



Digital Leadership and Work–Home Integration: The Mediating Role of Work Engagement

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Abstract

Purpose: This study aims to examine the effect of digital leadership on work-home integration, with work engagement as a mediating variable among employees in the digital creative media industry in Bandar Lampung, Indonesia.

Research Methodology: This study used a quantitative, survey-based approach. Data were collected through an online questionnaire from 110 employees selected using purposive sampling. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.

Results: The results show that digital leadership has a positive and significant effect on work engagement and work-home integration. Work engagement also has a significant positive effect on work-home integration. In addition, work engagement significantly mediates the relationship between digital leadership and work-home integration. The model explains 47.4% of the variance in work-home integration and 29.5% in work engagement.

Conclusions: Digital leadership plays an important role in shaping employees' ability to manage the integration between work and personal life, both directly and indirectly through increased work engagement. Work engagement serves as a key psychological mechanism in enhancing adaptive work-home integration in digital work environments.

Limitations: This study is limited to employees in the digital creative media industry in one region (Bandar Lampung), with a relatively small sample size, which may limit generalizability to other sectors or regions.

Contributions: This study contributes to the literature on digital leadership and work-home integration by introducing work engagement as a mediating mechanism and providing empirical evidence from the digital creative industry in an emerging economy context.

Keywords: Conservation of Resources Theory, Digital Leadership, Job Demands–Resources Theory, Work Engagement, Work–Home Integration

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1. Introduction

The rapid development of digital technology has become a major driver of structural transformation across sectors, including the workplace. Digitalization is not only changing the way organizations operate but is also fundamentally reshaping patterns of interaction, communication, and human resource management (Cortellazzo, Bruni, & Zampieri, 2019). In this context, digital transformation

is no longer viewed as a strategic option but rather as a necessity for organizations to maintain relevance and competitiveness in a dynamic, technology-driven business environment ([Benitez, Arenas, Castillo, & Esteves, 2022](#)). These changes have also driven the evolution of leadership practices toward a more adaptive, technology-based model known as digital leadership ([Erhan, Uzunbacak, & Aydin, 2022](#)).

Digital leadership refers to a leader's ability to leverage digital technology to direct, coordinate, and enhance organizational effectiveness through digital innovation and adaptation ([Erhan et al., 2022](#); [Mihardjo, Sasmoko, Alamsjah, & Elidjen, 2019](#)). In practice, digital leaders focus not only on technological aspects but also on how technology is used to improve performance, encourage innovation, and create a more adaptive work environment. [Avolio, Sosik, Kahai, and Baker \(2014\)](#) emphasized that leadership in the digital era demands changes in the source and transmission of leadership influence owing to advances in communication technology. [Brunner, Schuster, and Lehmann \(2023\)](#) demonstrated that digital leadership plays a crucial role in managing technology-driven change while strengthening an organization's innovation capacity.

With increasing digitalization and work flexibility, the boundaries between work and personal life have blurred. This phenomenon is known as work-home integration, a condition in which the boundaries between work and home become increasingly blurred or difficult to distinguish ([Noja, Kubicek, Plohl, & Tement, 2023](#); [Unger, Kornblum, Grote, & Hirschi, 2023](#)). This integration allows employees to stay connected to their work outside formal working hours through digital devices, cognitively, emotionally, and behaviorally. While this can increase work flexibility and effectiveness, it can also increase burnout by reducing employees' psychological recovery ([Ernst, Ruderman, Braddy, & Hannum, 2012](#); [Unger et al., 2023](#)). Therefore, managing work-home integration is crucial for maintaining a balance between employee productivity and well-being in the digital era.

Work-home integration has important implications for organizations. Previous research has shown that effectively managing work-life boundaries is associated with various positive outcomes, such as increased job satisfaction, reduced turnover intentions, and improved employee performance ([Azka, Erlina, & Hayati, 2025](#); [Hidayat, Hayati, & Andriani, 2023](#); [Fahmi, Hayati, & Safitri, 2021](#)). In this context, work engagement plays a central role as a psychological variable. Work engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption in work ([Schaufeli & Bakker, 2004](#)). Employees with high levels of engagement tend to demonstrate greater productivity, creativity, and commitment to their organizations ([Khusanova, Kang, Choi, & Falk, 2021](#)). Furthermore, work engagement is an important predictor of innovative behavior and improved individual performance within organizations ([Li, Yang, Yang, & Zhao, 2024](#)).

In organizational practice, digital leadership plays a key role in shaping employee work engagement. Leadership that effectively integrates technology can create a supportive work environment, improve communication, and strengthen employee empowerment in the face of digital work demands. Conversely, ineffective digital leadership can create technology overload, role ambiguity, and decreased work engagement. Previous research has shown that leadership style significantly influences work-life balance and employee engagement ([Fransiska, & Hayati, 2021](#); [Hayati, Caniago, & Juliani, 2026](#)). Furthermore, digital leadership has been shown to influence work behaviors, such as innovation and voice, through psychological mechanisms such as empowerment and engagement ([Wang, Park, & Gao, 2025](#); [Yang, Li, Li, & Li, 2024](#); [Zia, Memon, Mirza, Iqbal, & Tariq, 2024](#)). Thus, digital leadership not only directly impacts performance but also has the potential to simultaneously influence work-home integration and work engagement.

[Li et al. \(2024\)](#) showed that digital leadership positively influences work engagement through psychological empowerment and affective commitment. This finding is supported by [Yang et al. \(2024\)](#), who emphasized that work engagement acts as a crucial psychological mechanism that bridges the influence of digital leadership on more proactive work behaviors, including voice behavior and innovation. Thus, work engagement is positioned not only as an outcome but also as a

psychological process that explains how digital leadership influences employees behavior. Meanwhile, [Noja et al. \(2023\)](#) emphasized that work-home integration (WHI) is influenced by the level of work involvement, where individuals with high engagement tend to bring work home, both in the form of cognitive and emotional involvement, which can be positive (such as meaningful involvement) or negative (such as difficulty detaching from work). This finding reinforces the assumption that work engagement plays a strategic role as a mediator in the relationship between digital leadership and WHI.

