Increasing Employees Performance Through the Use of Information Technology, Work-Life Balance and Employee Engagement

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Abstract: This study aims to seek determinant factors contribute to the employee performance in Information Systems and Financial Technology Centre. This study employs a quantitative method with surveys as research instrument. The unit of analysis is the employees of the Information Systems and Financial Technology Centre. The sample of this study use a non-probability sampling, with purposive sampling technique. The data is derived from primary data obtained through distributing questionnaires with likert scale measurements and then processed using the SPSS version 26. The analytical tools used are hypothesis test and coefficient of determination. The results of the research partially show that information technology utilization, work-life balance and employee engagement had positive and significant effect on employee performance. Additionally, the information technology utilization, work-life balance and employee engagement simultaneously had significant effect on employee performance

Keywords: Information Technology Utilization, Work-Life Balance, Employee Engagement, Employee Performane

INTRODUCTION

Information technology utilization brings a number of benefits, but also raises new concerns, such as the rise of new crimes, particularly cybercrime (Sinollah, 2009). Information technology also generates new activities that need to be regulated by existing laws and the requirements of information technology legislation. As one of the largest government agencies in Indonesia, the Ministry of Finance continues to strive to build information technology systems for use in its operational procedures. In order to make a positive contribution in the form of efficient implementation of tasks and functions for stakeholders spread throughout the archipelago, the Center for Information Systems and Financial Technology (Pusintek), one of the units in the Ministry of Finance that has the task of managing information and communication technology (ICT) within the Ministry of Finance, continues to follow developments in the field of information technology.

One form of information technology implementation by Pusintek is the use of the Nadine

application (Electronic Service Script). Nadine functions as a mail application, used to manage official manuscripts at the Ministry of Finance. Nadine is a form of automation of the Ministry of Finance's office business processes that facilitate formal and informal communication in working to improve work effectiveness and efficiency. The use of Nadine has been implemented since 2016 starting with Nadine version 1.0 and continues to grow until in 2022 Nadine version 2.7 has been launched. Pusintek as the creator of the Nadine application has implemented Nadine since the beginning. The application of Nadine certainly brings major changes in the procedures for managing official manuscripts which are routine activities of employees. Triyandari (2016) found the important impact of the use of information technology on worker performance. In line with that, Handayani et al., (2018) came to the conclusion that the use of technology can increase worker productivity and time efficiency in completing activities. However, research conducted by Nasir & Oktari (2017) claims that the use of information technology has no impact on individual performance. The Nadine application is used by the authors to determine the impact of the use of information technology on employee performance at Pusintek. The use of Nadine is also interesting for us because the application of information technology systems should aim to increase effective cooperation (Onn & Sorooshian, 2013) between employees so that organizations can benefit from investing a lot of money. The use of information technology by Pusintek employees is expected to encourage performance improvement to realize organizational goals. Additionally, continuous improvement of performance can also help an organization to achieve its vision and mission (Widodo, 2017).

Pusintek has 328 employees at the head office with an employee composition of 20 people or 6% of generation X, 306 people or 93% of generation Y and 2 people or 1% of generation Z as illustrated in figure 1. In carrying out their work, these generations Y and Z spend more time doing work beyond working hours or overtime. For Generation Y workers, data collected through the overtime recapitulation system averages 250 hours each year. The findings raise the question of whether performance is affected by the work-life balance of Generation Y employees. Work-life balance refers to how much an employee can be active in their professional and personal lives in balance while still feeling satisfied. The phrase "work-life balance" refers to situations in which people prefer to spend more time on work and less on their personal lives (Greenhaus et al., 2003). Below is the figure of Pusintek employee.
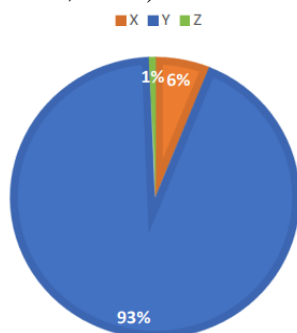
Source: Pusintek Human Resources 2022
**Figure1.** The portion of Pusintek Employee based on Generation time

