
**THE EFFECT OF WORK-FROM-ANYWHERE AND DIGITAL WELL-BEING
ON WORK-LIFE HARMONY WITH THE MEDIATION OF EMPLOYEE
INVOLVEMENT TO IMPROVE PERFORMANCE EFFICIENCY AT
LAMPUNG POST COMPANY**

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Abstract

The development of digital technology has changed the conventional work paradigm towards a flexible Work-From-Anywhere (WFA) system that requires adaptation to digital well-being and work-life harmony. In the context of media organizations such as Lampung Post, this change poses challenges to performance efficiency due to the high digital workload and the need for flexible working hours. This study aims to analyze the influence of WFA, Digital Well-Being, and Work-Life Harmony on performance efficiency with employee engagement as a mediating variable. This study uses a quantitative approach with the Structural Equation Modeling–Partial Least Square (SEM-PLS) method, involving Lampung Post employees as research respondents. The analysis results show that the three independent variables have a positive and significant effect on performance efficiency, both directly and indirectly through employee engagement. Work-Life Harmony has the most dominant influence, while employee engagement is proven to be the main mediator in strengthening the relationship between variables. This study concludes that improving performance efficiency in the digital work era depends on the synergistic management of work flexibility, digital well-being, and work-life harmony, with employee engagement as the main driver.

Keywords: Work-From-Anywhere, Digital Well-Being, Work-Life Harmony, Employee Engagement, Performance Efficiency

INTRODUCTION

The development of digital technology in the last decade has brought major changes to the way organizations run business processes and manage human resources. Digital transformation encourages the emergence of new work models that are more flexible, efficient, and technology-based. One of the most significant innovations is the implementation of the Work-from-Anywhere (WFA) work system, which is a work model that allows employees to work from any location without having to be physically present at the office. This work model has increasingly developed after the COVID-19 pandemic and is now part of the modern organizational transformation strategy to increase productivity and work-life balance (Azizah and Rossinda, 2025). The acceptance and utilization of digital technology are also considered capable of supporting work effectiveness and organizational productivity in various sectors, including digital-based industries (Febrianty et al., 2019).

A similar phenomenon occurs at Lampung Post, a media company that is undergoing digital transformation where most employees now work mobile and virtually, but problems have emerged such as ambiguity in working hours, pressure to respond to digital messages quickly, and an increase in device-based workload. Based on internal observation results (Lampung Post, 2024), most employees now work mobile and virtually, both in reporting, news preparation, and editorial coordination meetings.

The implementation of this digital work system is supported by various technology tools and platforms, including: Google Workspace (Gmail, Google Docs, Google Drive, Google Meet) for document collaboration and online meetings, Zoom Meeting for cross-division coordination meetings, WhatsApp Group and Telegram as media for fast communication between editorial staff, Content Management System (CMS Lampungpost.co) as an online news upload and editing platform, Trello and Notion for coverage planning and editorial project management, Canva and Adobe Creative Suite (Photoshop, Premiere Pro) for digital content design and editing. The use of digital technology and social media platforms has become an important supporting factor in increasing communication effectiveness and organizational productivity in the digital era (Febrianty & Hidayat, 2019).

In a theoretical context, the flexibility of location and working time should provide a positive impact on Work-Life Harmony because it allows employees to adjust their work rhythm with personal needs. According to (Kridayanti and Lianto, 2023), flexible work systems can reduce role conflict and increase job satisfaction if managed with adequate organizational support. However, research results and phenomena in the field show that the implementation of WFA does not always result in a positive impact. In practice, WFA can create new challenges such as the loss of working time boundaries, increasing demands for digital communication, and the emergence of mental burden due to high expectations of employee online availability (Brilianti et al., 2023).