The novelty of this research lies in the development of a conceptual model that integrates digital leadership, work engagement, and work-home integration (WHI) within a single analytical framework. This finding is relatively unexplored in the literature. [Azka et al. \(2025\)](#) demonstrated that employee engagement mediates the relationship between work-life balance and employee performance. However, this study failed to incorporate the dimensions of digital leadership or the work-home integration context, both of which are increasingly relevant in the era of flexible technology-based work. Furthermore, most previous studies have focused on traditional outcomes, such as performance or turnover intention, leaving few explorations of how digital leadership shapes work-life boundary dynamics through work engagement mechanisms. Therefore, this study broadens the scope by positioning work-home integration as a key outcome within the context of digital transformation and examining the mediating role of work engagement in this relationship.

This study focuses on the digital creative media industry in Bandar Lampung, a subsector of the creative economy that is growing rapidly alongside the acceleration of digital transformation. As the center of creative economic growth in Lampung Province, Bandar Lampung has seen an increase in the number of digital-based industry players, such as content studios, design agencies, and digital marketing services serving MSMEs and local businesses, including the Mediatama Creative Agency and SamWorks Creative Marketing Agency ([Lampung & Creative, 2025](#)). Players in this industry rely heavily on technological adaptability and digital-based collaboration in the production, distribution, and promotion of creative content.

Furthermore, various regional government programs, such as Lampung Begawi 2025, which encourages the digitalization of MSMEs and strengthens economic inclusiveness, demonstrate structural support for accelerating the digital ecosystem at the local level ([Lampung, 2025](#)). This reflects that digital transformation is not only occurring at the organizational level but is also part of regional economic development strategies. Consequently, the digital creative media industry is characterized by high dynamics, project-based nature, flexibility in work hours and locations, and heavy reliance on digital communication technology.

These characteristics make digital leadership a crucial factor in ensuring effective team coordination, innovation and adaptation. However, the intensive use of digital technology and high work flexibility also create conditions in which the boundaries between work and personal life are increasingly blurred. Workers often stay connected to their work through content revisions, client communications, and project coordination outside formal working hours, making work-home integration increasingly evident in the industry. In this context, digital leadership is required not only to increase productivity and innovation but also to ensure psychological balance, healthy boundary management and sustainable work engagement.

Based on this background, this study aims to analyze the influence of digital leadership on work-home integration, with work engagement as a mediating variable, in the digital creative media industry in Bandar Lampung, Indonesia. Thus, this research is expected to make theoretical contributions to the development of the digital leadership and work-home integration literature, as well as practical contributions to creative industry players in designing digital leadership strategies that not only boost performance but also maintain employee wellbeing and work engagement in the digital transformation era.

2. Literature Review and Hypothesis/es Development

2.1 *The Influence of Digital Leadership on Work-Home Integration*

Digital leadership is defined as a leader's ability to strategically leverage digital technology to foster innovation, collaboration, and flexible work within an organization (([Erhan, Uzunbacak, & Aydin, 2022](#)); ([Li, Yang, Yang, & Zhao, 2024](#))). Digital leaders not only master technology but also create conditions that support employee engagement and work effectiveness through empowerment, digital communication, and the use technology-based platforms ([Benitez, Arenas, Castillo, & Esteves, 2022](#)). In the context of the dynamic and highly technology-dependent Digital Creative Media Industry, digital leadership can provide important job resources to help employees cope with work demands and maintain a balance between work and personal life ([Bakker, & Demerouti, 2007](#); [Mihardjo, Sasmoko, Alamsjah, & Elidjen, 2019](#)).

From a Job Demands–resources (JD-R) perspective, digital leadership can be viewed as a job resource that reduces stress from job demands and simultaneously improves the quality of employees' work experience ([Bakker and Demerouti, 2007](#); [Khaw, Teoh, & Letchmunan, 2022](#)). With effective digital leadership support, employees gain flexibility and control over how they manage work tasks and communications, thereby enabling positive work-home integration ([Noja, Kubicek, Plohl, & Tement, 2023](#); [Unger, Kornblum, Grote, & Hirschi, 2023](#)).

([Li et al., 2024](#)) found that digital leadership significantly increases work engagement through psychological empowerment and affective commitment. More engaged employees tend to navigate the boundaries of work and personal life more effectively because they possess the psychological resources to manage work demands and optimally utilize digital flexibility ([Yang, Li, Li, & Li, 2024](#); [Zia, Memon, Mirza, Iqbal, & Tariq, 2024](#)). Thus, digital leadership affects engagement and employees' ability to achieve healthy and productive work-home integration. Based on the theoretical framework and empirical findings, the first hypothesis is formulated as follows:

H₁: Digital leadership positively affects work-home integration.

2.2 *The Influence of Digital Leadership on Work Engagement*

Digital leadership reflects a leader's ability to integrate digital technology to create an adaptive and collaborative work environment and foster sustainable employee engagement ([Erhan, Uzunbacak, & Aydin, 2022](#); [Wang, Park, & Gao, 2025](#)). In the context of digital transformation, leaders serve not only as strategic directors but also as facilitators, providing digital infrastructure, flexible work systems, and effective technology-based communication to support a more positive work experience ([Cortellazzo, Bruni, & Zampieri, 2019](#)).

Based on the job demands-resources (JD-R) theory, digital leadership can be positioned as a job resource that plays a crucial role in increasing intrinsic motivation, reducing work stress, and strengthening employee engagement ([Bakker & Demerouti, 2017](#)). Work resources provided through digital leadership, such as access to technology, digital communication support, and empowerment in decision-making, contribute to the formation of positive psychological states reflected in work engagement, which is characterized by vigor, dedication, and absorption ([Schaufeli & Bakker, 2004](#)).

