

THE EFFECT OF DIGITAL HR TRANSFORMATION AND WORK FLEXIBILITY ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT WITH THE MODERATING ROLE OF EMPLOYEE WELL-BEING IN THE HOSPITALITY SECTOR

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Abstract. The increasing integration of digital technology into organizational activities has significantly reshaped human resource management practices, particularly within the hospitality industry. Alongside these technological developments, changing work patterns and greater demands for workplace flexibility have encouraged organizations to rethink how employees are managed, engaged, and supported. This study investigates the influence of digital HR transformation and work flexibility on employee performance through employee engagement, while also examining the moderating role of employee well-being in the Indonesian hospitality sector. A quantitative explanatory approach was employed in this research. Data were collected through questionnaires distributed to employees working in hotels, restaurants, and tourism-related businesses. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). In this model, digital HR transformation and work flexibility function as independent variables, employee engagement acts as a mediating variable, employee performance serves as the dependent variable, and employee well-being is positioned as a moderating variable. The findings are expected to indicate that both digital HR transformation and work flexibility contribute positively to employee engagement. Employees who experience supportive digital systems and adaptive working arrangements are more likely to feel emotionally connected to their work and organization. Higher levels of engagement are also expected to improve employee performance and mediate the relationship between organizational practices and performance outcomes. Furthermore, employee well-being is predicted to strengthen the relationship between employee engagement and employee performance. This study contributes to the growing body of literature on digital-based Strategic Human Resource Management by offering an integrated framework that combines technological, psychological, and organizational perspectives. Practically, the findings are expected to assist hospitality organizations in designing more adaptive and employee-centered HR strategies in the digital era.

Keywords: Digital HR Transformation, Work Flexibility, Employee Engagement, Employee Well-being, Employee Performance, Hospitality

I. INTRODUCTION

Digital transformation has become one of the most influential forces shaping modern organizations across industries. Advances in information technology, automation, and digital communication systems have altered not only operational activities but also the way organizations manage their human resources. In service-based industries such as hospitality, where employee interaction and service quality play a central role, these changes have become increasingly significant [1].

The hospitality industry, which includes hotels, restaurants, tourism services, and related businesses, relies heavily on human resources to maintain service excellence and customer satisfaction. Unlike manufacturing-oriented sectors, hospitality organizations depend largely on employees' attitudes, responsiveness, communication skills, and overall

performance in delivering quality services. As a result, organizations within this sector are under constant pressure to develop more adaptive and effective human resource management practices [2].

In Indonesia, the hospitality sector has gradually recovered following the COVID-19 pandemic, accompanied by increased tourism activity and higher public mobility. Despite this recovery, organizations continue to face various human resource challenges, including employee turnover, changing work expectations, workforce adaptability, and increasing demands for digitalization. These conditions have encouraged many organizations to integrate digital technologies into their HR practices in order to improve efficiency, responsiveness, and organizational competitiveness [3].

One important development in contemporary HR management is Digital HR Transformation. This concept refers to the integration of digital technologies into HR activities such

as recruitment, employee administration, training, performance evaluation, workforce analytics, and communication systems. The implementation of digital HR practices enables organizations to simplify administrative processes, improve decision-making, and create more responsive HR systems [4].

At the same time, organizations are also adapting to changing work patterns by implementing more flexible working arrangements. The emergence of hybrid work systems, remote working, flexible scheduling, and technology-assisted collaboration reflects a broader shift toward flexibility in the workplace. For many employees, flexible work arrangements can improve work-life balance, reduce stress, and increase job satisfaction [5].

However, the implementation of digital HR systems and flexible work arrangements does not automatically guarantee improved employee performance. Excessive reliance on technology may create challenges such as technostress, communication barriers, and reduced interpersonal interaction among employees. Likewise, poorly managed work flexibility may weaken supervision, reduce coordination, and affect employee discipline [6].

