

The Influence of Use of Technology, Flexitime, and Tele Working on Employee Performance with Work-Life Balance as a Mediating Variable

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ABSTRACT

In an era characterized by rapid technological advancements and shifting work paradigms, understanding how factors such as technology use, flexible working hours, and teleworking impact employee performance is crucial. This study explores these dynamics within the context of Generation Z employees, a demographic increasingly prevalent in today's workforce. This study aims to examine the influence of Use of Technology, Flexitime, and Tele Working on the performance of Generation Z employees in the Tangerang and Jakarta areas, with work-life balance as a mediating variable. Adopting a quantitative approach, this study used questionnaires distributed to Gen Z employees from various industrial sectors. Data analysis was conducted using regression techniques and mediation analysis. The results showed that Use of Technology, Flexitime, and Tele Working significantly contributed to the performance of Gen Z employees in the region. In addition, work-life balance was shown to mediate the relationship between these factors and Gen Z employee performance. These findings provide important insights for organizations and HR managers in designing policies and strategies that suit the preferences and needs of the younger generation in a rapidly changing work environment. This research also has the potential to contribute to the literature on human resource management, especially in the context of youth work and Use of Technology.

Keywords: Use of Technology, Flexitime, Tele Working, Work-Life Balance, Employee Performance.

INTRODUCTION

Human resources play a key role in the success of a company. Company performance is very dependent on the potential and capabilities of its human resources. Every company has a vision, mission and goals to achieve, and to realize these goals, quality human resources are needed. Effective human resource management is crucial in ensuring organizational success. To achieve optimal results, there needs to be productive efforts from all parties involved. High employee productivity will result in progress for the company and ensure the achievement of quality and maximum results (Pelealu 2022).

Humans are the most important resource in a company. The importance of human resources in a company is because the mental and physical abilities possessed by these human resources can be utilized as an effort to achieve success for the company or organization. (Findriyani and Parmin 2021).

Factor that influences performance are personal factors indicated by the individual's level of skill, competence, motivation and commitment (Junaidi and Mildawati 2022);(Riwukore 2022).

After the COVID-19 pandemic turned into an endemic, economic conditions experienced a significant improvement, where restrictions on work became looser,

especially after the government announced via television media that the use of masks was prohibited. Again required. However, companies are faced with increasing challenges with rapid technological advances, so human resources in companies need to adapt so that company operations remain smooth and achieve goals in accordance with predetermined targets.

Every employee who feels satisfied with their work will improve their expected performance. If employee job satisfaction is not met, then work will decline, and it will even make employees angry, resulting in resistance. Therefore, companies need to set work standards according to the time, abilities and physical characteristics of employees. Workload is a worker's assessment of their motivational capacity and the work demands given and is also influenced by various activities (Wijayanti, Inggit Dyaning. 2023).

To achieve the targets set by the company, employees will be burdened with workloads. Companies are expected to provide burden work according to the portion or abilities of the employee. If the workload is heavy it will have an impact on work results due to physical fatigue and emotional instability (Wijayanti, Inggit Dyaning. 2023).

Generation Z, or what is known as Gen-Z, has become the focus of attention in recent years in Indonesia. The Gen-Z population in Indonesia has almost reached 75 million individuals, which is equivalent to around 27 percent of the total national population. Generation Z, or Gen-Z, are those born between 1997 and 2012. Thus, on Currently, Generation Z in Indonesia consists of individuals aged between 12 and 27 years (Maimunah, Afiatin, and Febriani 2024).

Generation Z has many unique qualities that differentiate it from other age groups or generations. They are often referred to as generations which very tech savvy, able to use technology very well in everyday life. Apart from that, they also have high concern for social and environmental issues. This uniqueness can also be seen in the career aspect, where Gen-Z is predicted to become the largest productive age group in 2045.

The current phenomenon is that Indonesia in 2045 will enter a demographic phase, namely a phase where the number of productive age (aged 15-64 years) is greater than the number of unproductive population (under 14 years or over 65 years). Predicted by Indonesia own the percentage of the population of productive age is 70% and 30% is the population of non-productive age (Samad 2020), this can have an impact on two possibilities, namely demographic advantage or demographic disadvantage. Demographic advantages can be in the form of quality human resources so that they can increase the country's economic growth, conversely, if demographic disadvantages occur, the productive age generation does not have good quality, which can increase the unemployment rate in Indonesia.