In the digital creative media industry, the role of digital leadership is becoming increasingly important because of the dynamic, project-based nature of work, which relies heavily on digital technology. Effective digital leaders can create spaces for collaboration, encourage innovation, and strengthen social connectedness through intensive and responsive digital communication ([Brunner, Schuster, & Lehmann, 2023](#); [Boccoli, Gastaldi, & Corso, 2024](#)). This creates a more meaningful work environment and increases employee engagement in daily work activities.

[Li, Yang, Yang, and Zhao \(2024\)](#) empirically found that digital leadership positively influences work engagement through psychological empowerment and affective commitment. These findings suggest that the influence of digital leadership is not only direct but also operates through psychological pathways that strengthen employee engagement at work. Furthermore, [Boccoli et al. \(2024\)](#) emphasized that the quality of a leader's digital communication strengthens the relationship between leadership and engagement, particularly in the context of flexible and remote work, which is highly relevant in the digital era. Similarly, [Fransiska and Hayati \(2021\)](#) demonstrated that leadership style influences employee engagement through the work-life balance mechanism, indicating that leader support in creating a supportive work environment contributes to increased employee engagement. In the context of digital leadership, this support is further strengthened by the use of digital technologies that enable flexible work, rapid access to information, and more effective realtime communication ([Khaw, Teoh, & Letchmunan, 2022](#)).

Therefore, the more effective the implementation of digital leadership in an organization, the higher the level of employee work engagement, particularly in the digital creative media industry, which relies heavily on technology, collaboration, and digital innovation. Based on this description, the second hypothesis is formulated as follows:

H₂: Digital leadership has a positive effect on work engagement

2.3 The Influence of Work Engagement on Work-Home Integration

Work engagement is defined as a positive psychological state characterized by vigor, dedication, and absorption in work ([Yang, Li, Li, & Li, 2024](#)). Individuals with high levels of engagement tend to demonstrate enthusiasm, deep involvement, and strong emotional commitment to their work ([Azka, Erlina, & Hayati, 2025](#)). This state not only impacts performance but also shapes how individuals manage the boundaries between their work and personal lives.

According to the Conservation of Resources (COR) theory, individuals strive to acquire, maintain, and protect their resources, such as energy, time, and positive psychological states ([Hobfoll, 1989](#)). Work engagement can be viewed as a psychological resource that strengthens an individual's capacity to face work demands while managing the transition between work and home life. Thus, individuals with high levels of engagement tend to be better able to adaptively manage the integration of work and personal life, especially in digital work contexts that demand high flexibility. In the digital creative media industry, the demands of project-based work, multitasking, and reliance on digital technology often blur the boundaries between work and one's personal life. In these situations, work engagement serves as a psychological factor that helps individuals maintain balance in flexible and digitally connected work environments. Engaged individuals tend to have sufficient energy and motivation to respond to work demands without experiencing excessive role dysfunction between work and home ([Unger, Kornblum, Grote, & Hirschi, 2023](#)).

Empirically, [Innstrand, Christensen, and Helland \(2022\)](#) found that work engagement is positively related to work-home integration and contributes to improved individual well-being and occupational health. These findings suggest that high work engagement not only results in better work output but also influences how individuals adaptively integrate work experiences into their home lives. Furthermore, ([Mäkikangas, Juutinen, Mäkinen, Sjöblom, & Oksanen, 2022](#)) emphasized that work engagement in flexible work contexts plays a crucial role in shaping the dynamics of the interactions between work and personal life.

Thus, work engagement can be viewed as a key factor facilitating a more adaptive work-home integration in modern digital-based work environments. Based on this description, the third hypothesis is formulated as follows:

H₃: Work engagement positively affects work-home integration.

2.4 The Mediating Role of Work Engagement in the Relationship between Digital Leadership and Work–Home Integration

Work engagement can serve as a psychological mechanism that bridges the influence of digital leadership on work–home integration (WHI). From the perspective of the Job Demands–resources (JD-R) theory, digital leadership functions as a job resource, providing technological support, work flexibility, and effective digital communication systems, thereby increasing intrinsic motivation and employee engagement (Bakker, & Demerouti, 2017; Bakker, & Demerouti, 2007). Digital leaders who create an adaptive and collaborative work environment encourage employees to be more emotionally, cognitively, and physically engaged in their work, ultimately strengthening work engagement (Yang et al., 2024).

In the context of the Digital Creative Media Industry, the project-based, dynamic, and technology-dependent nature of work makes the role of digital leadership even more crucial in shaping a positive work experience. When employees have high levels of engagement, they are better able to manage flexible work demands and maintain a balance between work and personal life, thus supporting adaptive work-home integration (Innstrand, Christensen, & Helland, 2022). Thus, work engagement serves as a crucial link between the influence of digital leadership and WHI. Furthermore, based on the Conservation of Resources (COR) theory, individuals tend to strive to acquire, maintain, and protect their resources, including psychological energy, time, and work well-being (Hobfoll, 1989). In this context, work engagement can be viewed as a psychological resource that strengthens an individual's ability to manage work demands while maintaining personal life stability. Effective digital leadership strengthens these resources through empowerment, technological support, and employees' affective commitment to the organization (Li, Yang, Yang, & Zhao, 2024).

Previous empirical research also supports the mediating role of work engagement in different contexts. (Azka, Erlina, & Hayati, 2025) found that employee engagement mediates the relationship between work-life balance and employee performance, indicating that work engagement plays a crucial role in translating balanced work conditions into better work outcomes. In the context of digital leadership, (Yang et al., 2024) emphasized that work engagement serves as a psychological pathway through which digital leadership influences proactive work behavior by fostering employee empowerment and engagement in the workplace. This finding strengthens the argument that engagement is not only an outcome but also a crucial mediator in the digital organizational behavior (DOB) model.