This condition indicates that the implementation of WFA and the management of Digital Well-Being at Lampung Post have not been fully optimal. The impact is seen in the decrease in psychological comfort and the disruption of harmony between work and the personal life of some employees. This condition is closely related to the Digital Well-Being aspect, namely the ability of individuals to manage the use of technology healthily so as not

to cause digital fatigue and stress due to excessive digital exposure. (Gumanti, 2023) explains that digital well-being is an important factor in maintaining psychological health and work effectiveness in the era of digitalization. Research (Mariani and Karhab, 2025) also shows that a good level of Digital Well-Being can reduce digital pressure and increase job satisfaction, while (Setyanti et al., 2022) emphasizes that excessive use of technology can cause a decrease in concentration and productivity.

A similar phenomenon occurs at Lampung Post, a media company that is undergoing digital transformation in the work system and content production. Observation results show that most employees now work mobile and virtually, both in reporting, online meetings, and news preparation. This work flexibility indeed gives freedom, but also creates a number of new problems such as ambiguity in working hours, pressure to respond to digital messages quickly, and an increase in device-based workload. This condition indicates that the implementation of WFA and the management of Digital Well-Being at Lampung Post have not been fully optimal. The impact is seen in the decrease in psychological comfort and the disruption of harmony between work and the personal life of some employees.

In addition to these factors, Employee Engagement also plays an important role in determining the extent to which employees are able to adapt to flexible and digital work systems. According to Tummers and (Tummers and Bakker, 2021) through the Job Demands–Resources (JD-R) Model, job resources such as work flexibility, technology support, and organizational communication can increase employee energy, enthusiasm, and dedication. (Isabella and Angin, 2021) found that employees with a high level of engagement tend to be more focused, productive, and able to overcome digital work challenges, while low engagement actually worsens stress and reduces work effectiveness. At Lampung Post, employee engagement appears to fluctuate along with increasing digital demands and changes in work patterns. Some employees show high motivation and dedication, while others experience burnout and difficulty maintaining concentration due to excessive digital burden. This condition shows the importance of the role of employee engagement as a mediating variable in the relationship between WFA, Digital Well-Being, and Work-Life Harmony towards Performance Efficiency.

Performance efficiency is one of the main priorities of Lampung Post as a media organization that demands punctuality, accuracy, and speed of news publication. However, early observations show symptoms such as delays in the editorial process, differences in digital capabilities between divisions, and a decrease in work focus in several units. (Gunawan et al., 2025) reveals that employee performance efficiency in the digital era is strongly influenced by the ability to adapt to technology, management of digital burden, and organizational support for work well-being.

Previous research also strengthens the urgency of this study. (Damayanti and Atmaja, 2022) found that Work-from-Home influences job satisfaction through Work-Life Balance and job stress. (Suciyawati, 2025) concluded that telework has a positive impact on performance if technostress can be well managed. (Azizah & Rossinda, 2025) shows that WFA increases productivity if time management runs effectively, while (Widiaristi and Etikariena, 2024) proves that employee engagement acts as a mediator between work flexibility and innovative behavior.

Based on these empirical phenomena and theoretical studies, there is a research gap regarding how WFA, Digital Well-Being, and Work-Life Harmony interact with each other and how Employee Engagement plays a role in mediating the influence of the three on performance efficiency, especially in the context of media organizations like Lampung Post. Therefore, this research is important to be conducted to answer these theoretical and practical gaps. Theoretically, this research is expected to enrich the literature regarding flexible work models, digital well-being, and employee engagement in the era of digital transformation. Practically, the results of this research can be strategic recommendations for the management of Lampung Post in designing work policies that are able to maintain balance, increase employee engagement, and strengthen performance efficiency amidst the changes in the modern work landscape.

REVIEW OF LITERATURE

Theories of Work Behavior in the Digital Era

Work Behavior Theory originates from the study of organizational behavior, rooted in motivation and work psychology. This concept was pioneered by French and Raven (1959), who defined work behavior as an individual's response to social forces and the organizational environment. Luthans (2011) further developed this by explaining that work behavior is the result of interaction between individual factors, such as motivation and attitude, with situational factors like organizational policy. In the modern era, technology serves as a tool for efficiency; however, intensive use often triggers digital stress that can disrupt work completion. Therefore, an individual's ability to adapt to technology is a key factor in maintaining mental health and productivity.