According to this data, Generation Z, born between 1997 and 2012, dominates with around 74.93 million people, or 27.94% of the total population. This generation is still young to early teens, show great potential for future progress and change (Fitria 2023).

Generation Z, often referred to as Gen Z and colloquially known as zoomers, refers to individuals born between 1997 and 2012, a demographic group that follows the Millennials and precede Generation Alpha grew up with technology, the internet and social media. Generation Z has several characteristics, namely big ambitions to achieve success, likes simple, practical and instant things, wants freedom, has high self-confidence, likes details, wants recognition, likes information technology, is more realistic and more tolerant and appreciative. differences (Fitria 2023).

Generation Z is more optimistic in the world of professional work and is very enthusiastic and ready to face all the challenges that will arise as well as Generation Z

Already getting used to technology has an impact on working faster and more efficiently (Sidorcuka and Chesnovicka 2017).

Generation Z has several special characteristics or is quite different from previous generations. Generation Z likes to collaborate in doing work, is flexible, responsive to challenges and can be motivated by achievement and likes to explore new ways of solving problems, therefore, organizations should adapt their leadership style to maximize the performance of generation Z employees (Widiyanti, 2021).

Data spread throughout the world shows that resignations are significant from generation Z will still happen. A recent survey conducted by Lever (2022) shows that around 40% of Gen Z members want to leave their workplace within two years. The three main reasons young employees leave their jobs are referred to as job dissatisfaction or burnout (Deloitte 2022).

To increase the productivity of Generation Z employees, Hanifah and Wardono (2020) argue that a pleasant workplace will make employees remain loyal and work better for the company. According to He (2019), work environment variables influence employee work productivity, and Atik (2023) found that work discipline influences work productivity.

GenVersion Z dominates today's workforce. Therefore, to maximize organizational effectiveness, management must understand what influences the performance of millennial and Z generation employees (WaVworuntu, Kainde, and Mandagi 2022).

Worker forced to use digital communication media because of the rapid development of communication technology. This allows them to complete tasks outside of work hours, resulting in less time with family or intensity maintaining health (Putra and Nugroho 2024). Suitability between work responsibilities and an employee's personal life is referred to as work-life balance (Nurjanah and Indawati 2021).

Recent research Wiradendi Wolor (2020) proves that work-life balance has a positive and significant effect on employee performance. The authors then further summarize related phenomena problem work-life balance in the Gen Z generation in two important ways. First, this generation prefers work balance and flexible working hours to suit their lifestyle (Waworuntu, Kainde, and Mandagi 2022).

Job satisfaction is another factor that can influence worker performance, besides the balance between work and personal life. Other researchers (Ben-Othman, Jöudu, and Bhat 2020) agree that increasing job satisfaction helps employees stay employed and stay motivated to achieve the best work results for the company.

Tele Working requires Technology and will encourage increased Flexitime which leads to increased Employee Performance. According to Existing research on teamwork, effective team technology is characterized by: "(1) sharing of unique information possessed by team members in face-to-face environments and openness of information in virtual environments as well as (2) implementation of closed technology procedures that acknowledge receipt of information and clarify any differences in interpretive information" (Salas, Shuffler, Thayer, Bedwell, and Lazzara, 2022).

Use Of Technology is an employee's overall perception of sharing information, ideas, and emotions among individuals, team leaders, and team members, to effectively and creatively integrate knowledge and information professionalism between teams (He, Jia, McCabe, Chen, and Sun, 2022).

Technology has an impact on a person's abilities, namely the ability to use it socially and personally (Trenholm and Jensen, 2022). Therefore, technological capabilities are very important for employee performance (Marín and Roelofs, 2022). This may be used to see the wide range of behaviors that each person has. These variations

originate from cognition, emotions, internal motivation and circumstances, culture, and external interpersonal relationships.

Furthermore, flexibility is defined as an illustrative idea behavior necessary for job performance and organizational results, as demonstrated by skills, character, qualities, abilities, capacities, and capabilities (Alsabbah and Izwar Ibrahim, 2022).

This study will consider this definition as an idea of competence describe behavioral requirements necessary to do a job well. Technology effectiveness refers to the way team members formally or informally exchange new and important information (Yang, Lee, and Cheng, 2022).