Work-life balance can be defined as a balanced ratio between an employee's life outside of work, such as family life, social life, spiritual life, hobbies, health, recreation, and self-development, and time, emotions, and attitudes towards job demands. Employee productivity will increase if they are happy in their work. Dina's (2018) research findings corroborated by the research of Lukmiati et al., (2020) show that work-life balance has a positive and significant effect on performance. According to Chrisdiana & Rahardjo's (2017) research, work-life balance negatively affects millennials' intention to leave their jobs in Jakarta.

In addition, it is easier for companies to achieve their goals and missions when employees have a positive relationship with the company because they will give everything (Handoyo & Setiawan, 2017). Employee engagement is the utilization of organizational

members in their job roles, in accordance with the initial concept of employee engagement developed by Kahn through the collection of ethnographic data. In engagement, people work and express themselves physically, cognitively, and emotionally in their performance roles (Ismail et al., 2019). Widodo (2013) claims that one of the internal elements that influence productive behavior and can help employees improve themselves is engagement. According to expert knowledge, which is in line with the findings of Zulkarnain's research (2014) employee engagement greatly boosts business success. The lack of these elements that allow them to keep moving—moving from one organization to another—leads to the fact that these young people lack engagement, defined as a good, fulfilling, work-related frame of mind (Schaufeli et al., 2002). Millennial workers who experience moral and mental health fallout are more likely to leave their jobs (Park & Gursoy, 2012).

In Western countries, research on employee engagement and performance is increasingly numerous and popular, although research in this area has not received similar attention in non-western contexts (Ibrahim & Al Falasi, 2014). In fact, in Indonesia, only 15% of employees feel engaged with the company where they work (Barus, 2017). Then, the findings of Handoyo & Setiawan (2017) research which show that employee engagement has a big impact and can improve employee performance, complement the research findings of Sucahyowati & Hendrawan (2020). Higher levels of employee engagement, however, do not result in higher employee performance, according to research by Joushan et al., (2015), which revealed a variety of situations where this is not the case. These factors interest the authors to analyze how employee engagement affects worker performance. Individual performance affects the performance of a unit, which in turn affects the overall performance of the organization. It is important to constantly evaluate how well the organization is performing because then the vision and goals of the organization are achieved (Silitonga et al., 2017).

Employee performance at Pusintekis measured through Pusintek's Organizational Performance Value (NKO) which is an accumulation of the overall performance of employees at Pusintek. The NKO status if it produces a value range of $100 \leq x \leq 120$ is determined as 'meets expectations', if the value range is $80 \leq x < 100$ then 'does not meet expectations', and the x < value of 80 is 'does not meet expectations'. The phenomenon that occurs in Pusintek is that there are fluctuations in employee performance which are described in NKO as follows.
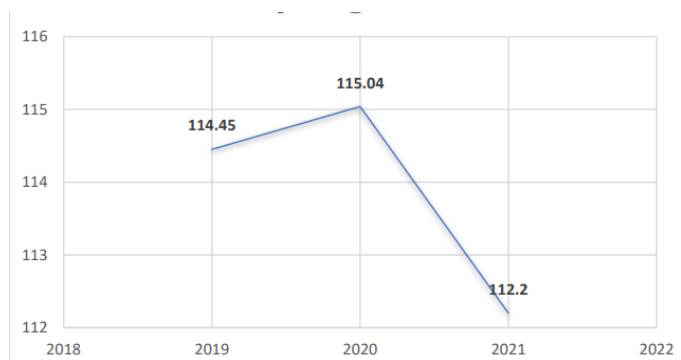
Source: Derived from Pusintek Finance Division
Figure 2. Value of the Work of the Organization in 2019-2021

