Vol. 3 No. 4 Edisi Agustus - Oktober 2026 E. ISSN. 3032-2472
Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

DIGITAL HUMAN RESOURCE MANAGEMENT, DIGITAL LEADERSHIP, AND WORK-LIFE BALANCE IN SHAPING EMPLOYEE PERFORMACE: A SYSTEMATIC REVIEW

MANAJEMEN SUMBER DAYA MANUSIA DIGITAL, KEPEMIMPINAN DIGITAL, DAN KESEIMBANGAN KEHIDUPAN-KERJA DALAM MEMBENTUK KINERJA KARYAWAN: SEBUAH TINJAUAN SISTEMATIS

Ani Juwita Handayani[1*], Suryono Efendi[2], Andini Nurwulandari[3]

[1*]Universitas Nasional, Email : anijuwitahandayani@gmail.com
[2]Universitas Nasional, Email : suryono.efendi@civitas.unas.ac.id
[3]Universitas Nasional, Email : andinmanajemen@gmail.com

*email koresponden: anijuwitahandayani@gmail.com

DOI: https://doi.org/10.62567/micjo.v3i4.3079

Abstract

Digitalization has expanded the role of human resource management beyond routine administration and toward the strategic development of employee capability and work outcomes. This review synthesizes research on the ways Digital Human Resource Management (Digital HRM), Digital Leadership, and Work–Life Balance (WLB) relate to employee performance in organizational settings. A PRISMA-informed systematic review procedure was used to plan the review, search and screen records, assess full texts, extract study characteristics, and conduct a thematic synthesis. The review considered studies published from 2020 to 2026 that examined employee performance together with at least one of the three focal constructs. Across the reviewed evidence, Digital HRM was associated with performance through digitally enabled HR services, data-informed practices, learning opportunities, and the development of digital competence. Digital Leadership contributed by creating direction for digital change, strengthening digital culture and self-efficacy, and supporting motivation and innovation. WLB supported more sustainable performance by preserving well-being, engagement, commitment, and employees' capacity to coordinate work with non-work responsibilities. Taken together, the findings indicate that employee performance is most likely to benefit when technology-enabled HR practices, digitally capable leadership, and employee-supportive work arrangements are implemented as mutually reinforcing elements of a human-centered HR strategy.

Keywords : Digital Human Resource Management, Digital Leadership, Work–Life Balance, Employee Performance.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

Abstrak

Digitalisasi telah memperluas peran manajemen sumber daya manusia dari administrasi rutin menjadi pengembangan kapabilitas karyawan dan hasil kerja yang bersifat strategis. Kajian ini mensintesis penelitian mengenai hubungan Digital Human Resource Management (Digital HRM), Digital Leadership, dan Work–Life Balance (WLB) dengan kinerja karyawan dalam konteks organisasi. Prosedur systematic literature review berlandaskan PRISMA digunakan untuk merencanakan kajian, menelusuri dan menyaring rekaman publikasi, mengevaluasi naskah lengkap, mengekstraksi karakteristik studi, serta melakukan sintesis tematik. Kajian ini mempertimbangkan penelitian yang terbit pada 2020–2026 dan menguji kinerja karyawan bersama setidaknya satu dari tiga konstruk utama. Bukti yang dikaji menunjukkan bahwa Digital HRM berkaitan dengan kinerja melalui layanan HR berbasis teknologi, praktik berbasis data, peluang pembelajaran, dan penguatan kompetensi digital. Digital Leadership berkontribusi melalui penciptaan arah perubahan digital, penguatan budaya digital dan self-efficacy, serta dukungan terhadap motivasi dan inovasi. WLB menopang kinerja yang berkelanjutan dengan menjaga kesejahteraan, keterlibatan, komitmen, dan kemampuan karyawan mengoordinasikan pekerjaan dengan tanggung jawab non-kerja. Secara keseluruhan, kinerja karyawan lebih mungkin meningkat apabila praktik HR berbasis teknologi, kepemimpinan yang kapabel secara digital, dan pengaturan kerja yang mendukung karyawan diterapkan sebagai unsur yang saling menguatkan dalam strategi HR yang berpusat pada manusia.

Kata Kunci : Manajemen Sumber Daya Manusia Digital, Kepemimpinan Digital, Keseimbangan Kehidupan Kerja, Kinerja Karyawan.

1. INTRODUCTION

Human resource management has evolved from an administrative task to a strategic tool for creating, managing, and maximizing human capital due to the quick digitization of workplaces. Digital Human Resource Management (Digital HRM) encompasses the application of digital technologies, data-driven systems, and digital platforms across core HR functions, including recruitment, training, performance appraisal, employee engagement, and talent development (Strohmeier, 2020). Through these practices, organizations can improve the accessibility, speed, transparency, and personalization of HR services while supporting employees' capability development. Digital HRM is therefore increasingly regarded as a critical enabler of digital transformation because it helps align workforce practices with technological and organizational change (Aisiyah & Wening, 2025). In this context, employee performance should be understood as a multidimensional construct that includes task performance, contextual performance, and adaptive performance rather than merely the achievement of formal work targets (Koopmans et al., 2011). Accordingly, examining Digital HRM is important for understanding how digitally enabled HR practices can shape employees' capacity to perform effectively in dynamic work environments.