Therefore, the more effective the digital leadership in an organization, the higher the employee work engagement, which, in turn, improves their ability to manage the integration of work and personal life more adaptively and in a balanced manner. Based on this description, the fourth hypothesis is formulated as follows:

H₄: Work engagement mediates the relationship between digital leadership and work-home integration among employees in Bandar Lampung's digital creative media industry.

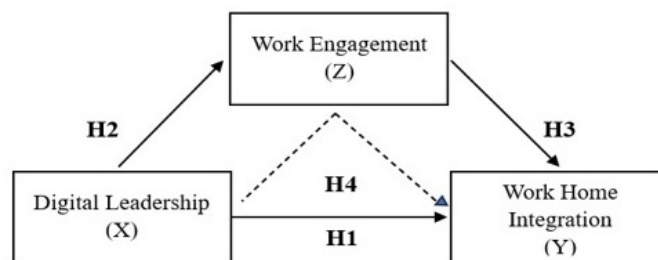


Figure 1. Research Framework

Figure 1 presents the conceptual research model examining the relationships among digital leadership (X), work engagement (Z), and work-home integration (Y) among employees in the digital creative media industry in Bandar Lampung.

The model indicates that digital leadership has a direct effect on work-home integration (H_1) and influences work engagement (H_2). Furthermore, work engagement acts as a mediating variable influencing work-home integration (H_3) and as a mediator of the effect of digital leadership on work-home integration (H_4). Theoretically, this model is based on the job demands-resources theory, which positions digital leadership as a job resource capable of enhancing work engagement and helping employees manage increasingly flexible and digital-based work demands, thus impacting the integration of work roles and personal lives (Bakker and Demerouti, 2017; Noja, Kubicek, Plohl, & Tement, 2023; Schaufeli, & Bakker, 2004).

3. Research Methodology

3.1 Research Design

This study used a quantitative, explanatory research design to examine the relationships among the variables in the research model.

3.2 Population, Sample, and Data Collection

The sampling technique used was purposive sampling, which selects samples based on specific criteria relevant to the research objectives of this study. The respondent criteria in this study were: (1) working in the digital creative media industry, (2) having at least one year of work experience, and (3) residing in Bandar Lampung, Indonesia. Based on the data collection process, a sample size of 110 respondents was used.

Based on the respondents' characteristics, the majority were female (77), while 33 were male. In terms of birth year, respondents were predominantly from the 2002–2006 cohort (76), followed by the 1997–2001 cohort (31), and the 2007–2010 cohort (3). This indicates that most respondents were in their early productive age and familiar with digital technology.

In terms of occupation, the majority of respondents worked as graphic designers (32), video editors (25), and broadcasting operators (23). This composition reflects the dominance of digital and technology-based jobs that rely heavily on digital platforms. Meanwhile, by agency, the largest number of respondents came from RRI Lampung (25), Mediatama Creative (24), and Radar Lampung (21). In terms of length of service, the majority of respondents (56) had 3–4 years of work experience, followed by 1–2 years (48) and 5–6 years (6). This composition indicates that most respondents were in the early to mid-stages of their professional career development.

3.3 Variable Measurement

This study tested a conceptual model positing that digital leadership can increase work engagement, which in turn affects work-home integration. The digital leadership variable was measured using five indicators developed by Erhan, Uzunbacak, and Aydin (2022): digital literacy, technology utilization, digital ethics, leader support, and digital adaptability within the organization. Work engagement was measured using three main dimensions: vigor, dedication, and absorption, as developed by Schaufeli and Bakker (2004). The work-home integration variable was measured using three indicators, as described by Noja, Kubicek, Plohl, and Tement (2023), which reflects the levels of integration, flexibility, and connectedness between work and personal life activities in a digital work context.

3.4 Data Analysis

This study used a Partial Least Squares Structural Equation Modeling (PLS-SEM) approach processed using SmartPLS 4.0. PLS-SEM was chosen because it can simultaneously analyze the relationships among latent variables in complex models and is suitable for both predictive and exploratory research (Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021). Model evaluation in PLS-SEM is conducted in two main stages: (1) evaluation of the measurement model (outer model) to test construct validity and reliability, and (2) evaluation of the structural model (inner model) to test the relationships between latent variables and the model's predictive power. Therefore, this method was used to examine the effect of digital leadership on work-home integration, with work engagement as a mediating factor.

4. Results and Discussions

4.1 Results

4.1.1 Validity and Reliability Test

The outer model evaluation in this study was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4.0. The measurement model assessment was based on two main criteria: convergent validity and composite reliability. Convergent validity is used to assess the extent to which indicators represent the latent construct being measured, whereas composite reliability is used to test the internal consistency between indicators within a single construct (Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021).

Table 1. Validity and Reliability Testing

Variable	Items	Convergen Validity (SLF>0,6)	Convergen Validity (AVE>0,5)	Reliability (CA>0,7)	Reliability (CR>0,7)
Digital Leadership	DL1	0,819	0,672	0,878	0,911
	DL2	0,844			
	DL3	0,778			
	DL4	0,807			
	DL5	0,850			
Work Home Integration	WHI1	0,392	0,586	0,822	0,875
	WHI2	0,235			
	WHI3	0,107			
	WHI4	0,217			
	WHI5	0,602			
	WHI6	0,458			
	WHI7	0,463			
	WHI8	0,663			
	WHI9	0,610			
	WHI10	0,771			
	WHI11	0,565			
	WHI12	0,755			
	WHI13	0,612			
	WHI14	0,676			
	WHI15	0,545			
	WHI16	0,437			

