

Digital Transformation Maturity and Digital Change Management Effects on Work-Life Integration through Digital Work Adaptation of Semarang City Government ASN

Yunita Tri Susilowati^{1*}, Agustin Nurcahyanti¹, Gita Sugiyarti¹
¹17 August 1945 University (UNTAG) Semarang

DOI: <https://doi.org/10.36348/sjbms.2025.v10i01.002>

| Received: 13.12.2024 | Accepted: 18.01.2025 | Published: 21.01.2025

*Corresponding author: Yunita Tri Susilowati
17 August 1945 University (UNTAG) Semarang

Abstract

This paper aims to determine how Digital Transformation Maturity and Digital Change Management affect Work-Life Integration through Digital Work Adaptation as an intervention variable among Government Civil Servants of Central Java's Capital Municipality, which has implemented a digital work system. Quantitative methodology is used in this study, and 200 State Civil Apparatus (ASN) of the Semarang City Government are involved. The data will be analyzed using a quantitative approach through statistical analysis using variance-based structural modeling with PLS-SEM and SPSS, which aims to conduct path analysis with latent variables and coefficients. The findings reveal that Digital Transformation Maturity and Digital Change Management significantly enhance Digital Work Adaptation. Digital Work Adaptation is proven to mediate the relationship between the two independent variables of Work-Life Integration. Digital Change Management has a more decisive influence than Digital Transformation Maturity in forming Work-Life Integration through Digital Work Adaptation. These findings indicate the importance of digital change management and transformation maturity in supporting ASN work and life balance adaptation in the digital era. The study provides theoretical and practical contributions to developing public sector HR management in digital transformation.

Keywords: Digital Transformation Maturity, Digital Change Management, Digital Work Adaptation, Work-Life Integration, ASN.

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

Public sector organizations, including local governments, must go digital in today's digital era. Digital maturity (digital transformation maturity) and the ability to manage change (digital change management) are critical to successful digital transformation adaptation (Rahman *et al.*, 2024). This is because the government faces rapid governance and public service changes (Jaiswal, 2022). Research shows that digital adaptation is key to addressing problems in the transformation era. Effective digital transformation is critical because it enables technology integration into work systems, increasing ASN productivity and efficiency (Nuryadin *et al.*, 2023). Organizations must create a digital culture, encourage work adaptation, and continuously innovate (Wulandari & Pudjiarti, 2024).

Work-life integration or integration of work and life is an important component. This concept includes combining work life with the digital world, digital well-being, and job satisfaction in a digital environment. Research shows that effective work-life integration increases ASN productivity and well-being when facing digital work demands (Wulandari & Pudjiarti, 2024). The success of ASN adaptation to digital transformation in the government sector is shown by work-life integration (Kraugusteeliana *et al.*, 2023).

Digital transformation maturity is an organization's maturity level in adopting and integrating digital technology into its work processes. In the context of ASN, digital transformation maturity includes the adoption of a digital culture, the ability to integrate technology, and the optimization of digital processes.

Research shows that the level of digital transformation maturity affects how effective technology implementation is and the organization's adaptation to digital transformation (Nugroho *et al.*, 2024).

The organizational capacity to manage change in the digital era is known as digital change management. This capacity includes readiness for change, digital transformation strategy, and stakeholder engagement. Studies show that organizations with strong digital change management capacity are better at implementing digital transformation and improving work adaptation (Kraugusteeliana *et al.*, 2023)

Digital Work Adaptation, which includes the ability to work virtually, implement digital workflows, and work remotely, links digital transformation and work-life integration. Studies show that good digital work adaptation improves ASN's work-life balance in the digital era (Rahman *et al.*, 2024).

Research gaps regarding digital transformation and ASN work-life integration were identified. **First**, there is a lack of studies integrating digital transformation maturity with work adaptation, which is important given that only 15% of organizations feel prepared for workforce change, leading to employee overwhelm and disengagement (Singh & Pradesh, 2021). **Second**, a comprehensive model explaining the relationship between digital change management and work-life balance is lacking despite evidence that boundary management strategies are critical for knowledge workers navigating work-life balance (Ciolfi & Lockley, 2018). Finally, the mediating role of digital work adaptation in the relationship between digital transformation and work-life integration remains unexplored, highlighting the need for further investigation into how organizational context influences these dynamics (D. Li, 2023). Addressing these gaps could improve understanding and support for employees in the digital age.

This study was conducted to answer several research questions based on the following: How do Digital Transformation Maturity and Digital Change Management affect Digital Work Adaptation of Semarang City Government ASN? **Second**, how much does digital work adaptation mediate the relationship between digital transformation maturity, digital change management, and work-life integration? **Third**, how to support ASN work adaptation by using digital transformation to improve work-life integration? **Fourth**, what are the main determinants that influence the success of ASN work-life integration within the framework of government digital transformation?

In the context of the digital transformation of government, this study aims to create a comprehensive model that integrates the concepts of digital transformation maturity, digital change management,

digital work adaptation, and work-life integration. This model is tailored to support effective governance and focus on ASN welfare. This study will sample 200 ASNs from a total population of 450 ASNs of the Semarang City government that have implemented a digital work system.

Theoretical Model and Research Hypothesis

Work-Life Integration

Work-Life Integration (WLI) in the context of ASN represents a shift from traditional work-life balance by emphasizing the synergy between work and personal life facilitated by digital technologies. This approach is particularly relevant in the digital age, where digital work flexibility, well-being, and sustained productivity are key components. The COVID-19 pandemic has accelerated the adoption of remote work and flexible schedules, which have been shown to positively impact employee job satisfaction and loyalty, as evidenced by a study of frontline university staff in Zimbabwe (Dangaiso *et al.*, 2024). The pandemic has also highlighted challenges such as blurred boundaries between work and home, which disrupt work-life balance and affect mental health (Dr. D. Kanthi Sree, 2024). However, integrating intelligent technologies, such as explainable AI, can improve work-life balance by providing insights into factors influencing employee well-being, helping HR practitioners implement supportive initiatives (Bhattacharya *et al.*, 2024).

