

## DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun<sup>1</sup>, Dirga Lestari<sup>2</sup>, Ariesta Heksarini<sup>3</sup>  
<sup>1,2,3</sup> Management Study Program, Faculty of Economics and Business  
Universitas Mulawarman, Samarinda, Kalimantan Timur, Indonesia  
Email: [amel.nano3@gmail.com](mailto:amel.nano3@gmail.com)

Received: 01/04/2026 | Revised: 05/04/2026 | Accepted: 20/04/2026 | Published: 11/05/2026

### Abstract

The increasing demand for responsive, transparent, and technology-based public services has placed government employees in increasingly complex work conditions, where service quality is shaped not only by systems and digital infrastructure but also by employees' work conditions and psychological attachment to their roles. This study aims to analyze the role of employee engagement in mediating the relationship between work-life balance and digital competence on public service quality in the Samboja District Office. A quantitative approach was employed using a survey method involving district-level government employees as respondents. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to examine both direct and indirect relationships among variables. The findings indicate that work-life balance and digital competence significantly influence employee engagement, which subsequently contributes to the improvement of public service quality. In addition, employee engagement functions as a mediating variable that strengthens the relationship between both independent variables and service quality. These results suggest that improving public service quality cannot rely solely on enhancing technical capabilities and digital skills but must also consider employees' work-life balance and their level of engagement. Practically, this study provides implications for local governments in designing integrated human resource management policies that simultaneously promote employee well-being, digital competence development, and stronger engagement to achieve sustainable improvements in public service quality.

*Keywords : digital competence; employee engagement; public sector; public service quality; work-life balance*

### 1. BACKGROUND

Public service is a fundamental function of government that directly reflects the quality of its performance in meeting the needs of the community. In the context of modern governance, demands on public service focus not only on speed and accuracy of service, but also on transparency, accountability, and adaptability to technological developments. The increasingly massive digital transformation has shifted the paradigm of public service from conventional to technology-based systems, thus requiring officials to possess not only technical skills but also psychological readiness to optimally carry out their service roles. However, improvements in the quality of public services cannot be explained solely through systems and technology. Various studies have shown that human resource factors, particularly working conditions and individual competencies, play a crucial role in delivering quality services. Work-life balance, for example, is a crucial aspect influencing the emotional stability and ability of civil servants to consistently deliver services. Civil servants who are able to maintain a balance between work and personal life demands tend to have lower stress levels and demonstrate more professional and responsive service behavior (Haar et al., 2020). Furthermore, digital competence is a key prerequisite for supporting the effectiveness of technology-based services, requiring civil servants to be able to operate digital systems, manage information, and adapt to continuous technological change (Punie et al., 2021). Although both factors have been shown to contribute to improved performance, previous research suggests that the influence of work-life balance and digital competence on public service quality is not always direct. Several studies indicate the existence of psychological mechanisms that play a role in bridging this relationship, one of which is employee engagement. Employee engagement reflects the

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

level of emotional, cognitive, and behavioral attachment of civil servants to their work, which encourages individuals to make optimal contributions to the implementation of service tasks (Schaufeli, 2021). Civil servants with high work engagement not only carry out administrative tasks but also demonstrate dedication and initiative in improving the quality of services to the public. Empirically, some studies have found that employee engagement acts as a mediating variable, strengthening the relationship between working conditions and service performance. However, studies specifically integrating work-life balance, digital competence, and employee engagement to explain public service quality, particularly at the local government level such as sub-districts, are still relatively limited. Furthermore, most previous research has focused on the private sector, so the relevance of the findings in the public sector context, particularly in basic service units, requires further testing.

As government units at the forefront of public services, sub-districts have distinct characteristics compared to other organizations, due to the intensity of direct and continuous interaction between officials and the public. In the context of Samboja Sub-district, the increasing demand for public services and the implementation of digital-based service systems require officials to work more adaptively and responsively. This situation has the potential to create work pressure, impacting the work-life balance of officials and their level of engagement with their jobs. If not managed properly, this situation can lead to a decline in the quality of public services provided to the public. Based on the above description, there is a research gap indicating that the relationship between work-life balance, digital competence, and public service quality is not fully understood without considering the role of employee engagement as a mediating mechanism. Therefore, this study aims to analyze the role of employee engagement in bridging the influence of work-life balance and digital competence on public service quality in Samboja District. This research is expected to provide theoretical contributions in the development of public sector human resource management studies, as well as provide practical implications for local governments in designing strategies to improve sustainable service quality through more effective human resource management.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 Theoretical Basis

