

The Role of Job Satisfaction in Mediating the Effects of Digital Competence and Work-Life Balance on Employee Performance

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Abstract

This study aims to examine and analyze the role of job satisfaction in mediating the effects of digital competence and work-life balance on employee performance at the Human Resources Bureau of the North Sumatra Regional Police. The study employed a quantitative approach with a population of 115 employees. The sampling technique used was saturation sampling, whereby the entire population was included as the study sample. Primary data were collected through the distribution of questionnaires using a Likert scale. Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the SmartPLS 3.0 software. The results indicate that digital competence has a positive and significant effect on employee performance and job satisfaction. Work-life balance also has a positive and significant effect on employee performance and job satisfaction. Furthermore, job satisfaction has a positive and significant effect on employee performance. The results of the indirect effect test indicate that job satisfaction positively and significantly mediates the effects of digital competence and work-life balance on employee performance. The R-squared value for job satisfaction of 0.360 indicates that digital competence and work-life balance explain 36% of job satisfaction, while the remainder is influenced by other variables outside the research model. The R-squared value for employee performance of 0.453 indicates that digital competence, work-life balance, and job satisfaction explain 45.3% of employee performance. The research findings confirm that improving digital competence and work-life balance can enhance employee performance, both directly and through increased job satisfaction.

Keywords: Digital Competence, Work-Life Balance, Job Satisfaction, Employee Performance.

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Introduction

Employee performance is one of the key factors determining an organization's success in achieving its established goals. In public sector organizations, employee performance is not only related to the volume of work completed but also encompasses the quality of work output, timeliness, the effective use of resources, and employees' ability to perform tasks independently. Good performance reflects an organization's ability to effectively carry out its service, administrative, and governance functions. Therefore, improving employee performance is crucial for every government agency, including the Indonesian National Police.

The North Sumatra Regional Police Human Resources Bureau plays a strategic role in personnel management, career development, personnel administration, competency development, and mapping the needs of members within the North Sumatra Regional Police. The accuracy and quality of the work performed by employees in the Human Resources Bureau influence decision-making processes related to personnel placement, guidance, development, and administrative services. Errors in data management, delays in administrative processing, or a lack of accuracy in providing personnel services can affect the overall effectiveness of the organization's operations.

Demands for improved employee performance are growing in tandem with changes in the work environment and advancements in digital technology. Digital transformation in government administration is driving public organizations to shift from conventional work systems toward technology-based work management. The use of personnel information systems, electronic data management, digital reporting, online communication, and various work-supporting applications has become an integral part of employees' daily activities. These conditions require employees to possess adequate digital competencies so they can complete their work quickly, accurately, securely, and effectively.

Digital competency refers to an individual's ability to use information and communication technology to access, manage, evaluate, create, and convey information in the performance of their work. Zhao et al. (2025) define digital competency as a set of knowledge, skills, attitudes, abilities, strategies, and awareness required to use information technology and digital media to complete tasks, solve problems, communicate, collaborate, and manage information effectively and ethically. Digital competence encompasses information and data literacy, communication and collaboration, digital content creation, digital security, and problem-solving skills.

In the context of the North Sumatra Regional Police's Human Resources Bureau, digital competence is essential because most tasks involve processing personnel data, using human resources administration applications, storing electronic documents, reporting, and coordinating across units. Employees with strong digital competence tend to adapt more easily to technology-based work systems, complete tasks efficiently, and minimize errors in data management. Conversely, limited digital skills can hinder task completion, increase dependence on other employees, and reduce both the quality and timeliness of administrative services.

Previous research findings indicate that digital competence can influence employee performance. Maizon et al. (2025) found that digital competence has a positive and significant effect on the performance of civil servants. Employees who can use technology effectively are able to work faster, more accurately, and more productively. However, Widyastuti et al. (2025) found different results, showing that digital competence does not have a significant effect on job satisfaction or employee performance. These differing findings suggest that the relationship between digital competence and performance still requires testing in different organizational contexts.