Through their experience of exploring and experimenting with new ideas, frontline employees can develop better creativity, implying a positive moderating effect of the effectiveness of Use Of Technology on the relationship between Tele Working and Use Of Technology Gen Z.

Based on the previous description, the author is interested in examining the influence of flexitime, teleworking, and the use of technology on employee performance which is mediated by work-life balance in Generation Z. This research identifies several problems, such as Generation Z's challenges in adapting to rapidly changing technology in the workplace, the need for balance between work responsibilities and personal life, as well as the effectiveness of work flexibility in improving their performance. The scope of this research is focused on Generation Z in companies in Tangerang and Jakarta, with independent variables including the use of technology, flexitime and teleworking, as well as a mediator variable, namely work-life balance. This research aims to examine the direct influence of the three independent variables on employee performance and how work-life balance mediates this relationship. It is hoped that this research will provide benefits for theory developers, researchers, academics, government and further authors as a reference for developing better research and policies regarding the performance of Generation Z.

RESEARCH METHODS

The research design functions as a guide for the entire research process, from planning to implementation, and serves as a reference for parties involved in the research. According to Sekaran and Bougie (2019), research design includes the process of collecting, measuring and analyzing data that is planned based on the research statement, with the sample data collection method following the variables and measures determined in hypothesis testing. This research uses a quantitative method with a survey approach, which is based on the philosophy of positivism and analyzes data through research instruments using statistical techniques (Sugiyono 2023). The research subjects were Gen Z employees in Jakarta and Tangerang, with research objects including the direct and indirect influence between the use of technology, flexitime and teleworking on employee performance, with work-life balance as a mediating variable. The variables used include the dependent variable (Employee Performance), the independent variable (Use of Technology, Flexitime, Teleworking), and the mediating variable (Work-Life Balance), with measurements using ordinal and Likert scales (Sugiyono 2023). The research population includes workers in DKI Jakarta and Tangerang, with a purposive sampling technique in accordance with research criteria (Martono, 2020). Data was collected through questionnaires and analyzed using SmartPLS version 4.0 to test hypotheses descriptively and inferentially, with this method being able to handle latent variables and untested theoretical analysis (Ghozali, 2021). Validity and reliability tests were carried out to ensure the quality of the research instrument, with validity measured

based on the holding factor value and reliability through the Cronbach's Alpha value (Hair et al., 2019).

RESULTS AND DISCUSSION

A. Descriptive Analysis Results

Descriptive Statistical Analysis

This research consists of the variables Use of Technology, Flexitime, Tele Working, Work-Life Balance and Employee Performance. To find out respondents' responses, descriptive statistical analysis of all variables is needed. Descriptive statistical analysis of research variables is used to determine the tendency of answers to the questionnaire or the extent to which respondents' responses match the answer choice categories using a Likert scale from 1 (strongly disagree) to 5 (strongly agree) to the statements for each variable. The collected data is then tabulated to determine the distribution of respondents' answers to each indicator for each research variable.

Determining qualifications is used for each variable, so what must be determined first is the width of the class interval. According to Hadi in Sholichah (2008:32) says that, "to determine the width of class interval (i) is the measurement distance (R) divided by the number of class intervals (K). Thus, the formula used to determine the length of interval class (i)" is as follows:

$$i = \frac{\text{skor tertinggi} - \text{skor terendah}}{\text{banyaknya kelas interval}}$$

The questionnaire uses a multilevel measurement type with a Likert Scale. The range used to measure the degree of very poor or very good for variable indicators in this study is 1 (one) to 5 (five), namely with the following weighting levels:

1. Answers strongly disagree with a weight of 1;
2. Disagree answer, weight value 2;
3. If you disagree, the score is 3;
4. Agree answer, weight value 4;
5. The answer is strongly agree, a score of 5

Based on the formula above, the scale range can be obtained with the following calculations:

Highest answer score = 5

Lowest answer score = 1

So the length of interval class (i) is:

$$i = \frac{5 - 1}{5} = 0.8$$

These value weights are then interpreted using an interval scale. Furthermore, the criteria interval is 0.80 so that from these provisions, the assessment criteria are:

1. If the value is between 1.00 – 1.80, it means the criteria are very low
2. If the value is between 1.81 – 2.60, it means the criteria are low
3. If the value is between 2.61 – 3.40, it means the criteria are sufficient
4. If the value is between 3.41 – 4.20, it means the criteria are high
5. If the value is between 4.21 – 5.00, it means the criteria are very high

The descriptive statistical analysis provides a foundational understanding of respondents' perceptions regarding the variables of Use of Technology, Flexitime, Tele Working, Work-Life Balance, and Employee Performance. By employing a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), the study captures the degree of agreement among respondents with statements related to these variables.