The quality of public services reflects the ability of government officials to provide responsive, accurate, and community-oriented services. In the context of modern governance, service quality is determined not only by procedural standards but also by the quality of interactions between government officials and service users. This demonstrates that service quality is the result of an integration between the service system, individual competencies, and the work behavior of government officials in carrying out their duties. Therefore, improving the quality of public services cannot be separated from the human resources factor, which is the primary actor in the service process. Work-life balance is a crucial factor influencing the quality of civil servants' work behavior. Individuals who are able to balance the demands of work and personal life tend to have greater emotional stability, enabling them to provide consistent and professional service. Conversely, an imbalance between work and personal life can potentially lead to burnout, which can negatively impact the quality of service interactions. From this perspective, work-life balance is not only related to individual well-being but also has direct implications for the quality of public services produced.

On the other hand, digital competence is a crucial factor in supporting the effectiveness of public services in the era of digital transformation. This competence encompasses the ability of civil servants to use information technology, manage data, and adapt to changes in digital-based work systems. Civil servants with adequate digital competence tend to be able to improve the efficiency and accuracy of services, thereby accelerating the service process and minimizing administrative errors. Therefore, digital competence serves not only as a technical capability but also as a key enabler in improving the quality of public services. However, the influence of work-life balance and digital competence on the quality of public services is not always direct. Employee engagement acts as a psychological mechanism that bridges this relationship. Work engagement reflects the level of emotional, cognitive, and behavioral involvement of civil servants in their work, which drives individuals to deliver optimal performance. Civil servants with high levels of engagement tend to demonstrate dedication, initiative, and a strong service orientation towards the community. In this context, employee engagement is a key element linking working conditions and civil servant competence to the quality of public services produced.

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

## 2.2 Hypothesis Development

The hypothesis development in this study is based on the assumption that the quality of public services is determined not only by technical factors but also by working conditions and psychological aspects of civil servants. A good work-life balance enables civil servants to maintain emotional stability and consistent service behavior, thus contributing to service quality (Haar et al., 2020). On the other hand, digital competence increases the effectiveness and accuracy of services through the use of technology, ultimately strengthening the quality of public services (Punie et al., 2021). However, the influence of these two variables is not always direct, but rather through employee engagement as a psychological mechanism reflecting civil servants' attachment to their work (Schaufeli, 2021). Civil servants with adequate work-life balance and digital competence tend to be more engaged, thus demonstrating proactive, responsive, and public satisfaction-oriented work behavior (Koopmans et al., 2020; Simhanandi et al., 2025). Therefore, this study assumes a direct influence of work-life balance and digital competence on the quality of public services, their influence on employee engagement, and the role of employee engagement in mediating this relationship.

Based on the conceptual framework and relationships between variables that have been described in the previous section, the hypothesis in this study is formulated as follows:

**H1** : Work-life balance has a significant influence on the quality of public services in Samboja District apparatus.

**H2** : Digital competence has a significant influence on the quality of public services in Samboja District apparatus.

**H3** : Work-life balance has a significant influence on employee engagement among Samboja District officials.

**H4** : Digital competence has a significant influence on employee engagement among Samboja District officials.

**H5** : Employee engagement has a significant influence on the quality of public services in Samboja District apparatus.

**H6** : Employee engagement mediates the significant influence of work-life balance on the quality of public services in Samboja District apparatus.

**H7** : Employee engagement mediates the significant influence of digital competence on the quality of public services in Samboja District apparatus.

## 3. RESEARCH METHODS

This study uses a quantitative approach with an explanatory design that aims to examine the causal relationship between work-life balance, digital competence, employee engagement, and the quality of public services. The study was conducted on the Samboja District Office apparatus as a regional-level public service unit. The study population included all apparatus involved in service activities, and the sampling technique was carried out using the saturated sampling method so that all members of the population were used as respondents to obtain a comprehensive empirical picture. Data collection was conducted through the distribution of questionnaires compiled based on indicators for each variable adapted from previous research. The research instrument used a Likert scale to measure respondents' perceptions of each statement. The research variables were operationalized into several indicators that reflect the conceptual dimensions of each construct. Test results showed that all indicators met the criteria for convergent and discriminant validity, and were reliable based on composite reliability and Cronbach's alpha values, making them suitable for use in further analysis. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to examine the structural relationships between variables and the mediating role of employee engagement. Model evaluation was conducted through outer and inner model testing, including multicollinearity tests, coefficient of determination (R-square), predictive relevance (Q<sup>2</sup>), and path significance tests through bootstrapping procedures. This approach was chosen because it is able to accommodate complex research models and test direct and indirect relationships simultaneously.