Based on Figure 2, it is known that although it met expectations, there was a decline in performance in 2021. The decline occurred during the transition period of work patterns after the Covid-19 pandemic and needs to be a concern for leaders and parts of Pusintek who manage the performance. Performance is a dependent variable that is influenced by various variables that are significant to achieve organizational goals. Work-life balance is an employee compensation effort, and its impact on employee performance needs to be evaluated. The use of information technology is one form of development that must be obeyed by employees. The impact of employee engagement on performance will also be examined as one of the organizational strategies to gain competitive advantage. Therefore, researchers are interested

in investigating the Effect of Information Technology Utilization, Work-Life Balance, and Employee Engagement on Employee Performance at the Center for Information Systems and Financial Technology. The research questions to be discussed are based on how the problems formulated above include: 1) Does the use of information technology have an influence on employee performance? 2) Does work-life balance affect employee performance? 3) Does employee engagement have an influence on employee performance? 4) Does the use of information technology, work-life balance and employee engagement have an effect on performance simultaneously?

Information Technology

Information technology is defined as technology that integrates computing (computers) with high-speed communication lines that convey data, voice, and video in 2003 by William and Sawyer, as cited by Rakhmansyah & Susilo (2014). Information technology, as defined by William and Sawyer, is a collection of connected computers and communication channels that enable rapid transfer of data in the form of text, audio, and video. Multimedia information accommodated by the computer. Another opinion from Jogiyanto & Abdillah (2011), the use of IT in the majority of companies is no longer a rare item. It is undeniable that IT has become a necessity and obligation for organizations in doing business.

Thompson, et al., (1991) in Affandi (2018) stated that the indicators of information technology utilization are: 1. Social Factors, namely internalization by an individual on arbitrary cultural group references and certain arrangements involving both people and groups. 2. Affection, which is the feeling of a person who uses information technology in relation to certain people. 3. Complexity, i.e. the level of innovation is considered quite challenging to understand and apply. 4. Suitability of Duties, the relationship between a person's capacity to use information technology and their ability to perform activities more effectively. 5. Long-term consequences, the impact offered in the future that can offer convenience in working. 6. Facilitating conditions. Objective factors that make it easier for someone to work outside their environment.

Work-Life Balance

Effectiveness (working well, productively, and successfully) and positive impact are sources of balance (satisfying, happy). However, if connected and considered, the idea of work-life balance is something done by a person to create a balance between work and life or can also be described by giving his work and life at the same level of priority or value (Kim, 2014). A good work-life balance owned by employees will also have a good impact on job satisfaction and employee performance itself. Therefore, it is important for companies to pay attention to the work-life balance factor in the employee work environment (Sorongan, 2019).

There are various aspects of work-life balance that must be understood after learning the concept. According to Fisher et al., in Apriliana (2021), there are four dimensions of work-life balance, including: 1. Work Interference with Personal Life (WIPL). This factor measures how much a person's personal life is affected by his work. For example, managing time for one's personal life can be challenging for someone who is working. 2. Personal Life Interference with Work (PLIW). This dimension relates to how far a person's personal life interferes with his or her professional life. 3. Personal Life Enhancement Of Work (PLEW) An individual's success at work can be enhanced by factors related to their personal life; and 4. Work Enhancement Of Personal Life (WEPL). The extent to which labor can improve a person's quality of life is what is meant by this dimension.

Employee Engagement

Employee engagement is defined as a heightened emotional and intellectual connection between employees and their jobs, organizations, managers, or co-workers, will have an impact on how organizational policies are applied to their work (Ray, 2011). Employee engagement is also a way of thinking in which employees believe they are personally

responsible for the success of the company and work to achieve it (Aziz et al., 2021). Meanwhile, according to Wiley (2012) employee engagement is the level of motivation that individuals have to contribute to the success of the organization and their willingness to exert effort to complete important activities that will help the company achieve its goals.

