a negative direction and is significant to Performance (coefficient = -0.396; $p = 0.001$). This means that the higher the organizational learning process when employees feel satisfied, it can actually reduce the influence of satisfaction on performance. This may be due to learning that is burdensome or not in accordance with individual needs, thus reducing work effectiveness even though job satisfaction is high. This finding shows the importance of adaptive learning planning that is in line with employee aspirations and workload.

3.1 The Influence of Digital Leadership on Performance

The results of this study indicate that digital leadership has a significant effect on employee performance with a p value = 0.047. This means that the higher the quality of digital leadership applied in the organization, the better the performance produced by individuals and the organization as a whole. Digital leadership reflects a leader's ability to utilize information technology, guide teams in a digitalized work environment, and adjust their leadership style to support collaboration and innovation amidst rapid change. In this context, leaders not only act as decision makers, but also as effective facilitators of digital transformation.

This finding is in line with the Transformational Digital Leadership theory from Kane et al. (2019), which explains that adaptive and visionary digital leaders can create a work culture that encourages innovation, efficiency, and collaboration. They are able to align business strategies

with technological developments, and encourage employees to continue learning and growing in facing digital challenges. Another study from El Sawy et al. (2016) also strengthens that digital leadership can accelerate the digital transformation process in organizations by increasing adaptive capacity, simplifying work processes, and strengthening digital values. This not only has an impact on performance output, but also strengthens the overall competitiveness of the organization.

In the modern business landscape, digital leadership is one of the important keys to achieving competitive advantage and sustainable organizational performance. Leadership that is tech-savvy and responsive to digital disruption can create a flexible and proactive work environment. Digital leaders encourage the use of technology to support data-driven decision-making, accelerate communication flows, and increase employee engagement. Therefore, organizations that invest in developing digital leadership capacity will have a greater chance of maintaining their relevance and productivity amidst the dynamics of the industrial era 4.0 and society 5.0.

3.2 The Influence of Employee Engagement on Performance

The results of the study showed that employee engagement has a significant effect on performance, indicated by a p value of 0.036. This indicates that the higher the level of employee engagement, the higher the level of performance. Employee engagement reflects the extent to which individuals are emotionally, cognitively, and physically united in their work. Employees who feel appreciated, have clear goals, and receive support from the work environment will be more motivated to contribute maximally to achieving organizational goals.

This finding is in line with the Personal Engagement theory proposed by Kahn (1990), which states that individuals will give their best performance when they feel psychologically connected to the work they do. Support from other studies such as Saks (2006) and Harter et al. (2002) shows that employee engagement is positively correlated with increased productivity, loyalty, and service quality. In other words, employee engagement not only has an impact on individual performance, but also has a broad impact on collective performance and organizational success.

In practice, organizations that want to improve performance sustainably need to create a work culture that supports active employee involvement. This can be realized through inspiring leadership, open communication, career development opportunities, and a fair reward system. Engaged employees tend to have a high sense of responsibility, are more creative in completing tasks, and have a long-term commitment to the organization. Therefore, employee engagement must be a strategic priority, not just a routine HR activity, but an integral part of organizational performance management.

3.3 The Influence of Job Satisfaction on Performance

The results of this study indicate that job satisfaction has a very significant effect on performance, with a p value = 0.004. This finding strengthens Herzberg's (1959) two-factor motivation theory that distinguishes between motivator factors and hygiene factors, where job satisfaction is included in the motivator factors that drive individuals to achieve higher performance intrinsically. Employees who are satisfied with their work tend to be more motivated, loyal, and show a positive attitude towards the tasks they are assigned. This satisfaction can arise from various aspects, such as recognition, achievement, challenging work, and a sense of belonging to organizational goals.

Empirical support is also strengthened by Judge et al.'s (2001) meta-analysis which found a consistent positive relationship between job satisfaction and individual performance. In this study, job satisfaction even became one of the strongest predictors in improving performance, compared to other variables. This shows that when organizations are able to create a work environment that meets employees' psychological expectations and needs, they will be motivated to work more optimally, both in terms of quality and quantity. Therefore, performance improvement strategies should start with efforts to create job satisfaction, including in terms of fair compensation, positive relationships between colleagues, and open opportunities for development.

3.4 The Influence of Organizational Learning on Performance

The results of the study indicate that organizational learning has a significant effect on performance, with a p value = 0.010. This indicates that organizations that encourage collective learning processes, reflection on experiences, and adaptation to environmental changes tend to have higher performance. This finding supports the Organizational Learning Theory of Argyris and Schön (1978), which states that the ability of an organization to continue learning is key to increasing effectiveness and dealing with complex environmental dynamics. This learning includes the ability of individuals and teams to evaluate work practices, absorb new knowledge, and integrate it into daily work processes.