However, leadership capable of guiding employees thru digital transformation is just as important to the success of digital HRM as technological infrastructure. Digital leadership refers to leaders' ability to use digital technologies, promote digital innovation, develop digital capabilities, and create a supportive environment for organizational transformation (López-Figueroa et al., 2025). Leaders with strong digital capabilities can clarify strategic priorities, facilitate technology adoption, strengthen employee commitment, and reduce resistance to digital work processes. Empirical evidence suggests that digital leadership can enhance employee performance directly and indirectly through organizational commitment, digital capability, and innovation-related mechanisms (Qiao et al., 2024). Furthermore, digital leadership may encourage employees to use technology creatively and productively, thereby supporting both individual performance and organizational adaptability (Öngel et al., 2024). Therefore, it is important to consider digital HRM and digital leadership as

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

complementary organizational resources that work together to help employes effectively respond to the changing demands of digital work.

Despite the potential benefits of digitization, work-life balance is crucial for long-term employe performance since technology-enabled employment can also make it harder to distinguish between personal and professional life. Work–life balance concerns an individual's ability to manage and harmonize work responsibilities with family, personal, and leisure domains (Atkinson, 2026). When employees experience an appropriate balance, they are more likely to maintain psychological well-being, work commitment, energy, and concentration, which can subsequently improve their performance. Prior evidence indicates that work–life balance practices are positively associated with employee performance across diverse organizational settings, including public institutions and private-sector organizations (Agunda et al., 2024). In digital work environments, this issue becomes increasingly salient because flexible work arrangements and constant digital connectivity can simultaneously support autonomy and intensify work demands. Therefore, this systematic literature review integrates Digital HRM, digital leadership, and work–life balance to synthesize how these interconnected factors shape employee performance and to identify potential directions for future HRM research and practice.

2. RESEARCH METHOD

In order to compile information about how work-life balance, digital leadership, and digital human resource management affect employe performance, this study uses a Systematic Literature Review (SLR). Because a systematic literature review employs clear, transparent, and repeatable methods to find, pick, assess, and summarize pertinent research, it is suitable. According to Brignardello-Petersen et al. (2024), systematic reviews offer an organized method for synthesizing a body of data while reducing bias in the literature's selection and interpretation. This study follows the systematic review workflow proposed by Carrera-Rivera et al. (2022), which separates the review process into planning and conducting stages. The planning stage includes the formulation of the initial research idea, the determination of research questions, the selection of databases, the establishment of eligibility criteria, the development of a quality-assessment checklist, and the preparation of a data-extraction form. The methodological framework is implemented in this study to ensure that the selected literature is relevant, methodologically appropriate, and directly related to the proposed variables.

The review is reported using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method. Moher et al. (2010) introduced PRISMA as a reporting guideline intended to improve the transparency and completeness of systematic reviews and meta-analyses. According to the PRISMA method, researchers must record the steps involved in finding records, eliminating duplicates, screening abstracts and titles, determining full-text eligibility, and adding final studies. Page et al. (2021) updated the PRISMA guidance by providing clearer explanations, reporting examples, and improved procedures for systematic reviews in diverse research fields. In the management-literature context, Mishra and Mishra (2023) explain that PRISMA is useful because it offers a systematic, auditable, and transparent process for synthesizing dispersed management studies. Therefore, PRISMA is applied in this research to ensure that every article included in the final synthesis has passed a documented and consistent selection procedure.

During the conducting stage, the search process is undertaken through relevant academic databases, such as Scopus, ScienceDirect, and other scholarly sources that meet the research requirements. The search strings combine relevant keywords and Boolean operators, such as ("Digital Human Resource Management" OR "Digital HRM" OR "e-HRM") AND ("Digital Leadership") AND ("Work-Life Balance") AND ("Employee Performance"). Carrera-Rivera et al. (2022) emphasize that clearly formulated search strings are important for retrieving relevant literature systematically and consistently across digital libraries. After the records are collected, duplicate articles are removed before title and abstract screening is conducted. Trifu et al. (2022) demonstrate

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

that PRISMA-based screening helps researchers systematically exclude irrelevant studies and retain articles that match the predetermined research scope

The final selected articles are analyzed using a standardized data-extraction form that records the authors, publication year, country or industry context, research method, sample, variables, theoretical framework, mediating or moderating variables, and key findings. Meliante et al. (2025) show that digital and artificial intelligence tools can support literature searching and data extraction, but systematic review decisions still require careful human evaluation to maintain accuracy and methodological integrity. Kulkarni (2026) also emphasizes that each PRISMA stage should be clearly documented so that readers can understand how initial records are narrowed into the final set of included studies. Accordingly, this study retains documentation of every exclusion decision, including duplicate records, irrelevant topics, inaccessible full texts, inadequate methodological quality, and articles that do not measure employee performance. The final evidence base is then synthesized to develop an integrated understanding of how organizational technology, leadership capability, and employee well-being jointly shape employee performance.