In addition to digital competence, work-life balance is also a factor that can influence employee performance. Work-life balance describes an individual's ability to allocate time, attention, engagement, and energy proportionally between work and personal life. Greenhaus and Allen (2021) explain that work-life balance is a state in which an individual can fulfill their work and personal life roles in a balanced manner without experiencing excessive role conflict.

Employees of the North Sumatra Regional Police's Human Resources Bureau face job demands that require precision, punctuality, administrative responsibility, and coordination with various work units. Under certain conditions, a heavy workload and the pressure to complete tasks can reduce the time employees have to meet their personal and family needs. This imbalance can lead to fatigue, psychological stress, decreased concentration, and reduced motivation at work. If this persists over the long term, it can lower the quality and productivity of employees' work.

Conversely, a good work-life balance allows employees to manage the demands of work and personal life in a healthier way. Employees who have adequate rest time, a proportional workload, and opportunities to meet personal needs tend to have more stable physical and psychological conditions. These conditions can enhance employees' concentration, enthusiasm, commitment, and ability to complete their work. Sriutami et al. (2025) found that work-life balance has a positive and significant effect on job satisfaction and employee performance. Similar results were also found by Pane (2025), who demonstrated that work-life balance can improve employee performance, both directly and through job satisfaction.

Although digital competence and work-life balance can influence performance, this relationship does not always occur directly. One psychological factor that can explain the mechanism of this relationship is job satisfaction. Robbins (2022) explains that job satisfaction is an individual's general attitude toward their job, reflecting the extent to which a person feels satisfied or dissatisfied with their work, compensation, promotion opportunities, supervision, and relationships with coworkers.

Employees with strong digital competencies tend to feel more capable and confident in completing technology-based tasks. These skills can reduce work-related difficulties, speed up task completion, and provide a sense of accomplishment, which in turn enhances job satisfaction. High job satisfaction, in turn, can encourage employees to demonstrate better work quality, productivity, timeliness, and responsibility. Thus, job satisfaction can serve as a mechanism linking digital competence to improved employee performance.

Job satisfaction can also explain the relationship between work-life balance and performance. Employees who are able to balance work and personal life tend to feel more comfortable, are not overly burdened, and have a more stable emotional state. These conditions can foster positive feelings toward work. Employees who are satisfied with their jobs tend to have higher motivation, loyalty, and commitment, enabling them to deliver better performance. Conversely, an imbalance between work and personal life can lead to dissatisfaction, burnout, and decreased work productivity.

The inclusion of job satisfaction as a mediating variable is based on the results of previous research. Qomari and Qomari (2025) found that job satisfaction mediates the effect of digital competence on employee performance. Meanwhile, Sriutami et al. (2025) and Pane (2025) demonstrated that job satisfaction plays a role in mediating the relationship between work-life balance and performance. These results indicate that improvements in digital competence and work-life balance do not necessarily automatically lead to high performance if employees do not feel satisfied with their jobs.

Based on the initial research model, digital competence, work-life balance, and job satisfaction can explain part of the variation in employee performance. The test results also show that digital competence and work-life balance have a positive influence on job satisfaction and employee performance. Job satisfaction was found to have a positive effect on performance and to mediate the influence of digital competence and work-life balance on employee performance. These findings indicate that improvements in employee performance depend not only on the ability to use technology and manage work-life balance but are also influenced by employees' sense of satisfaction with their jobs.

This study holds academic significance because there remain discrepancies in research findings regarding the influence of digital competence on job satisfaction and employee performance. Furthermore, research on digital competence, work-life balance, job satisfaction,

and performance has primarily been conducted in business organizations and government agencies in general. Research specifically examining the relationship between these variables within the Human Resources Bureau of a police department remains limited. The nature of the work—which is hierarchical, administrative, requires a high degree of precision, and must keep pace with developments in digital systems—makes the Human Resources Bureau of the North Sumatra Regional Police a relevant research context.

