

Technology Integration, Work–Life Balance, and Job Stress as Predictors of Employee Well-Being: Internal Marketing Implications in Jakarta

Ade Suhara^{1*}, Munir Azhari², Hangayomi Adji³, Taty Siti Aisah⁴, Rini Astuti⁵

¹ Buana Perjuangan University, Karawang, Indonesia

² Mitra Bangsa University, Indonesia

^{3,4,5} Winaya Mukti University, Indonesia

*Corresponding Author: ade.suhara@ubpkarawang.ac.id

Article History

Received: 03-08-2026

Revised: 13-08-2026

Published: 30-08-2026

Keywords: Employee Well-Being; Technology Integration; Work–Life Balance; Job Stress; Internal Marketing

ABSTRAK

Employee well-being has become increasingly important in creative industries characterized by digitalization, irregular work arrangements, and intensive performance demands. This study examines the relationships among technology integration, work–life balance, job stress, and employee well-being among 150 professionals in Jakarta's art industry. A quantitative cross-sectional design was employed, and the data were analyzed using partial least squares structural equation modeling with SmartPLS 3. The model explained 62.2% of the variance in employee well-being and demonstrated predictive relevance. Technology integration and work–life balance were positively and significantly associated with employee well-being. Job stress also produced a significant coefficient; however, its positive direction contradicted the hypothesized negative relationship. The item coding and original model output should therefore be verified before this result is interpreted substantively. This study extends existing evidence by integrating digital, work–life, and stress-related conditions within an underexamined creative-industry context. From an internal marketing perspective, technology integration may be understood as internal service infrastructure, work–life balance as part of the employee value proposition, and stress management as an expression of organizational support. This perspective extends the managerial relevance of the findings without treating internal marketing as an empirically tested construct.

INTRODUCTION

Employee well-being has become a central organizational concern as work is increasingly shaped by digitalization, flexible work arrangements, and intensifying performance demands. It encompasses employees' psychological, physical, and social functioning, as well as their capacity to experience meaning, satisfaction, and sustained

participation at work. Contemporary evidence indicates that well-being is not produced by isolated interventions but by the interaction of human resource practices, work design, managerial support, and employment conditions (Bhoir & Sinha, 2024; Ogbonnaya & Messersmith, 2019). Digital transformation has further complicated this relationship because technology can simultaneously provide valuable work resources and create additional cognitive and emotional demands.

These tensions are particularly pronounced in creative and cultural occupations. Artistic work often involves strong occupational identification, emotional investment, irregular schedules, project-based arrangements, and uncertain career trajectories. Studies of creative workers have documented employment precarity, fragmented professional development, unequal access to institutional support, and persistent psychosocial vulnerability (Banks & O'Connor, 2021; Comunian & England, 2020; Shaughnessy et al., 2022). Freelancers may face additional pressures arising from unstable income, temporary contracts, and limited organizational protection (Warran et al., 2022). Despite these constraints, creative and cultural work remains economically and socially significant because it contributes to innovation, cultural identity, social participation, and sustainable prosperity (Oakley & Ward, 2018).

Jakarta's art industry forms part of Indonesia's broader creative economy, in which digital technologies increasingly support artistic production, collaboration, promotion, distribution, and audience engagement. Digital platforms can expand market reach, strengthen communication, and facilitate the circulation of symbolic and creative value. However, evidence from Indonesian creative industries indicates that inadequate digital knowledge, limited specialist personnel, and inconsistent content management continue to constrain the effective use of technology (Nurhalizah et al., 2026). Related evidence also suggests that technological capability must be supported by adequate human resource competence to improve organizational quality and competitiveness (Safitri et al., 2026). Technology integration should therefore be understood as an organizational capability rather than merely as the availability of digital tools.

The strategic relevance of employee well-being extends beyond conventional human resource management. Internal marketing conceptualizes employees as an internal market whose needs, knowledge, motivation, and capabilities must be addressed before an organization can consistently create and deliver value to external stakeholders (Rafiq & Ahmed, 2000). Recent evidence further indicates that internal marketing supports organizational alignment, cross-functional coordination, and the implementation of market-oriented strategies (Brown et al., 2025). From this perspective, employee well-being represents an important internal condition for organizational value creation. Promises concerning support, flexibility, and employee development become credible only when they are reflected in employees' actual workplace experiences.