In addition, continuous professional development in a hybrid format, supported by digital technologies, can facilitate WLI by enabling professionals to learn while managing their work responsibilities (Håkansson Lindqvist *et al.*, 2024). An organization's digital transformation maturity, change management capacity, and digital adaptability are critical for effective WLI implementation, ultimately leading to increased job satisfaction and productivity (Badrudin & Darmastuti, 2024). Thus, WLI offers a comprehensive framework for improving employee well-being and performance in the face of ongoing digital transformation.

Work-Life Integration (WIL) for civil servants (ASN) requires a multifaceted approach, focusing on five key indicators: **First**, Digital Role Integration, which emphasizes the ability to effectively combine personal and professional responsibilities, which shows the importance of digital tools in carrying out tasks and optimizing resources (Chen & Wei, 2023), **Second**, digital well-being management is critical, especially in reducing technostress, which can arise from the demands of the online labor market (Umair *et al.*, 2023), **Third**, Smart Work Arrangement highlights the flexibility and efficiency of digital-based tasks; **Fourth**, Digital Boundaries Management ensures clarity in communication and expectations (Matei, 2024). Finally, Sustainable Digital Performance, which focuses on maintaining productivity without sacrificing mental

health, reflects the need for strong digital infrastructure and training programs to support ASNs in their dual roles (J. Li *et al.*, 2024).

Digital Work Adaptation

Digital Work Adaptation (DWA) is a multifaceted concept encompassing the ability of individuals and organizations to effectively integrate and leverage digital technologies, thereby transforming traditional work practices to meet the demands of the digital era. Key aspects of DWA include digital competence, work flexibility, and digital resilience, which collectively enhance productivity, job satisfaction, and organizational performance (Sundowo *et al.*, 2024). Leadership is critical in facilitating DWA, as adaptive and digital leadership styles are essential to navigating technological change and fostering an environment conducive to employee innovation and engagement (Wulandari & Pudjiarti, 2024). Organizational culture also plays a significant role, with a culture that supports digitalization positively impacting employee performance and adaptability (Riyadi *et al.*, 2024).

In the public sector, DWA is critical to the success of the digital transformation of public administration, enabling efficient delivery of public services and effective use of technological tools. (Ravshanbekov, 2024). Factors influencing DWA include individual technological readiness, organizational support, and the digital work environment, which are critical for developing technical capabilities, digital collaboration skills, and resilience in the face of technological change (Riyadi *et al.*, 2024). Change management strategies, including adaptive culture training and coaching, further enhance organizational adaptability, preparing organizations for the complexities of the rapidly evolving technological landscape (Riyadi *et al.*, 2024). DWA is integral to achieving strategic alignment and competitiveness in the digital era (Wulandari & Pudjiarti, 2024).

Digital Work Adaptation has key indicators for State Civil Apparatus. **First**, Digital Competency Mastery, namely, Mastery of digital competencies among civil servants, especially in digital transformation, is critical to improve the quality of public services. Key indicators include proficiency in digital technology and tools, essential for operating government information systems and ensuring data privacy and security (Pramono *et al.*, 2023). **Second**, virtual collaboration capability, namely effective virtual collaboration, is another important area that emphasizes communication and coordination across digital platforms, which fosters trust and efficiency in service delivery (Irfan *et al.*, 2024). **Third**, Digital Work Resilience, namely resilience in adapting to technological changes and overcoming digital challenges, is essential to maintaining productivity in a rapidly evolving environment. **Fourth**, Smart Working Practice, namely Implementing innovative working

practices, such as optimizing time management and digital task execution, further supports digital services' innovative development, ultimately leading to improved public service outcomes (Pramono *et al.*, 2023). Finally, **fifth** is Digital Service Innovation, namely the ability to innovate in digital services, develop digital solutions for public services, and utilize technology creatively. These competencies collectively contribute to a strong framework for civil servants to navigate the complexities of digital governance.

H1: Digital Work Adaptation, which includes Mastery of digital competencies, virtual collaboration capabilities, digital work resilience, innovative work practices, and digital service innovation, has a positive and significant impact on Work-Life Integration in State Civil Apparatus (ASN) facing digital transformation.

Digital Transformation Maturity

Digital Transformation Maturity (DTM) is a multifaceted concept that reflects an organization's ability to effectively integrate and optimize digital technologies into its processes, culture, and services. As highlighted by empirical studies, the level of digital transformation maturity is critical to the success of technology implementation and organizational adaptation (Chandratreya, 2024). Key aspects of DTM include digital infrastructure, employee digital competency, and the organization's digital culture, which are influenced by factors such as digital leadership, technology investment, and human resource capabilities (Chandratreya, 2024). Dimensions of DTM include technology readiness, digital adoption, and process optimization, which are essential for organizations to navigate the complexities of digital change (Chandratreya, 2024).

The development of maturity models, such as the Universal Design Maturity Model (UDMM) and the Digital Health Communication Maturity Model (DHCMM), underscore the importance of domain-specific approaches to assessing and improving digital maturity (Halbach *et al.*, 2024; Kim & Namkoong, 2024). In higher education, digital maturity models should consider unique business processes and emphasize the often overlooked security and privacy dimensions (Safi'i *et al.*, 2024). In addition, digital transformation significantly impacts organizational culture by increasing collaboration and flexibility, although it also presents challenges such as resistance to change (Fahmi, 2024). A comprehensive strategy that aligns technology investments with organizational goals and fosters a culture of innovation and collaboration is critical to achieving long-term competitive advantage in the digital economy (Chandratreya, 2024).