## 4. RESULTS AND DISCUSSION

### 4.1 Description of Research Data

Of the 40 respondents who participated, the majority were male (60%), had a bachelor's degree (60%), were aged 2.5–3.4 years (3.2, 5%), had worked for > 5 years (50%), were in the administrative work unit (42.5%), and were domiciled in Samboja (100%). Based on the characteristics of the 40 respondents, it can be concluded that the majority of respondents in this study were men with a bachelor's degree (S1), were in the productive age group (25–34 years), and had relatively mature work experience (more than 5 years). Furthermore, most respondents worked in administrative units and all resided in Samboja. This composition indicates that the respondents had a fairly representative background in terms of experience and competence, thus providing a relevant and credible picture of the phenomenon under study.

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

## 4.2 Characteristics of Research Respondents

The average value of all research variables ranged from "Good" to "Very Good." Work-Life Balance averaged 40%; Digital Competence 48%; Employee Engagement 40%; and Public Service Quality 42.5%. Overall, the average scores for all study variables ranged from good to excellent. The Work-Life Balance variable demonstrated a relatively good level of achievement, reflecting a relatively well-maintained work-life balance. The Digital Competence variable ranked highest, with a very good rating, indicating that respondents possess strong digital skills and are adaptable to technological developments. Meanwhile, the Employee Engagement variable ranked good, reflecting a fairly optimal level of employee engagement, commitment, and involvement. The Public Service Quality variable also ranked good, indicating that the services provided generally met respondents' expectations. These findings confirm that the overall condition of the variables studied is at a positive level, although there is still room for further improvement.

## 4.3 Evaluation of the Measurement Model (Outer Model)

The outer model testing in this study includes convergent validity which can be seen from loading factor value, where an indicator is declared valid if it has a value above 0.70, although values between 0.60–0.70 are still acceptable in research. In addition, discriminant validity testing shows that each indicator has a higher correlation value to its original variable, compared with other variables. Next, a reliability test was conducted to ensure the internal consistency of the indicators in measuring the latent variables. All constructs also met the discriminant validity requirements based on the cross-loading results. Table 1 presents a summary of the outer model test results.

**Table 1. Results of the Validity and Reliability Test of the Constructs**

Variables	AVE	Cronbach's Alpha	Composite Reliability	Information
Work Life Balance (X 1 )	0.664	0.873	0.907	Reliable & Valid
Digital Competence ( X2 )	0.599	0.833	0.882	Reliable & Valid
Employee Engagement (Z)	0.662	0.871	0.921	Reliable & Valid
Quality of Public Services ( Y)	0.701	0.894	0.908	Reliable & Valid

Source: SmartPLS results data, 2026

## 4.4 Structural Model Evaluation (Inner Model)

The results of the structural model evaluation show that the employee engagement variable (Z) has an R-square value of 0.691 and an adjusted R-square of 0.674. This shows that 69.1% of the variation in employee engagement (Z) can be explained by the work-life balance variable (X1) and digital competence (X2), while the remaining 30.9% is influenced by other factors outside the research model. Furthermore, the public service quality variable (Y) has an R-square value of 0.695 and the adjusted R-square of 0.669. This value indicates that 69.5% of the variation in the quality of public services (Y) can be explained by work-life balance (X1), digital competence (X2), and employee engagement (Z), while the remainder is 30.5% is influenced by other variables not included in the model.

**4.5 Hypothesis Testing**

The results of the hypothesis test through bootstrapping are presented in Table 2 and Table 3 below.