Internal branding research similarly emphasizes that employees interpret and enact organizational values through their attitudes and behaviors. Internal communication, training,

brand knowledge, and managerial support can strengthen employee commitment, identification, and brand-supporting behavior (Bravo et al., 2021; King & Grace, 2008; Punjaisri et al., 2009). This relationship is particularly relevant in artistic organizations because employees do not merely produce creative outputs; they also communicate organizational meaning through their work, interactions, and engagement with audiences. Nevertheless, the present study does not measure customer satisfaction, audience experience, service quality, or brand performance. Internal marketing is therefore used as an interpretive perspective rather than as an empirically tested construct.

Technology integration may support employee well-being by improving access to information, communication, coordination, flexibility, and collaboration. In creative work, digital systems can facilitate project management, artistic production, administrative processes, and interaction across dispersed teams. From an internal marketing perspective, such systems may function as internal service infrastructure that enables employees to perform their roles effectively. Technology integration should therefore be understood as an organizational capability rather than merely as the availability of digital tools. Digital leadership skills and managerial competence may influence whether technology-enabled work supports or undermines employees' psychological well-being (Zeike et al., 2019). However, digitalization does not produce uniformly beneficial outcomes. Digitally mediated work may improve flexibility, communication, and task coordination while also generating isolation, work intensification, and blurred work–non-work boundaries (Ipsen et al., 2021; Marsh et al., 2024)

Technostress has developed into an important area of research as digital technologies have become increasingly embedded in contemporary work systems (Salazar-Concha et al., 2021). Its adverse consequences may arise from technological overload, complexity, invasion, uncertainty, and pressure to remain continuously available (La Torre et al., 2019; Lunau & Dragano, 2020). These pressures may intensify workloads, increase psychological distress, and reduce opportunities for recovery. Technostress may also undermine employees' ability to maintain work–life balance (Sadaf et al., 2025). Work–life balance may mitigate such pressures by enabling employees to manage work and personal responsibilities more effectively. However, flexibility alone does not guarantee balance because its benefits depend partly on employees' perceived ability to use flexible work arrangements in practice (Allen et al., 2021; Chung & van der Lippe, 2020; Hayman, 2009).

In the art industry, these workplace conditions are likely to be closely interconnected. Digital technologies may improve creative coordination while simultaneously extending work beyond conventional temporal and spatial boundaries. Irregular schedules, exhibitions, performances, project deadlines, and strong emotional investment may further complicate the management of work and non-work roles. Sustained pressure may impair psychological functioning and reduce employees' capacity to participate productively and sustainably in organizational activities (Kundi et al., 2020). Accordingly, technology integration, work–life

balance, and job stress should be examined jointly rather than treated as isolated organizational conditions.

Although prior studies have examined digital work, technostress, work–life balance, employee well-being, internal marketing, and internal branding, these research streams have largely developed in isolation. Existing empirical evidence is concentrated in corporate, banking, aviation, business-process outsourcing, and remote-work contexts, with comparatively limited attention to creative industries (Ahmed et al., 2022; Dechawatanapaisal, 2018; Kaur et al., 2020; Ngo et al., 2019). Research on cultural workers has mainly emphasized precarity, career instability, and pandemic-related disruption rather than the combined explanatory role of digital, personal, and psychological workplace conditions. Consequently, limited context-specific quantitative evidence is available on the simultaneous relationships among technology integration, work–life balance, job stress, and employee well-being in Jakarta’s art industry.

Addressing this gap requires an integrated assessment of the workplace conditions that may support or undermine sustained participation in creative employment. Such an assessment is particularly relevant in Jakarta, where digital systems, irregular work arrangements, creative performance demands, and market-oriented activities frequently intersect. Examining these factors within a single structural model can provide a more comprehensive explanation of employee well-being in contemporary artistic work. It can also clarify how internal workplace conditions may strengthen or weaken the organization’s capacity to support employees as internal stakeholders. Accordingly, this study addresses the following research question: To what extent are technology integration, work–life balance, and job stress associated with employee well-being among professionals in Jakarta’s art industry?

This study examines the structural relationships among technology integration, work–life balance, job stress, and employee well-being using cross-sectional data from 150 professionals in Jakarta’s art industry. The novelty of the study lies in integrating digital, work–life, and stress-related conditions within a single empirical model in an underexamined creative-industry context. It also interprets the managerial relevance of these conditions through an internal marketing lens. Specifically, technology integration is viewed as internal service infrastructure, work–life balance as an element of the employee value proposition, and stress management as an expression of organizational support. Internal marketing is not operationalized as an additional construct because it was not measured in the original questionnaire. This approach preserves the empirical boundaries of the dataset while extending the theoretical and managerial relevance of the findings to the management of internal organizational value.