Furthermore, despite variations in research settings, countries, industries, methodological designs, and participant characteristics, the use of predetermined criteria enabled the identification of a coherent and comparable body of evidence. Each potentially relevant article was carefully assessed against the established eligibility requirements before being included in the final dataset. This process ensured that the selected studies addressed the research variables and organizational contexts relevant to the purpose of the study. The criteria also helped minimize the inclusion of sources with limited methodological quality, insufficient contextual relevance, or weak alignment with the research objectives. In addition, a structured selection process enhanced the consistency of decisions made throughout the screening and full-text assessment stages. This strengthened the transparency and academic rigor of the evidence base used for the final synthesis. Consequently, the findings were developed from studies that met clearly defined scholarly, methodological, and contextual standards. Table 1 presents the inclusion criteria used to determine article eligibility.

Table 1. Inclusion Criteria for Studies on Digital HRM, Digital Leadership, Work–Life Balance, and Employee Performance

Criterion	Inclusion Requirement	Description
Publication period	Between 2020 and 2026	This period captures recent research concerning digital HRM, digital leadership, work-life balance, and employee performance.
Publication type	Peer-reviewed journal, proceedings, and systematic literature reviews	These publication types provide scholarly evidence and methodological information relevant to the review.
Publication quality	Published in internationally indexed journals or nationally indexed journals.	This criterion supports the academic credibility and traceability of the selected literature.
Population	Studies involving employees, staff, workers, managers, public servants, or organizational members	The review focuses on employee-related outcomes within organizational and workplace settings.
Independent variables	Studies examining Digital Human Resource Management, Digital Leadership, Work–Life Balance, or closely related concepts	The included studies must address at least one of the three main predictor variables in this review.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

Dependent variable	Studies measuring employee performance	The review specifically aims to explain factors that shape employee performance.
Research context	Studies conducted in public organizations, private companies, SMEs, service organizations, educational institutions, health organizations, technology firms, or other workplace contexts	This criterion allows cross-sector evidence while maintaining an organizational focus.

Source: Processed data (2026).

Table 1 shows that the review prioritizes recent, scholarly, and contextually relevant studies published between 2020 and 2026. The selected publication period is appropriate because it captures the acceleration of digital transformation, the expansion of technology-enabled HRM practices, the emergence of digital leadership, and increased attention to work–life balance in contemporary workplaces. The requirement for peer-reviewed and indexed publications strengthens the credibility, academic quality, and traceability of the evidence included in the review. In addition, the population and research-context criteria ensure that the selected articles address employees and organizational settings rather than unrelated individual, consumer, educational, or technological outcomes. Most importantly, the variable-related criteria ensure that every included study examines at least one key predictor, Digital HRM, Digital Leadership, or Work–Life Balance and explicitly relates it to employee performance. Therefore, these inclusion criteria provide a clear methodological boundary that supports a focused and integrated synthesis of the factors shaping employee performance.

To operationalize the research protocol and the eligibility criteria presented in Table 1, this study applies a structured PRISMA-based workflow for identifying, selecting, assessing, and synthesizing relevant evidence. The procedure begins with defining the research focus, research questions, data sources, search terms, eligibility requirements, quality-assessment checklist, and data-extraction form. It then proceeds through record identification, duplicate removal, title and abstract screening, full-text retrieval, eligibility assessment, and final study inclusion. Records that do not satisfy the established criteria are excluded, and the reasons for exclusion are documented to support transparency and reproducibility. The selected articles are subsequently examined using standardized extraction and thematic analysis to identify recurring patterns, explanatory mechanisms, research gaps, and practical implications. Figure 1 illustrates the PRISMA-based procedure applied in this study.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com



Figure 1. PRISMA-Based Systematic Literature Review Workflow

The exclusion pathways indicate that records may be removed for distinct reasons at different stages, including duplication, an irrelevant title or abstract, unavailable full text, unrelated variables, inadequate study quality, or an outcome that does not address employee performance. This staged approach improves methodological rigor because articles are not included solely on the basis of keyword matches, instead, they must demonstrate conceptual relevance and satisfy the predefined eligibility standards. The diagram also distinguishes between the selection of studies and the subsequent analytical process, as inclusion is followed by structured data extraction and thematic synthesis. This distinction is important because the final findings are derived from systematically coded evidence rather than from a general narrative review of the literature.