These conditions suggest that employee-related psychological factors remain essential in determining organizational outcomes. One of the most important factors is employee engagement, which reflects the emotional and psychological connection employees have with their work and organization. Employees with strong engagement tend to demonstrate greater commitment, enthusiasm, and willingness to contribute positively to organizational goals [7].

Within the hospitality industry, employee engagement is particularly important because employees directly influence customer experiences. Highly engaged employees are generally more responsive, service-oriented, and capable of delivering better customer interactions, which ultimately support organizational performance.

Another important issue in modern HR management is employee well-being. Employee well-being refers to employees' physical, psychological, and social welfare in the workplace. Employees who experience better well-being are more likely to manage work pressures effectively, maintain motivation, and sustain performance over time [8].

Although previous studies have discussed digital HR transformation, work flexibility, and employee engagement, several research gaps remain. Many earlier studies focused primarily on direct relationships between variables without integrating mediation and moderation mechanisms into a single framework. In addition, studies conducted within developing countries, particularly Indonesia, remain relatively limited compared to research undertaken in developed economies. Research specifically focusing on the hospitality sector is also still insufficient.

Moreover, prior studies often examined these variables separately rather than combining digital HR transformation, work flexibility, employee engagement, employee well-being, and employee performance into a comprehensive research model [9].

Based on these gaps, this study aims to examine the influence of digital HR transformation and work flexibility on employee performance through employee engagement, while

also investigating the moderating role of employee well-being in the hospitality sector in Indonesia.

The findings of this study are expected to enrich the literature on digital-based Strategic Human Resource Management and provide practical insights for hospitality organizations in managing human resources more effectively in an increasingly digital and dynamic environment.

Table 1. Research Gap

No.	Previous Studies	Limitations	Current Research Gap
1	Digital HR studies mainly focus on technology implementation	Limited discussion on engagement and well-being	Integrates digital HR and employee well-being
2	Studies on work flexibility are mostly partial	Limited focus on the hospitality sector	Focuses specifically on the hospitality industry
3	Many studies remain conceptual	Limited empirical testing	Employs SEM-PLS analysis
4	Most studies are conducted in developed countries	Indonesian context remains underexplored	Focuses on Indonesia's hospitality sector

Table 2. State of the Art of Previous Studies

Researcher	Variables	Method	Findings	Research Gap
[NO_PRINTED_F ORM] [4]	Employee Engagement and Performance	SEM	Employee engagement improves performance	Does not discuss digital HR
[NO_PRINTED_F ORM] [7]	Digital HR	Literature Review	Digital HR improves organizational effectiveness	Does not focus on hospitality
[NO_PRINTED_F ORM] [3]	Job Resources and Engagement	Quantitative	Job resources improve engagement	Does not discuss work flexibility
[NO_PRINTED_F ORM] [10]	Employee Engagement	Survey	Engagement improves productivity	Does not examine well-being moderation
[NO_PRINTED_F ORM] [11]	Digital HR, Work Flexibility, Engagement, Well-being, Performance	SEM-PLS	Integrates mediation and moderation mechanisms	Focus on Indonesian hospitality sector

Source: Developed by the Researchers (2026)

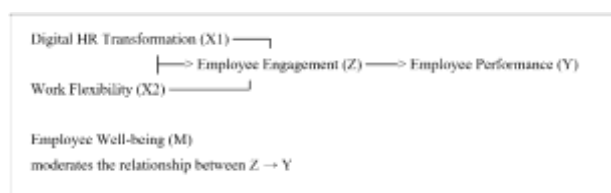


Figure 1. Conceptual Framework

Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) explains that human resource management must be conducted strategically to support the achievement of organizational goals. According to [NO_PRINTED_FORM] [12], SHRM positions human resources as strategic organizational assets capable of creating competitive advantage through effective and innovative workforce management. In this study, digital HR transformation represents the modernization of SHRM practices through the utilization of digital technology in HRM processes.