In practical terms, this study is expected to provide information for the North Sumatra Regional Police's Human Resources Bureau in formulating policies to improve employee performance. Digital competency can be strengthened through technology training and mentoring, while work-life balance can be improved through proportional workload distribution and effective work schedule management. At the same time, improving job satisfaction must be addressed by creating meaningful work, providing supportive supervision, fostering harmonious working relationships, and offering fair career development opportunities.

Based on this discussion, research on “The Role of Job Satisfaction in Mediating the Effects of Digital Competence and Work-Life Balance on Employee Performance at the Human Resources Bureau of the North Sumatra Regional Police” is important to conduct. This study is expected to explain the direct effects of digital competence and work-life balance on employee performance, the effects of these two variables on job satisfaction, and the role of job satisfaction in mediating the relationship between digital competence and work-life balance and employee performance.

Literature Review

1. Employee Performance

a) Definition of Employee Performance

According to Armstrong (2021), performance is the result of the interaction between an individual's abilities, motivation, and work opportunities in achieving organizational goals. Thus, performance is not only related to the final outcome of the work but also encompasses the work processes employees undertake to achieve predetermined targets. Consequently, employee performance in public organizations such as the North Sumatra Regional Police also reflects the level of success in carrying out service duties, enforcing the law, and maintaining public safety and order in accordance with applicable standards of professionalism.

b) Employee Performance Indicators

Employee performance indicators (Armstrong, 2021):

1) Work Quality

Work quality describes the level of accuracy, neatness, and conformity of an employee's work results to the standards established by the organization. The higher the quality of work produced, the greater the employee's contribution to achieving the organization's goals.

2) Quantity of Work

Work quantity indicates the amount of work an employee is able to complete within a specific time period in accordance with the targets set by the organization.

3) Timeliness

Timeliness describes an employee's ability to complete work by the deadlines set by the organization.

4) Effectiveness

Effectiveness describes an employee's ability to optimally utilize available resources to achieve the results expected by the organization.

5) Independence

Independence indicates an employee's ability to carry out their duties and responsibilities without relying heavily on others' guidance or assistance.

2. Job Satisfaction

a) Definition of Job Satisfaction

Robbins (2022) explains that job satisfaction is an individual's general attitude toward their work, reflecting the extent to which a person likes or dislikes the work they do, including aspects such as pay, work environment, coworkers, and opportunities for growth.

1. Indicators of Job Satisfaction

Indicators of Job Satisfaction (Robbins, 2022)

1) Satisfaction with the Job Itself

This indicator shows the level of employee satisfaction with the tasks and work performed, including the extent to which the work is interesting, challenging, and meaningful to the individual.

2) Satisfaction with Salary or Compensation

This indicator describes employees' perceptions of the alignment between the compensation they receive and their workload, responsibilities, and contributions to the organization.

3) Satisfaction with Promotions

This indicator reflects employees' satisfaction with the career development opportunities and promotions available within the organization.

4) Satisfaction with Supervision

This indicator relates to employees' satisfaction with leadership style, support, and relationships with their immediate supervisors in the workplace.

5) Satisfaction with Coworkers

This indicator shows the level of employee satisfaction with social relationships and cooperation with coworkers in carrying out organizational tasks.

3. Work-Life Balance

a) Definition of Work-Life Balance

According to Greenhaus & Allen (2021), work-life balance is the extent to which an individual can engage in a balanced manner in both their work and personal life roles without experiencing excessive conflict between the two.

b) Work-Life Balance Indicators

Work-Life Balance Indicators (Greenhaus & Allen, 2021)

1) Time Balance

This indicator describes an individual's ability to allocate time proportionally between the demands of work and personal life, so that neither aspect dominates excessively.

2) Engagement Balance

This indicator shows the extent to which individuals can maintain a balance between their attention and engagement in their work roles and their roles outside of work.

3) Balance of Satisfaction

This indicator reflects an individual's level of satisfaction with their work and personal life roles, which are perceived as balanced and not mutually detrimental.

4) Minimal Role Conflict

This indicator shows the extent to which an individual is able to reduce or avoid conflicts between the demands of work and the demands of personal life.