RESEARCH METHODS

This study employed a quantitative cross-sectional design to examine the relationships between technology integration, work–life balance, job stress, and employee well-being among professionals in Jakarta’s art industry. The individual worker served as the unit of analysis. The study analyzed responses from 150 professionals engaged in artistic production, design, performance, arts administration, and related creative activities. Participants were recruited electronically through email, social media, and professional networks. Although the original report described the sampling method as stratified random sampling, the documented recruitment procedure was more consistent with purposive sampling because no population-based sampling frame or randomization procedure was reported. Accordingly, the findings represent statistical relationships within the observed sample rather than population-level estimates or definitive causal effects.

Data were collected using a structured questionnaire comprising 12 indicators representing four reflective constructs: technology integration, work–life balance, job stress, and employee well-being. Each construct was measured using three indicators on a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The original study reported that the questionnaire was developed from established measurement scales and was intended to undergo preliminary testing for clarity, comprehensibility, and contextual relevance. However, the complete item wording, measurement sources, and pilot-sample size were not reported. Therefore, the present study retained the construct structure and measurement specifications available in the original documentation, as summarized in Table 1.

Table 1. Constructs and Measurement Specifications

Construct	Indicator Codes	Number of Items	Measurement Scale
Technology Integration	TI.1–TI.3	3	Five-point Likert scale
Work–Life Balance	WB.1–WB.3	3	Five-point Likert scale
Job Stress	JS.1–JS.3	3	Five-point Likert scale
Employee Well-Being	EB.1–EB.3	3	Five-point Likert scale

Data were analyzed using partial least squares structural equation modeling in SmartPLS 3. The reflective measurement model was assessed using outer loadings, Cronbach’s alpha, composite reliability, and average variance extracted to evaluate indicator reliability, internal consistency, and convergent validity. The structural model was then examined using standardized path coefficients, t-statistics, p-values, R^2 , Q^2 , SRMR, and NFI, with statistical significance assessed through bootstrapping.

The empirical model estimated only the direct relationships between technology integration, work–life balance, job stress, and employee well-being. Internal marketing was not operationalized as an empirical construct because it was not measured in the original questionnaire. Instead, it was used as an interpretive framework for discussing how the observed workplace conditions may relate to internal value creation, the employee value proposition, and organizational support. This distinction preserves the empirical boundaries of

the dataset while allowing the findings to be discussed within a relevant marketing perspective.

RESULTS AND DISCUSSION

This section reports and interprets the empirical findings in a systematic sequence. It begins with an assessment of the measurement model, followed by an evaluation of the structural model and hypothesis testing. The findings are then discussed in relation to prior studies and interpreted through an internal marketing perspective while maintaining the empirical boundaries of the study.

Measurement Model Assessment

The reflective measurement model was evaluated using responses from 150 professionals working in Jakarta's art industry. The assessment covered 12 indicators representing technology integration, work-life balance, job stress, and employee well-being. Indicator reliability was examined using outer loadings, while internal consistency reliability was assessed using Cronbach's alpha and composite reliability. Convergent validity was evaluated using the average variance extracted. This sequence established the psychometric adequacy of the constructs before the structural relationships were examined.

All indicators exhibited outer loadings ranging from 0.791 to 0.943. The loadings ranged from 0.838 to 0.943 for technology integration, from 0.815 to 0.888 for work-life balance, from 0.791 to 0.874 for job stress, and from 0.811 to 0.904 for employee well-being. Cronbach's alpha values ranged from 0.795 to 0.872, while composite reliability values ranged from 0.880 to 0.922. The average variance extracted values ranged from 0.710 to 0.797, indicating that each construct explained more than half of the variance in its corresponding indicators.

Table 2. Measurement Model Assessment

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Technology Integration	TI.1	0.838	0.872	0.922	0.797
	TI.2	0.943			
	TI.3	0.895			
Work-Life Balance	WB.1	0.888	0.826	0.894	0.739
	WB.2	0.874			
	WB.3	0.815			
Job Stress	JS.1	0.791	0.795	0.880	0.710
	JS.2	0.874			
	JS.3	0.861			
Employee Well-Being	EB.1	0.904	0.832	0.899	0.739
	EB.2	0.878			
	EB.3	0.811			

The results presented in Table 2 indicate satisfactory indicator reliability, internal consistency reliability, and convergent validity across the four constructs. The consistently

high outer loadings show that the observed indicators adequately represented their designated latent variables. The reliability coefficients also confirm the internal consistency of each measurement scale. In addition, the average variance extracted values indicate that each construct explained a substantial proportion of the variance in its indicators. Therefore, all indicators and constructs were retained for the subsequent assessment of the structural model.