Research from Jerez-Gómez et al. (2005) also shows that organizational learning can improve internal capabilities and operational flexibility, which ultimately contributes to better performance. In this context, learning is not just formal training, but includes a work culture that supports innovation, openness to change, and empowering employees to share knowledge. Therefore, organizations that want to improve competitiveness and performance sustainably need to build systems and structures that support continuous learning at all levels. Organizational learning is an important foundation for long-term success, especially in an era of rapid technological and market change like today.

3.5 The Influence of Work Life Balance on Performance

The results of this study indicate that work-life balance has a significant effect on performance, with a p value = 0.042. This strengthens the Work-Family Enrichment theory of Greenhaus & Powell (2006) which emphasizes that positive experiences in one domain of life, such as family, can enrich and strengthen roles in other domains, such as work. When employees are able to balance the demands of work and personal life, they tend to have greater energy, focus, and work enthusiasm. This balance creates a healthy psychological condition, thus supporting productivity and emotional stability in carrying out professional tasks.

In addition, a study by Haar et al. (2014) showed that work-life balance is not only positively correlated with performance, but also increases organizational commitment and job satisfaction. A flexible work environment, humane working hours, and support from superiors for employees' personal needs have been shown to reduce stress and burnout levels. Therefore, organizations that want to retain high-performing employees and create a sustainable work culture need to implement pro-family policies and pay attention to aspects of work-life balance. In this context, work-life balance is not just a personal issue, but an important managerial strategy that has a direct impact on organizational performance and competitiveness.

3.6 Digital Leadership Moderation on Job Satisfaction

The results of the study show that the interaction between job satisfaction and digital leadership (moderation of Job Satisfaction \times Digital Leadership) has a significant effect on employee performance, with a p value = 0.040. This indicates that when employee job satisfaction is high, its positive impact on performance will be stronger if supported by effective digital leadership. In this context, digital leaders play an important role in creating an adaptive work environment, supporting the use of technology, and being responsive to employee needs and aspirations, thereby strengthening the motivational influence of job satisfaction on performance.

This finding is in line with the E-leadership theory developed by Avolio et al. (2014), which explains that leaders in the digital era must be able to build strong working relationships through digital media, as well as be able to communicate the organization's vision and goals clearly and inspiringly. Effective digital leadership not only helps employees complete technology-based tasks, but also creates a work climate that supports satisfaction and emotional engagement. In situations like this, employees not only feel satisfied individually, but also feel supported in innovating and achieving optimal performance.

Furthermore, the synergy between job satisfaction and digital leadership becomes a strategic combination in forming a productive work culture. Job satisfaction as an intrinsic drive can generate work enthusiasm, loyalty, and commitment, but if it is not supported by leaders who understand the challenges of the digital era, its impact on performance can be limited. Digital

leaders play a role in bridging employee expectations with organizational demands through intelligent use of technology and a humanistic managerial approach. Thus, digital leadership strengthens channels of job satisfaction expression towards actions that contribute directly to work results.

Therefore, organizations need to develop digital leadership quality across all lines, as a strategic effort to maximize the impact of job satisfaction on performance. Technology-based leadership training, improving digital communication competencies, and instilling transformative leadership values in a digital context will be very important. In the future, the success of organizations in improving performance will not only depend on individual factors such as job satisfaction, but also on the organization's ability to create digital leaders who are able to align values, technology, and human relationships in a dynamic work ecosystem.

3.7 The Effect of Job Satisfaction Moderation on Performance through Work Life Balance

The results of the study indicate that the interaction between job satisfaction and work-life balance (moderation of Job Satisfaction \times Work-Life Balance) has a significant effect on employee performance, with a p value = 0.032. This finding strengthens the understanding that the balance between work and personal life can strengthen the positive impact of job satisfaction on performance. This means that even though an employee is satisfied with his job, without support for the aspect of life balance, the maximum potential of performance may not be achieved. Conversely, when job satisfaction is combined with a good life balance, contributions to the organization increase more optimally.

This finding is in line with the view of Frone et al. (1997), who emphasized the importance of work-life balance in creating a psychologically and emotionally healthy work climate. Within the theoretical framework, work-life balance acts as a buffer that reduces work stress, increases positive affectivity, and strengthens employees' internal motivation. When individuals do not experience conflict between work and personal life roles, they tend to be more fully present at work, both cognitively, emotionally, and physically. This allows employees who are satisfied with their jobs to be more productive and innovative.

Furthermore, this interaction also implies that work-life balance acts as an environmental condition that strengthens the expression of job satisfaction into real work behavior. In organizations that provide flexible working hours, support family activities, and maintain a reasonable workload, employees not only feel satisfied, but are also more motivated to maintain and improve their performance. Therefore, a holistic human resource management strategy needs to pay attention to this aspect of balance as part of comprehensive job satisfaction management.