The calculation of the class interval width, using a formula based on the highest and lowest scores, results in an interval class of 0.8. This interval scale helps categorize respondents' responses into meaningful ranges, which are essential for interpreting the data effectively.

The interval criteria are designed to translate numerical scores into qualitative assessments, ranging from very low to very high. For instance, scores between 1.00 and 1.80 indicate a very low perception, while scores from 4.21 to 5.00 suggest a very high perception of the variables in question. This approach allows for a nuanced understanding of how respondents view each factor and their overall impact on employee performance.

Analyzing the descriptive statistics in this manner provides insight into the general trends and tendencies in respondents' perceptions. This information is crucial for identifying areas where employees feel positively or negatively influenced by the variables under study. Furthermore, it aids in tailoring strategies and interventions to address specific needs and preferences of Generation Z employees in the context of their work environment.

B. Descriptive Analysis Results

1. Assessing the Outer Model or Measurement Model

Data analysis techniques using SmartPLS to assess the outer model are Convergent Validity and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores estimated with PLS software. An individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. In this research, a loading factor limit of 0.70 will be used.

Table 1. Outer Loadings

Variable	Item Code	Outer Loading	Information
Employee Performance	EP1	0.866	Valid
	EP2	0.790	Valid
	EP3	0.813	Valid
	EP4	0.807	Valid
	EP5	0.790	Valid
	EP6	0.822	Valid
Flexi-Time	FT1	0.903	Valid
	FT2	0.842	Valid
	FT3	0.877	Valid
	FT4	0.848	Valid
	FT5	0.862	Valid
	FT6	0.757	Valid
Tele-Working	TW1	0.813	Valid
	TW2	0.871	Valid
	TW3	0.879	Valid
	TW4	0.865	Valid
	TW5	0.815	Valid
	TW6	0.850	Valid
	UT1	0.858	Valid

Use of Technology	UT2	0.878	Valid
	UT3	0.834	Valid
	UT4	0.723	Valid
	UT5	0.729	Valid
Work-Life Balance	WLB1	0.740	Valid
	WLB2	0.837	Valid
	WLB3	0.847	Valid
	WLB4	0.799	Valid
	WLB5	0.844	Valid
	WLB6	0.772	Valid

Source: Data Processing Results (2024)

Validity testing for indicators uses the correlation between item scores and construct scores. The indicator is said to be valid if the loading factor value is above the recommended value, namely 0.7. From table 1, it can be seen that all indicators have a loading factor value > 0.7 , so it is said that the indicators are valid, so that no constructs for all variables have been eliminated from the model.

The assessment of the outer model, or measurement model, using SmartPLS focuses on evaluating Convergent Validity and Composite Reliability. Convergent validity is a critical measure that ensures each reflexive indicator correlates strongly with its respective construct. In this study, a threshold loading factor of 0.70 was applied to determine the validity of the indicators.

Table 1 reveals that all indicators for the constructs—Employee Performance, Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance—exceed the loading factor threshold of 0.70. This high level of correlation indicates that the indicators effectively measure their respective constructs, confirming their validity. For example, Employee Performance indicators (EP1 to EP6) all have loading factors well above 0.70, with the lowest being 0.790, suggesting strong measurement accuracy for this construct. Similarly, indicators for Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance also demonstrate high validity, with values consistently above the critical threshold.

The consistent validity across all indicators means that the measurement model reliably captures the constructs of interest without the need for eliminating any constructs. This strong convergent validity is crucial for ensuring that the data accurately reflects the theoretical constructs being studied and reinforces the robustness of the research model.

Overall, the results confirm that the measurement model used in this research is sound and effectively operationalizes the key variables of interest. This reliability in measurement paves the way for robust analysis and interpretation of the relationships between Use of Technology, Flexitime, Tele-Working, and Employee Performance, with Work-Life Balance as a mediating variable.

2. Average Variance Extracted (AVE) Testing

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The AVE value is at least 0.5, indicating good convergent validity. This means that one latent variable can explain more than half of the average variance of the indicators (Ghozali, 2021).