5) Psychological Well-Being

This indicator describes an individual's stable emotional and mental state resulting from their ability to manage the pressures of work and personal life in a balanced manner.

4. Digital Competence

a) Definition of Digital Competence

Zhao et al. (2025) define digital competence as a set of knowledge, skills, attitudes, abilities, strategies, and awareness required when using ICT and digital media to perform tasks, solve problems, communicate, manage information, collaborate, and build knowledge effectively and ethically.

b) Indicators of Digital Competence

According to Zhao et al. (2025), the indicators of digital competence are:

- 1) Information and Data Literacy
The ability to accurately search for, access, analyze, select, and manage digital information or data. Zhao et al. note that this area is one of the most frequently assessed aspects of digital competence.
- 2) Communication and Collaboration
The ability to use digital technology to communicate, interact, collaborate, and build networks in the workplace.
- 3) Digital content creation
The ability to use technology to create, organize, or modify digital content. In the review by Zhao et al., this area is actually cited as one of the aspects that is often still perceived as weak when tasks become more complex.
- 4) Security
The ability to use digital technology safely, including safeguarding data and devices and using technology responsibly.
- 5) Problem-solving
The ability to use digital technology to solve problems, adapt to work requirements, and tackle complex digital tasks.

Conceptual Framework

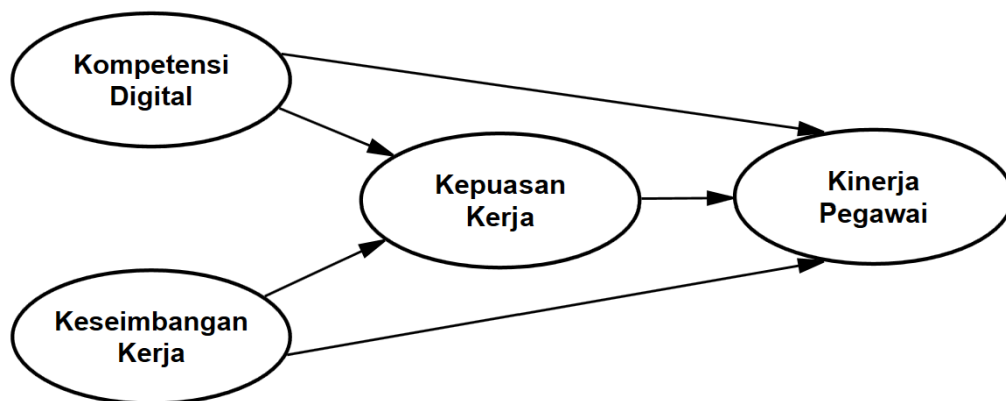


Figure 1. Conceptual Framework

Research Hypotheses

- H₁: Digital competence has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₂: Digital competence has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
- H₃: Work-life balance has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₄: Work-life balance has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
- H₅: Job satisfaction has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.

H₆ : Job satisfaction positively and significantly mediates the effect of digital competence on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.

H₇ : Job satisfaction positively and significantly mediates the effect of work-life balance on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.

Research Methodology

Type of Research

The type of research used is quantitative research. According to Sugiyono (2025), quantitative research is defined as a method grounded in the philosophy of positivism, used to study a specific population or sample; sampling techniques are generally conducted randomly; data collection uses research instruments; and data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to develop a study aimed at analyzing digital competencies, work-life balance, and organizational support for employee performance through job satisfaction as an intervening variable at the Human Resources Bureau of the North Sumatra Regional Police.

Research Location and Timeframe

The research was conducted at the North Sumatra Regional Police Headquarters, located at Jalan Sisingamangaraja Km. 10.5 No. 60, Timbang Deli, Medan Amplas District, Medan City. The study was conducted over a period of 3 months, from May to August 2026.

Population and Sample

According to Sugiyono (2025), the population consists of all objects or subjects possessing specific characteristics defined by the researcher for study, from which conclusions are subsequently drawn. Based on this definition, the population in this study comprises all employees of the Human Resources Bureau of the North Sumatra Regional Police, totaling 115 individuals.