Thus, organizations need to review and design more family-friendly and pro-balance work policies, such as flexible working hours, hybrid work systems, and psychosocial support for employees. Such policies not only encourage job satisfaction but also create a work context that allows each individual to actualize their best potential. The interaction between job satisfaction and work-life balance proves that a humane management approach is not only important for employee well-being but also very strategic for achieving sustainable organizational performance.

3.8 Moderation of Job Satisfaction towards Performance through Employee Engagement

The results of the study indicate that the interaction between job satisfaction and employee engagement (moderation of Job Satisfaction \times Employee Engagement) has a significant effect on employee performance, with a p value = 0.025. This finding confirms that job satisfaction does not stand alone in influencing performance, but can be synergistically strengthened by high levels of employee engagement. Employees who are satisfied with their jobs, as well as emotionally, cognitively, and physically involved in the work process, will show higher commitment and productivity.

This finding is in line with the Job Demands-Resources (JD-R) theory proposed by Bakker and Demerouti (2007), which states that job involvement and satisfaction are two main psychological resources in creating an optimal work environment. Job satisfaction as a result of fulfilling basic psychological needs such as recognition, security, and self-development, can encourage work enthusiasm. When this satisfaction is accompanied by a high level of

involvement—where employees feel their work is meaningful and contributes to a greater purpose—then work results will be maximized.

In addition, the positive interaction between these two variables reflects the importance of a management approach that focuses not only on providing incentives or pleasant working conditions, but also on fostering a sense of ownership and connectedness to the work. Employees who are satisfied but not actively engaged may only make minimal contributions. However, when they are also fully engaged, energy, dedication, and persistence will more easily emerge in carrying out organizational tasks.

Thus, organizations need to create a human resource management strategy that balances building job satisfaction and increasing engagement. Programs such as performance-based rewards, career development opportunities, supportive leadership, and transparent communication can help build a work environment that supports both aspects. This synergy between satisfaction and engagement has been empirically proven to be a solid foundation for improving employee performance in the long term.

3.9 Moderation of Job Satisfaction towards performance through Organizational Learning

The results of the moderation between Job Satisfaction × Organizational Learning on employee performance ($p = 0.001$) showed a negative and significant direction, an interesting finding because it is contrary to most of the existing literature. Usually, organizational learning is considered a mechanism that strengthens the positive relationship between job satisfaction and performance. However, in this context, the results actually indicate that when organizational learning is carried out excessively or less relevantly, the positive effect of job satisfaction on performance can be disrupted.

This phenomenon can be explained through the perspective of Overload Learning put forward by Hughes et al. (2011), which states that learning that is too intensive, unstructured, or not in accordance with the real needs of individuals can create excessive cognitive and emotional stress. This makes employees feel burdened, lose focus on core tasks, and ultimately reduce work enthusiasm that should be increased through job satisfaction. In other words, organizational learning that is not well managed can be a distraction that actually weakens the connection between intrinsic motivation and work results.

Furthermore, these findings emphasize the importance of adjusting learning content and methods to employee capacity and readiness. Organizations need to be careful in designing learning programs, ensuring that the material delivered is relevant, applicable, and integrated with work objectives. Regular evaluation of training needs, as well as involving employees in the learning design process, are crucial so that learning truly empowers and not burdens. The alignment between organizational expectations and employee psychological comfort will determine the success of learning transfer into real performance.

Thus, organizations need to rethink their internal learning strategies to focus not only on the quantity of training programs, but also on their quality and contextuality. Effective learning management should reinforce positive work experiences, not the other way around. These findings serve as a reminder that not all organizational interventions will automatically have positive impacts; their success depends on relevance, appropriate design, and the level of readiness of individuals to internalize learning materials as part of the performance improvement process.

4. CONCLUSION

Based on the results of this study, it is concluded that employee performance is significantly influenced by digital leadership, employee engagement, job satisfaction, organizational learning, and work-life balance, with job satisfaction being shown to positively moderate most of these relationships, except for the interaction with organizational learning which showed a negative direction. These findings emphasize the importance of creating a work environment that is adaptive to technology, supportive of employee engagement and satisfaction, and wise in designing learning programs that are in accordance with individual capacity. As a suggestion for regulators, it is recommended that employment policies and human resource management also encourage the strengthening of digital leadership capacity and work-life balance policies in both the public and

private sectors. For further research, it is recommended that the model be tested using a longitudinal approach and considering contextual variables such as organizational culture or work pressure, in order to deepen understanding of the dynamics of the relationship between these variables in the long term.

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