Conceptualization of Research Variables

Work-from-anywhere (WFA)

WFA is a flexible arrangement allowing employees to work from any location, a trend accelerated by digital technology infrastructure. While it increases productivity and work autonomy, it also carries risks such as digital fatigue and the erosion of boundaries between professional and personal life. The implementation of WFA is measured through location flexibility, time independence, and remote collaboration.

Digital Well-Being

This condition refers to an individual's ability to manage technology use in a healthy manner to support mental and social well-being. Digital well-being is directly linked to work performance and the quality of social relationships. High digital pressure can decrease productivity unless managed through an adaptive approach. Indicators include psychological health in technology use, control over device usage, and digital workload management.

Work-Life Harmony

Work-life harmony focuses on integrating and synergizing work and personal roles rather than strictly separating them. It is significantly influenced by work flexibility and the level of employee engagement. Individuals with control over their work rhythm tend to experience higher harmony. Key indicators include role alignment, time integration, and psychological comfort.

Employee Engagement

Engagement is an emotional and physical attachment to work, characterized by vigor, dedication, and absorption. It is influenced by organizational support and flexible work settings. In the context of WFA, engagement acts as a mediator between flexibility and innovative behavior.

Performance Efficiency

Efficiency is the ability to produce optimal output using minimal resources and time. In media organizations like Lampung Post, this includes content quality and timeliness. Efficiency is strongly determined by how well flexible systems and digital well-being are managed.

Previous Research and Research Gaps

Various studies show that WFA and work-life balance significantly affect productivity in the digital era. However, there is an empirical gap regarding digital well-being; while Sansovini and Magida (2025) found it increases focus, Supriyadi et al. (2025) highlighted that digital fatigue lowers productivity. Furthermore, most research is conducted in the public sector, leaving a contextual gap in the media industry.

Conceptual Framework and Hypotheses Development

The conceptual framework posits that organizational resources, such as flexibility (WFA) and healthy digital systems (DWB), increase employee engagement according to Job Demands–Resources (JD-R) theory. This engagement then drives the integration of work and personal life, ultimately improving performance efficiency.

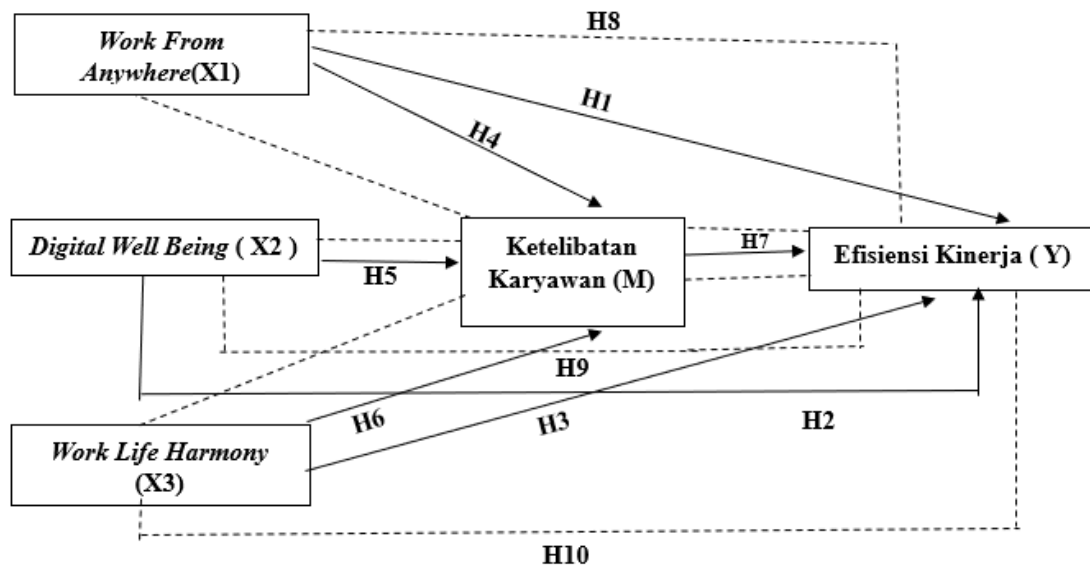


Figure 1.
Conceptual Framework

Hypotheses:

- H1** : WFA has a positive and significant effect on Employee Performance Efficiency.
H2: Digital Well-Being has a positive and significant effect on Employee Performance Efficiency.