Table 2. Average Variance Extracted (AVE) Test Results

Variable	Average variance extracted (AVE)	Information
Employee Performance	0.664	Valid
Flexi-Time	0.721	Valid
Tele-Working	0.721	Valid
Use of Technology	0.651	Valid
Work Life Balance	0.652	Valid

Source: Data Processing Results (2024)

Based on tables 1 and 2, it shows that the outer loading value of all indicators that meet the variable requirements is above 0.7, which indicates that all constructs in the estimated model meet the criteria and are declared valid. Apart from that, all Average Variance Extracted (AVE) values are > 0.50. Based on table 4.8, it can be seen that the highest AVE value is for the Tele-Working and Flexi-Time variables with a value of 0.721. Meanwhile, the lowest AVE value is found in the Use of Technology variable with a value of 0.651. Thus the data from this research can be said to meet the test requirements for convergent validity.

The Average Variance Extracted (AVE) test is a critical measure for assessing the convergent validity of the constructs in the research model. The AVE value indicates the extent to which a latent variable can explain the variance of its indicators. For robust convergent validity, the AVE should be at least 0.50, meaning the construct explains more than half of the variance in the indicators.

Table 2 shows that all constructs in the study—Employee Performance, Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance—exceed the 0.50 threshold for AVE. Specifically, Flexi-Time and Tele-Working have the highest AVE values at 0.721, indicating that these constructs account for a substantial portion of the variance in their respective indicators. Use of Technology has the lowest AVE at 0.651, but still well above the acceptable threshold.

The consistent performance of all constructs in meeting the AVE criteria confirms that each latent variable demonstrates good convergent validity. This validation supports the reliability of the measurement model and ensures that the constructs effectively capture the variance in their indicators, reinforcing the robustness of the research findings.

3. Composite Reliability Testing

Composite reliability measuring the true reliability value of a construct. The composite reliability value must be greater than 0.7, and the Cronbach's Alpha value must be greater than 0.7 (Ghozali, 2021). Composite reliability measures the true reliability value of a variable. Therefore, every latent variable that has a Composite Reliability value > 0.7 means that it has been able to meet the Composite reliability requirements.

Table 3. Composite Reability Test Results

Variable	Composite reliability	Information
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Employee Performance	0.922	Reliable
Flexi-Time	0.939	Reliable
Tele-Working	0.939	Reliable
Use of Technology	0.903	Reliable
Work Life Balance	0.918	Reliable

Source: Data Processing Results (2024)

Based on table 3, it shows that the composite reliability value for all variables in the variables is above 0.7, which indicates that the variable is said to be reliable because it meets the requirements for a composite reliability value > 0.70.

Table 3 demonstrates that all constructs in this study—Employee Performance, Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance—achieve Composite Reliability values well above the 0.70 threshold. Specifically, Flexi-Time and Tele-Working both have values of 0.939, while Employee Performance, Use of Technology, and Work-Life Balance also show strong reliability with values of 0.922, 0.903, and 0.918, respectively.

Composite Reliability is an essential metric for evaluating the reliability of constructs in a research model. It assesses how consistently a construct measures its intended concept. For a construct to be considered reliable, its Composite Reliability value should exceed 0.70.

The high Composite Reliability values indicate that each construct reliably measures the intended variables, meeting the necessary criteria for reliability. This reinforces the validity of the measurement model and supports the robustness of the research findings.

4. Cronbach's Alpha Testing

Cronbach's Alpha and Composite Reliability are two ways that can be used to test PLS. Composite reliability calculates the actual reliability value of a construct by looking at the Cronbach's Alpha value of the indicator block that measures the construct. The Cronbach's Alpha value of the construct is declared reliable if the value is greater than 0.60. Reliability tests are carried out to ensure that the instrument measures the precision, accuracy and consistency of the construct. In this research, the reliability of the instrument was tested by looking at the Cronbach's Alpha value. Research tools are considered reliable if the value is more than 0.60 (Ghozali, 2021). Therefore, the standards for making reliability test decisions are as follows:

- If the Cronbach's Alpha value is > 0.60, then the question items in the questionnaire are reliable.
- If the Cronbach's Alpha value is <0.60, then the question items in the questionnaire are not reliable.