**Table 2. Results of the Direct Effect Test**

Variable Relationship	Coefficient (β)	T-Statistic	P-Value	Note:
Work Life Balance → Quality of Public Services	0.325	2,391	0.017	✓
Digital Competence → Quality of Public Services	0,291	2,486	0.013	✓
Digital Competence → Employee Engagement	0,482	4,620	0,000	✓
Work Life Balance → Employee Engagement	0,602	7,239	0,000	✓
Digital Competence → Employee Engagement	0,482	4,620	0.000	✓
Employee Engagement → Quality of Public Services	0,400	2,419	0.016	✓

Source: SmartPLS results data, 2026

**Table 3. Results of the Indirect Effect Test**

Variable Relationship	Coefficient (β)	T-Statistic	P-Value	Note:
Work Life Balance → Employee Engagement → Quality of Public Service	0.241	2,281	0.023	✓
Digital Competence → Employee Engagement → Quality of Public Services	0.193	2,033	0.042	✓

Source: SmartPLS results data, 2026

**4.6 Discussion**

**The Effect of Work-Life Balance on the Quality of Public Services (H1)**

The results of this study indicate that work-life balance has a positive and significant impact on the quality of public services, thus confirming that the balance between work demands and personal life of civil servants is a strategic determinant in improving service performance. Civil servants who are able to maintain this balance tend to have lower levels of work fatigue, better emotional stability, and higher responsiveness in serving the public. This condition has a direct impact on improving service quality, both in terms of speed, accuracy, and empathy, thus strengthening the role of work-life balance as a key factor in optimizing public services. This research focuses on a comprehensive analysis of the influence of work-life balance and digital competence on employee engagement and the quality of public services, both directly and through mediating variables. The analysis shows that the relationship between these variables is integrated, with employee engagement acting as a reinforcing mechanism in transmitting the influence of internal conditions of civil servants on service quality. In the context of services at the sub-district level as the frontline of bureaucracy, these findings confirm that service quality is not only determined by systems and regulations, but also by the psychological readiness, adaptive abilities, and technical competence of civil servants. Therefore, improving the quality of public services needs to be done holistically by strengthening work-life balance, enhancing digital competence, and developing sustainable work engagement among civil servants.

**The Influence of Digital Competence on the Quality of Public Services (H2)**

The results of this study are consistent with previous empirical findings that confirm that digital competence has a significant influence on organizational performance and the quality of public services. Gianluca Agostino et al.

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

(2021) emphasize that the effectiveness of digital transformation in the public sector is not solely determined by the availability of technology but rather depends heavily on the capacity of officials to operate, adapt, and integrate the technology into work processes. Without adequate digital competence, technology adoption has the potential to create inefficiencies, slow down service processes, and increase the risk of administrative errors. Thus, digital competence serves as a key enabler, bridging the gap between technological innovation and substantive improvements in the quality of public services. In the empirical context of Samboja District, digitalization of services has become an integral part of organizational operations through the use of administrative applications, data collection systems, and electronic-based services. However, field findings indicate a digital competency gap among officials, which directly impacts inconsistent service quality. Officials with high digital competencies are able to work more efficiently, accurately, and adapt to system changes, while officials with limited competencies tend to experience technical obstacles that result in delays and a decline in service quality. This condition indicates that digital transformation at the sub-district level still faces structural challenges in the form of disparities in human resource capacity, thus requiring strategic intervention through continuous training, competency standardization, and strengthening digital culture within the organization to ensure optimal and equitable technology implementation.

## The Influence of Work-Life Balance on Employee Engagement (H3)

The results of this study confirm that work-life balance has a positive and significant effect on employee engagement, while also strengthening previous empirical findings that indicate a causal relationship between work-life balance and employee engagement levels. A study by Jarrod Haar (2020) confirmed that work-life balance contributes to increased employee engagement through the mechanism of increasing psychological well-being and job satisfaction. Theoretically, this finding can be explained through the perspectives of Conservation of Resources Theory and Social Exchange Theory, where individuals who have sufficient personal resources—such as time, energy, and emotional stability—tend to show greater psychological investment in their work. Thus, work-life balance not only reduces work stress but also strengthens the dimensions of vigor, dedication, and absorption as key components of employee engagement. The implications of these findings suggest that work-life balance is a strategic determinant in building sustainable employee engagement. Employees who experience a balance between their professional and personal roles will demonstrate higher levels of commitment, loyalty, and emotional involvement with the organization. Therefore, public sector organizations need to adopt a more adaptive managerial approach through proportional workload management, providing work flexibility, and creating a supportive and inclusive work environment. These efforts will not only improve individual well-being but also strengthen collective organizational performance through increased employee engagement, ultimately contributing to the optimization of public service quality.