The sample in this study consists of all 115 employees of the Human Resources Bureau of the North Sumatra Regional Police. The sampling technique used is saturation sampling, which involves selecting the entire population as the research sample.

Research Data Sources

The data source used in this study is primary data.

Data Collection Technique

Data collection was conducted by distributing questionnaires to respondents using a Likert scale as the source of primary data.

Data Analysis Techniques

1) Data Analysis

This study used *Partial Least Squares Structural Equation Modeling* (PLS-SEM) as the data analysis method. The software used for data processing was SmartPLS 3.0.

2) Measurement Model (*Outer Model*)

Using the *PLS algorithm*, the following results were obtained:

a) Validity Test

Criteria: factor loading values ≥ 0.70

b) Reliability Test

Criteria: Cronbach's Alpha and Composite Reliability (CR) ≥ 0.60 .

c) Coefficient of Determination: R² Test

Range: $0 < R^2 < 1$; the closer to 1, the greater the extent to which the independent variable can explain the dependent variable.

3) Structural Model Test (*Inner Model*)

Using *Bootstrapping*, the results are:

Hypothesis Testing, consisting of:

- 1) Direct effects between variables (*Path Coefficients*)
- 2) Indirect effects (*Specific Indirect Effects*)

The hypothesis is accepted if:

- T-statistic (significant: ≥ 1.96 at $\alpha = 5\%$)
- P-value (significant: ≤ 0.05)

RESULTS AND DISCUSSION

Outer Model Analysis

The *Outer Model* analysis using the *PLS algorithm* yielded the following results:

Validity Test

Table 1. Outer Loadings

	Job Satisfaction	Work-Life Balance	Employee Performance	Digital Competence
X1.1				0.788
X1.2				0.646
X1.3				0.757
X1.4				0.718
X1.5				0.787
X2.1		0.712		
X2.2		0.758		
X2.3		0.754		
X2.4		0.684		
X2.5		0.768		
Y.1			0.781	
Y.2			0.792	
Y.3			0.742	
Y.4			0.781	
Y.5			0.757	
Z.1	0.727			
Z.2	0.721			
Z.3	0.677			
Z.4	0.758			
Z.5	0.793			

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, the results of the outer model test using factor loadings/outer loadings show that all indicators for each variable have loadings ≥ 0.60 . This indicates that each indicator is measured validly and reliably. Therefore, it can be concluded that all items in the questionnaire meet the validity criteria, as shown in the following figure.