Table 4. Cronbach's Alpha Test Results

Variable	Cronbach's alpha	Information
Employee Performance	0.899	Reliable

Flexi-Time	0.922	Reliable
Tele-Working	0.922	Reliable
Use of Technology	0.864	Reliable
Work Life Balance	0.893	Reliable

Source: Data Processing Results (2024)

Based on Table 4, the Cronbach's Alpha value of the employee performance variable is 0.899, the flexi-time and tele-working variable is 0.922, the use of technology variable is 0.864 and work-life balance is 0.893. All Cronbach's Alpha (α) values are > 0.70 so all variables are said to be reliable.

Table 4 shows that all variables in this study—Employee Performance, Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance—have Cronbach's Alpha values exceeding 0.60. Specifically, the values are 0.899 for Employee Performance, 0.922 for both Flexi-Time and Tele-Working, 0.864 for Use of Technology, and 0.893 for Work-Life Balance. These high values indicate that the questionnaire items are reliable and consistently measure their respective constructs

Cronbach's Alpha is a key indicator for assessing the internal consistency and reliability of measurement instruments. It measures how well a set of items on a questionnaire correlates to each other, indicating the degree to which they reliably measure the same construct. A Cronbach's Alpha value greater than 0.60 is considered acceptable for ensuring that the instrument accurately and consistently measures the intended constructs.

The results confirm that the measurement instrument used in this research is robust, providing precise and accurate assessments of the variables under study. This reliability enhances the credibility of the research findings and supports the validity of the overall measurement model.

5. Discriminant Validity Testing

Validity is defined as a measure that should be measured (Ghozali, 2021). The validity of the indicators for each research variable can also be carried out by testing discriminant validity, namely by checking the cross-loading value, namely the correlation coefficient of the indicator with its construct compared with the correlation coefficient with other constructs. Validity testing is carried out to ensure that the measuring instrument performs its measurement function correctly (Ghozali, 2016). In SMART-PLS, the Fornell-Larcker criterion and cross loading test can be used to assess the validity of discriminant testing. In the Fornell-Larcker test, the construct indicator value must be higher than the construct correlation with other latent variables, while the cross-loading test must show that the root AVE of the construct is higher than the construct correlation with other latent variables (Sekaran & Bougie, 2019). In this validity test, the decision-making criterion is that the statement item in the questionnaire is valid if the r -count is greater than the r -table, and conversely if the r -count is smaller than the r -table, then the statement item in the questionnaire is invalid.

Table 5. Discriminant Validity Test Results

CODE	E.P	FT	TW	UT	WLB
EP1	0.866	0.563	0.633	0.525	0.665

EP2	0.790	0.461	0.515	0.469	0.498
EP3	0.813	0.571	0.592	0.535	0.545
EP4	0.807	0.635	0.612	0.478	0.653
EP5	0.790	0.614	0.705	0.477	0.651
EP6	0.822	0.468	0.573	0.484	0.578
FT1	0.607	0.903	0.630	0.441	0.604
FT2	0.585	0.842	0.557	0.501	0.598
FT3	0.606	0.877	0.652	0.431	0.606
FT4	0.547	0.848	0.571	0.408	0.603
FT5	0.640	0.862	0.569	0.480	0.603
FT6	0.481	0.757	0.384	0.414	0.461
TW1	0.560	0.543	0.813	0.468	0.525
TW2	0.706	0.598	0.871	0.487	0.613
TW3	0.624	0.593	0.879	0.473	0.558
TW4	0.622	0.541	0.865	0.436	0.610
TW5	0.625	0.489	0.815	0.444	0.596
TW6	0.659	0.623	0.850	0.460	0.646
UT1	0.512	0.422	0.416	0.858	0.464
UT2	0.527	0.452	0.508	0.878	0.519
UT3	0.517	0.498	0.428	0.834	0.463
UT4	0.419	0.321	0.339	0.723	0.289
UT5	0.465	0.407	0.483	0.729	0.440
WLB1	0.628	0.491	0.560	0.459	0.740
WLB2	0.584	0.521	0.510	0.388	0.837
WLB3	0.642	0.611	0.613	0.515	0.847
WLB4	0.525	0.512	0.550	0.393	0.799
WLB5	0.688	0.657	0.634	0.506	0.844
WLB6	0.482	0.499	0.493	0.363	0.772

Source: Data Processing Results (2024)

Based on table 5, the results of the discriminant validity test after modifying the model as seen above, show that all indicators have cross loading values for their constructs that are greater than cross loading values for other constructs so they are declared valid. It can be concluded that all constructs have good discriminant validity.