Variable	Items	Convergen Validity (SLF>0,6)	Convergen Validity (AVE>0,5)	Reliability (CA>0,7)	Reliability (CR>0,7)
Work Engagement	WE1	0,714	0,551	0,863	0,895
	WE2	0,798			
	WE3	0,772			
	WE4	0,800			
	WE5	0,752			
	WE6	0,619			
	WE7	0,496			
	WE8	0,008			
	WE9	0,702			

Table 1 shows the composite reliability values for all variables exceeded the recommended threshold (≥ 0.70); thus, in general, the research constructs can be said to have a good level of reliability (Hair et al., 2021). However, the results of the outer loading evaluation indicate that several indicators in the work-home integration variable still have values below the recommended minimum threshold (0.60), namely WHI1, WHI2, WHI3, WHI4, WHI6, WHI7, WHI11, WHI13, WHI14, WHI15, and WHI16. This condition indicates weaknesses in the contribution of several indicators to the construct being assessed.

Furthermore, the Average Variance Extracted (AVE) for the work-home integration variable was 0.292, which is still below the minimum threshold of 0.50 and thus does not meet the convergent validity criteria (Hair et al., 2021). This indicates that the construct cannot adequately explain the indicator's variance. For the work engagement variable, several indicators, such as WE7 and WE8, also showed low outer loadings below 0.60. Consequently, the AVE value obtained was 0.452, which still does not meet the required threshold. According to (Hair et al., 2021), an AVE below 0.50 indicates that convergent validity has not been optimally achieved; therefore, indicators with low contributions are excluded from the analysis. The results or process of model refinement, namely the removal or improvement of indicators that do not meet the criteria so that the construct has better validity, indicate that all research indicators meet the validity and reliability criteria. Furthermore, the reliability values after the refinement process in Table 1 indicate that they have been met. Cronbach's alpha for all variables was above 0.70, with FWA at 0.916, WE at 0.900, and WHI at 0.946. Thus, the research instrument was deemed valid and reliable for testing the research model.

4.1.2 Hypothesis Testing

The hypothesis testing in this study, as shown in Figure 2 and Table 2, examined the significance of the relationships among variables in the structural model (inner model) using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. Path coefficient significance was evaluated using the bootstrapping method to obtain the t-statistics and p-values. A hypothesis is accepted if the t-statistic is >1.96 at the 5% significance level, and the p-value is <0.05 (Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021).

Statistical testing of all model relationships was performed using bootstrapping in SmartPLS 4.0. This technique is used to estimate the stability of model parameters and test the strength of the relationships between latent variables without assuming a normal distribution of data (Hair et al., 2021).



Figure 2. Hypothesis Testing
 Source: Processed Data, 2026

Based on Figure 2, digital leadership (DL) has a positive and significant effect on work engagement (WE) and work-home integration (WHI), as indicated by the significance values of 0.000. In addition, work engagement also shows a positive and significant effect on work-home integration with a significance value of 0.001.

Table 2. Hypothesis Testing

	Hypothesis	Original Sample	T Statistics	P Value	Category
H_1	Digital Leadership → Work-Home Integration	0,625	7,753	0,000	Supported
H_2	Digital Leadership → Work Engagement	0,543	7,279	0,000	Supported
H_3	Work Engagement → Work-Home Integration	0,343	3,199	0,001	Supported
H_4	Digital Leadership → Work Engagement → Work-Home Integration	0,186	2,850	0,004	Supported

Source: Processed Data, 2026

Table 2 presents the results of the hypothesis testing using the PLS-SEM approach. The findings indicate that all proposed hypotheses are supported, as evidenced by positive path coefficients, t -statistics exceeding the critical value of 1.96, and p -values below 0.05. This indicates that digital leadership directly influences work-home integration and work engagement, and that work engagement significantly mediates the relationship between digital leadership and work-home integration. These findings indicate that psychological mechanisms, such as work engagement, play a crucial role in bridging the influence of digital leadership on the integration of employees' work roles and personal lives.

4.1.3 R-Square and F-Square Tests

R-squared is a measure used to indicate the extent to which an independent variable can explain the variation in the dependent variable in a structural model. In Partial Least Squares Structural Equation Modeling (PLS-SEM), the R^2 value is used to assess the model's explanatory power for the relationships among latent variables (Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021). According to (Hair et al., 2021), R^2 values are categorized into three levels: 0.25 (weak), 0.50 (moderate), and 0.75 (strong). The higher the R^2 value, the better the model explains endogenous variables.

Table 3. Coefficient of Determination (R-Square)

	R-Square	Category
Work-Home Integration	0,474	Medium
Work Engagement	0,295	Weak

Source: Processed Data, 2026

Table 3 shows that the coefficient of determination (R-square) values for the endogenous constructs. The results show that digital leadership and work engagement explain 47.4% of the variance in work-home integration, indicating a moderate level of explanatory power. Meanwhile, digital leadership explains 29.5% of the variance in work engagement, which is categorized as weak. These findings suggest that although the proposed model demonstrates satisfactory predictive capability for work-home integration, additional variables not included in this study may further explain employees' work engagement.

F-square (f^2) is used to measure the contribution or effect of each exogenous variable on the endogenous variables in a PLS-SEM structural model. This measure helps assess the significance of an independent variable in explaining the dependent variable individually (Hair et al., 2021). According to (Hair et al., 2021), the f^2 value is categorized into three categories: 0.02 (small), 0.15 (medium), and 0.35 (large).

Table 4. F-Square

	Work-Home Integration	Work Engagement
Digital Leadership	0,258	0,418
Work-Home Integration		
Work Engagement	0,157	

Source: Processed Data, 2026

Table 4 shows that digital leadership has a large effect on work engagement (= 0.418) and a medium effect on work-home integration (= 0.258). Work engagement had a medium effect on work-home integration (0.157). These findings indicate that digital leadership has the greatest direct and indirect contributions to the research model.

