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Employee Productivity in Start-ups in Jakarta: Digital Transformation, Work-Life Balance, and Diversity

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ABSTRACT

This study discusses digital transformation, work-life balance, and diversity policy as factors affecting the productivity of employees in startup companies. The research method was Quantitative with data taken from 175 respondents by providing them with a structured questionnaire on a scale ranging between 1-5 for the Likert Scale option. The method used is SEM-PLS 4. This becomes evident from the results that digital transformation, work-life balance, and diversity policy are the top predictors of decreasing order for employees' productivity. Such findings also emphasize the strategic importance of intervention in technology adoption and enabling a balanced work culture in facilitating organizational performance. The findings also contribute to theory and practice by providing actionable insights to leaders in the startup ecosystem in Jakarta.

Keywords: *Digital Transformation, Work-Life Balance, Diversity Policy, Employee Productivity, Start-up Ecosystem.*

1. INTRODUCTION

The rapid growth of startup companies in Jakarta shows the increasing relevance of innovation and adaptability to today's business environment. While several factors may determine a startup's performance in this fast-paced, highly volatile market, productivity at work becomes crucial to its success [1], [2]. However, high productivity can be ensured only by addressing various challenges associated with integrating advanced technologies [3], maintaining a healthy work-life balance, and assuring policies in the workplace that allow for inclusiveness [4].

Digital transformation has become a cornerstone for modern organizations, enabling streamlined operations, enhanced communication, and innovative business models. In the context of a start-up, adopting digital tools and platforms improves efficiency and fosters a competitive advantage in an ever-changing market landscape [5], [6]. At the same time, the rapid pace of digitalization can also lead to employee fatigue and adaptation challenges that need to be carefully managed [7], [8].

The other factor is work-life balance, which goes hand in hand and influences the performance of the employees [9], [10]. The ecosystem of a start-up is noted for its demanding schedules and high-pressure environment that often leads the workers to burnout [11], [12]. A well-balanced approach toward personal well-being and professional commitment will help increase job satisfaction, engagement, and overall productivity.

Diversity policy has a significant impact on organizational culture and performance. At the same time, embracing diversity in start-ups opens the door to diverse perspectives, creativity, and innovation that could contribute to better decision-making and team dynamics [13], [14]. In such a competitive and resource-constrained environment, the implementation of such a policy would demand an act of deliberateness toward inclusion and equity [13], [15].

The rapid expansion of the start-up ecosystem in Jakarta is fraught with significant challenges that threaten long-term sustainability, especially in terms of employee productivity. It is

here that the interplay between digital transformation, work-life balance, and diversity policies becomes crucial in addressing these challenges. While digital transformation enhances collaboration and efficiency, it may also lead to increased workloads and stress, impacting employee morale [16]. A study illustrates that digital transformation strategies are significantly affecting the sustainability of businesses. 72.9% of the MSME's performance is influenced by customer engagement, competition, and innovation. [17]. The demanding work culture of a start-up often leads to the burnout of its employees, which reduces their engagement and increases turnover rates, thus impacting organizational performance. Work-life balance is a factor contributing to productivity improvement and reduction of burnout among employees, according to [18]. While diversity policies can foster innovation, many start-ups struggle to implement them due to resource constraints, leading to a lack of inclusivity that hampers team cohesion [19]. A robust entrepreneurial ecosystem that supports diversity can enhance creativity and employee satisfaction, contributing to overall sustainability [18].

Research Objective

The purpose of the study is to analyze the impact of digital transformation, work-life balance, and diversity policy on employees' productivity in a startup company in Jakarta. Precisely, this research attempts to realize the following:

1. To assess the level at which digital transformation influences employee productivity.
2. To assess the role of work-life balance in enhancing employee productivity.
3. To assess the contribution of diversity policies to employee productivity.

Actionable recommendations are made for start-up leaders and policymakers to optimize productivity through strategic interventions in these areas.

2. LITERATURE REVIEW

2.1 Digital Transformation and Employee Productivity

Digital transformation means the integration of digital technologies across various aspects of organizational operations to improve efficiency and competitiveness. It has been documented that digital tools, such as automation, cloud computing, and collaborative platforms, greatly enhance operational workflows and improve employee performance [20], [21]. In start-ups, digital transformation is often characterized by faster decision-making and better communication, which are both very fundamental features of productivity [7], [22]. However, technological adaptation and digital fatigue are among the challenges that might emanate and consequently detriment the impact on productivity if not well addressed [7], [20], [22].

H1: Digital transformation has a significant positive impact on the productivity of employees.