Key indicators of Digital Transformation Maturity (DTM) for State Civil Apparatus (ASN) include several critical dimensions. **First**, Technology Infrastructure Readiness is very important, namely

highlighting the availability of adequate technology resources and integrating digital systems into workflows, as evidenced by the need for robust infrastructure in healthcare settings (Getachew *et al.*, 2022). **Second**, Digital Capability Development focuses on improving employee competency and developing digital skills through targeted programs, which are critical for effective implementation (De Carolis *et al.*, 2017). **Third**, Digital Culture Adoption or a supportive digital culture is essential, promoting the acceptance of digital practices and collaboration among staff, which can significantly impact transformation outcomes (Guenduez & Mergel, 2022). **Fourth**, Digital Process Optimization or digital process optimization emphasizes workflow automation and digital service efficiency, ensuring seamless integration across organizational units (Cucor *et al.*, 2022). Finally, **fifth**, strong digital leadership and strategy are needed to align organizational goals with digital initiatives, ensuring a clear commitment and vision for transformation (Arikan Kargi, 2022). Together, these indicators form a comprehensive framework for assessing and improving DTM in a government context.

H2: Digital Transformation Maturity, which includes technological infrastructure readiness, digital capability development, adoption of digital culture, optimization of digital processes, and digital leadership and strategy, has a positive and significant influence on Digital Work Adaptation in State Civil Apparatus (ASN).

H3: Digital Transformation Maturity positively and significantly affects Work-Life Integration through Digital Work Adaptation. Digital Work Adaptation is a mediator that supports the synergy between work responsibilities and ASNs' personal lives.

Digital Change Management

Digital Change Management (DCM) is a multifaceted process requiring a strategic approach to manage digital transitions in organizations effectively. Key aspects of DCM include digital transformational leadership, change resistance management, and employee empowerment, which are critical to the successful adoption of digital technologies and the accompanying cultural change. Leadership plays a critical role in DCM, as effective communication and leadership commitment are critical to ensuring employee readiness and commitment to change, thereby reducing resistance and fostering a supportive environment for transformation. (Furxhi & Dollija, 2020). Organizational culture also significantly influences the success of digital transitions as it interacts with the technology adoption process.

The fit between technology and organizational culture, as well as the alignment of individual

competencies with task requirements, are critical factors determining the effectiveness of technology integration (Hua *et al.*, 2014). In addition, strategic implementation of change requires an organic approach that emphasizes creativity and innovation, aligning static organizational structures with dynamic processes to achieve strategic goals (Markiewicz, 2011). A comprehensive framework for managing IT-driven change should address technological and social dimensions, incorporating methodologies such as Soft Systems Methodology to manage unpredictable change effectively (Van Rooyen, 2000). Overall, the success of DCM depends on a holistic approach that integrates leadership, culture, and strategic planning to facilitate sustainable digital transformation.

Digital Change Management (DCM) in the public sector, especially in the context of bureaucracy, relies on several key indicators that facilitate successful digital transformation. **First**, Digital Leadership Effectiveness, namely leaders must have the capacity to direct digital initiatives, which includes building a shared vision and communicating change effectively to foster readiness and manage resistance (Irfan *et al.*, 2024). **Second**, change readiness management, namely assessing and improving the organization's digital readiness, managing resistance to digital change, and adapting culture, is essential. **Third**, Stakeholder Digital Engagement, namely promoting stakeholder engagement and cross-unit collaboration to improve communication and support for digital change (Karippur & Balaramachandran, 2022). **Fourth**, Digital Transformation Governance, namely the governance framework, is critical in monitoring the implementation and managing risks associated with digital transformation. Finally, **the fifth** Sustainable Digital Change is ensuring the sustainability of initiatives and institutionalization of new practices (Nuryadin *et al.*, 2023). These indicators collectively contribute to a robust digital leadership framework that enhances organizational learning and public service delivery.

H4: Digital Change Management, which includes digital leadership effectiveness, change readiness management, stakeholder engagement, digital transformation governance, and digital change sustainability, has a positive and significant influence on Work-Life Integration through Digital Work Adaptation as a mediating variable in State Civil Apparatus.

H5: Digital Change Management has a positive and significant direct influence on Work-Life Integration, with the main contribution from the effectiveness of digital leadership, stakeholder engagement, and sustainability of digital change in creating synergy between the work and personal lives of State Civil Servants.

Research Model

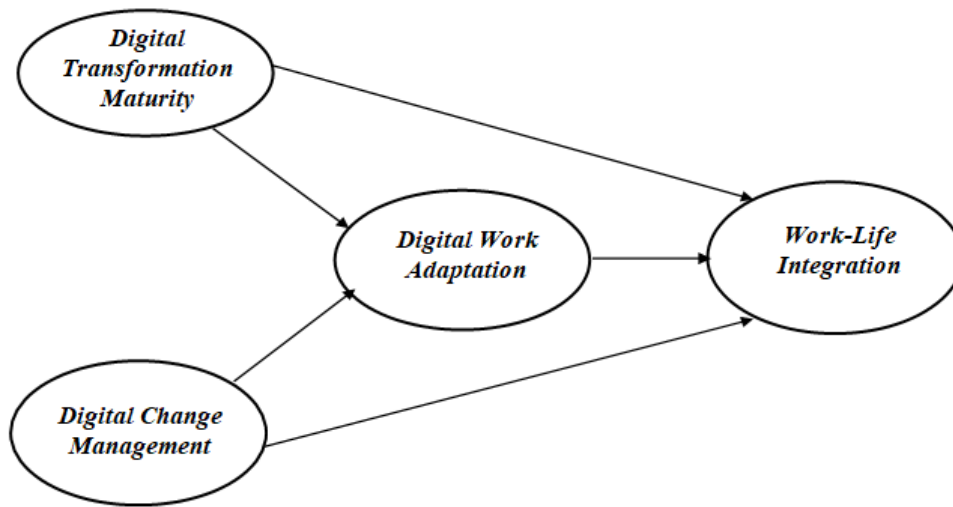


Figure 1: Conceptual Framework Model

RESEARCH METHOD

This study uses a quantitative approach to comprehensively understand the relationship between Digital Transformation Maturity, Digital Change Management, Digital Work Adaptation, and Work-Life Integration (Creswell, 2016). The quantitative aspect of the study involved a survey of 200 State Civil Apparatus who had implemented a digital work system, selected using a simple random sampling technique (Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2017). The survey used a structured questionnaire to measure the research variables: Digital Transformation Maturity, Digital Change Management, Digital Work Adaptation, and Work-Life Integration. Data processing applied the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software, chosen because of its ability to handle complex models with relatively small samples (Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2017).