4.2 Discussion

4.2.1 The Effect of Digital Leadership on Work-Home Integration

Based on the results of testing the first hypothesis, digital leadership had a positive and significant influence on work-home integration. This finding indicates that the more effective a leader is at utilizing digital technology, providing clear direction, and establishing flexible work systems, the higher the employee's ability to manage and integrate work roles with their personal life. In the context of the digital creative media industry, leadership is crucial because work is highly dependent on technology, rapid coordination, and flexible hours (Li, Yang, Yang, & Zhao, 2024).

This result can also be explained by the characteristics of the study respondents, who were predominantly of productive age (the majority born between 2002 and 2006) and engaged in digital-based jobs such as graphic design, video editing, and broadcasting. The predominance of young workers familiar with digital technology makes the adaptation process to digital leadership more effective and less time-consuming. Furthermore, most respondents with 3–4 years of service indicated that they were in the career development phase, making them highly responsive to the direction, technology, and flexible work systems provided by digital leaders.

Furthermore, respondents' ratings of the digital leadership variable were high, particularly regarding the leader's ability to provide guidance on technology use, reduce resistance to digital change, and create clarity in technology-based work systems. This reflects the active role of digital leaders in creating structured and adaptive work environments. This clear, technology-based work environment allows employees to manage their work hours more flexibly, thus supporting a balance between work and personal lives ([Cortellazzo, Bruni, & Zampieri, 2019](#); [Zia, Memon, Mirza, Iqbal, & Tariq, 2024](#)).

Furthermore, implementing digital leadership, which emphasizes ethical technology use and managing digital work boundaries, contributes to strengthening work-home integration. Leaders who manage digital work expectations help employees avoid work overload caused by constant connectivity. This aligns with the findings of [Avolio, Sosik, Kahaj, and Baker \(2014\)](#), who stated that technology-based leadership not only increases organizational effectiveness but also creates a more structured and safe work environment through appropriate technology use. Furthermore, [Brunner, Schuster, and Lehmann \(2023\)](#) confirmed that digital leadership enhances adaptation and innovation capacity while effectively managing technology-based changes.

These findings are also consistent with [Li and Yang \(2026\)](#), who demonstrated that leadership in a flexible work context plays a crucial role in reducing work-family conflict by providing structural and emotional support. Leaders who provide clear direction and support in managing work-life boundaries have been shown to help employees maintain a balance between work and personal life, particularly in digitally based, flexible work environments.

From the perspective of the job demands-resources (JD-R) theory, digital leadership can be positioned as a job resource that helps employees manage high work demands, particularly in technology-based work environments ([Bakker, & Demerouti, 2007](#); [Bakker, & Demerouti, 2017](#)). The availability of resources, such as technological support, clear instructions, and work flexibility facilitated by digital leaders, enables employees to work more effectively without sacrificing their personal lives. This is particularly relevant to the characteristics of respondents, most of whom work in the digital creative industry, which demands high job mobility and communication based on digital platforms.

The results of this study indicate that digital leadership plays a significant role in shaping work-home integration among employees in the digital creative media industry in Bandar Lampung, Indonesia. This is reflected in both the statistical test results and the characteristics of respondents who indicated a high level of readiness for a digital work environment. Thus, the first hypothesis, which states that digital leadership has a positive effect on work-home integration, is proven and empirically accepted ([Cortellazzo et al., 2019](#); [Erhan, Uzunbacak, & Aydin, 2022](#)).

4.2.2 The Influence of Digital Leadership on Work Engagement

Based on the results of the second hypothesis test, digital leadership had a positive and significant influence on work engagement. This finding suggests that leadership that adapts to developments in digital technology can increase the employee engagement. In a digital-based work environment, the role of leaders becomes increasingly important in creating a sense of connectedness, motivation, and employee morale through technology, effective communication, and adaptive work systems ([Erhan, Uzunbacak, & Aydin, 2022](#); [Wang, Park, & Gao, 2025](#)).

This result is also supported by the R-squared value for work engagement of 0.295, indicating that digital leadership explains 29.5% of the variation in work engagement, with the remaining 70.5% influenced by variables outside the research model. According to ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)), an R^2 value of 0.295 is considered weak but still indicates a predictive contribution of digital leadership to work engagement. This aligns with ([Rahadi, 2023](#)), who emphasized that in the PLS-SEM model, the R^2 value remains significant as an indicator of the model's predictive ability, even though it is in the low to moderate category.

This finding is also reflected in the characteristics of the respondents, who were predominantly young workers in the digital creative media industry with high technological literacy. This productive age group tends to be more responsive to digital technology in their work, making it easier to adopt digitally based leadership styles. Furthermore, most respondents working in graphic design, video editing, and broadcasting indicated that their work relied heavily on digital technology and collaboration, making digital leader support a crucial factor in increasing work engagement.

Responses to the work engagement variable also showed high scores, particularly in the dimensions of vigor, dedication, and absorption. Employees demonstrate high levels of enthusiasm and pride in their work, as well as the ability to focus on completing tasks. This indicates that effective digital leadership can create a work environment that encourages optimal employee emotional and cognitive engagement ([Li, Yang, Yang, & Zhao, 2024](#); [Schaufeli, & Bakker, 2004](#)). Furthermore, leadership support for the use of technology and clear direction contribute to increased work efficiency and reduced operational barriers, leading employees to feel more engaged in their work.

Furthermore, work flexibility supported by digital leadership contributes to increased work engagement. Leaders who create an adaptive and open work environment that is receptive to technological change provide space for employees to develop and innovate. This condition strengthens the sense of involvement and meaning in work, thereby increasing employees' intrinsic motivation ([Boccoli, Gastaldi, & Corso, 2024](#); [Cortellazzo, Bruni, & Zampieri, 2019](#)).