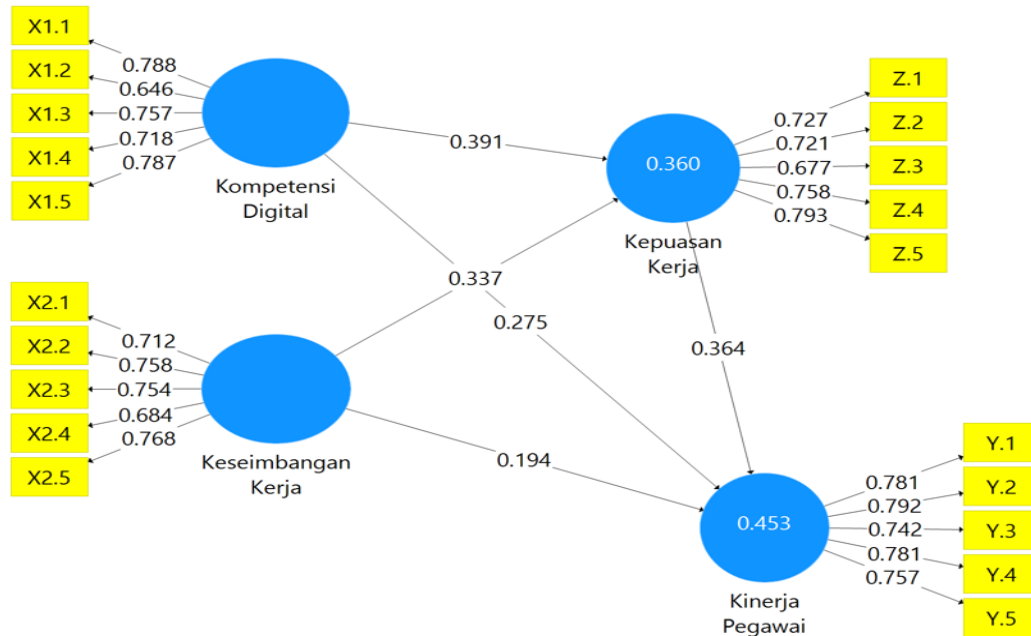


Figure 1. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.789	0.795	0.855	0.542
Work-Life Balance	0.791	0.801	0.855	0.542
Employee Performance	0.829	0.830	0.880	0.594
Digital Competence	0.793	0.800	0.858	0.549

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70 and the AVE values are above 0.05. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Therefore, the research instrument is deemed reliable and suitable for use in structural equation modeling.

Coefficient of Determination (R^2)

When evaluating a model using PLS, the analysis begins by examining the R-squared value for each latent dependent variable. The table below presents the estimated R-squared values obtained using SmartPLS.

Table 3. R-Square Results

	R-Square	Adjusted R-Square
Job Satisfaction	0.360	0.352
Employee Performance	0.453	0.442

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the job satisfaction variable, the R-squared value is 0.360; this means that digital competence and work-life balance account for 0.360, or 36%, of the variation. The remainder is attributed to other variables outside the model. The R-squared value for employee performance is 0.453, meaning that digital competence, work-life balance, and job satisfaction account for 0.453, or 45.3%; the remainder is attributed to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen in the *path coefficient* values. The data analysis results show that the direct effect values are presented in the following table.

Table 4. *Path Coefficients* (Direct Effects)

	Original Sample	T Statistics	P-Values	Conclusion
Digital Competence -> Employee Performance	0.275	3.863	0.000	Accepted
Digital Competence -> Job Satisfaction	0.391	6.822	0.000	Accepted
Work-Life Balance -> Employee Performance	0.194	2.606	0.009	Accepted
Work-Life Balance -> Job Satisfaction	0.337	5.319	0.000	Accepted
Job Satisfaction -> Employee Performance	0.364	5.068	0.000	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. Digital competence has a positive and significant effect on employee performance, with a t-statistic of 3.863 (above 1.96) and a p-value of 0.000 (below 0.05). This means that digital competence has a real effect on employee performance because the significance value is below 0.05. These findings are consistent with previous research, which found that digital competence has a positive and significant effect on employee performance (Ferine, 2020).
2. Digital competence has a positive and significant effect on job satisfaction, with a t-statistic of 6.822 (above 1.96) and a p-value of 0.000 (below 0.05). This means that digital competence has a significant effect on job satisfaction because the p-value is below 0.05. These findings are consistent with previous research, which also found that digital competence has a positive and significant effect on job satisfaction (Rahayu, 2020).
3. Work-life balance has a positive and significant effect on employee performance, with a t-statistic of 2.606 (above 1.96) and a p-value of 0.009 (below 0.05). This means that work-life balance has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which also found that work-life balance has a positive and significant effect on employee performance (Tanjung et al., 2024).
4. Work-life balance has a positive and significant effect on job satisfaction, with a t-statistic of 5.319 (above 1.96) and a p-value of 0.000 (below 0.05). This means that work-life balance has a significant effect on job satisfaction because the p-value is below 0.05. These findings are consistent with previous research, which also found that work-life balance has a positive and significant effect on job satisfaction (Isni et al., 2022).
5. Job satisfaction has a positive and significant effect on employee performance, with a t-statistic of 5.068 (above 1.96) and a p-value of 0.000 (below 0.05). This means that job satisfaction has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which found that job satisfaction has a positive and significant effect on employee performance (Oktavianti et al., 2026).