RESULTS

Respondent characteristics

The respondents used in the study were State Civil Apparatus. The profile of the respondents in this study shows a diversity of demographic characteristics and backgrounds. Of the 200 respondents, there was a

gender balance with 115 men (57.5%) and 85 women (42.5%). Most respondents had an educational background in economics/accounting (74.3%) and a bachelor's degree (56.2%). Most respondents (88.6%) held positions other than managerial positions.

Regarding work experience, 43.8% had worked for 5 years or more. The largest age group was 21-40 years (40.0%). This profile reflects that respondents have a relevant educational background, indicating the potential for professional maturity in the organization. This diversity provides a rich perspective for research on Digital Transformation Maturity, Digital Change Management, Digital Work Adaptation, and Work-Life Integration in the digital transformation era.

Reliability and validity

Validity refers to the measurement of constructs. In SEM, convergent validity is usually evaluated based on the factor loading value of the indicators that measure the construct. The recommended factor loading value is >0.5. While reliability refers to the consistency of construct measurement. Reliability testing is carried out using AVE (Average Variance Extracted), with a recommended value exceeding 0.5, and composite reliability should reach a value higher than 0.7.

Table 1: Results of Measurement of Validity and Reliability of Research Constructs

Dimensions	Assessment Factors	Item	Load Value	Reliability Coefficient (Cronbach's Alpha)	Average Variance Extracted (AVE)	Reliability (CR)
Digital Transformation Maturity	Technology Infrastructure Readiness	TIR	0.843	0.787	0.563	0.855
	Digital Capability Development	DCD	0.860			
	Digital Culture Adoption	DCA	0.789			
	Digital Process Optimization	DPO	0.812			
	Digital Leadership & Strategy	DLS	0.283			

Dimensions	Assessment Factors	Item	Load Value	Reliability Coefficient (Cronbach's Alpha)	Average Variance Extracted (AVE)	Reliability (CR)
Digital Change Management	Digital Leadership Effectiveness	DLE	0.769	0.813	0.572	0.870
	Change Readiness Management	CRM	0.794			
	Stakeholder Digital Engagement	SDE	0.746			
	Digital Transformation Governance	DTG	0.687			
	Sustainable Digital Change	SDC	0.781			
Digital Work Adaptation	Digital Competency Mastery	DCM	0.777	0.685	0.455	0.790
	Virtual Collaboration Capabilities	VCC	0.812			
	Digital Work Resilience	DWR	0.828			
	Smart Working Practice	SWP	0.299			
	Digital Service Innovation	DSI	0.485			
Work-Life Integration	Digital Role Integration	DRI	0.728	0.843	0.615	0.889
	Digital Well-being Management	DWM	0.785			
	Smart Work Arrangement	SELF	0.800			
	Digital Boundaries Management	DBM	0.809			
	Sustainable Digital Performance	SDP	0.796			

Source: Construct Validity and Reliability

Based on Table 1, it can be seen that the factor loading values for most indicators are above 0.7, indicating good convergent validity. However, there are several exceptions, such as Digital Leadership and Strategy (0.283), Smart Working Practice (0.299), and Digital Service Innovation (0.485), which have loading values below the recommended threshold. This indicates that each research dimension successfully explains the variety of its data. The test results show that all constructs' composite reliability (Composite Reliability/CR) exceeds the value of 0.7. Work-Life Integration achieved the highest CR (0.889), followed by Digital Change Management (0.870), Digital Transformation Maturity (0.855), and Digital Work Adaptation (0.790). This indicates that the assessment factors used have good internal consistency in measuring each construct. (Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2017).

The Average Variance Extracted (AVE) for the majority of constructs exceeded the minimum value of

0.5 (Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2017), with Work-Life Integration showing the highest value (0.615), followed by Digital Transformation Maturity (0.563) and Digital Change Management (0.572). However, Digital Work Adaptation had an AVE below the threshold (0.455), indicating that this construct may need improvement in convergent validity.

Reliability testing was confirmed through Cronbach's Alpha value, where Work-Life Integration showed the highest internal consistency (0.843), followed by Digital Change Management (0.813) and Digital Transformation Maturity (0.787). Digital Work Adaptation has a relatively lower reliability value (0.685) but is still acceptable for exploratory research. The analysis results indicate that the measurement instrument has good psychometric properties. However, some aspects, especially in Digital Work Adaptation, may require further refinement to improve its validity and reliability.

Table 2: Fornell-Larcker Criterion

Dimensions	Digital Change Management (X2)	Digital Transformation Maturity (X1)	Digital Work Adaptation (Z)	Work-Life Integration (Y)
Digital Change Management (X2)	0.756			
Digital Transformation Maturity (X1)	0.490	0.750		
Digital Work Adaptation (Z)	0.661	0.451	0.674	
Work-Life Integration (Y)	0.719	0.580	0.785	0.784

Source: Fornell-Larcker Criterion

Based on data analysis using the Fornell-Larcker Criterion method, it can be explained that the discriminant validity between constructs shows varying results. Digital Change Management (X2) has an Average Extracted Variance value of 0.756 and shows a

correlation with Digital Transformation Maturity (0.490), Digital Work Adaptation (0.661), and Work-Life Integration (0.719). Digital Transformation Maturity (X1), with an Average Extracted Variance value of 0.750, shows a relatively moderate correlation

with other constructs, where the highest correlation is in its relationship with Work-Life Integration (0.580) and the lowest correlation with Digital Work Adaptation (0.451). Digital Work Adaptation (Z) recorded an Average Extracted Variance value of 0.674 and showed a strong relationship with Work-Life Integration (0.785), while its correlation with Digital Transformation Maturity was lower (0.451). Work-Life Integration (Y) with an Average Variance Extracted value of 0.784 shows a strong correlation with Digital Work Adaptation (0.785) and Digital Change Management (0.719), indicating a substantial relationship between these constructs. Overall, the analysis results show that each construct has adequate discriminant validity, where the

diagonal value of the matrix (square root of AVE) on each construct is higher than its correlation with other constructs. This confirms that each construct is unique and measures different aspects in the research context.