Structural Model Assessment and Hypothesis Testing

The structural model was assessed based on its explanatory power, predictive relevance, approximate model fit, and the statistical significance of the estimated path coefficients. The coefficient of determination for employee well-being was $R^2 = 0.622$, indicating that technology integration, work-life balance, and job stress jointly explained 62.2% of the variance in the endogenous construct. The Q^2 value of 0.507 was greater than zero, supporting the predictive relevance of the model. The reported SRMR value of 0.083 and NFI value of 0.735 were treated as supplementary indicators of model adequacy rather than as conclusive evidence of overall model fit.

The bootstrapping results showed that technology integration was positively and significantly associated with employee well-being ($\beta = 0.322$, $t = 4.138$, $p < 0.001$), thereby supporting H1. Work-life balance also showed a positive and statistically significant relationship with employee well-being ($\beta = 0.245$, $t = 3.024$, $p = 0.003$), supporting H2. By contrast, job stress produced a positive and statistically significant coefficient ($\beta = 0.514$, $t = 6.675$, $p < 0.001$), whereas H3 predicted a negative relationship. Accordingly, H3 was not supported in the hypothesized direction.

Table 3. Structural Model and Hypothesis Testing Results

Hypothesis	Structural Relationship	β	t-Statistic	p-Value	Decision
H1	Technology Integration → Employee Well-Being	0.322	4.138	< 0.001	Supported
H2	Work-Life Balance → Employee Well-Being	0.245	3.024	0.003	Supported
H3	Job Stress → Employee Well-Being	0.514	6.675	< 0.001	Not supported in the hypothesized direction

The findings indicate that all three predictors were statistically associated with employee well-being. However, only the relationships involving technology integration and work-life balance were consistent with the proposed directions. The positive coefficient for job stress should not be interpreted as evidence that higher stress improves employee well-being because its direction conflicts with both the theoretical expectation and the narrative interpretation presented in the source article. Because the original item wording and coding scheme were unavailable, this discrepancy remains an unresolved measurement or reporting issue and is examined further in the discussion.

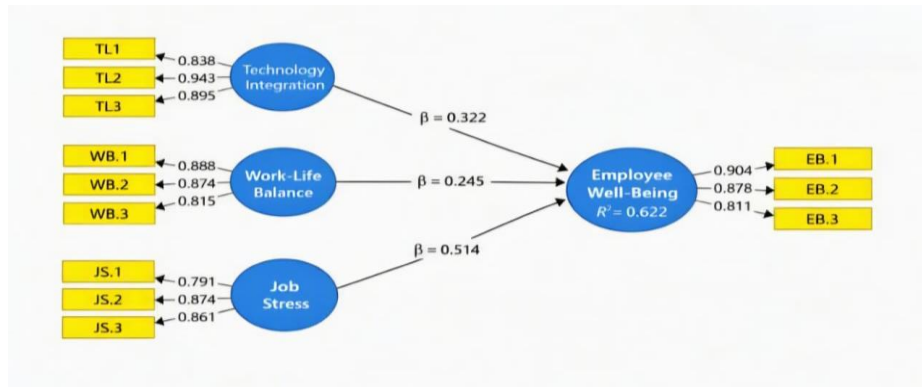


Figure 1. PLS-SEM Structural Model and Standardized Path Coefficients

The structural model presents the paths from technology integration ($\beta = 0.322$), work-life balance ($\beta = 0.245$), and job stress ($\beta = 0.514$) to employee well-being. The model reports an R^2 value of 0.622 for the endogenous construct.

Discussion of Findings

Technology integration exhibited a positive association with employee well-being ($\beta = 0.322$), suggesting that digitally enabled work processes may function as organizational resources within Jakarta's art industry. Digital systems can facilitate communication, information access, project coordination, and collaboration across creative and administrative activities. In project-based work, these functions may reduce procedural inefficiencies and increase employees' control over task execution. This interpretation is consistent with evidence that appropriately designed digital work can support autonomy, coordination, and effective performance (Charalampous et al., 2019; Wang et al., 2021).

The positive coefficient should not, however, be interpreted as evidence that technology use is universally beneficial. The consequences of digitalization depend on system usability, task relevance, employee competence, organizational support, and the intensity of technology-related demands. Digital systems may undermine well-being when they generate information overload, fragmented communication, continuous availability, or blurred work-non-work boundaries (Demaria & Cavicchioli, 2025; Marsh et al., 2024). Technology integration therefore contributes to well-being only when its implementation reduces unnecessary demands and supports employees' actual work requirements.