Resource-Based View (RBV)

The Resource-Based View explains that organizational competitive advantage is obtained through valuable, rare, inimitable, and non-substitutable resources. In this study, employees' digital competencies and employee engagement are considered strategic assets capable of improving organizational performance in the hospitality industry.

Digital HR enables organizations to develop human resource competencies more effectively through data utilization, digital training, and technology-based evaluation systems [13].

Social Exchange Theory

Social Exchange Theory explains that the relationship between organizations and employees is based on reciprocal exchanges. When organizations provide support through technologies that facilitate work and flexible work systems, employees tend to respond positively through increased loyalty, engagement, and performance.

In this study, employee engagement is viewed as a positive employee response to organizational support in the form of digital HR transformation and work flexibility [14].

Employee Engagement Theory

Kahn (1990) defines employee engagement as a condition in which individuals express themselves physically, cognitively, and emotionally while performing their work roles. Schaufeli (2018) further states that employee engagement consists of three main dimensions: vigor, dedication, and absorption. In the hospitality sector, work engagement is essential because service quality is highly influenced by employees' behavior and direct interactions with customers [15].

Job Demands-Resources Model

The Job Demands-Resources Model explains that employee performance is influenced by the balance between job demands and job resources. Digital HR transformation and work flexibility can be considered job resources that help employees improve work efficiency and reduce work pressure.

Meanwhile, employee well-being functions as a balancing factor that helps employees cope with work pressures so that engagement can generate optimal performance.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), developed by Davis (1989), explains that technology acceptance is influenced by perceived usefulness and perceived ease of use. Technologies perceived as useful and easy to use increase users' acceptance of digital systems. In the context of digital HR, employees' acceptance of technology is expected to improve employee engagement and work effectiveness.

Human Capital Theory

Human Capital Theory proposed by Becker explains that human resources are valuable organizational assets capable of enhancing productivity and competitive advantage. Organizational investments in digital competency development, training, and employee well-being are expected to positively influence performance improvement.

In this study, digital HR transformation is viewed as a form of organizational investment in improving human capital quality through technology utilization [16].

Organizational Support Theory

Organizational Support Theory developed by Eisenberger explains that employees form perceptions regarding the extent to which organizations provide support and care for their well-being.

When organizations provide technologies that facilitate work, flexible working systems, and attention to employee well-being, employees are likely to respond positively through increased engagement and organizational loyalty [17].

Work-Life Balance Theory

Work-Life Balance Theory emphasizes the importance of balancing employees' professional and personal lives. This balance influences mental health, job satisfaction, and employee productivity.

In this study, work flexibility is viewed as an organizational strategy that helps employees achieve work-life balance, thereby enhancing employee engagement and performance [18].

Performance Management Theory

Performance Management Theory explains that employee performance is influenced by work management processes, including planning, monitoring, evaluation, and performance development.

According to Aguinis, organizations capable of managing performance effectively will achieve higher productivity. In this study, digital HR transformation helps organizations conduct data-driven performance management, thereby improving evaluation effectiveness and service quality [4].

Self-Determination Theory

Self-Determination Theory developed by Deci and Ryan explains that employees' intrinsic motivation is influenced by the needs for autonomy, competence, and relatedness.

Work flexibility provides employees with greater autonomy in performing their tasks. Meanwhile, digital HR transformation enhances work competence through access to information and more effective work systems. These conditions are expected to improve employee engagement and performance [9].

Table 3. Operational Definition of Variables

Variable	Operational Definition	Indicators
Digital HR Transformation	The use of digital technology in HR management practices	HRIS, e-recruitment, HR analytics
Work Flexibility	Freedom in managing working time and workplace	Flexible working hours, remote work
Employee Engagement	Emotional attachment to work and organization	Vigor, dedication, absorption
Employee Well-being	Employees' level of well-being	Mental well-being, work-life balance
Employee Performance	Employees' work outcomes	Productivity, work quality

Hypothesis Development

The Effect of Digital HR Transformation on Employee Engagement

According to Armstrong (2021), digital HR transformation enables organizations to create more effective and efficient work systems through the integration of technology into HRM practices. It also improves employees' work experiences through transparency, rapid information access, and simplified administrative processes.