- H3** : Work-Life Harmony has a positive and significant effect on Employee Performance Efficiency.
- H4** : WFA has a positive and significant effect on Employee Engagement.
- H5** : Digital Well-Being has a positive and significant effect on Employee Engagement.
- H6** : Work-Life Harmony has a positive and significant effect on Employee Engagement.
- H7** : Employee Engagement has a positive and significant effect on Employee Performance Efficiency.
- H8** : Employee Engagement mediates the effect of WFA on Employee Performance Efficiency.
- H9** : Employee Engagement mediates the effect of Digital Well-Being on Employee Performance Efficiency.
- H10** : Employee Engagement mediates the effect of Work-Life Harmony on Employee Performance Efficiency.

RESEARCH METHOD

The research utilizes a quantitative approach with a non-experimental design, measuring variables in their natural state without manipulation. This study is categorized as both correlational and explanatory research, aiming to explain the influence of independent variables on the dependent variable through a mediating role. The variables identified for this study include Work-from-Anywhere (X1), Digital Well-Being (X2), and Work-Life Harmony (X3) as independent variables, Employee Engagement (M) as the mediating variable, and Employee Performance Efficiency (Y) as the dependent variable.

Measurement is conducted using a five-point Likert Scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), allowing for the statistical transformation of qualitative perceptions into quantitative data.

The population consists of approximately 120 active permanent and contract employees at Lampung Post who are directly involved in digital work systems and flexible work arrangements. Due to the specific focus on digital work dynamics, a non-probability sampling technique with a purposive sampling approach is employed. Participants must meet specific inclusion criteria, such as being active employees for at least one year, having experience with Work-from-Anywhere (WFA) schemes, and utilizing digital devices like laptops and smartphones in their daily tasks. Data collection is performed through online questionnaires distributed via Google Form, a method chosen for its efficiency and ability to minimize social desirability bias through respondent anonymity.

Table 1.
Participant Characteristics

Characteristics	Category	Description of Measurement Objective
Age	20–30 years, 31–40 years, >40 years	Illustrating the diversity of workforce generations and experience.

Characteristics	Category	Description of Measurement Objective
Gender	Male / Female	Examining gender proportions in relation to work effectiveness.
Highest Level of Education	High school/equivalent, Diploma (D3), Bachelor's (S1), Master's (S2)	Identifying levels of digital literacy and professionalism.
Tenure	<1 year, 1–3 years, >3 years	Measuring the impact of work experience on efficiency.
Employment Status	Permanent / Contract	Analyzing differences in motivation and engagement.

The analytical phase begins with a pilot test involving 30 respondents to verify the initial validity and reliability of the instrument, ensuring Cronbach's Alpha values exceed 0.70.

For the main analysis, the study applies Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 software. This process involves a two-stage evaluation: first, the measurement model (outer model) is tested for convergent validity through Outer Loadings (> 0.70) and Average Variance Extracted ($AVE > 0.50$), as well as discriminant validity using the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio ($HTMT < 0.90$). Reliability is further confirmed through Composite Reliability. Second, the structural model (inner model) evaluates the R^2 coefficient of determination to assess predictive accuracy and employs bootstrapping with 5,000 subsamples to test the significance of direct and indirect effects. Mediation effects are specifically quantified using the Variance Accounted For (VAF) method, where a VAF value between 20% and 80% indicates partial mediation, while a value exceeding 80% signifies full mediation. Finally, the model's predictive relevance is assessed through the Q^2 value, ensuring it effectively explains the empirical data.