This conditional interpretation is particularly relevant to art-industry professionals, whose responsibilities may combine creative production, project coordination, promotion, administration, and audience communication. Digital technologies can streamline these activities, yet they may also normalize rapid-response expectations and uninterrupted connectivity. Under such conditions, technology may shift from a job resource to an additional job demand. Clear communication protocols, appropriate technical assistance, and realistic digital workloads are therefore necessary to preserve the functional benefits of technology while limiting the emergence of technostress (Berger et al., 2024).

Work-life balance was also positively associated with employee well-being ($\beta = 0.245$). This finding indicates that professionals who perceived a greater capacity to manage occupational and personal responsibilities tended to report more favorable levels of well-being. Artistic work frequently involves irregular schedules, project deadlines, performances, exhibitions, and intensive periods of creative production. These conditions may weaken temporal and psychological boundaries between work and personal life. Work-life balance may therefore operate as an important resource for recovery, role coordination, and sustainable participation in creative employment.

The result supports the view that work-life balance depends not only on the formal availability of flexible arrangements but also on employees' control over when, where, and how work enters their non-work lives (Allen et al., 2021; Chung & van der Lippe, 2020). Flexibility may improve well-being when it increases autonomy and recovery opportunities. Conversely, it may intensify work-life conflict when accompanied by excessive workloads, unclear role expectations, or continuous availability. The effectiveness of flexible arrangements should therefore be evaluated according to their practical usability and organizational consistency.

The work-family interface may generate either enrichment or conflict depending on job demands, organizational resources, and employees' boundary-management capacity (Vaziri et al., 2020). In the art industry, strong identification with creative work may encourage employees to normalize extended working hours and blurred boundaries. The present findings suggest that such conditions should not be regarded as inevitable characteristics of artistic employment. Predictable scheduling, realistic project planning, equitable workload distribution, and protected recovery periods may strengthen employee well-being without necessarily constraining creative autonomy.

The job-stress result requires a more cautious interpretation. The reported coefficient was statistically significant and positive ($\beta = 0.514$), whereas the theoretical formulation predicted a negative association. Accordingly, the empirical direction was inconsistent with H3 and with the narrative interpretation reported in the source article. The available document does not provide the complete item wording, coding direction, or original SmartPLS output required to resolve this inconsistency. Possible explanations include reverse-coded indicators, an inverse response scale, construct-labeling inconsistency, or an error in reporting the coefficient.

A substantive conclusion that greater job stress improves employee well-being would be inconsistent with established occupational-health evidence. Previous studies associate technostress, workload intensification, and continuous connectivity with psychological distress, impaired mental health, and reduced work functioning (La Torre et al., 2019; Lunau & Dragano, 2020). Intensive technology use has also been linked to workaholism and lower well-being when employees lack organizational support and adequate recovery opportunities (Molino et al., 2020; Spagnoli et al., 2020). The positive coefficient should therefore be

treated as an unresolved measurement or reporting issue rather than as evidence of a beneficial stress effect.

The need for careful interpretation is reinforced by the structural characteristics of creative employment. Cultural and artistic workers frequently experience project-based contracts, unstable income, limited institutional protection, and uncertain career progression (Banks & O'Connor, 2021; Comunian & England, 2020). Freelancers may face additional psychosocial pressures because employment protections and organizational resources are often restricted (Warran et al., 2022). Early-career arts professionals may also encounter uncertainty regarding employment continuity and long-term sectoral participation (Shaughnessy et al., 2022). Accurate stress measurement is therefore essential for distinguishing manageable creative demands from harmful occupational strain.

Internal Marketing Implications

From an internal marketing perspective, the findings suggest that employee well-being is associated with the organizational conditions experienced by employees as internal stakeholders. Internal marketing conceptualizes employees as an internal market whose needs, capabilities, and motivation require systematic managerial attention (Rafiq & Ahmed, 2000). Within this framework, technology integration may be viewed as internal service infrastructure, work-life balance as an element of the employee value proposition, and stress management as an expression of organizational support. These interpretations extend the managerial relevance of the empirical model without treating internal marketing as an additional measured construct.

Technology integration should therefore be managed as an employee-enabling resource rather than solely as a mechanism for accelerating work, monitoring performance, or expanding communication channels. Reliable systems, task-relevant digital tools, accessible technical assistance, and adequate training may strengthen employees' internal work experiences. Conversely, fragmented platforms, ambiguous communication expectations, and uninterrupted connectivity may weaken employees' perceptions of organizational support. Internal marketing becomes more credible when managerial communication is aligned with employees' actual experiences of technology-enabled work (Brown et al., 2025).