Core Model Analysis

This study analyzes two main dependent dimensions: Digital Work Adaptation and Work-Life Integration. Statistical data processing is carried out to identify the degree of influence between the independent dimensions and the dependent dimensions. The findings of the statistical calculations reveal distinctive coefficients of determination for each of the studied dependent dimensions.

Table 3: R-square

Dimensions	r-square*)
Digital Work Adaptation (Z)	0.458
Work-Life Integration (Y)	0.722

Source: R Square

Based on the determination coefficient analysis (R^2) results, the research model shows substantial predictive validity in explaining endogenous variables. Digital Work Adaptation has an R^2 value of 0.458, indicating that the independent variables in the model can explain 45.8% of the variation in digital work adaptation. Referring to the criteria of Hair *et al.*, (2017), this R^2 value indicates a moderate level of predictiveness, where values above 0.33 are considered adequate for organizational behavior research.

Work-life integration recorded a higher R^2 value of 0.722, indicating that 72.2% of the variability in work-life integration can be explained by the predictor variables in the model. This value reflects substantial predictive power, following the threshold proposed by Hair *et al.*, (2017), where R^2 values above 0.67 are categorized as substantial.

Although the model successfully explained most of the variation in Work-Life Integration (72.2%), there was still 27.8% of the unexplained variability. This suggests that other factors outside the model could influence work-life integration. In line with recent

empirical findings, factors such as organizational culture, company policies, and individual characteristics may contribute to this unexplained variation.

The model could not explain 54.2% of the variation for Digital Work Adaptation, indicating an opportunity to explore additional factors that could improve understanding of digital work adaptation. Previous research has shown that technology readiness, organizational support, and job characteristics can influence digital work adaptation.

Validation of Conceptual Framework

Structural linkage analysis is applied to explore the causality relationship between constructs in this protocol investigation. This approach facilitates a systematic review of the direct and indirect effects between dimensions, resulting in a comprehensive perspective on the interaction of elements that contribute to optimizing protocol performance. In this context, the magnitude of the path coefficient (beta), the value of the t statistic, and the elaborated probability level of the validation of the research proposition are elaborated systematically.

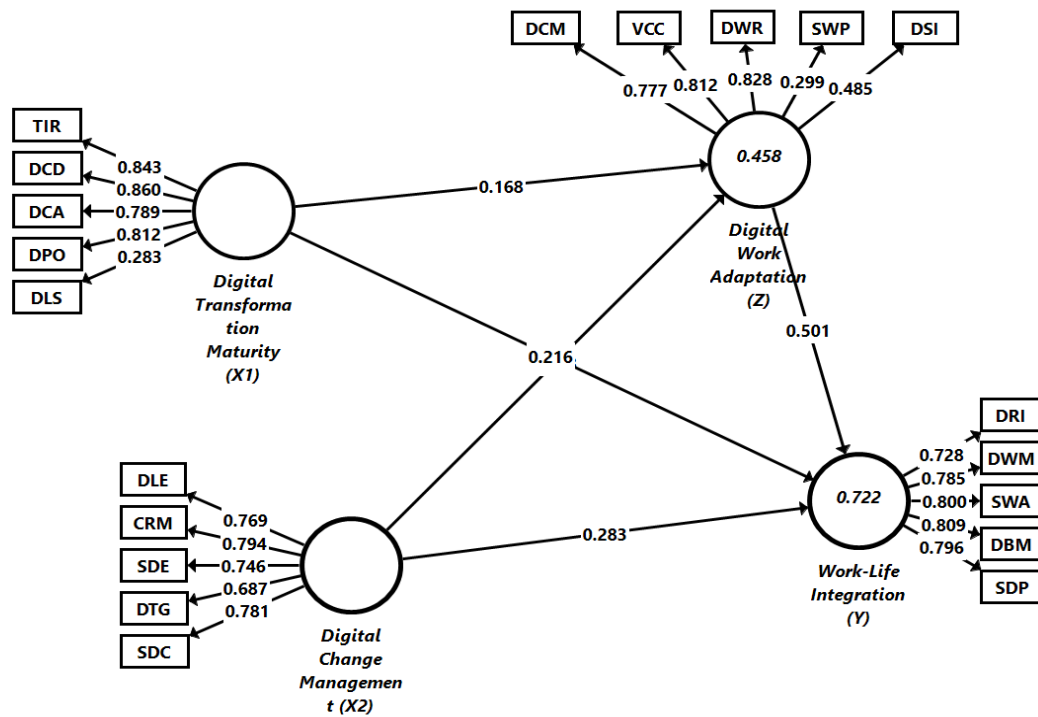


Figure 2: Path Coefficient

Table 4: Beta path, t-value, and P-value

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,440	1.164		8.109	.000
	Digital Transformation Maturity	.104	.049	.136	2.134	.034
	Digital Change Management	.462	.055	.539	8,459	.000

a. Dependent Variable: Digital Work Adaptation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.624	1.165		-1.393	.165
	Digital Transformation Maturity	.200	.043	.219	4,708	.000
	Digital Change Management	.362	.055	.352	6,559	.000
	Digital Work Adaptation	.511	.062	.425	8,270	.000

a. Dependent Variable: Work-Life Integration

The results of the study in Table 4 show that the study of the two coefficient tables shows a significant pattern of influence between variables. In the first model, Digital Change Management has the most significant influence ($\beta = 0.539, p < 0.001$) on Digital Work Adaptation, followed by Digital Transformation Maturity, which shows a more moderate but still significant influence ($\beta = 0.136, p < 0.034$). In the second model, Digital Work Adaptation shows the most decisive influence ($\beta = 0.425, p < 0.001$) on Work-Life Integration, followed by Digital Change Management ($\beta = 0.352, p < 0.001$) and Digital Transformation Maturity ($\beta = 0.219, p < 0.001$). This indicates that the three

variables contribute significantly and positively to Work-Life Integration.