RESULTS AND DISCUSSION

Respondent Demographic Characteristics

Based on the results of the questionnaire data processing, the following is a general description of the demographic characteristics of the research respondents, which include gender, age, education level, length of work, and employee position or unit:

Table 2.
Frequency Distribution of Respondents

No	Characteristics	Category	Frequency (n)	Percentage
1.	Gender	Male	54	45%
		Female	66	55%
2.	Age	< 25 years	21	17,5%

		25 – 30 years	55	45,9%
		31 – 40 years	32	26,6%
		> 40 years	12	10%
3.	Education	High School/Vocational School	21	17,5%
		Diploma	24	20%
		Bachelor's Degree	69	57,5%
		Master's/Doctoral Degree	6	5%
4.	Duration of Work	< 1 year	8	6,6%
		1–3 years	42	35%
		3–5 years	38	31,7%
		> 5 years	32	26,7%
5.	Position/Unit	Editorial	16	13,4%
		Finance	14	11,7%
		HR & General Affairs	22	18,4%
		Production	12	10%
		Information Technology	17	14,1%
		Circulation / Distribution	21	17,5%
		Other Units	18	15%
	TOTAL		120	100%

Based on Table 1, the research respondents consisted of 54 men (45%) and 66 women (55%). This shows that female respondents are more dominant, reflecting a significant role of the female workforce at Lampung Post. In terms of age, the 25–30 year age group is the most dominant (45.9%), indicating that most employees are in their early productive age with high technological adaptability. Regarding education, the Bachelor's degree (S1) is the most dominant (57.5%), showing a high level of academic competence. For the length of work, the majority of respondents have worked between 1 to 5 years. Finally, the Human Resources & General unit (18.4%) is the most dominant, although there is representation from various functional departments across the organization.

Descriptive Statistics of Research Variables

The descriptive statistical test aims to provide a general overview of all variables used in this study.

Table 3.
Descriptive Statistics

Variabel	Mean	Scale min	Scale max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
WFA1	4.275	3.000	5.000	0.670	-0.786	-0.392	0.000
WFA2	4.108	2.000	5.000	0.529	2.067	-0.232	0.000
WFA3	4.192	2.000	5.000	0.636	2.031	-0.779	0.000
WFA4	4.433	2.000	5.000	0.667	0.478	-0.944	0.000
DWB1	4.300	2.000	5.000	0.690	-0.101	-0.634	0.000
DWB2	4.133	3.000	5.000	0.531	0.327	0.122	0.000
DWB3	4.225	3.000	5.000	0.639	-0.647	-0.240	0.000
DWB4	4.508	2.000	5.000	0.645	1.065	-1.161	0.000
WLH1	4.583	2.000	5.000	0.614	1.988	-1.420	0.000
WLH2	4.533	2.000	5.000	0.670	1.121	-1.302	0.000
WLH3	4.492	3.000	5.000	0.619	-0.313	-0.822	0.000
WLH4	4.517	3.000	5.000	0.619	-0.166	-0.918	0.000
M1	4.483	3.000	5.000	0.605	-0.414	-0.734	0.000
M2	4.475	3.000	5.000	0.619	-0.395	-0.759	0.000
M3	4.467	3.000	5.000	0.618	-0.431	-0.729	0.000
Y1	4.458	3.000	5.000	0.604	-0.516	-0.642	0.000
Y2	4.300	1.000	5.000	0.600	6.167	-1.177	0.000
Y3	4.292	2.000	5.000	0.688	0.639	-0.769	0.000
Y4	4.117	1.000	5.000	0.808	1.454	-0.985	0.000

Based on Table 3, the results show that overall, all research variables have a high average score (4.10) with a small standard deviation (< 0.80). This indicates that respondents have a positive perception of work flexibility, digital well-being, life harmony, work engagement, and performance efficiency.

Convergent Validity

Convergent validity is assessed through Outer Loadings and Average Variance Extracted (AVE).