2.2 Work-Life Balance and Employee Productivity

Work-life balance is the state of equilibrium between professional and personal responsibilities and has been considered one of the main factors to affect the well-being and performance of employees. It reduces stress, enhances job satisfaction, and raises commitment, thereby increasing productivity [23], [24]. In a start-up organization, the

sleepless work culture disrupts the work-life balance of the employees and may lead them to burnout and further reduce their efficiency [25], [26]. Therefore, work-life balance is important to maintain the level of engagement of employees and ensure that employees can add full value to the organization [23], [25], [26].

H2: Work-life balance significantly positively influences employee productivity.

2.3 Diversity Policies and Employee Productivity

Diversity policies aim at making workplaces inclusive by valuing and recognizing differences in the backgrounds, experiences, and perceptions of employees. Various studies suggest that diverse groups perform better because groups are more creative, and innovative, and can resolve problems more effectively [27], [28]. In startups, diversity policies enhance team dynamics and decision-making but are only effective when properly implemented along with a welcoming culture. According to [29], [30], diversity policies must create a culture of belonging and equity to boost employee productivity accordingly.

H3: Diversity policies are significantly related to improving employee productivity.

2.4 Theoretical Framework

This study is based on the RBV theory, which posits that organizational resources such as human capital are relevant to gaining competitive advantage [31]. Digital transformation, work-life balance, and diversity policies are considered strategic resources that have a bearing on employee productivity-one of the key determinants of organizational performance.

3. METHODS

3.1 Research Type

This study adopts a quantitative approach to analyze how the digital transformation, work-life balance, and diversity policy may affect employee productivity in some start-up companies in Jakarta. This research will get the data through structured questionnaires regarding employees' perceptions of the variables analyzed. Data analysis applies Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 4 in testing the hypothesis on the relationship and significance of variables [32].

3.2 Population and Sample

The populations studied in this research are employees working in start-up companies based in Jakarta. Respondents will be selected through purposive sampling with the following criteria: currently working in a start-up company in Jakarta, having been tasked with a role related to organizational policies concerning digital transformation, work-life balance, and diversity, and directly participating in performing work related to adding value to the organization's productivity. From which 175 valid responses were acquired. For this analysis, such quantity was considered enough by Structural Equation Modeling-Partial Least Squares (SEM-PLS).

3.3 Data Collection

Primary data collection was carried out through a structured, web-based questionnaire, which consists of four sections: 1) Demographic information covers age, gender, educational background, job role, and tenure in the startup; 2) Items of Digital Transformation-measure the level of technology adoption and the perceived impact of the change on work processes; 3) Work-Life Balance-items referring to the ability to balance professional and personal responsibilities; 4)

Diversity Policies-items assessing inclusivity and the efficiency of diversity-related practices. The respondents were asked to indicate their agreement with each item on a 5-point Likert scale anchored by 1 = Strongly Disagree and 5 = Strongly Agree.

3.4 Data Analysis

The data collected were analyzed using SEM-PLS version 4, chosen for its capability to handle complex models and small-to-moderate sample sizes. The analysis followed several steps: 1) Descriptive Analysis, which summarized respondent demographics and key variables; 2) Measurement Model Assessment, which assessed the reliability and validity of the constructs through Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach's Alpha [33]; 3) Structural Model Assessment, which tested the hypotheses and checked the significance of the paths between constructs; and 4) Goodness-of-Fit Indices, which assessed the overall model fit and its explanatory power [32].

4. RESULTS AND DISCUSSION

4.1 Respondent Demographics

The demographic profile of respondents is summarized below. The total number of respondents in this study is 175 employees from various start-up companies in Jakarta.