Table 5 illustrates that all indicators exhibit higher cross-loading values with their own constructs compared to their values with other constructs, confirming their discriminant validity. For example, indicators for Employee Performance (EP1 to EP6) show strong correlations with the Employee Performance construct and lower correlations with Flexi-Time, Tele-Working, Use of Technology, and Work-Life Balance. Similarly, indicators for other constructs follow the same pattern, showing that they are distinct from one another.

Discriminant Validity testing ensures that a construct is distinct from other constructs in the model, meaning that each construct measures a unique concept. This is assessed by comparing the cross-loading values of indicators with their

respective constructs versus other constructs. Additionally, the Fornell-Larcker criterion is used, where each construct's AVE root should be higher than its correlations with other constructs.

The results confirm that the constructs in the study possess good discriminant validity. Each construct is effectively differentiated from the others, validating the precision and accuracy of the measurement model. This distinction is crucial for ensuring that the research findings accurately reflect the unique contributions of each variable.

6. Structural Model Testing (Inner Model)

Causal relationships (cause-effect relationships) between latent variables or variables that cannot be measured directly can be predicted using structural models, also known as inner models. This model is built based on theoretical substance and is used to predict causal relationships between latent variables. Inner model or structural model testing is carried out to see the relationship between constructs, significance values and R-square of the research model. The structural model was evaluated using R-square for the t-test dependent construct as well as the significance of the structural path parameter coefficients.

Structural Model Testing, or inner model testing, evaluates the causal relationships between latent variables and assesses how well the theoretical model fits the data. This involves predicting the effects of one construct on another and examining the strength and significance of these relationships.

In this study, the structural model was assessed by examining the R-squared values and the significance of the path coefficients. The R-squared value indicates the proportion of variance in the dependent construct that is explained by the independent variables. Higher R-squared values suggest a better explanatory power of the model.

The significance of the path coefficients reveals whether the relationships between constructs are statistically significant. Significant path coefficients validate the hypothesized causal relationships, confirming that the model's predictions align with the data.

Overall, evaluating the structural model helps to understand the effectiveness of the theoretical framework in explaining the relationships between variables. It ensures that the model accurately represents the data and supports robust conclusions about the causal effects within the research context.

C. Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The results of hypothesis testing are as follows:

Table 6. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
FT -> EP	0.163	0.162	0.068	2,386	0.017
FT -> WLB	0.348	0.346	0.078	4,463	0,000
TW -> EP	0.336	0.332	0.079	4,259	0,000
TW -> WLB	0.381	0.385	0.089	4,265	0,000

UT -> EP	0.177	0.180	0.059	2,981	0.003
UT -> WLB	0.158	0.158	0.064	2,488	0.013
WLB -> EP	0.297	0.301	0.081	3,685	0,000

Source: Data Processing Results (2024)

Table 7. Hypothesis Testing Results

	Description	Decision
H1	Use of Technology has a significant influence on Work-Life Balance	Accepted
H2	Flexi-Time has a significant influence on Work-Life Balance	Accepted
H3	Tele Working has a significant influence on Work-Life Balance	Accepted
H4	Use of Technology has a significant influence on Employee Performance	Accepted
H5	Flexi-Time has a significant influence on Employee Performance	Accepted
H6	Tele Working has a significant influence on Employee Performance	Accepted
H7	Work-Life Balance has a significant influence on Employee Performance	Accepted

Source: Data Processing Results (2024)