Interestingly, Digital Change Management has a significant direct influence on both Digital Work Adaptation and Work-Life Integration, indicating its crucial role in the digital transformation of organizations. Digital Work Adaptation is an important mediator between Digital Transformation Maturity and Digital Change Management with Work-Life Integration. This finding indicates that to improve Work-Life Integration; organizations need to focus on developing Digital Work Adaptation while still paying attention to the aspects of Digital Change Management and Digital Transformation

Maturity. This approach will produce a comprehensive strategy for supporting work-life balance in the digital era.

DISCUSSION

Consequences of Digital Transformation Maturity on Digital Work Adaptation and Work-Life Integration

Based on the results of data analysis, Digital Transformation Maturity shows a positive and significant effect on Digital Work Adaptation ($\beta=0.136$, $p < 0.034$) and Work-Life Integration ($\beta=0.219$, $p < 0.001$). This finding indicates that the level of digital transformation maturity in an organization is important in shaping employees' digital work adaptation capabilities and work-life integration. Although relatively moderate, the effect of Digital Transformation Maturity on Digital Work Adaptation shows that mature technological infrastructure, digital capability development, and digital process optimization increase employees' ability to adapt to a digital work environment. This is reflected in the high factor loading values on the Technology Infrastructure Readiness (0.843) and Digital Capability Development (0.860) indicators, which indicate the importance of infrastructure readiness and capability development in supporting digital work adaptation. High digital transformation maturity, including technological infrastructure and digital competencies (De Carolis *et al.*, 2017), Facilitates ASN digital work adaptation.

Furthermore, the more substantial impact of Digital Transformation Maturity on Work-Life Integration indicates that digital transformation maturity significantly facilitates employees' work-life balance. This is supported by the high factor loading value on the Digital Process Optimization dimension (0.812), which indicates that digital process optimization helps create a more flexible and efficient work environment. Mature digital transformation supports work-life integration through increased flexibility and efficiency (Guenduez & Mergel, 2022). However, it should be noted that the Digital Leadership & Strategy indicator shows a relatively low loading value (0.283), indicating the need to strengthen the digital leadership aspect in supporting the organization's digital transformation. This strengthening is important to maximize the positive impact of digital transformation maturity on employee work adaptation and work-life integration.

These findings highlight the importance of organizations building a strong and comprehensive digital transformation foundation, focusing on technology and developing digital capabilities, culture, and leadership. With this holistic approach, organizations can more effectively support employees' digital work adaptation and create a conducive environment for work-life integration.

The Influence of Digital Change Management on Digital Work Adaptation and Work-Life Integration

This study shows that based on the results of data analysis, Digital Change Management has a substantial influence on both Digital Work Adaptation ($\beta=0.539$, $p < 0.001$) and Work-Life Integration ($\beta=0.352$, $p < 0.001$). This finding confirms the crucial role of digital change management in facilitating digital work adaptation and employee work-life integration. The strong influence of Digital Change Management on Digital Work Adaptation ($\beta=0.539$) indicates that the effectiveness of digital change management greatly determines employees' success in adapting to the digital work environment. This is supported by the high factor loading values on the Digital Leadership Effectiveness (0.769) and Change Readiness Management (0.794) indicators, which indicate the importance of effective leadership and readiness in managing digital change. Digital transformational leadership and effective communication (Furxhi & Dollija, 2020) Facilitating digital work adaptation. A holistic approach to change management supports the fit of technology to organizational culture. (Hua *et al.*, 2014) Moreover, Stakeholder engagement and transformation governance (Karippur & Balaramachandran, 2022) Support work-life integration.

In the context of Work-Life Integration, Digital Change Management shows a significant influence ($\beta=0.352$), indicating that a practical change management approach contributes to a better work-life balance. This is reflected in the strong factor loading values on Sustainable Digital Change (0.781) and Stakeholder Digital Engagement (0.746), indicating the importance of sustainable digital change and stakeholder involvement in the transformation process. Digital Change Management also shows good internal consistency with a Cronbach's Alpha value of 0.813 and Composite Reliability of 0.870, indicating the reliability of the construct in measuring the effectiveness of digital change management. The AVE value of 0.572 indicates adequate convergent validity, although there is still room for improvement. The organic approach to change implementation (Markiewicz, 2011) Supports work flexibility, A comprehensive framework that manages technological and social dimensions (Van Rooyen, 2000), and Sustainable digital change and continuous organizational learning (Nuryadin *et al.*, 2023). Contributes to long-term work-life balance.

These findings underscore the importance of organizations developing a comprehensive digital change management strategy, focusing on effective digital leadership, managing change readiness, and stakeholder engagement. This approach will help organizations facilitate better digital work adaptation and support optimal work-life integration for employees.

The Influence of Digital Work Adaptation on Work-Life Integration

Based on the results of data analysis, Digital Work Adaptation showed the most substantial influence on Work-Life Integration ($\beta=0.425$, $p < 0.001$). This finding confirms that digital work adaptability is a key factor in balancing work and personal life in the digital era. The strong influence of Digital Work Adaptation on Work-Life Integration is supported by the high factor loading values on several key indicators, such as Digital Work Resilience (0.828) and Virtual Collaboration Capability (0.812). This shows that resilience in working digitally and the ability to collaborate virtually are important components in supporting effective work-life integration. Digital Competency Mastery, which has a factor loading value of 0.777, also indicates the importance of mastering digital competencies in facilitating work-life integration. However, it should be noted that the Smart Working Practice (0.299) and Digital Service Innovation (0.485) indicators show relatively low loading values, indicating the need for improvements in innovative work practices and digital service innovation.