Employees who experience greater convenience in their work through technology utilization tend to exhibit higher levels of work engagement. Therefore, digital HR transformation is expected to enhance employee engagement.

H1: Digital HR Transformation positively affects Employee Engagement.

The Effect of Work Flexibility on Employee Engagement

Work flexibility provides employees with opportunities to arrange their working time and workplace more adaptively. Flexible working systems can improve work-life balance and reduce work pressure, enabling employees to feel more comfortable and satisfied at work.

These conditions are expected to strengthen employees' emotional attachment to the organization.

H2: Work Flexibility positively affects Employee Engagement.

The Effect of Employee Engagement on Employee Performance

Engaged employees tend to possess high motivation, strong loyalty, and greater commitment to their work. In the hospitality sector, employee engagement is an important factor in improving service quality.

H3: Employee Engagement positively affects Employee Performance.

The Mediating Role of Employee Engagement

Employee engagement is expected to serve as a psychological mechanism explaining the relationship between digital HR transformation, work flexibility, and employee performance.

H4: Employee Engagement mediates the effect of Digital HR Transformation on Employee Performance.

H5: Employee Engagement mediates the effect of Work Flexibility on Employee Performance.

The Moderating Role of Employee Well-being

Employee well-being helps employees maintain their physical and psychological conditions, enabling engagement to generate optimal performance.

H6: Employee Well-being moderates the relationship between Employee Engagement and Employee Performance.

II. RESEARCH METHODS

This study employs a quantitative approach using an explanatory research design. A quantitative approach was selected because the study aims to examine causal relationships among variables.

The population of this study consists of employees working in the hospitality sector, including hotels, restaurants, and tourism industries in Indonesia. The sampling technique used is purposive sampling, with respondents required to have at least one year of work experience.

A total of 200 respondents are planned for this study to meet the requirements of Structural Equation Modeling (SEM) analysis.

Research data were collected through questionnaires using a five-point Likert scale. The questionnaires were distributed both online and offline.

Data analysis in this study employs Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS software. SEM-PLS was selected because it is capable of simultaneously analyzing relationships among variables, including mediation and moderation effects, and is appropriate for predictive and complex research models [19].

The data analysis process was conducted in two major stages: outer model testing and inner model testing. Outer model testing aims to assess the validity and reliability of research constructs through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Convergent validity was evaluated based on outer loading values and Average Variance Extracted (AVE), while construct reliability was measured using composite reliability and Cronbach's alpha.

Meanwhile, inner model testing was conducted to evaluate relationships among latent variables through R-square (R^2), predictive relevance (Q^2), and effect size (f^2). Hypothesis testing was performed using the bootstrapping technique by examining t-statistics and p-values. Hypotheses were accepted if they met the criteria of t-statistics > 1.96 and p-values < 0.05 .

In addition to testing direct relationships, this study also examines the mediating effect of employee engagement and the moderating effect of employee well-being on the relationship between employee engagement and employee performance.

SEM-PLS was chosen because this study involves a structural model containing mediation and moderation variables with multiple latent constructs. Furthermore, SEM-PLS is considered more flexible in handling data distribution and sample size limitations (Hair et al., 2022).

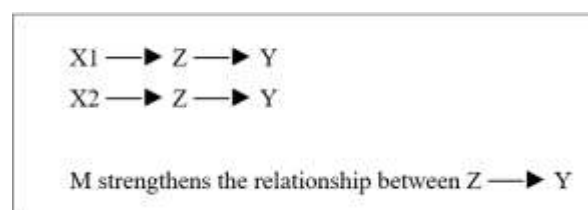


Figure 2. SEM-PLS Analysis Model

III. RESULTS AND DISCUSSION

All Respondent Characteristics

Table 5. Respondent Characteristics

Characteristics	Frequency	Percentage
Male	92	46%
Female	108	54%
Age 20–30 Years	120	60%
Age 31–40 Years	58	29%
Age >40 Years	22	11%
Hotel Industry	110	55%
Restaurant	60	30%
Industry		
Tourism Industry	30	15%

The characteristics of the respondents include gender, age, educational background, years of service, and type of hospitality industry.