The effect size (f^2) of 0.418 indicates that digital leadership significantly influences work engagement relative to other variables. This finding indicates that digital leadership is a key factor in shaping employee work engagement in the digital creative media sector. This is consistent with [Fransiska and Hayati \(2021\)](#), who stated that leadership support and good working conditions can increase employee engagement and job satisfaction. Furthermore, [Hayati, Caniago, and Juliani \(2026\)](#) emphasized that leaders who provide emotional support, clear direction, and attention to employee welfare can significantly increase work engagement.

This finding is also consistent with the concept of e-leadership proposed by [Avolio, Sosik, Kahai, and Baker \(2014\)](#), who stated that technology-based leadership influences employee attitudes and behaviors through the use of technology in communication and work coordination. Within the context of the job demands-resources (JD-R) theory, digital leadership serves as a job resource that increases employee motivation and work engagement while reducing work stress ([Bakker, & Demerouti, 2007](#); [Bakker, & Demerouti, 2017](#)). Furthermore, [Schaufeli and Bakker \(2004\)](#) explained that work engagement develops when individuals have energy, dedication, and full involvement in their work. It is greatly influenced by the availability of work resources, including the support of leadership.

Furthermore, [Kahn \(1990\)](#) emphasized that work engagement emerges when individuals feel psychologically safe, find meaning in their work, and have sufficient energy to engage. In this context, digital leadership, which fosters a sense of security, role clarity, and technological support, is an important factor in increasing employee work engagement. Overall, the results of this study indicate that digital leadership plays a significant role in increasing work engagement through structural, technological, and psychological aspects. Thus, the second hypothesis, which stated that digital leadership has a positive and significant effect on work engagement, was proven and empirically accepted.

4.2.3 *The Effect of Work Engagement on Work-Home Integration*

The results of the third hypothesis test indicate that work engagement has a positive and significant effect on work-home integration. This finding indicates that the higher the level of employee engagement in their work, the better their ability to manage and integrate their work roles with their personal lives. Employees with high levels of engagement tend to have greater psychological energy, motivation, and focus in completing work, thus being better able to adaptively manage the boundaries between work and personal life ([Innstrand, Christensen, & Helland, 2022](#)).

These results are also reflected in the characteristics of the respondents, who were predominantly young workers in the digital creative media industry with technology-based jobs, such as graphic design, video editing, and broadcasting. This group of respondents had a high level of digital literacy and was accustomed to flexible and project-based work systems. These conditions make work engagement a crucial factor in determining employees' ability to manage dynamic work demands while maintaining a balance with their personal lives ([Noja, Kubicek, Plohl, & Tement, 2023](#); [Mäkikangas, Juutinen, Mäkinen, Sjöblom, & Oksanen, 2022](#)).

Furthermore, the results of the work engagement variable indicate that respondents gave high ratings for vigor, dedication, and absorption. Employees demonstrate high enthusiasm and pride in their work, as well as the ability to remain focused on completing tasks. This indicates that high work engagement allows individuals to manage their work energy more effectively, thus avoiding disruption to their personal lives and supporting more adaptive work-home integration ([Azka, Erlina, & Hayati, 2025](#)).

From the perspective of the Conservation of Resources (COR) theory, this relationship can be explained by an individual's ability to acquire and maintain psychological resources. ([Hobfoll, 1989](#)) explained that individuals strive to preserve resources such as energy, time, and positive psychological states to avoid stress and burnout. In this context, work engagement reflects a state of resource gain in which employees derive additional energy and motivation from their work, enabling them to better balance their work and personal life roles.

When employees are highly engaged, they tend to have sufficient resources to manage their work demands without experiencing excessive burnout. Conversely, when engagement is low, individuals are more susceptible to resource loss, which can trigger work-life conflict. This aligns with the findings of [Mäkikangas et al. \(2022\)](#), who demonstrated that work engagement in a flexible work context contributes to more effective energy management and work-life balance. These findings are also consistent with those of [Innstrand et al. \(2022\)](#), who stated that work engagement is positively related to work-home integration and contributes to individual well-being and occupational health. Furthermore, [Parker, Dawson, Keenan, Sonnentag, Neal, Jimmieson, Parker, Dawson, Keenan, Sonnentag, Keenan, Sonnentag, and Neal \(2026\)](#) emphasized that high work engagement in a hybrid work system allows individuals to manage their work energy optimally, thereby maintaining a balance between work and personal life.

Overall, the relationship between work engagement and work-home integration in this study was evident through the measurement results of the research indicators. High levels of enthusiasm, dedication, and involvement in work have been shown to help employees manage work demands without sacrificing their personal lives. Thus, the third hypothesis, which states that work engagement has a positive and significant effect on work-home integration, is accepted and empirically proven ([Innstrand et al., 2022](#); [Schaufeli & Bakker, 2004](#)).

4.2.4 *The Role of Work Engagement Mediation in the Relationship between Digital Leadership and Work-Home Integration*

The results of the fourth hypothesis test indicate that work engagement mediates the relationship between digital leadership and work-home integration. This finding indicates that the influence of

digital leadership on employees' ability to integrate work and personal life is not only direct but also indirect, through increased employee work engagement. The more effective the leader's role in managing digital technology, providing support, and creating an adaptive work environment, the higher the level of work engagement, ultimately strengthening employees' ability to manage the boundaries between work and personal life ([Yang, Li, Li, & Li, 2024](#)).

The R-squared value for the work-home integration (WHI) variable was 0.474, indicating a moderate fit. This means that digital leadership and work engagement simultaneously explained 47.4% of the variation in the WHI. Variables outside the research model influenced the remaining 52.6% of the results. According to [Hair, Hult, Ringle, Sarstedt, Danks, and Ray \(2021\)](#), this value indicates that the model has a moderate predictive ability to explain endogenous variables. This also indicates that the combination of digital leadership and work engagement is a crucial determinant of shaping employee work-life integration in the digital era.