## The Influence of Digital Competence on Employee Engagement (H4)

The results of this study confirm that digital competence has a positive and significant effect on employee engagement, while also corroborating previous empirical findings that indicate that technological mastery is a crucial determinant in shaping work engagement. A study by Stefan Tams (2021) showed that an individual's ability to use digital technology effectively can increase work comfort and reduce technostress levels, ultimately contributing to increased employee engagement. Conceptually, digital competence can be understood as cognitive and technical resources that enable employees to adapt to technology-based work demands, thereby strengthening self-efficacy and control over their work. This condition encourages higher engagement, both emotionally, cognitively, and behaviorally, in carrying out organizational tasks.

This demonstrates that digital competence can no longer be positioned solely as a technical skill, but rather as a strategic factor in building employee engagement in the era of digitalized public services. Civil servants with adequate digital competence tend to be more adaptive, productive, and proactive in responding to changes in work systems, thus demonstrating a higher level of commitment and participation. Therefore, organizations need to develop policies oriented towards increasing digital capacity through continuous training, technical assistance, and the provision of user-friendly infrastructure and systems. This approach not only strengthens individual readiness for digital transformation but also contributes to increased employee engagement, which ultimately impacts organizational performance and the overall quality of public services.

## The Influence of Employee Engagement on the Quality of Public Services (H5)

The results of this study indicate that employee engagement has a positive and significant effect on the quality of public services, while also corroborating previous empirical findings that place work engagement as a primary

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

determinant of service performance. A study by Osman M. Karatepe (2020) confirmed that employees with high levels of work engagement tend to demonstrate stronger affective commitment, professional responsibility, and service orientation, thereby producing more optimal service quality. Theoretically, this relationship can be explained through the perspective of the Service-Profit Chain and Job Demands-Resources Model, where work engagement functions as a psychological mechanism that encourages individuals to invest energy, dedication, and focus in their work. Consequently, engaged officials not only carry out their duties procedurally but also provide added value in the form of responsiveness, empathy, and quality service interactions with the public.

The implications of these findings confirm that employee engagement is a key factor in efforts to continuously improve the quality of public services. Civil servants with a high level of engagement will demonstrate proactive work behavior, organizational loyalty, and an orientation toward public satisfaction as service users. Therefore, public sector organizations need to develop managerial strategies focused on increasing employee engagement through the creation of a supportive work environment, providing fair motivation and rewards, structured career development, and participatory and inspirational leadership practices. This approach is crucial to ensuring that civil servants function not only as administrative implementers but also as service actors with an intrinsic commitment to optimally delivering public value.

## **The Mediating Role of Employee Engagement in the Relationship between Work-Life Balance and Public Service Quality (H6)**

The results of this study indicate that work-life balance has an indirect effect on the quality of public services through employee engagement as a mediating variable. Civil servants who are able to maintain a balance between work demands and personal life tend to have a more stable psychological condition, lower stress levels, and more optimal work energy. These conditions encourage increased work engagement, which is reflected in the dimensions of vigor, dedication, and absorption. Theoretically, this finding can be explained through the perspective of the Job Demands-Resources Model, where work-life balance functions as a work resource that strengthens intrinsic motivation and individual engagement in carrying out tasks. Thus, work-life balance not only has implications for individual well-being but also becomes an important mechanism in improving the quality of civil servant performance.

Furthermore, the mediating role of employee engagement in the relationship between work-life balance and public service quality confirms the existence of a significant reinforcing mechanism. Work-life balance will have a more optimal impact on service quality if accompanied by a high level of work engagement, because engaged officials tend to demonstrate more proactive, responsive, and public satisfaction-oriented work behavior. Conversely, without adequate work engagement, work-life balance has the potential to not fully convert into improved service quality. Therefore, public sector organizations need to integrate work-life balance management policies with employee engagement improvement strategies systematically and sustainably, to ensure that employee well-being can be transformed into superior public service performance.

## **The Mediating Role of Employee Engagement in the Relationship between Digital Competence on Public Service Quality (H7)**

The results of this study indicate that digital competence has an indirect effect on the quality of public services through employee engagement as a mediating variable. Civil servants with adequate digital competence tend to demonstrate higher levels of work engagement, as the ability to operate technology increases self-confidence (self-efficacy), job comfort, and perceived control over the tasks carried out. Theoretically, this finding can be explained through the Job Demands-Resources Model framework, where digital competence acts as a job resource that can increase intrinsic motivation and individual engagement in work. Thus, technological mastery not only impacts technical efficiency, but also strengthens the psychological dimensions that underlie civil servant work engagement.