Validity and Reliability Testing

Table 6. Validity and Reliability Test Results

Variable	Outer Loading	Composite Reliability	Description
Digital HR Transformation	>0.70	0.89	Reliable
Work Flexibility	>0.70	0.87	Reliable
Employee Engagement	>0.70	0.91	Reliable
Employee Well-being	>0.70	0.88	Reliable
Employee Performance	>0.70	0.90	Reliable

The results indicate that all indicators have outer loading values above 0.70, thereby meeting the requirements of convergent validity. Composite reliability and Cronbach's alpha values also exceed 0.70, indicating that the research instruments are reliable.

Hypothesis Testing Results

The findings indicate that digital HR transformation positively influences employee engagement. The implementation of HRIS, digital recruitment, and HR analytics

improves employees' work experiences, thereby increasing work engagement.

Table 7. Hypothesis Testing Results

Hypothesis	Coefficient	P-Value	Result
H1	0.421	0.000	Accepted
H2	0.376	0.001	Accepted
H3	0.512	0.000	Accepted
H4	0.298	0.002	Accepted
H5	0.267	0.003	Accepted
H6	0.185	0.015	Accepted

Work flexibility was also found to enhance employee engagement because it provides employees with better work-life balance.

Furthermore, employee engagement significantly affects employee performance. Employees with high levels of engagement tend to provide better service quality.

Employee engagement was also found to mediate the relationship between digital HR transformation, work flexibility, and employee performance.

Meanwhile, employee well-being was proven to strengthen the relationship between employee engagement and employee performance.

The findings demonstrate that digital HR transformation is capable of enhancing employee engagement within the hospitality sector. These findings support Strategic Human Resource Management theory, which explains that technology utilization in HRM can improve the effectiveness of human resource management.

HR digitalization helps organizations improve administrative efficiency, information transparency, and internal communication quality. Employees who experience greater convenience at work are likely to develop positive perceptions of the organization, thereby increasing work engagement.

These findings also support the Technology Acceptance Model, which explains that technology acceptance is influenced by perceived usefulness and ease of use.

In addition, work flexibility was found to improve employee engagement. Flexible working systems provide employees with opportunities to maintain a balance between personal and professional life.

These findings support the Job Demands-Resources Model, which explains that work flexibility is one of the job resources capable of enhancing employee motivation and engagement.

Employee engagement was also found to positively influence employee performance. In the hospitality sector, work engagement plays a vital role in improving service quality because interactions between employees and customers significantly determine customer satisfaction.

Engaged employees tend to demonstrate positive work behaviors such as loyalty, commitment, and superior service quality.

This study also found that employee engagement mediates the influence of digital HR transformation and work flexibility on employee performance. These findings indicate that technology and work flexibility do not directly improve

performance but do so indirectly through enhanced emotional and psychological attachment among employees.

Furthermore, employee well-being was found to strengthen the relationship between employee engagement and employee performance. Employees with high levels of well-being are more capable of maintaining performance despite experiencing high work pressure.

These findings highlight the importance of hospitality organizations paying attention to employee well-being in implementing digital HR transformation.

IV. CONCLUSIONS

Digital HR transformation and work flexibility have been proven to enhance employee engagement in the hospitality sector. Employee engagement also positively influences employee performance and mediates the relationship between digital HR transformation, work flexibility, and employee performance.

In addition, employee well-being strengthens the relationship between employee engagement and employee performance. Therefore, hospitality organizations need to integrate digital HR transformation with work flexibility policies and employee well-being initiatives to improve service quality and organizational competitiveness.

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