Indirect Effects Between Variables

The indirect effects between variables can be seen in the *specific indirect effects* values. The data analysis results show that the indirect effect values are presented in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistics	P Values	Conclusion
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Digital Competence -> Job Satisfaction -> Employee Performance	0.142	4.139	0.000	4.139
Work-Life Balance -> Job Satisfaction -> Employee Performance	0.123	3.483	0.001	3.483

Source:
Smart
PLS,
2025
Table 5
shows

the indirect effects between variables, namely:

1. Digital competence has a positive and significant effect on employee performance through job satisfaction, with a t-statistic of 4.139 (above 1.96) and a p-value of 0.000 (below 0.05). This means that job satisfaction acts as an intervening variable between digital competence and employee performance.
2. Work-life balance has a positive and significant effect on employee performance through job satisfaction, with a t-statistic of 3.483 (above 1.96) and a p-value of 0.001 (below 0.05). This means that job satisfaction acts as an intervening variable between work-life balance and employee performance.

CONCLUSION

1. Digital competence has a positive and significant effect on employee performance at the North Sumatra Regional Police Human Resources Bureau.
2. Digital competence has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
3. Work-life balance has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
4. Work-life balance has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
5. Job satisfaction has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
6. Job satisfaction positively and significantly mediates the effect of digital competence on employee performance at the North Sumatra Regional Police Human Resources Bureau.
7. Job satisfaction positively and significantly mediates the effect of work-life balance on employee performance at the North Sumatra Regional Police Human Resources Bureau.

Recommendations

Based on the research results, the following recommendations can be made.

1. Digital Competence

The Human Resources Bureau of the North Sumatra Regional Police is advised to continue improving employees' digital competencies through regular training tailored to job requirements. Training can focus on the ability to manage digital data and information, the use of personnel administration applications, technology-based communication and collaboration, data security, and digital problem-solving. The organization also needs to evaluate employees' digital capabilities to identify areas of competency that still require improvement.

2. Work-Life Balance

The Human Resources Bureau of the North Sumatra Regional Police needs to create a better work-life balance through fair and proportional distribution of workloads, effective management of working hours, and the setting of realistic work targets. Leaders also need to pay attention to employees' rest periods, psychological well-being, and personal needs so that work demands do not create excessive conflict with their personal lives. A good work-life balance is expected to improve employees' comfort, satisfaction, and productivity.

3. Organizational Support

Organizations are advised to increase their support for employees by recognizing work achievements, paying attention to their well-being, treating them fairly, providing adequate work facilities, and offering leadership assistance in resolving work-related issues. Additionally, organizations should provide equal opportunities for employees to participate in

education, training, competency development, and promotions based on performance and applicable regulations.

4. Job Satisfaction

The North Sumatra Regional Police's Human Resources Bureau needs to improve employee job satisfaction because this variable has been shown to influence performance and to mediate the effects of digital competence, work-life balance, and organizational support on employee performance. Efforts to improve job satisfaction can be made by assigning tasks that match employees' capabilities, creating a transparent promotion system, improving the quality of supervision, providing appropriate rewards, and fostering harmonious working relationships between management and employees, as well as among employees themselves.

5. Employee Performance

Efforts to improve employee performance must be carried out in an integrated manner, taking into account the quality of work, quantity of work, timeliness, effectiveness, and employee autonomy. Organizations are advised to set clear work standards and targets, conduct periodic performance evaluations, provide feedback on work results, and offer guidance to employees who have not met their targets. Employees who perform well should also be recognized to boost their motivation and maintain the quality of their work.

6. For Future Researchers

Future researchers are advised to expand the scope of their research to other work units within the North Sumatra Regional Police, other regional police forces, or different government agencies so that the research results can be compared and generalized more broadly.

Future research could also include additional variables suspected of influencing employee performance, such as leadership, organizational culture, work motivation, workload, work environment, organizational commitment, work discipline, employee engagement, and career development. This is necessary because digital competence, work-life balance, organizational support, and job satisfaction account for only 49.3% of employee performance, while the remaining 50.7% is influenced by other variables outside the research model.

Future research could also utilize a larger sample size, employ the latest data analysis software, and conduct studies over a longer period to provide a more comprehensive picture of changes in employee behavior and performance.

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