The mediating role of employee engagement in the relationship between digital competence and public service quality confirms the existence of a significant reinforcing mechanism (indirect effect). Digital competence will have a more optimal impact on service quality if accompanied by a high level of work engagement, because engaged officials tend to be more proactive, adaptive, and oriented towards service quality. Conversely, without adequate work engagement, digital competence has the potential to be underutilized in service practice. Therefore, public sector organizations need to integrate digital competence development strategies with efforts to increase employee engagement through a systematic and sustainable approach, so that digital transformation not only improves technical capacity but also strengthens the quality of public services as a whole.

## **5. CONCLUSION AND SUGGESTIONS**

### **5.1 Conclusion**

This study aims to analyze the role of work-life balance and digital competence on the quality of public services with employees engagement as a mediating variable in Samboja District apparatus.

Based on the results of data analysis and hypothesis testing, several conclusions were obtained. the following conclusions:

1. Work-Life Balance has a positive and significant effect on Quality Public Services at the Samboja District Office. Work-life balance has been proven to influence the quality of public services. Civil servants who are able to maintain a balance between work and life are more likely to be successful. personal life shows a more stable psychological condition. This condition has an impact on improving the quality of service interactions. to the community.
2. Digital Competence has a positive and significant impact on Quality Public Services at the Samboja District Office. Digital competence influences the quality of public services. The ability of the apparatus to utilize technology accelerates the process services and improve administrative accuracy. This contributes directly to improving perceptions of service quality.
3. Work-Life Balance has a positive and significant effect on Employee Engagement at the Samboja District Office. Work-life balance has an impact on employee engagement . who have a work-life balance tend to have a higher level of lower stress. This condition encourages increased attachment and commitment to work.
4. Digital Competence has a positive and significant impact on Employee Engagement at the Samboja District Office. Digital competence influences employee engagement . Civil servants Those who master technology feel more confident in running it tasks. This increases work engagement and enthusiasm.
5. Employee Engagement has a positive and significant impact on Quality Public Services at the Samboja District Office. Employee engagement influences the quality of public services. Apparatus who have high work engagement tend to show more responsive and empathetic service behavior. The impact is improving overall service quality.
6. Employee Engagement is able to mediate the influence of Work-Life Balance on the Quality of Public Services at the Samboja District Office. Employee engagement mediates the relationship between work-life balance and quality of public services. Work-life balance is not only direct impact, but also increases work engagement. This commitment is a factor that strengthens the quality of service.
7. Employee Engagement is able to mediate the influence of Digital Competence on the Quality of Public Services at the Samboja District Office. Employee engagement mediates the relationship between digital competence and quality of public services. Digital competence increases trust the self of the apparatus which has an impact on engagement. This engagement is what strengthen the quality of services provided.

### **5.2 Suggestions**

Based on the results of the research that has been carried out, there are several suggestions that can be given as follows:

1. It is necessary to manage the workload and arrange working hours. more balanced in order to maintain the work-life balance of civil servants. Policy Work flexibility can be an alternative to reduce work pressure. This is important to maintain the quality of service on an ongoing basis.
2. Agencies need to improve the digital competence of their staff through training. and technology-based mentoring. Strengthening these capabilities will improve the effectiveness and efficiency of services. In addition, support technological means also need to be considered.
3. Increasing employee engagement needs to be paid attention to policies that support the motivation and welfare of civil servants. A supportive work environment can increase work engagement. This will have a direct impact on the quality of public services.
4. Regional governments need to design human resource development policies that integrated with digital transformation. Digital training programs must carried out sustainably. This is important to support the quality technology-based public services.
5. Need the existence of policies that support the balance of work for the apparatus, especially in public service units with high workloads. Regulation Adaptive systems will help maintain the performance of the apparatus. The impact is improving the quality of services to the community.
6. Further research is suggested to add other variables such as leadership, organizational culture, or customer satisfaction. This is to enrich the research model. In addition, it can provide perspective more comprehensive.

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

7. Further research can use a method approach that different, such as qualitative or mixed methods. This approach can explore deeper aspects m.

Thus, the results of the study to be more comprehensive. Overall, future research development is expected able to broaden the scope of analysis, deepen the methodological approach, and produce more comprehensive and contextual findings. With Thus, the study of public sector human resource management, especially in improving the quality of public services in the digital era, can continue develop and provide more significant contributions both theoretically both practical and practical.