3. RESULT AND DISCUSSION

The literature synthesis indicates that Digital Human Resource Management (Digital HRM) shapes employee performance by redesigning HR processes and strengthening the digital capabilities

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

required in contemporary workplaces. Digital HRM enables organizations to integrate technology into recruitment, learning and development, performance appraisal, communication, employee engagement, and workforce information management, thereby making HR practices more responsive, efficient, and data-driven (Hajar, 2024). Through digital platforms, employees can access organizational information, training resources, performance feedback, and HR services more quickly, which may improve work accuracy, timeliness, and productivity. The review by Febriansyah and Aravik (2026) further suggests that Digital HRM is associated with employee work ethic and performance, implying that technology-supported HR practices may encourage greater work discipline, accountability, and productivity. In remote and hybrid work contexts, the digital transformation of HRM is also relevant because HR systems must support employees who work beyond conventional organizational boundaries and increasingly rely on digital communication channels (Pham et al., 2024). More specifically, Situmorang and Loo (2026) identify digital competence as a mediating mechanism through which Digital HRM transformation contributes to improved employee performance. This indicates that employees must have adequate knowledge, confidence, and practical ability to use digital tools effectively. Therefore, Digital HRM does not automatically produce better performance; its effectiveness depends on whether digital systems are accompanied by adequate training, accessible technology, data-based decision-making, employee participation, and continuous capability development.

The findings also demonstrate that Digital Leadership is essential for translating technological investments and Digital HRM initiatives into meaningful employee performance outcomes. Digital leaders are required not only to understand technology but also to articulate a clear digital vision, foster innovation, support employee learning, facilitate collaboration, and manage the uncertainty associated with organizational change. Such leadership is important because employees may experience resistance, uncertainty, or anxiety when they are required to adopt new digital systems, working procedures, and communication patterns. Cheng et al. (2025) show that the positive aspects of Digital Leadership can contribute to organizational sustainability, indicating that digitally capable leaders may generate outcomes beyond short-term performance improvement. At the employee level, Muis (2025) finds that Digital Leadership, knowledge management, and organizational culture jointly influence employee performance, emphasizing the importance of knowledge-sharing environments. Similarly, Nurani et al. (2025) highlight the role of digital culture and Digital Leadership in improving employee performance among MSMEs facing digital transformation. Wilarman and Tiarapuspa (2024) further indicate that Digital Leadership, high-involvement HRM practices, and employee dynamic capabilities are relevant to employee digital performance in the information technology sector. Overall, the evidence implies that Digital Leadership acts as an enabling force that connects digital systems, organizational culture, employee adaptability, learning behavior, and performance-oriented work practices.

Lastly, it becomes clear that Work-Life Balance (WLB) is a crucial employee-centered condition that promotes long-term success in more flexible and linked work environments. Research indicates that when firms assist employes in balancing the demands of work, family, and personal life, they are better able to maintain productive work behavior. Because mobile devices, online platforms, and remote work arrangements can make it difficult to distinguish between working and personal time, work-life balance is especially crucial in digital workplaces. Ihwughwavwe and Shewakramani (2024) identify work–life balance as an important determinant of employee performance in the health and safety industry, where work demands may create substantial psychological and physical pressure. Ovalia et al. (2024) further demonstrate that information technology, work–life balance, and employee engagement are interconnected factors associated with improved employee performance. In entrepreneurial settings, Sun and Ishak (2025) emphasize that work–life balance and employee well-being jointly contribute to enhanced performance, suggesting that well-being is an important pathway through which balance generates positive work outcomes. From a broader theoretical perspective, Xu and Wang (2025) conceptualize work–life balance as a strategically shaped employment condition,

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

indicating that organizations can signal care and support through policies that recognize employees' non-work responsibilities. Therefore, Digital HRM and Digital Leadership should be implemented alongside supportive work–life balance practices, such as reasonable workload allocation, flexible work arrangements, employee well-being programs, and appropriate digital disconnection practices, so that technological efficiency does not lead to digital overload, reduced well-being, or unsustainable employee performance.

Employee outcomes in digitally enabled workplaces are influenced by the interaction of organizational systems, leadership practices, and employee well-being. Technology-supported people-management practices can improve access to information, learning opportunities, feedback, and workforce services while strengthening employees' ability to adapt to changing work demands. At the same time, effective leaders play an important role in directing digital change, encouraging innovation, and helping employees use technology confidently and productively. Sustainable work outcomes also depend on employees' ability to maintain psychological resources, engagement, and a healthy balance between professional and personal responsibilities. These relationships may be explained through several mechanisms, including digital competence, data-informed decision-making, supportive workplace culture, self-efficacy, motivation, knowledge sharing, work commitment, and flexible work arrangements. Therefore, organizational performance is more likely to improve when technological systems, leadership support, and employee-centered work practices are implemented in an integrated manner. Table 2 presents representative evidence on the direct and indirect relationships among these factors and their contribution to employee outcomes.