Work-life balance similarly reflects the credibility of an organization's internal value proposition. Formal flexibility policies are unlikely to generate meaningful benefits when excessive workloads, project deadlines, or communication expectations limit employees' ability to use them effectively. Internal branding research indicates that employee commitment and brand-supporting behavior are strengthened when organizational messages are reinforced by consistent internal practices (King & Grace, 2008; Punjaisri et al., 2009). Accordingly, flexible work arrangements should be supported by realistic workloads, predictable scheduling, and clear expectations regarding employee availability.

Stress management represents another critical component of the internal employee experience. Organizational claims concerning employee support may lose credibility when

sources of strain remain unaddressed or when employees lack access to appropriate resources. In artistic organizations, stress-management initiatives should account for irregular schedules, project uncertainty, emotional investment, and digitally intensified work demands. However, the positive coefficient reported for job stress prevents a definitive empirical interpretation until the original item coding and measurement direction have been verified.

These implications are particularly relevant to art organizations because employees frequently communicate organizational identity through creative production, interpersonal interactions, and audience engagement. Nevertheless, the present study did not measure internal marketing, service quality, customer satisfaction, audience experience, or brand performance. Therefore, the findings do not establish direct relationships between employee well-being and external marketing outcomes. Internal marketing is used solely as a theoretically grounded framework for interpreting the strategic significance of employee-related workplace conditions.

Related research nevertheless supports the broader relevance of this interpretation. Internal marketing and the work–family interface have been associated with employee happiness and favorable work attitudes in service settings (Tang et al., 2020). Evidence from Indonesia also indicates that internal service quality may contribute to external service quality and customer satisfaction (Susanti, 2018). These studies provide conceptual support for the internal–external linkage, although such relationships must be tested directly within the context of the art industry.

Limitations and Future Research

The findings should be interpreted in light of several methodological limitations. The cross-sectional design does not establish temporal ordering or causality, while purposive sampling limits statistical generalization beyond the observed respondents. The study also relied on self-reported data and included professionals from several artistic occupations that may differ in employment arrangements, digital demands, and exposure to job stress. In addition, internal marketing was not empirically measured, and the directional inconsistency of the job-stress coefficient remains unresolved.

Future research should employ longitudinal or multi-wave designs to examine changes in employee well-being over time. Comparative studies could distinguish among permanent employees, contract workers, and freelancers, as well as among different artistic subsectors. Subsequent models should directly measure internal marketing, employee brand identification, brand-supporting behavior, service quality, and audience-related outcomes. Most importantly, the original job-stress indicators, coding procedure, and SmartPLS output should be verified before a definitive substantive conclusion is drawn regarding H3.

CONCLUSION

This study examined the relationships between technology integration, work–life balance, job stress, and employee well-being among 150 professionals in Jakarta’s art

industry. The structural model explained 62.2% of the variance in employee well-being and demonstrated predictive relevance. Technology integration and work–life balance were positively and significantly associated with employee well-being. These findings indicate that digitally supported work processes and employees’ ability to manage work and non-work responsibilities represent important organizational conditions in creative employment. Job stress also produced a statistically significant coefficient; however, its positive direction was inconsistent with the hypothesized negative relationship and the theoretical interpretation presented in the source study.

Consequently, this result should not be interpreted as evidence that greater job stress improves employee well-being until the original indicators, coding procedure, and SmartPLS output have been verified. The study contributes to the literature by integrating digital, work–life, and stress-related conditions within a single empirical model in the underexamined context of Jakarta’s art industry. From an internal marketing perspective, technology integration may be understood as internal service infrastructure, work–life balance as part of the employee value proposition, and stress management as an expression of organizational support. However, internal marketing and external marketing outcomes were not measured directly. Future research should employ longitudinal designs, distinguish among employment arrangements and artistic subsectors, and directly examine internal marketing, employee brand identification, service quality, audience experience, and other external outcomes.