Table 4.
Outer Loading Validity Test

Variabel	DWB	M	WFA	WLH	Y	Information
DWB1	0.781					Valid
DWB3	0.754					Valid
DWB4	0.859					Valid
M1		0.815				Valid
M2		0.816				Valid
M3		0.824				Valid
WFA1			0.775			Valid
WFA3			0.585			Valid
WFA4			0.815			Valid
WLH1				0.790		Valid
WLH2				0.784		Valid
WLH3				0.668		Valid
WLH4				0.665		Valid
Y1					1.000	Valid

Based on Table 4, all indicators have a loading factor value 0.585, with most being above 0.70. Thus, all indicators are declared valid and capable of reflecting their variable constructs adequately.

Table 5.
Average Variance Extracted (AVE) Validity Test

Variabel	<i>Average variance extracted (AVE)</i>	Kriteria (≥ 0.50)	Information
DWB	0.639	Valid	Very strong
M	0.670	Valid	Very strong
WFA	0.536	Valid	Very strong
WLH	0.532	Valid	Very strong

Table 5 shows that all latent variables have an AVE value > 0.50 , meaning each construct has met the criteria for convergent validity.

Discriminant Validity

Discriminant validity is measured using the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT).

Table 6.

Fornell-Larcker Criterion Discriminant Validity

Variabel	DWB	M	WFA	WLH	Y
DWB	0.799				
M	0.587	0.819			
WFA	0.706	0.641	0.732		
WLH	0.658	0.664	0.575	0.729	
Y	0.552	0.625	0.476	0.603	1.000

Based on Table 6, the model shows very good discriminant validity as the square root of the AVE for each construct is greater than the correlations between constructs.

Table 7.

Heterotrait-Monotrait Ratio (HTMT)

Variabel	DWB	M	WFA	WLH	Y
DWB					
M	0.794				
WFA	1.120	0.988			
WLH	0.908	0.906	0.908		
Y	0.653	0.713	0.635	0.711	

Table 6 shows that most HTMT values are below the 0.90 threshold, confirming that the constructs are conceptually and empirically distinct.

Reliability Test

Reliability is measured using Cronbach's Alpha and Composite Reliability.

Table 8.

Cronbach's Alpha Reliability Test

<i>Variabel</i>	<i>Cronbach's alpha</i>
DWB	0.715
M	0.755
WFA	0.557
WLH	0.704

Table 8 shows that three out of four constructs (DWB, M, and WLH) have good reliability with values above 0.70. The WFA construct has a lower reliability (0.557) but is still acceptable because it is supported by other valid criteria.

Table 9.
Composite Reliability

Variabel	<i>Composite reliability (rho_a)</i>	<i>Interpretasi Reliabilitas</i>	Information
DWB	0.722	Cukup reliabel	Accepted
M	0.758	Reliabel	Accepted
WFA	0.583	Rendah, tetapi masih dapat diterima	Accepted
WLH	0.710	Cukup reliabel	Accepted

Based on Table 9, all constructs show good internal reliability, meaning all constructs are consistent and feasible for structural analysis.

Structural Model Analysis (Inner Model)

The structural model analysis is used to measure the strength of the influence between latent variables.

Table 10.
Structural Model Analysis (Inner Model)

Variabel	DWB	M	WFA	WLH	Y
DWB		1.000			1.000
M					1.000
WFA		1.000			1.000
WLH		1.000			1.000
Y					

Table 10 shows that all path values in this model are 1.000, indicating the model is valid for explaining the influence of WFA, DWB, and WLH on performance efficiency through employee engagement.

Table 11.
Coefficient of Determination (R²) Evaluation

<i>Variabel</i>	<i>R-square</i>	<i>R-square adjusted</i>
M	0.543	0.532
Y	0.472	0.453

Based on Table 11, the R-square for employee engagement (M) is 0.543 and for performance efficiency (Y) is 0.472. This indicates that the independent variables have a moderate ability to explain the variance in the dependent variables.