Table 2. Research Evidence in Shaping Employee Performance

Variable Relationship	Researcher(s) (Year)	Key Findings (Results)
Digital Human Resource Management to Employee Performance	Situmorang and Loo (2026)	Digital HRM transformation improves employee performance by strengthening employees' digital competence. The study highlights digital competence as an important mechanism through which digital HRM practices generate performance benefits.
	Siregar et al. (2026)	Digital transformation in HR contributes to employee performance through the strategic roles of HR analytics and digital leadership. This finding indicates that the performance effect of digital HRM is reinforced when organizations effectively utilize data and digitally capable leaders.
	Fitriani et al. (2026)	This systematic literature review indicates that Digital HRM supports employee performance in the digital transformation era through more efficient, technology-enabled, and employee-oriented HR practices.
Digital Leadership to Employee Performance	Aygün and Uzunçarşili (2025)	Digital leadership has a positive impact on employee performance in the airline industry. Leaders' digital orientation and ability to manage technological change are important for improving employee work outcomes.
	Dewi et al. (2025)	Digital leadership enhances employee performance by developing digital capability and fostering a supportive digital culture. The findings suggest that organizational digital culture serves as an important pathway between leadership and performance.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

	Mamdouh et al. (2025)	Digital leadership positively influences employee performance through digital self-efficacy and employee motivation. Employees who are confident in using digital technologies and motivated by their leaders tend to demonstrate stronger performance.
Work–Life Balance to Employee Performance	Aggrey et al. (2025)	Work–life balance is associated with improved employee performance and lower turnover in the hotel industry. A balanced work and personal life enables employees to maintain work focus and organizational attachment.
	Basyah et al. (2024)	Work–life balance positively affects employee performance, both directly and indirectly through work commitment. This result emphasizes that balanced employees are more likely to develop stronger commitment and perform more effectively.
	Hulu and Baene (2024)	Work–life balance and flexible work arrangements positively influence employee performance. Flexible arrangements can help employees manage work and personal responsibilities while maintaining productive work behavior.

Source: Compiled from peer-reviewed studies and systematic literature reviews.

Table 2 indicates that the relationship between Digital HRM and employee performance is frequently explained through capability-building mechanisms. Situmorang and Loo (2026) identify digital competence as a central pathway through which Digital HRM transformation improves employee performance. Siregar et al. (2026) emphasize that HR analytics and Digital Leadership can reinforce the performance benefits of digital HR transformation by supporting data-driven HR decisions and digitally capable work practices. Fitriani et al. (2026) further indicate that Digital HRM supports employee performance through more efficient, technology-enabled, and employee-oriented HR practices.

In the leadership dimension, Digital Leadership improves employee performance not only through direct technological direction but also through organizational and psychological mechanisms. Aygün and Uzunçarşili (2025) demonstrate that Digital Leadership positively influences employee performance by enabling leaders to manage technological change effectively in the airline industry. Dewi et al. (2025) show that Digital Leadership strengthens employee performance by developing digital capability and fostering a supportive digital culture. Mamdouh et al. (2025) identify digital self-efficacy and employee motivation as mediating mechanisms, indicating that employees perform more effectively when they feel confident in using digital technologies and are motivated by their leaders.

The Work–Life Balance findings also demonstrate that employee performance is strengthened when organizations support employees in managing work and personal responsibilities. Aggrey et al. (2025) associate Work–Life Balance with improved employee performance and lower turnover, particularly in the hotel-industry context. Basyah et al. (2024) find that Work–Life Balance improves employee performance both directly and indirectly through stronger work commitment. Hulu and Baene (2024) show that flexible work arrangements can support Work–Life Balance and enable employees to maintain productive work behavior. Overall, the evidence confirms that employee performance is not shaped by a single factor instead, it is more effectively enhanced when digital HR systems, digitally capable leadership, and employee-centered work–life practices are implemented in an integrated manner.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

4. CONCLUSION

Employee performance in the digital workplace should be understood as a strategic and multidimensional organizational outcome that requires the alignment of technology, leadership, and employee well-being. Organizations should not treat Digital Human Resource Management merely as an administrative automation tool, instead, it should be positioned as a strategic system for improving employee capability, supporting data-informed HR decisions, facilitating continuous learning, and creating responsive employee services. The effectiveness of these digital HR initiatives also depends on Digital Leadership, particularly leaders' ability to articulate a digital vision, manage technological change, encourage innovation, develop employees' digital confidence, and build a supportive digital culture. However, digital transformation should remain human-centered because the intensification of digital work may create workload pressures, constant connectivity, reduced work–personal life boundaries, and potential digital fatigue. Consequently, organizations need to integrate technology implementation with employee development, ethical leadership, flexible work arrangements, and well-being policies.