REFERENCES

- Ahmed, R. R., Azam, M., Qureshi, J. A., Hashem E, A. R., Parmar, V., & Md Salleh, N. Z. (2022). The Relationship Between Internal Employer Branding and Talent Retention: A Theoretical Investigation for the Development of a Conceptual Framework. *Frontiers in Psychology*, Volume 13-2022. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.859614>
- Allen, T. D., Merlo, K., Lawrence, R. C., Slutsky, J., & Gray, C. E. (2021). Boundary Management and Work-Nonwork Balance While Working from Home. *Applied Psychology*, 70(1), 60–84. <https://doi.org/10.1111/apps.12300>
- Banks, M., & O’Connor, J. (2021). “A plague upon your howling”: art and culture in the viral emergency. *Cultural Trends*, 30 (1), 3–18. <https://doi.org/10.1080/09548963.2020.1827931>
- Berger, M., Schäfer, R., Schmidt, M., Regal, C., & Gimpel, H. (2024). How to prevent technostress at the digital workplace: a Delphi study. *Journal of Business Economics*, 94(7), 1051–1113. <https://doi.org/10.1007/s11573-023-01159-3>
- Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: a systematic literature review and directions for future research. *Future Business Journal*, 10(1), 95. <https://doi.org/10.1186/s43093-024-00382-w>
- Bravo, R., Pina, J. M., & Tirado, B. (2021). Effects of internal brand knowledge dissemination on the employee. *International Journal of Bank Marketing*, 39(7), 1273–1291. <https://doi.org/10.1108/IJBM-12-2020-0608>
- Brown, D. M., Pattinson, S., Sutherland, C., & Davies, M. A. P. (2025). Internal marketing

- and organizational performance: A systematic review and future research agenda. *Journal of Business Research*, 194, 115384. <https://doi.org/10.1016/j.jbusres.2025.115384>
- Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: a multidimensional approach. *European Journal of Work and Organizational Psychology*, 28 (1), 51–73. <https://doi.org/10.1080/1359432X.2018.1541886>
- Chung, H., & van der Lippe, T. (2020). Flexible Working, Work–Life Balance, and Gender Equality: Introduction. *Social Indicators Research*, 151 (2), 365–381. <https://doi.org/10.1007/s11205-018-2025-x>
- Comunian, R., & England, L. (2020). Creative and cultural work without filters: Covid-19 and exposed precarity in the creative economy. *Cultural Trends*, 29 (2), 112–128. <https://doi.org/10.1080/09548963.2020.1770577>
- Dechawatanapaisal, D. (2018). Employee retention: the effects of internal branding and brand attitudes in sales organizations. *Personnel Review*, 47 (3), 675–693. <https://doi.org/10.1108/PR-06-2017-0193>
- Demaria, F., & Cavicchioli, M. (2025). Employees' well-being, work-related factors, and digitalization: a decision-tree approach for imbalanced data. *Annals of Operations Research*. <https://doi.org/10.1007/s10479-025-06702-9>
- Hayman, J. R. (2009). Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, Work & Family*, 12, 327–338. <https://doi.org/10.1080/13668800902966331>
- Ipsen, C., van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six Key Advantages and Disadvantages of Working from Home in Europe during COVID-19. In *International Journal of Environmental Research and Public Health* (Vol. 18, Number 4, p. 1826). <https://doi.org/10.3390/ijerph18041826>
- Kaur, P., Malhotra, K., & Sharma, S. K. (2020). Moderation-mediation framework connecting internal branding, affective commitment, employee engagement and job satisfaction: an empirical study of BPO employees in Indian context. *Asia-Pacific Journal of Business Administration*, 12(3–4), 327–348. <https://doi.org/10.1108/APJBA-10-2019-0217>
- King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management*, 15, 358–372. <https://doi.org/10.1057/palgrave.bm.2007.48>
- Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M. I., & Shahid, S. (2020). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29 (3), 736–754. <https://doi.org/10.1108/IJOA-05-2020-2204>
- La Torre, G., Esposito, A., Sciarra, I., & Chiappetta, M. (2019). Definition, symptoms and risk of techno-stress: a systematic review. *International Archives of Occupational and Environmental Health*, 92(1), 13–35. <https://doi.org/10.1007/s00420-018-1352-1>
- Lunau, T., & Dragano, N. (2020). Technostress at work and mental health: concepts and research results. *Current Opinion in Psychiatry*, 33 (4), 407–413. <https://doi.org/10.1097/YCO.0000000000000613>
- Marsh, E., Perez Vallejos, E., & Spence, A. (2024). Digital workplace technology intensity: Qualitative insights on employee wellbeing impacts of digital workplace job demands.