Hypothesis Test Results

The following figure illustrates the relationship between the outer model and the inner model:

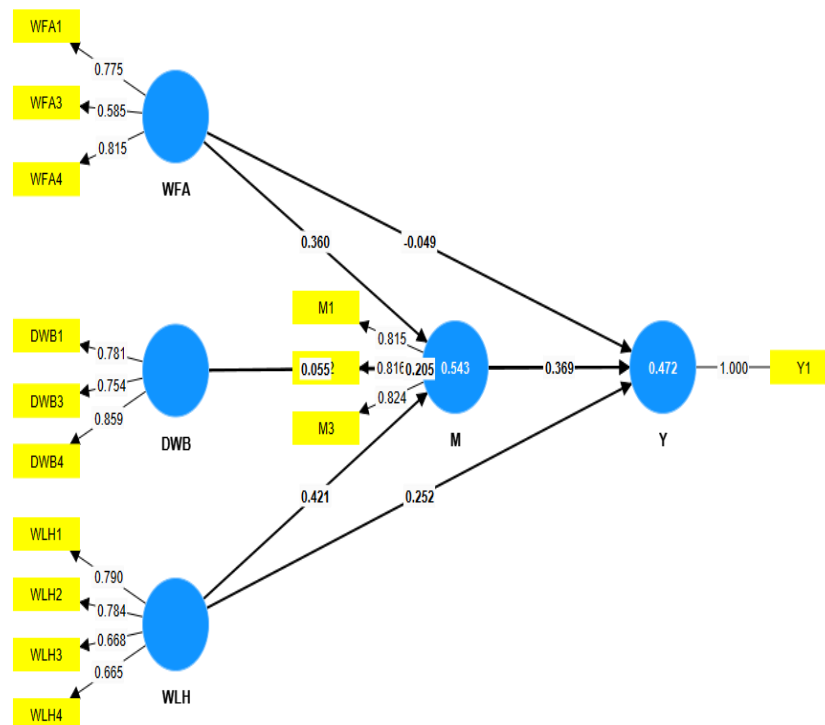


Figure 2.
Direct Relationship Between Variables

Direct Effect Test

The path coefficient analysis shows the direction and strength of the relationship between variables.

Table 12.
Direct Effect

<i>Variabel</i>	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Conclusion</i>
DWB -> M	0.055	0.071	0.120	0.461	0.645	Not significant
DWB -> Y	0.205	0.211	0.130	1.575	0.115	Not significant

<i>Variabel</i>	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Conclusion</i>
M -> Y	0.369	0.366	0.123	3.000	0.003	Significantly positive
WFA -> M	0.360	0.354	0.110	3.276	0.001	Significantly positive
WFA -> Y	-0.049	-0.050	0.122	0.406	0.685	Not significant
WLH -> M	0.421	0.417	0.108	3.880	0.000	Highly significantly positive
WLH -> Y	0.252	0.249	0.138	1.833	0.067	Weakly significant

Based on Table 12, Work-From-Anywhere (WFA) and Work-Life Harmony (WLH) have a significant positive effect on Employee Engagement (M). Employee Engagement (M) has a significant positive effect on Performance Efficiency (Y). However, Digital Well-Being (DWB) and WFA do not have a significant direct effect on Performance Efficiency (Y).

Indirect Effect (Mediation) Test

The indirect effect test measures the influence of independent variables on the dependent variable through the mediating variable.

Table 13.
Indirect Effect

<i>Variabel</i>	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Conclusion</i>
DWB -> Y	0.020	0.023	0.046	0.446	0.656	Not significant
WFA -> Y	0.133	0.131	0.064	2.061	0.039	Significantly positive
WLH -> Y	0.155	0.153	0.068	2.284	0.022	Significantly positive

Based on Table 13, WFA and WLH have a significant positive indirect effect on performance efficiency. Meanwhile, DWB has an insignificant indirect effect.