From a practical perspective, managers and HR professionals should develop integrated HR strategies that connect digital infrastructure, competency development, performance management, leadership development, and work–life balance initiatives. Such strategies may include digital-skills training, employee-friendly HR platforms, HR analytics that support rather than excessively monitor employees, flexible work schedules, manageable workloads, and leadership coaching for supervisors who lead digital or hybrid teams. Future research should investigate the specific mechanisms through every variables in this study, including the mediating roles of digital competence, employee engagement, job satisfaction, motivation, psychological well-being, and organizational culture. Comparative studies across industries, organizational sizes, employment arrangements, and national contexts are also needed to determine whether the effectiveness of these factors differs between public organizations, SMEs, technology firms, service organizations, and remote or hybrid workplaces.

5. REFERENSI

Aggrey, M., Pierre, T., Stella, I., & Ronald, K. (2025). An Analysis of How Work-Life Balance Impacts on Employee Performance and Turnover in the Hotel Industry in Uganda. African Journal of Tourism and Hospitality Management, 4(1), 94-114. https://doi.org/10.37284/ajthm.4.1.2931.

Agunda, M. A. ., Were, S. ., & Mboya, M. A. (2024). Work-Life Balance Practices and Employee Performance in Public Universities in Kenya. Human Resource and Leadership, 4(3), 19–35. https://doi.org/10.70619/vol4iss3pp19-35.

Aisiyah, N., & Wening, N. (2025). Digital Human Resource Management Supporting Digital Transformation: A Systematic Literature review. Maneggio, 2(6), 117–131. https://doi.org/10.62872/f9efpa90

Ali, F. H., & Ibrahim, K. A. (2026). Digital Human Resource Management and its role in achieving Competitive Advantage: An exploratory study of the opinions of a sample of leaders in private banks. F1000Research, 15, 207. https://doi.org/10.12688/f1000research.174062.1

Amany, S. (2025). A review of Digital Human Resource Management: Transforming HR Practices Through Technology. Luminis Applied Science and Engineering, 2(1), 65–71. https://doi.org/10.69760/lumin.20250001011.

Atkinson, W. (2026). Outline of a Theory of "Work-Life Balance": How Multiple Fields Structure the Family-Employment-Leisure Nexus. Sociological Theory, 44(2), 130-152.

Aygün, S., & Uzunçarşili, Ü. (2025). The Impact of Digital Leadership in he Airline Industry on Employee Performance: An Empirical Study. Journal of Defense Resources Management, 16(2), 123–140. https://doi.org/10.64404/jodrm.2025.2.08.

Basyah, A., Adam, M., & Mukhlis. (2024). The influence of Work-Life Balance and Workload on work commitment and its impact on employee performance at Dinas PUPR Pidie. *International*

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

Journal of Scientific Research and Management (IJSRM), *12*(03), 6007–6013. https://doi.org/10.18535/ijsrm/v12i03.em06.

Brignardello-Petersen, R., Santesso, N., & Guyatt, G. H. (2024). Systematic reviews of the literature: an introduction to current methods. American Journal of Epidemiology, 194(2), 536–542. https://doi.org/10.1093/aje/kwae232.

Carrera-Rivera, A., Ochoa, W., Larrinaga, F., & Lasa, G. (2022). How-to conduct a systematic literature review: A quick guide for computer science research. MethodsX, 9, 101895. https://doi.org/10.1016/j.mex.2022.101895.

Cheng, Z., Jin, X., & Kwak, W. J. (2025). Using the new positive aspect of digital leadership to improve organizational sustainability: Testing moderated mediation model. Acta Psychologica, 255, 104963. https://doi.org/10.1016/j.actpsy.2025.104963.

Dewi, T. S., Putri, V. A., & Kurniawan, D. T. (2025). The influence of digital leadership on digital capability and employee performance through digital culture in a power company in Malang City. *9th International Conference on Information Technology, Information Systems and Electrical Engineering (ICITISEE)*, 176–180. https://doi.org/10.1109/icitisee68184.2025.11355113.

Febriansyah, M. L., & Aravik, H. (2026). Digital Human Resource Management and its Impact on employee work ethic and performance: a literature review. Jurnal Bisnis dan Manajemen (JURBISMAN). https://ejournal.lapad.id/index.php/jurbisman/article/view/1478.

Fitriani, V. N., Fitria, R. L., Prabowo, D. T., & Sari, R. M. (2026). Digital Human Resource Management dan Kinerja Karyawan di Era Tranformasi Digital: A Systematic Literature Review. Scientific Journal of Reflection: Economic, Accounting, Management and Business, 9(3), 1286-1295. https://doi.org/10.37481/sjr.v9i3.1556

Hajar, S. (2024). Digital human resources management: a necessity in modern organizations. The International Journal of Politics and Sociology Research, 11(4), 479–484. https://www.ijobsor.pelnus.ac.id/index.php/ijopsor/article/view/217.