Correlation analysis also shows a strong relationship between Digital Work Adaptation and Work-Life Integration (0.785). This confirms the close relationship between adaptability in a digital work environment and success in achieving work-life balance. Although the AVE value for Digital Work Adaptation (0.455) is slightly below the recommended threshold, this construct still shows adequate reliability with a Composite Reliability of 0.790.

These findings underscore the importance of organizations paying special attention to developing employees' digital work adaptability, especially in digital resilience, virtual collaboration, and Mastery of digital competencies. By improving these capabilities, organizations can be more effective in supporting the creation of optimal work-life integration for employees in the digital transformation era.

CONCLUSION

This study shows that digital transformation maturity and change management significantly influence digital work adaptation and work-life integration in the ASN of Semarang City Government. This finding emphasizes the importance of mature technological infrastructure, digital competency development, and transformational leadership in supporting digital work adaptation. Digital Work Adaptation is proven to act as a key mediator connecting digital transformation maturity and digital change management with work-life integration, strengthening the balance between professional responsibilities and personal life.

Digital change management has a more significant impact than digital transformation maturity in shaping digital work adaptation and work-life

integration. This reflects the importance of change readiness, digital leadership effectiveness, and stakeholder engagement in successfully implementing digital transformation. The study also highlights that aspects such as digital resilience, virtual collaboration, and digital service innovation contribute significantly to the success of work-life integration.

Organizations can create a work environment that supports employee flexibility, efficiency, and well-being by integrating strategic approaches to enhance digital transformation maturity and change management effectiveness. This conclusion provides theoretical and practical contributions to public sector human resource management, especially in facing the challenges of ever-growing digital transformation.

REFERENCE

- Pramono, A., Tiyanto, P., & Sugiyarti, G. (2023, December). Improving The Quality of Public Services Through Work Capabilities and Implementation Of E-Government with Innovative Behavior as Mediation: Study of Operational Employees of PT. Jasa Marga Persero Tbk. In *International Conference on Digital Advanced Tourism Management and Technology* (Vol. 1, No. 2, pp. 526-537). <https://doi.org/10.56910/ictmt.v1i2.114>
- Arikan Kargi, V. S. (2022). Determining Digital Readiness Levels of the OECD Countries with Critic-Based Grade Method. *Yaklaşım Dergisi Academic*, 13(2), 363–376. <https://doi.org/10.54688/ayd.1111357>
- Badrudin, K. R. A., & Darmastuti, I. (2024). *FMI National Seminar 2024 Manado FMI National Seminar 2024 Manado*, 2, 211–223.
- Bhattacharya, A., Misra, B., & Majumder, S. (2024). *Understanding the Role of Working Style in Shaping Work-Life Balance: An XAI-Based Investigation of Private Sector Employees*. 0, 1–12. <https://doi.org/10.3233/FAIA241079>
- Cahyati Wulandari, D., & Sri Pudjiarti, E. (2024). Adaptive Leadership in the Digital World: Overcoming Challenges and Opportunities in the 4.0 Era. *Transformation: Journal of Economics and Business Management*, 3(1), 207–220. <https://doi.org/10.56444/transformati.v3i1.1682>
- Chandratreya, A. (2024). *Digital Transformation Strategy and Management Abstract: Keywords: 2014*, 1–11. <https://doi.org/10.55041/IJSREM38058>
- Chen, C. W., & Wei, J. C. C. (2023). Employing digital technologies for effective governance: Taiwan's experience in COVID-19 prevention. *Health Policy and Technology*, 12(2), 100755. <https://doi.org/10.1016/j.hlpt.2023.100755>
- Saputri, C. W. H., & Mardalis, A. (2023, December). The Influence of Competency, Digital Transformation, Skills Updating, And Artificial