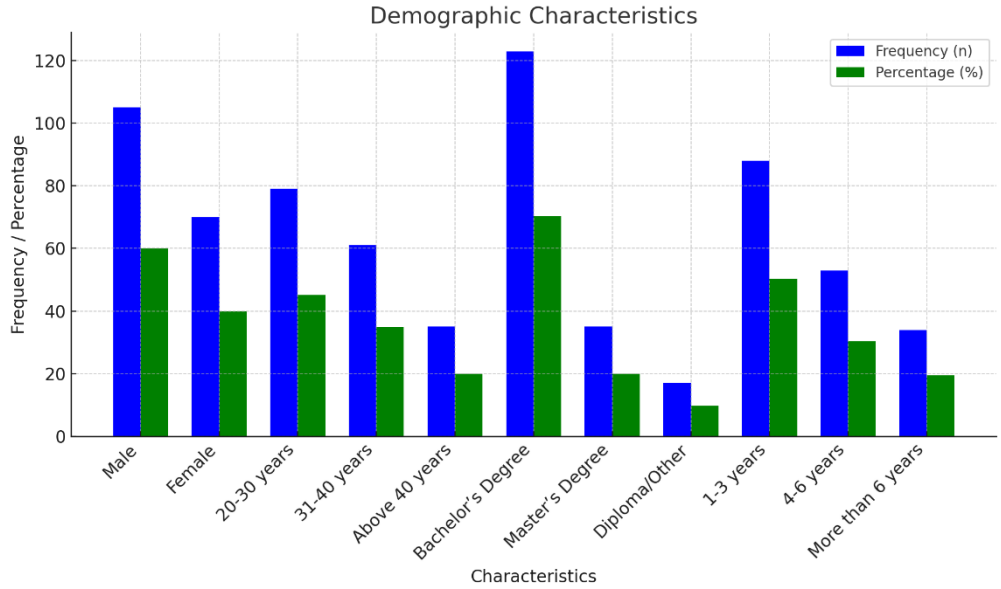

Figure 1. Demographic Characteristics of Respondents

It is clear from the data that most of the respondents were male 60%, aged between 20–30 years 45.1%, a larger number had a bachelor's degree 70.3%, and had tenures ranging from 1–3 years 50.3%. These characteristics give an elaborate understanding of the workforce composition in the start-up ecosystem of Jakarta, thus serving as a context to analyze the impact of the studied variables.

4.2 Measurement Model Assessment

The measurement model was reviewed for the reliability and validity of the constructs for the present study. The review included the analysis of factor loadings, Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach's Alpha. In all constructs, the value of Composite Reliability (CR) and Cronbach's Alpha was above the threshold limit of 0.7, hence indicating high internal consistency and reliability. These are Digital Transformation with a CR of 0.896 and Cronbach's Alpha of 0.848; Work-Life Balance, at 0.902 and 0.855, respectively; Diversity Policies

with 0.918 and 0.872; and Employee Productivity, reaching the highest value, 0.922 and 0.887, respectively, all above the minimum standard. Besides, AVE values for all the constructs are greater than 0.5, thus meeting the set conditions for convergent validity. AVE values are as follows: Digital Transformation is 0.736, Work-Life Balance is 0.769, Diversity Policies is 0.781, and Employee Productivity is 0.798.

All the items had a loading factor above the threshold of 0.7, showing that the observed variables essentially represent their respective latent constructs. These findings validate the robustness of the measurement model, ensuring that the constructs are a reliable and valid way to measure the variables of interest.

Table 1. Loading Factor

Construct	Indicator	Loading Factor	Threshold
Digital Transformation	DT1	0.826	> 0.70
	DT2	0.843	> 0.70
	DT3	0.787	> 0.70
Work-Life Balance	WLB1	0.802	> 0.70
	WLB2	0.866	> 0.70
	WLB3	0.798	> 0.70
Diversity Policies	DP1	0.834	> 0.70
	DP2	0.858	> 0.70
	DP3	0.812	> 0.70
Employee Productivity	EP1	0.886	> 0.70
	EP2	0.873	> 0.70
	EP3	0.842	> 0.70

Source: Results of Data Analysis (2025)

Discriminant validity was checked by the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio to ensure that constructs are different and measure different things. The Fornell-Larcker criterion confirms discriminant validity if the square root of a construct's AVE is higher than its correlations with other constructs, while the HTMT ratio will validate discriminant validity if its values are below the threshold of 0.85 (strict threshold) or 0.90 (lenient threshold).

Table 2. Discriminant Validity

Fornell-Larcker				
Construct	DT	WLB	DP	EP
Digital Transformation	0.855			
Work-Life Balance	0.649	0.873		
Diversity Policies	0.581	0.618	0.886	
Employee Productivity	0.707	0.682	0.669	0.891
HTMT				
Construct	DT	WLB	DP	EP
Digital Transformation				
Work-Life Balance	0.672			
Diversity Policies	0.718	0.583		
Employee Productivity	0.693	0.629	0.592	

Source: Results of Data Analysis (2025)

On the diagonals in the Fornell-Larcker table, are the square roots of AVE for each construct, and on the off-diagonals are the constructs' correlations. In this case, each construct's square root of its AVE is greater than its correlations with other constructs, thus meeting the Fornell-Larcker criterion in ensuring discriminant validity. Furthermore, all HTMT values are below the more

conservative threshold of 0.85, which on a complementary basis to the previously established criterion, already verifies the established HTMT criterion concerning discriminant validity.

4.3 Structural Model Evaluation

The following structural model was tested for the hypothesized relationships among constructs-including path coefficients and levels of significance that assess the explanatory power of the model (R^2). Bootstrapping was used to test hypotheses concerning the strength of relationships among constructs using path coefficients and levels of significance with 5,000 subsamples.