Hulu, F., & Baene, E. (2024). The Influence Of Work Life Balance And Flexible Work Arrangements On Employee Performance At Pt. Mahkota Group, Tbk. MSJ : Majority Science Journal, 2(2), 162–171. https://doi.org/10.61942/msj.v2i2.176

Ihwughwavwe, S. I., & Shewakramani, R. (2024). The Impact of Work-Life Balance on Employee Performance: An Evaluative Study of Health and Safety Industry in Nigeria. International Journal of Humanity and Social Sciences, 2(1), 39–73. https://doi.org/10.47941/ijhss.1673

Indraswara, P. A., Khouroh, U., & Risfandini, A. (2024). The Effect of Employee Engagement and Work-life Balance to Employee Performance with Job Satisfaction as a Mediation Variable in Lavalette Hospital Malang. *Epaper Bisnis.*, *1*(3), 184–210. https://doi.org/10.61132/epaperbisnis.v1i3.88.

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance. *Journal of Occupational and Environmental Medicine*, *53*(8), 856–866. https://doi.org/10.1097/jom.0b013e318226a763.

Kulkarni, S. (2026). PRISMA Guidelines: Step-by-Step Workflow with Examples. Paperguide. https://paperguide.ai/blog/prisma-guidelines/

López-Figueroa, J. C., Ochoa-Jiménez, S., Palafox-Soto, M. O., & Munoz, D. S. H. (2025). Digital Leadership: A Systematic Literature Review. *Administrative Sciences*, *15*(4), 129. https://doi.org/10.3390/admsci15040129.

Luitel, M. K., & Poudel, R. K. (2024). Employees' Performance Paradigm: A review envisions for behavioral perspectives. DEPAN, 6(1), 37–48. https://doi.org/10.3126/depan.v6i1.75489.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

Malik, M., Raziq, M. M., Sarwar, N., & Tariq, A. (2024). Digital leadership, business model innovation and organizational change: role of leader in steering digital transformation. Benchmarking an International Journal, 32(5), 1632–1662. https://doi.org/10.1108/bij-04-2023-0283

Mamdouh, A., Adel, R., Khourshed, N., & Ragheb, M. A. (2025). Impact of Digital Leadership on Employee Performance with Mediation Roles of Digital Self-Efficacy and Employee Motivation. *Business Ethics and Leadership*, *9*(3), 109–129. https://doi.org/10.61093/bel.9(3).109-129.2025.

Meliante, L. A., Coco, G., Rabiolo, A., De Cillà, S., & Manni, G. (2025). Evaluation of AI Tools versus the PRISMA Method for literature search, data extraction, and study composition in Glaucoma Systematic Reviews: Content Analysis. JMIR AI, 4, e68592. https://doi.org/10.2196/68592.

Ming, G. K., & Mansor, M. (2024). Unveiling Digital Leadership: exploring models and theories. *South Asian Journal of Social Sciences and Humanities*, *5*(4), 1–17. https://doi.org/10.48165/sajssh.2024.5401.

Mishra, V., & Mishra, M. P. (2023). PRISMA for Review of Management Literature – Method, Merits, and Limitations – An Academic review. In Review of management literature (pp. 125–136). https://doi.org/10.1108/s2754-586520230000002007.

Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2010). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. International Journal of Surgery, 8(5), 336–341. https://doi.org/10.1016/j.ijsu.2010.02.007.

Muis, I. (2025). The Effects of Knowledge Management, Digital Leadership and Organizational Culture on Employee Performance. Siber Journal of Advanced Multidisciplinary, 3(1), 1–16. https://doi.org/10.38035/sjam.v3i1.411.

Mushtaq, S., Fayaz, I., & Mir, A. A. (2025). Work-Life Balance and Employee Performance: The Mediating Role of Self-Efficacy. *Asian Journal of Economics Business and Accounting*, *25*(9), 454–466. https://doi.org/10.9734/ajeba/2025/v25i91986

Nurani, N., Hermina, N., Oktari, S. D., Marinda, V. S., & Budiawan, A. (2025). The Role of Digital Culture and Digital Leadership on Employee Performance in Facing Digital Transformation Study on West Java MSMEs. International Journal of Humanities Education and Social Sciences (IJHESS), 4(4). https://doi.org/10.55227/ijhess.v4i4.1518.

Öngel, V., Günsel, A., Gençer Çelik, G., Altındağ, E., & Tatlı, H. S. (2024). Digital Leadership's Influence on Individual Creativity and Employee Performance: A View through the Generational Lens. Behavioral Sciences, 14(1), 3. https://doi.org/10.3390/bs14010003.

Ovalia, O., Sutaryana, O., & Farid Ma'ruf. (2024). Increasing Employees Performance through the use of Information Technology, Work-Life Balance and Employee Engagement. Journal of Accounting and Finance Management, 5(3), 191–205. https://doi.org/10.38035/jafm.v5i3.569.

Page, M. J., Moher, D., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., . . . McKenzie, J. E. (2021). PRISMA 2020 explanation and elaboration: updated guidance and exemplars for reporting systematic reviews. BMJ, 372, n160. https://doi.org/10.1136/bmj.n160.