- Intelligence On Employee Performance At The Ministry Of Transportation Terminal Type A Tirtanadi Surakarta. In *International Conference On Digital Advanced Tourism Management And Technology*, 1(1), 467-477. <https://doi.org/10.56910/ictmt.v1i1.90>
- Ciolfi, L., & Lockley, E. (2018). From Work to Life and Back Again: Examining the Digitally- Mediated Work/Life Practices of a Group of Knowledge Workers. In *Computer Supported Cooperative Work: CSCW: An International Journal*, 27(3-6). <https://doi.org/10.1007/s10606-018-9315-3>
 - Creswell, J. (2016). *Research Design Approach Qualitative, Quantitative and Mixed Methods* (4th ed.). Student Library.
 - Cucor, B., Petrov, T., Kamencay, P., Pourhashem, G., & Dado, M. (2022). Physical and Digital Infrastructure Readiness Index for Connected and Automated Vehicles. *Sensors*, 22(19), 1-28. <https://doi.org/10.3390/s22197315>
 - Dangaiso, P., Jaravaza, D. C., Mukucha, P., Bowora, A., Hlabiso, G., & Jonasi, K. (2024). More Pay and Benefits or Better Work-Life Balance? Post-Pandemic Perspectives on Employee Centricity Among University Frontline Staff. *Journal on Efficiency and Responsibility in Education and Science*, 17(2), 151-163. <https://doi.org/10.7160/eriesj.2024.170205>
 - De Carolis, A., Macchi, M., Negri, E., & Terzi, S. (2017). A maturity model for assessing the digital readiness of manufacturing companies. *IFIP Advances in Information and Communication Technology*, 513, 13-20. https://doi.org/10.1007/978-3-319-66923-6_2
 - D. Kanthi Sree, DDKS. (2024). Work-Life Balance during COVID-19 Pandemic and Remote Work. *International Journal of Information Technology and Management*, 17 (1), 49-55. <https://doi.org/10.29070/1558mt94>
 - Furrhi, G., & Dollija, E. (2020). Transfer: Sciences in Technology Innovative Solutions Medicine. *Journal of Management and Business Administration*, 5(12), 22-27.
 - Getachew, E., Woldeamanuel, Y., & Manyazewal, T. (2022). Capacity and Readiness Assessment of Healthcare Facilities for Digital Health Interventions Against Tuberculosis and HIV in Addis Ababa, Ethiopia. *Frontiers in Digital Health*, 4(February), 1-10. <https://doi.org/10.3389/fdgth.2022.821390>
 - Guenduez, A. A., & Mergel, I. (2022). The role of dynamic managerial capabilities and organizational readiness in smart city transformation. *Cities*, 129(October 2021), 103791. <https://doi.org/10.1016/j.cities.2022.103791>
 - Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*.
 - Håkansson Lindqvist, M., Mozelius, P., & Jaldemark, J. (2024). Developing a support model for hybrid work-integrated continuous professional development. *Discovery Education*, 3(1). <https://doi.org/10.1007/s44217-024-00147-1>
 - Halbach, T., Fuglerud, K. S., & Simon-Liedtke, J. T. (2024). Towards a Model for Assessing the Maturity of Organizations' Work on Universally Designed Digital Solutions. *Studies in Health Technology and Informatics*, 320 (Cmm), 404-411. <https://doi.org/10.3233/SHTI241034>
 - Hua, Y. Y., Liu, A. M. M., & Chan, I. Y. (2014). Culture Dynamics of Information and Communication Technology (ICT) Adoption in Construction Companies. *Engineering Project Organization Conference*, 1-18.
 - Irfan, B., Djabbari, M., Herianto, D., Yanto, E., & Faisal, A. F. (2024). *Digital Leadership: Its Influence on Driving Digital Policy Adoption in the Public Sector*, 1(2), 111-118. <https://doi.org/10.69616/perkasa.v1i2.37>
 - Jaiswal, P. (2022). Impact of Leader's Behavioral Flexibility on Intra- and Inter-organizational Governance Flexibility. *Global Journal of Flexible Systems Management*, 23, 29-38.
 - Karippur, N. K., & Balaramachandran, P. R. (2022). Antecedentes del liderazgo digital efectivo de las empresas en Asia Pacífico. *Australasian Journal of Information Systems Karippur & Balaramachandran*, 2022, 1-35.
 - Kim, G. J., & Namkoong, K. (2024). *Digital Health Communication Maturity Model: A Systematic Review Table of Contents*.
 - Kraugusteeliana, K., Gadzali, S. S., & Almaududi Ausat, A. M. (2023). Revitalizing Organizational Performance: Innovative Strategies for Information Technology-Based Human Resource Development. *Polgan Minfo Journal*, 12(2), 2384-2392. <https://doi.org/10.33395/jmp.v12i2.13277>
 - Li, D. (2023). Challenges and Strategies for Organizations and Talent in Digital Transformation. *Frontiers in Artificial Intelligence and Applications*, 367(321), 401-406. <https://doi.org/10.3233/FAIA230040>
 - Li, J., Fong, D. Y. T., Ho, M. M., Choi, E., Lok, K., Lee, J., Duan, W., Wong, J., & Lin, C. C. (2024). Prevalence and Factors Associated with Willingness to Sustain Pandemic-Induced Digital Work in the General Population and Moderating Effects of Screen Hours: Cross-Sectional Study. *Journal of Medical Internet Research*, 26. <https://doi.org/10.2196/53321>
 - Management, J., & Dan, A. (2024). *Digital Transformation and Its Impact on Organizational Culture: A Review*, 1, 101-109.
 - Markiewicz, P. (2011). Change Management in the Strategy Implementation Process. *Intellectual Economics*, 5(10), 257-267. <https://ojs.mruni.eu/ojs/intellectual-economics/article/view/818>
 - Matei, M. (2024). The Contribution of the National Recovery and Resilience Plan to Developing Digital

- Skills in Romanian Public Administration. *Perspective Politics*, 17(0). <https://doi.org/10.25019/perspol/24.17.0.11>
- Nugroho, T., Sudarwati, S., & Istiatin, I. (2024). Analysis of Employee Performance on Protocol and Communication of the Head of the Regional Secretariat of Klaten Regency. *Fokus Ekonomi: Jurnal Ilmiah Ekonomi*, 19(1), 22–30. <https://doi.org/10.34152/fe.19.1.22-30>
 - Nuryadin, R., Sobandi, A., & Santoso, B. (2023). Digital Leadership in the Public Sector-Systematic Literature Review. *Journal of Administrative Science: Media for the Development of Administrative Science and Practice*, 20(1), 90–106. <https://doi.org/10.31113/jia.v20i1.934>
 - Rahman, F. A., Jaelani, J., & Suharyat, Y. (2024). Human Resource Development Strategy in Information Technology Disruption. *NUSRA: Journal of Research and Educational Sciences*, 5(1), 61–70. <https://doi.org/10.55681/nusra.v5i1.1851>
 - Ravshanbekov, B. (2024). Transition from Traditional Public Administration to Digital Public Administration and Adaptation of Public Administration to Emerging Technologies. *International Journal of Law and Policy*, 2(5), 7-15. <https://doi.org/s>
 - Riyadi, S., & Anggoro, Y. (2024). The Effect of Change Management on Organizational Adaptability in The Age of Technology. *Maneggio*, 1(5), 85-97.
 - Safi, I., Suef, M., & Dana, P. (1943). Development of Digital Maturity Attributes Based on Higher Education Business Processes, 1(1), 50–74.
 - Singh, P., & Pradesh, M. (2021). *Study on Employee's Prosperity*, 8(8), 229–237.
 - Sundowo, A. W., Hermawan, A., Wijayanto, D., Ikhsan, M., Kuswoyo, Y., & SA, S. (2024). *Systematic Review of Emerging Paradigms and Socio-Economic*, 6(2), 128–136.
 - Umair, A., Conboy, K., & Whelan, E. (2023). Examining technostress and its impact on worker well-being in the digital gig economy. In *Internet Research*, 33(7). <https://doi.org/10.1108/INTR-03-2022-0214>
 - Van Rooyen, E. (2000). A comprehensive change management framework for information technology-driven organizational change. *Ecis*, 2000, 945–952.