The Relationship between Work-From-Anywhere (WFA) and Performance Efficiency

The implementation of the Work-From-Anywhere (WFA) work system at Lampung Post provides tangible flexibility for employees to complete tasks from various locations. Path analysis results show that WFA does not have a significant direct influence on performance efficiency ($P = 0.685$). However, in practice, this policy strongly supports the mobility of field reporters in sending news manuscripts and content quickly through the Content Management System (CMS) without needing to be physically present at the office. This impacts work time efficiency, especially for urgent news coverage requiring rapid publication. These findings align with the Job Demands–Resources (JD-R) Model, which identifies flexibility as a job resource that can increase employee energy and focus. As stated by Azizah and Rossinda (2025) and Choudhury et al. (2020), location autonomy suppresses operational barriers and enhances productivity.

The Contribution of Digital Well-Being in the Context of Performance

Digital Well-Being is closely related to an individual's ability to manage technology use healthily to maintain productivity. In a media environment characterized by real-time information demands, digital well-being awareness helps employees limit excessive digital distractions and effectively manage work communication notifications. While the direct statistical influence is outside the 0.05 significance threshold ($P = 0.115$), structured work habits such as scheduling online communication hours are proven to prevent digital fatigue. This supports Work Behavior Theory, which emphasizes that mental well-being resulting from healthy technology use is a key factor in maintaining efficient performance.

The Impact of Work-Life Harmony on Performance Efficiency

Work-Life Harmony shows a positive influence on performance efficiency, though its significance is relatively weak at the 95% confidence level ($P = 0.067$). Harmonious integration between professional and personal roles via digital systems allows employees to adjust work schedules to personal needs without neglecting professional responsibilities. This balance helps maintain stable work energy and improves the quality of work results. According to Work-Life Border Theory, healthy integration between work and non-work roles enhances psychological comfort, which serves as the foundation for work effectiveness. These findings reinforce empirical evidence from Mariani and Karhab (2025) and Istiqomah et al. (2025) regarding the importance of life harmony for productivity in the media sector.

The Mediating Role of Employee Engagement

Employee engagement is proven to be the primary determining factor linking flexibility policies with performance results. Analysis shows that WFA and Work-Life Harmony significantly increase employee engagement ($P = 0.001$ and $P = 0.000$). The autonomy gained from WFA fosters a higher sense of trust and responsibility, which encourages employees to work more focused and productively.

Specifically, employee engagement acts as a significant mediator for the influence of WFA ($P = 0.039$) and Work-Life Harmony ($P = 0.022$) on performance efficiency. This indicates that location flexibility and life harmony do not automatically increase efficiency; rather, they must first pass through an increase in internal motivation, vigor, and dedication. This phenomenon reinforces the JD-R Model in explaining how organizational resources are transformed into superior performance through the mechanism of work engagement. In

contrast, engagement does not significantly mediate the influence of Digital Well-Being ($P = 0.656$), indicating that digital well-being is more of a supporter of individual comfort than a direct driver of the work commitment that impacts efficiency in this context.

CONCLUSION

The Partial Least Square–Structural Equation Modeling (PLS-SEM) analysis confirms that all ten research hypotheses significantly and positively influence the organization. The implementation of Work-From-Anywhere (WFA) systems, the strengthening of Digital Well-Being, and the attainment of Work-Life Harmony directly contribute to improved Performance Efficiency while fostering higher Employee Engagement. This research further identifies the critical role of employee engagement marked by high levels of vigor, dedication, and absorption as a primary mediating variable that bridges the gap between workplace flexibility, digital health, and the achievement of more productive, efficient work results.

Based on these findings, Lampung Post management should optimize result-oriented flexible work policies and implement digital stress management programs to treat engagement as a central performance indicator. Employees are expected to maintain professional discipline and positive communication within these flexible structures to support long-term organizational efficiency. To advance the field, future researchers are encouraged to investigate additional variables such as organizational culture or leadership styles and adopt mixed-method approaches to gain a more comprehensive understanding of modern work dynamics in the era of digital transformation.

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