This mediating role is also reflected in the characteristics of the study respondents, who were predominantly young workers in the digital creative media industry, highly technologically literate, and engaged in project-based work such as graphic design, video editing and broadcasting. This group of respondents tended to be highly responsive to digital leadership and adaptable to flexible work systems. Furthermore, the respondents' assessments of digital leadership and work engagement variables showed relatively high scores, particularly for leadership direction, technology support, and the dimensions of vigor, dedication, and absorption. This suggests that effective digital leadership can increase work engagement, which in turn affects employees' ability to manage their work-life balance ([Innstrand, Christensen, & Helland, 2022](#)).

These findings align with those of [Azka, Erlina, and Hayati \(2025\)](#), who demonstrated that employee engagement mediates the relationship between work-life balance and employee performance. These results indicate that work engagement is a crucial mechanism that bridges good working conditions and optimal work outcomes. In this study, work engagement serves as a

psychological mechanism that translates the influence of digital leadership into employees' ability to manage work-life integration more effectively.

From the perspective of Job Demands-resources (JD-R) theory, digital leadership can be positioned as a job resource that provides technological support, role clarity, and work flexibility, thereby increasing employees' intrinsic motivation and work engagement ([Bakker, & Demerouti, 2017](#); [Bakker, & Demerouti, 2007](#)). When job resources increase, work engagement also increases, which, in turn, leads to more positive work outcomes, including an improved ability to manage work-life balance.

Meanwhile, from the perspective of Resources (COR) theory, this relationship can be explained through the resource accumulation process (resource gain spiral). ([Hobfoll, 1989](#)) explained that individuals strive to acquire, maintain, and develop resources such as energy, time, and social support. Digital leadership provides these resources through technological support and job clarity, thereby increasing work engagement and the availability of psychological resources. This condition allows employees to have sufficient energy to carry out their work roles without sacrificing their personal life.

Furthermore, the resource gain spiral in COR Theory holds that individuals with sufficient resources are better able to generate additional resources. In this context, high work engagement creates additional energy and motivation, helping employees manage work demands more effectively, thereby reducing conflict between work and personal life. This aligns with ([Schaufeli & Bakker, 2004](#)), who stated that work engagement is a positive psychological state characterized by vigor, dedication, and absorption, which contributes to increased employee well-being.

Furthermore, [Parker, Dawson, Keenan, Sonnentag, Neal, Jimmieson, Parker, Dawson, Keenan, Sonnentag, Keenan, Sonnentag, and Neal \(2026\)](#) found that employees with high levels of engagement in flexible and hybrid work systems are better able to manage their work energy and

engage in psychological recovery, thereby maintaining a balance between work and personal life. Therefore, it can be concluded that work engagement acts as a mediating variable that explains how digital leadership influences work-home integration.

Overall, effective digital leadership can increase work engagement by providing adequate resources. Work engagement is a key mechanism that helps employees manage their energy, work demands, and personal life boundaries, resulting in a more adaptive and balanced work-home integration ([Li, Yang, Yang, & Zhao, 2024](#)). These results reinforce the point that the synergy between digital leadership and work engagement is a key factor in creating optimal work-life integration in the era of transformation.

5. Conclusions

The results indicate that digital leadership has a positive and significant influence on work engagement and work-home integration. Furthermore, work engagement has been shown to positively affect work-home integration and mediate the relationship between digital leadership and work-home integration. These findings indicate that effective digital leadership not only directly impacts employees' ability to manage the integration of work and personal life, but also operates through psychological mechanisms, such as increased work engagement.

Overall, the results of this study indicate that digital leadership is a key factor in creating an adaptive, technology-based, and flexible work environment in the digital creative media industry. This condition fosters greater employee work engagement, ultimately strengthening their ability to manage the boundaries between work and personal life in a balanced and sustainable manner. Thus, integrating digital leadership and work engagement is crucial for supporting employee well-being and work effectiveness in the era of digital transformation.

This study implies that digital leadership plays a significant role in improving work engagement and work-home integration. Therefore, organizations, particularly in the digital creative media industry in Bandar Lampung, are advised to strengthen their digital leadership capacity by developing leaders' competencies in the utilization of technology, digital-based communication management, and adaptability to changes in the work environment.

Leaders also need to establish a more flexible yet structured work system so that employees can work effectively without losing healthy boundaries between work and their personal lives. Furthermore, implementing ethical technology use and managing digital workloads are crucial for preventing overwork in a digital work environment characterized by high connectivity.

Work engagement has been shown to act as a significant mediating variable; therefore, organizations need to pay special attention to increasing employee engagement. This can be achieved by creating a supportive work environment, rewarding performance, and providing opportunities for digital competency development.

Employees with high levels of engagement tend to have greater energy, focus, and commitment to their work, which enables them to manage work demands more effectively. It not only improves performance but also helps employees maintain a balance between their work and personal lives.

Work-home integration is a crucial aspect influenced by digital leadership and work engagement. Therefore, organizations should develop work policies that support work-life

balance, such as flexible working hours, proportional workload management, and limiting work communication outside formal working hours.

For employees in the digital creative media industry in Bandar Lampung, working in a dynamic, technology-driven environment, such policies are crucial for reducing the risk of burnout and improving psychological well-being. Thus, organizations can create a work environment that is not only productive but also psychologically and socially sustainable.

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Author Contributions

NKM contributed to conceptualization, data collection, data analysis, and manuscript drafting. KH contributed to supervision, methodological validation, and critical revision of the manuscript. Both authors jointly developed the research framework, interpreted the results, and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently without any financial, commercial, or personal relationships that could be interpreted as influencing the research findings, analysis, or conclusions.

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