Rifki, M. R., Fauzan, R., Hendri, M. I., Fahruna, Y., & Jaya, A. (2024). The Influence of Work Flexibility, Work-life Balance, and Job Satisfaction on Employee Performance in the Remote Working Era. Ilomata International Journal of Management, 6(1), 261–279. https://doi.org/10.61194/ijjm.v6i1.1496.

Pham, N. T., Thuy, V. T. N., Quang, N. H., Tuan, T. H., & Uyen, N. H. (2024). Digital transformation in human resources management and work-at-home. *The Bottom Line Managing Library Finances*, *38*(1), 99–122. https://doi.org/10.1108/bl-07-2022-0111.

Sun, X., & Ishak, N. (2025). Work-Life Balance and Employee Well-Being: Their role in Enhancing Employee Performance in Shanghai Start-Ups. *Uniglobal Journal of Social Sciences and Humanities*, *4*, 136–144. https://doi.org/10.53797/ujssh.v4i1.15.2025.

Multidisciplinary Indonesian Center Journal (MICJO)
Journal page is available to
https://e-jurnal.jurnalcenter.com/index.php/micjo
Email: admin@jurnalcenter.com

Tamunomiebi, M. D., & Oyibo, C. (2020). Work-Life Balance and Employee Performance: A Literature review. European Journal of Business Management and Research, 5(2). https://doi.org/10.24018/ejbmr.2020.5.2.196.

Trifu, A., Smîdu, E., Badea, D. O., Bulboacă, E., & Haralambie, V. (2022). Applying the PRISMA method for obtaining systematic reviews of occupational safety issues in literature search. MATEC Web of Conferences, 354, 00052. https://doi.org/10.1051/matecconf/202235400052.

Qiao, G., Li, Y., & Hong, A. (2024). The strategic role of digital transformation: leveraging digital leadership to enhance employee performance and organizational commitment in the digital era. *Systems*, *12*(11), 457. https://doi.org/10.3390/systems12110457.

Saini, R. R. (2022). A Systematic Review on Employee performance: Scopus database. *International Journal of Recent Research and Review*, *XV*(1), 16–28. https://doi.org/10.62233/ijrrr11

Sangaji, R. C., Setyaning, A. N. A., & Marsasi, E. G. (2023). A Literature Review on Digital Human Resources Management towards Digital Skills and Employee Performance. Lecture Notes in Networks and Systems, 743–750. https://doi.org/10.1007/978-3-031-26953-0_68.

Sanjaya, I. G. N. B., Novarini, N. N. A., & Widyawati, S. R. (2025). Unlocking Employee Performance Through Digital Leadership and Motivation: The Mediating Role of Innovation (A Study of the Puggul Village Government in Badung Regency). EMAS: Jurnal Ekonomi, Manajemen Dan Bisnis, 6(12), 2878–2893. https://doi.org/10.36733/emas.v6i12.13201.

Saputra, G. W. ., Kurniawati, K., Johan, A., & Sulistyan, R. B. (2023). Analysis of Employee Performance Improvement: The Role of Social Exchange Theory. Wiga : Jurnal Penelitian Ilmu Ekonomi, 13(2), 272–281. https://ejournal.itbwigalumajang.ac.id/index.php/wiga/article/view/1129.

Siregar, A., Cahyadi, W., Cen, C. C., & Candrasa, L. (2026). Digital Transformation of human resources and employee performance: The the role of HR Analytics and Digital Leadership. *Fundamental and Applied Management Journal*, *4*(1), 19–32. https://doi.org/10.66314/famj.v4i1.242.

Situmorang, I. R., & Loo, P. (2026). Digital HRM Transformation Improves Employee Performance through Digital Competence. Journal of Economics Entrepreneurship Management Business and Accounting, 4(4), 432–448. https://doi.org/10.61255/jeemba.v4i4.1095.

Sonnentag, S. and Frese, M. (2002). Performance Concepts and Performance Theory. In Psychological Management of Individual Performance (eds P. Herriot and S. Sonnentag). https://doi.org/10.1002/0470013419.ch1

Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management Zeitschrift Für Personalforschung*, *34*(3), 345–365. https://doi.org/10.1177/2397002220921131.

Wilarman, N., & Tiarapuspa. (2024). Pengaruh Digital Leadership, HI-HRMP, dan Employee Dynamic Capabilities terhadap Employee Digital Performance di Sektor Teknologi Informasi. Jurnal Ekonomi, Manajemen, Akuntansi Dan Keuangan, 6(1). https://doi.org/10.53697/emak.v6i1.2072.

Xu, M., & Wang, W. (2025). Shaping work-life balance in an emerging economy: a signalling theory perspective. *The International Journal of Human Resource Management*, *36*(20), 3654–3681. https://doi.org/10.1080/09585192.2025.2606220.