- Frontiers in Organizational Psychology*, 2, 1–15.
<https://doi.org/10.3389/forgp.2024.1392997>
- Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing Costs of Technology Use during Covid-19 Remote Working: An Investigation Using the Italian Translation of the Technostress Creators Scale. In *Sustainability* (Vol. 12, Number 15, p. 5911).
<https://doi.org/10.3390/su12155911>
- Ngo, L. V., Nguyen, N. P., Huynh, K. T., Gregory, G., & Cuong, P. H. (2019). Converting internal brand knowledge into employee performance. *Journal of Product & Brand Management*, 29(3), 273–287. <https://doi.org/10.1108/JPBM-10-2018-2068>
- Nurhalizah, S., Stiadi, M., & Bay, A. Z. (2026). Digital Marketing Strategy to Increase the Competitiveness of the Mekongga Traditional Mantik Sangia Woven Cloth Creative Industry. *Economina*, 5 (May), 1799–1815.
<https://doi.org/https://doi.org/10.55681/economina.v5i5.2390>
- Oakley, K., & Ward, J. (2018). The art of the good life: culture and sustainable prosperity. *Cultural Trends*, 27(1), 4–17. <https://doi.org/10.1080/09548963.2018.1415408>
- Ogbonnaya, C., & Messersmith, J. (2019). Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes? *Human Resource Management Journal*, 29 (3), 509–526.
<https://doi.org/https://doi.org/10.1111/1748-8583.12203>
- Punjaisri, K., Evanschitzky, H., & Wilson, A. (2009). Internal branding: An enabler of employees' brand-supporting behaviours. *Journal of Service Management*, 20(2), 209–226. <https://doi.org/10.1108/09564230910952780>
- Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: Definition, synthesis, and extension. *Journal of Services Marketing*, 14 (6), 449–462.
<https://doi.org/10.1108/08876040010347589>
- Sadaf, S., Khanam, A., & Zamir, M. N. (2025). Does technostress undermine employees' work-life balance? Testing the moderated-mediation effects of employee resilience and psychological distress. *Asia-Pacific Journal of Business Administration*, 18(3), 787–806. <https://doi.org/10.1108/APJBA-08-2024-0447>
- Safitri, A., Handayani, M., Ayunita, D., & Nurmala, N. (2026). Marketing Development Strategy for Pasteurized Crab (*Portunus pelagicus*) Export Commodities at PT Jala Crabindo International. *Economina*, 5(6), 2164–2179.
- Salazar-Concha, C., Ficapal-Cusí, P., Boada-Grau, J., & Camacho, L. J. (2021). Analyzing the evolution of technostress: A science mapping approach. *Heliyon*, 7 (4).
<https://doi.org/10.1016/j.heliyon.2021.e06726>
- Shaughnessy, C., Perkins, R., Spiro, N., Waddell, G., Campbell, A., & Williamon, A. (2022). The future of the cultural workforce: Perspectives from early career arts professionals on the challenges and future of the cultural industries in the context of COVID-19. *Social Sciences & Humanities Open*, 6 (1), 100296.
<https://doi.org/https://doi.org/10.1016/j.ssaho.2022.100296>
- Spagnoli, P., Molino, M., Molinaro, D., Giancaspro, M. L., Manuti, A., & Ghislieri, C. (2020). Workaholism and Technostress During the COVID-19 Emergency: The Crucial Role of the Leaders on Remote Working. *Frontiers in Psychology*, Volume 11-2020.
<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.620310>

- Susanti, E. (2018). Kualitas layanan internal yang memengaruhi kepuasan nasabah dengan menggunakan kualitas layanan eksternal sebagai variabel mediasi. *Jurnal Manajemen Dan Pemasaran Jasa*, 11(1), 95–110. <https://doi.org/10.25105/jmpj.v11i1.2099>
- Tang, A. D., Chang, M.-L., Wang, T.-H., & Lai, C.-H. (2020). How to create genuine happiness for flight attendants: Effects of internal marketing and work-family interface. *Journal of Air Transport Management*, 87, 101860. <https://doi.org/10.1016/j.jairtraman.2020.101860>
- Vaziri, H., Casper, W. J., Wayne, J. H., & Matthews, R. A. (2020). Changes to the work-family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *Journal of Applied Psychology*, 105 (10), 1073–1087. <https://doi.org/10.1037/apl0000819>
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>
- Warran, K., Burton, A., & Fancourt, D. (2022). Socioeconomic and psychosocial adversities experienced by freelancers working in the UK cultural sector during the COVID-19 pandemic: A qualitative study. *Frontiers in Psychology*, 12, 672694. <https://doi.org/10.3389/fpsyg.2021.672694>
- Zeike, S., Bradbury, K., Lindert, L., & Pfaff, H. (2019). Digital Leadership Skills and Associations with Psychological Well-Being. In *International Journal of Environmental Research and Public Health* (Vol. 16, Number 14, p. 2628). <https://doi.org/10.3390/ijerph16142628>