Based on tables 6 and 7, the results of hypothesis testing show that hypothesis 1, which states that the use of technology (Use of Technology) has a significant influence on work-life balance, is accepted with a p-value < 0.05 of 0.013 and the original sample estimate value is 0.158, indicating a positive direction of influence. Hypothesis 2, which tests the effect of flexi-time on Work-Life Balance, is also accepted with a p-value < 0.05 of 0.000 and an original sample estimate value of 0.348, which shows a significant positive effect. Hypothesis 3, which states that teleworking has a significant effect on Work-Life Balance, is accepted with a p-value < 0.05 of 0.000 and an original sample estimate value of 0.381, indicating a positive direction of influence. For hypothesis 4, the results show that the use of technology has a significant effect on employee performance (Employee Performance) with a p-value < 0.05 of 0.003 and the original sample estimate value of 0.177. Hypothesis 5, which tests the effect of flexi-time on Employee Performance, is accepted with a p-value < 0.05 of 0.017 and an original sample estimate value of 0.163, indicating a significant positive effect. Hypothesis 6, regarding the effect of teleworking on Employee Performance, is accepted with a p-value < 0.05 of 0.000 and an original sample estimate value of 0.336, indicating a significant positive effect. Finally, hypothesis 7, which tests the effect of Work-Life Balance on Employee Performance, is also accepted with a p-value < 0.05 of 0.000 and an original sample estimate value of 0.297, indicating that Work-Life Balance has a significant positive effect on Employee Performance.

The hypothesis testing results in Table 6 and Table 7 offer comprehensive insights into the relationships among the variables under study. Each hypothesis has been supported, reflecting significant interactions between the variables of Use of

Technology (UT), Flexi-Time (FT), Tele-Working (TW), Work-Life Balance (WLB), and Employee Performance (EP). Here's a deeper look into these findings:

Use of Technology and Work-Life Balance (H1): The significant positive effect of Use of Technology on Work-Life Balance (p-value = 0.013) suggests that technological tools facilitate better management of work and personal responsibilities. This aligns with the notion that technology can provide greater flexibility and support, helping employees juggle their professional and personal lives more effectively.

Flexi-Time and Work-Life Balance (H2): The strong positive impact of Flexi-Time on Work-Life Balance (p-value = 0.000) indicates that flexible work schedules allow employees to better align their work hours with their personal needs. This flexibility can reduce stress and increase job satisfaction, contributing to a more balanced life.

Tele-Working and Work-Life Balance (H3): The significant effect of Tele-Working on Work-Life Balance (p-value = 0.000) highlights how remote working arrangements can offer employees more control over their work environment and schedules. This can lead to improved work-life integration, reducing commute stress and providing a more comfortable working setting.

Use of Technology and Employee Performance (H4): The positive relationship between Use of Technology and Employee Performance (p-value = 0.003) demonstrates that technological advancements can enhance productivity and efficiency. Technology provides tools that streamline tasks and improve work processes, leading to better performance outcomes.

Flexi-Time and Employee Performance (H5): The significant effect of Flexi-Time on Employee Performance (p-value = 0.017) suggests that flexible working hours can boost performance by allowing employees to work during their most productive times. This flexibility can lead to increased motivation and output.

Tele-Working and Employee Performance (H6): The strong positive influence of Tele-Working on Employee Performance (p-value = 0.000) indicates that remote work can enhance job performance by providing a more focused and comfortable working environment, free from typical office distractions.

Work-Life Balance and Employee Performance (H7): The significant impact of Work-Life Balance on Employee Performance (p-value = 0.000) reinforces the idea that employees who achieve a healthy work-life balance are likely to perform better. A balanced life reduces burnout and stress, which can improve overall job performance and satisfaction.

In summary, the findings highlight the critical role that modern work arrangements and technological tools play in improving both work-life balance and employee performance. Organizations can leverage these insights to design more effective work policies and environments that not only support employees' personal and professional needs but also enhance overall productivity and job satisfaction.

CONCLUSION

Based on the research results, it can be concluded that the effective use of technology, flexi-time policies, and the opportunity to work remotely (teleworking) contribute significantly to improving the work and personal life balance of workers in Tangerang and Jakarta, and have a direct positive impact on performance Gen Z work in the area. Work-life balance acts as a mediator that strengthens the relationship between technology use, flexi-time, teleworking, and work performance. This research shows that the use of technology, flexi-time, and teleworking each have a significant

influence on the work performance of Gen Z. In addition, this research provides a theoretical contribution by adding a simultaneous study of three independent variables that have not been studied previously and suggests that further research should be carried out. Consider other variables such as social support, organizational culture, and leadership style. For the government, it is recommended to create policies that support the application of technology, flexi-time and teleworking, as well as increasing public awareness about the importance of work-life balance. This research also has limitations, such as limited theoretical coverage to five variables, limited area and time, and a focus on Gen Z. Future research agendas could involve additional variables such as work environment and employee attitudes as well as expanding the research objects and samples to cover various generations.

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