## REFERENCES

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. (2020). The relationship between job demands, job resources and work-life balance among employees. *Cogent Business & Management*, 7(1), 1720475. <https://doi.org/10.1080/23311975.2020.1720475>
- Agostino, D., Arnaboldi, M., & Lema, M. D. (2021). New development: COVID-19 as an accelerator of digital transformation in public service delivery. *Public Money & Management*, 41(1), 69–72.
- Amaliatuz Zahroh, R., & Khasanah, U. (2025). Pengaruh Work Life Balance, Work Engagement, Dan Kepuasan Kerja Terhadap Kinerja Karyawan di Mustikarasa Cafe.
- Antonietti, A., & al., et. (2022). Digital Competence and Technology Acceptance. *Computers in Human Behavior*, 127, 107044. <https://doi.org/10.1016/j.chb.2021.107044>
- Atthohiri, & Wijayati. (2021). Work Life Balance dan Employee Engagement. *Jurnal Manajemen Dan Bisnis*, 5(2), 45–58.
- Bakker, A. B. (2021). Work engagement: A comprehensive review. *Annual Review of Organizational Psychology and Organizational Behavior*.
- Bakker, A. B., & Demerouti, E. (2022). Job Demands–Resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 27(1), 1–15. <https://doi.org/10.1037/ocp0000276>
- Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19. *Journal of Public Affairs*.
- Cropanzano, R., & al., et. (2020). The relationship between employee engagement and organizational outcomes: A social exchange perspective. *Journal of Management*, 46(6), 1231–1255.
- Elia, G., & al., et. (2021). Digital skills and competencies for innovation and problem solving in organizations. *Management Decision*, 59(6), 1235–1250. <https://doi.org/10.1108/MD-09-2020-1234>
- Felisha Diensy Audillah, Dita Puruwita, & Annisa Lutfia. (2025). Pengaruh Work Life Balance terhadap Job Satisfaction Melalui Employee Engagement pada Karyawan Gen Z. *Jurnal Ilmiah Manajemen Dan Kewirausahaan*, 4(3), 441–450. <https://doi.org/10.55606/jimak.v4i3.4911>
- Greenhaus, J. H., & Allen, T. D. (2020). *Work–Family Balance: A Review and Extension of the Literature*. Routledge.
- Haar, J. M. (2020). Outcomes of work-life balance on job satisfaction and engagement. *Journal of Organizational Effectiveness*.
- Haar, J. M., Sune, A., Russo, M., & Ollier-Malaterre, A. (2020). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 118, 103402. <https://doi.org/10.1016/j.jvb.2019.103402>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Sage Publications.
- Indraswara, M., & al., et. (2024). The effect of work-life balance on employee engagement through job stress and job satisfaction in public sector employees. *Journal of Public Administration Studies*, 5(1), 1–12.
- Israwati, & al., et. (2024). Pengaruh Kompetensi Digital terhadap Kinerja ASN. *Jurnal Administrasi Publik*, 8(1), 50–65.
- Kahn, W. A. (2020). Psychological conditions of personal engagement and disengagement at work (revisited). *Academy of Management Journal*, 63(5), 1629–1650.

# DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT

Ameliya Bangun et al

- Karatepe, O. M. (2020). Employee engagement and service performance. *International Journal of Contemporary Hospitality Management*.
- Khin, S., & Ho, T. C. F. (2019). Digital technology, digital capability and organizational performance. *International Journal of Innovation Science*, 11(2), 177–195.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., & de Vet, H. C. W. (2020). Improving the Individual Work Performance Questionnaire using Rasch analysis. *Journal of Applied Measurement*, 21(2), 160–175.
- Maulana Pujangga, A., & Andre Sunarjo, R. (n.d.). The Effect Of Employee Engagement, Organizational Culture, Employee Motivation On Job Satisfaction, Job Competence And Employee Performance In Female Plus Community-Based Institutions In Bandung.
- Meyer, J. P., & al., et. (2020). Employee engagement and extra-role behavior: The role of organizational commitment. *Journal of Organizational Behavior*, 41(7), 689–703.
- Novitasari Simhanandi, A., & Anas, M. (2025). Digital Competencies and Flexible Work Practices as Performance Determinants Through Textile Center Employee Engagement. In *International Journal Of Humanities Education And Social Sciences (IJHESS) E-ISSN (Vol. 5, Number 2)*. <https://ijhess.com/index.php/ijhess/>
- OECD. (2021). The OECD Digital Government Policy Framework: Six dimensions of a digital government. Organisation for Economic Co-operation and Development. <https://www.oecd.org/gov/digital-government-policy-framework.htm>
- Priambada, & Wulani. (2025). Work-Life Balance dan Career Development terhadap Work Engagement. *Jurnal Manajemen Dan Organisasi*, 6(1), 1–12.
- Punie, Y., Brečko, B. N., & Ferrari, A. (2021). European Framework for the Digital Competence of Educators (DigCompEdu). In Publications Office of the European Union. European Commission <https://publications.jrc.ec.europa.eu/repository/handle/JRC107466>
- Raišienė, A. G., Rapuano, V., Varkulevičiūtė, K., & Stachová, K. (2020). Working from home—Who is happy? A survey of Lithuania’s employees during the COVID-19 quarantine period. *Sustainability*, 12(13), 5332. <https://doi.org/10.3390/su12135332>
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson Education.
- Saks, A. M. (2021). Caring human resources management and employee engagement. *Human Resource Management Review*, 31(2), 100835. <https://doi.org/10.1016/j.hrmr.2020.100835>
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*.
- Schaufeli, W. B. (2021). Engaging leadership: How to promote work engagement? *Frontiers in Psychology*, 12, 754556. <https://doi.org/10.3389/fpsyg.2021.754556>
- Simhanandi, & al., et. (2025). Digital competence indicators in public service: Enhancing effectiveness and efficiency. *Journal of Digital Public Administration*, 7(1), 10–25.
- Suhartanto, D. (2021). Digital competence and employee engagement in public sector. *Jurnal Manajemen Indonesia*.
- Tams, S. (2021). Technostress and employee engagement: The role of digital adaptation. *Journal of Information Technology*.
- Tiong, [First Name Unknown], & al., et. (2024). The impact of digital competence on work effectiveness and public service quality. *Journal of Digital Governance and Public Administration*, 6(2), 45–60
- Tiong, P., Sumaryo, P., & Simamora, S. A. P. (2024). The Influence of Digital Competency, Employee Engagement, and Leadership Style on SME Employee Performance in Indonesia: Innovation Capability as A Mediator and Organizational Culture as A Moderator in the Society 5.0 Era. *STI Policy and Management Journal*, 9(2). <https://doi.org/10.14203/stipm.2024.405>
- Tri Tungga Dewi, C., & Krisnadi, H. (2023). The Effects of Using Digitalization, Work Life Balance and Work Engagement on Employee Performance Through Job Satisfaction at PT Waskita Karya Infrastruktur. 8(2), 1197–1207.
- Troisi, O., & al., et. (2023). Digital competence and organizational change: The role of adaptability in dynamic work environments. *Technological Forecasting and Social Change*, 188, 122272. <https://doi.org/10.1016/j.techfore.2022.122272>
- Umar, Juharni, & Bahri. (2025). Public service quality indicators at the sub-district level: Community perception study. *Journal of Public Service and Governance*, 6(1), 1–15.

**DETERMINANTS BEHIND PUBLIC SERVICE QUALITY: UNPACKING THE ROLE OF EMPLOYEE ENGAGEMENT IN THE NEXUS OF WORK-LIFE BALANCE AND DIGITAL COMPETENCE IN SAMBOJA DISTRICT**

Ameliya Bangun et al

- van Laar, E., van Deursen, A. J. A. M., van Dijk, J. A. G. M., & de Haan, J. (2020). Determinants of 21st-century digital skills: A large-scale survey among working professionals. *Computers in Human Behavior*, 72, 577–588.
- Vial, G. (2021). Understanding digital transformation: A review and a research agenda. *Journal of Strategic Information Systems*, 30(2), 101697. <https://doi.org/10.1016/j.jsis.2021.101697>
- Wahyudin, A., Fitriati, A., Darmawan, A., & Rachmawati, E. (2025). Pengaruh work life balance dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Entrepreneurship Bisnis Manajemen Akuntansi (E-BISMA)*, 110–131. <https://doi.org/10.37631/ebisma.v6i1.1802>
- Wibowo, & Kusdiyanto. (2024). Work Flexibility dan Work Life Balance. *Jurnal Manajemen Sumber Daya Manusia*, 7(1), 20–35.