Table 3. Hypothesis Testing

Hypothesis	Original Sample	t-value	p-value	Decision
H1: Digital Transformation → Employee Productivity	0.454	6.124	0.000	Supported
H2: Work-Life Balance → Employee Productivity	0.388	5.343	0.000	Supported
H3: Diversity Policies → Employee Productivity	0.291	4.117	0.000	Supported

Source: Results of Data Analysis (2025)

Actually, within this structural model analysis, all the hypothesized tests were supported, such that: H1 (There is a positive effect of digital transformation on employee productivity with β = 0.454, p 0.000); H2, work-life balance influences employee productivity with β = 0.388 at p 0.000; and H3, diversity policy is positively effective on employee productivity, β = 0.291 at p 0.000. The R^2 value indicates that digital transformation, work-life balance, and diversity policies are significant independent variables explaining the variation in the dependent variable of employee productivity. R^2, or 0.63, means independent variables collectively explain 63% of the variation in employee productivity. This implies a pretty high explanatory power. f^2 describes the effect the influence each independent variable has on the dependent variable.

Table 4. Effect Sizes

Independent Variable	f^2 Value	Interpretation
Digital Transformation	0.285	Medium effect
Work-Life Balance	0.212	Medium effect
Diversity Policies	0.147	Small effect

Source: Results of Data Analysis (2025)

The medium effects are digital transformation and work-life balance, while diversity policies have a negligible effect on employee productivity.

The Q^2 value was calculated using the blindfolding method. This statistical value shows the predictive relevance of the model. If the Q^2 value is above 0, then the model is said to have predictive relevance. In this research, the Q^2 value for employee productivity was 0.42, hence the model has strong predictive relevance.

Discussion

These results indicate the role of digital transformation, work-life balance policy, and diversity policy to improve employee productivity within the start-up ecosystem of Jakarta. Its findings also support several theoretical and empirical literature. Hence, providing theoretical and practical implications.

Based on estimates, digital transformation became a strong predictor of employee productivity. This also aligns with the prior study by [34]–[36] that identifies the transformational role of digital technologies in enhancing operational efficiency. Workers in startups benefited from tools that made workflows easier, smoothed lines of communication, and quickened decision-making. At the same time, organizations have to address challenges such as employee adaptation

and digital fatigue, which may weaken these advantages. This trend can be maximized with the help of comprehensive training programs and user-friendly digital solutions.

Work-life balance was also found to significantly impact employee productivity. This result supports the findings of [37]–[39], who emphasized that equilibrium between professional and personal responsibilities enhances job satisfaction and engagement. In Jakarta's competitive start-up environment, where high-pressure workloads are common, fostering work-life balance is critical. Flexible work arrangements, wellness programs, and supportive management practices can help mitigate stress and burnout, thereby sustaining high productivity levels.

Diversity policies had a positive effect on employee productivity, though smaller in size. This result supports [40]–[42], who mentioned that diverse teams are more creative and efficient in problem-solving. Within the start-up context, where creativity and adaptability are decisive, diversity can be a real competitive advantage. However, the actual implementation of such policies requires considerable commitment and resources from an organization. In this regard, leaders must shape an inclusive culture through training, equal opportunities, and cross-cultural interactions.

Theoretical Implications

This study contributes to the literature by integrating the Resource-Based View theory of the firm with employee productivity research in the start-up sector. Digital transformation, work-life balance, and diversity policies are conceptualized as strategic organizational resources that together help boost productivity, vindicating RBV's emphasis on exploiting internal capabilities for competitive advantage [31].

Practical Implications

The findings have some actionable recommendations for start-up leaders and policymakers:

1. Investments in advanced technologies and workforce training are necessary to integrate such technologies.
2. Frame policies for flexibility and employee welfare, like work-from-home options and stress management programs.
3. Implement initiatives to encourage inclusiveness for the benefits accruing from diversity in the workforce.

Limitations and Future Research

While the study offers valuable insights, its limitations include the focus on start-ups in Jakarta, which may limit generalizability. Additionally, the reliance on cross-sectional data restricts the ability to infer causality. Future research could explore longitudinal studies to examine the long-term effects of these variables and consider comparative studies across industries or geographical regions.

CONCLUSION

The study revealed the critical influence of digital transformation, work-life balance, and diversity policy on employee productivity within Jakarta's start-up sector. Digital transformation significantly improves productivity due to enhanced efficiency and decision-making. Work-life balance fosters well-being, reduces stress, and improves job satisfaction, while diversity policies contribute to creativity and team dynamics, albeit with a smaller effect.

These findings support the RBV theory, depicting these factors as strategic resources that organizations can use for competitive advantage. Startup leaders are encouraged to invest in technology, offer flexible work policies, and promote inclusivity at work to maintain high levels of productivity.

Although the study contributes valuable insights, it is only cross-sectional in design and focused on one geographical region; therefore, longitudinal approaches and comparative studies will have to be undertaken in the future to gain an in-depth understanding of the dynamics across different contexts.

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