Types of Employee Engagement

Gallup Organization (2004) in Lewiuci & Mustamu (2016) categorizes 3 (three) types of employees based on the level of employee engagement, namely: 1. Engaged. Engaged employees want to know what is expected of them in their jobs so that they can meet and exceed those expectations. When given a task, they often complete it to the best of their ability. Employees like this are eager to contribute all their potential and strength to the growth of the company. 2. Not Engaged. These types of employees often put more effort into getting other things done than completing their tasks. They tend to feel as if they have little energy while working and only complete activities that fall within their scope while waiting for direction from superiors. 3. Actively Disengaged. Employees of this type are not attached. They openly show feelings of unhappiness and dissatisfaction with the work done. They also consistently show resistance and only see the negative side of the various opportunities that exist. This type of employee can reduce organizational productivity.

Employee Performance

According to Hasibuan (2012), employee performance is the result of the work given to him based on his expertise and abilities. A key element that can affect the success of a company is usually the performance of certain personnel. Bernaddin and Russell argue in Priansa (2017) that performance is the result of job functions over a period of time. Performance is one of the success factors in determining the achievement of tasks for individuals or groups to perform their duties in accordance with the responsibilities given to them (Magdalena et al., 2021). From some of the thoughts expressed above, it can be concluded that performance is the end result of a work process, which can then be evaluated for quality and quantity to help the success of an organization. There are some factors that can affect employee performance which should be considered so that employee performance is maintained. Performance can be affected by various circumstances, both internal and external to the workplace. According to Sutrisno (2010) there are four elements that affect employee performance, including effectiveness and efficiency, authority and responsibility, discipline and initiative.

Performance Indicators

Mathis & Jackson in Karina (2018) stated that employee performance indicators are something that can affect the extent to which employees contribute to the company, including 1. Quantity of work. It can be measured by the number of tasks assigned to workers and their results. 2. Standard working quality. The work created by employees according to their skills and abilities can be used to measure it. 3. Reliability Measured by actions that have been completed from inception to finished goods or services. 4. Presence. It can be evaluated by looking at how disciplined an employee is with their presence. 5. Ability to cooperate. It can be measured by the extent to which employees can socialize with the environment and build interpersonal relationships.

Empirical Review and Hypothesis
Information Technology on Employee Performance

The use of technology is very important for the growth and development of an agency because it is expected that the advancement of IT will facilitate various jobs and lead to improved employee performance. Triyandari (2016) found the important impact of the use of information technology on worker performance. In line with that, Handayani et al., (2018) concluded that the use of technology can improve employee performance and can increase employee time efficiency in doing tasks. Therefore, the hypothesis can be formulated as

follows,

H 1 = There is a significant influence of Information Technology on employee performance.

Work-Life Balance on Employee Performance

Work-life balance describes the extent to which employees can balance and feel fulfilled in their work and personal lives. The current phenomenon shows a pattern in which people spend more time on work and less time on their personal lives. Dina's (2018) research findings supported by the research of Lukmiati et al., (2020) show that work-life balance has a positive and significant effect on performance. The authors formulate the second hypothesis as follows, H 2 = There is a significant influence of work-life balance on employee performace.

## Employee Engagement on Employee Performance

Engaged workers will be encouraged to do their best efforts (Marciano, 2010). On the other hand, low employee engagement impacts performance and increases their intention to leave their work, decreases customer service satisfaction, and increases absenteeism (Cataldo, 2011). Companies can increase employee engagement as an effort to improve employee performance because employee engagement affects employee performance. This is aligned with the findings of Handoyo & Setiawan (2017) research. Therefore, the authors formulate the third hypothesis as follows,

H 3 = There is a significant influence of employee engagement on employee performance

METHOD

This study adopts descriptive quantitative method. Sugiyono (2013) stated that descriptive research is problems related to investigations about the application of independent variables, whether one or more variables are involved or not. To ascertain the relationship between research variables, surveys with questionnaires were used as a data collection approach. According to Sofian & Singarimbun (2012), the survey method is a research technique that involves giving questionnaire-based data collection instruments to pre-selected research samples taken from a population. The population of this study is 328 pusintek employees based in Jakarta. The sample for this study was taken using the non-probability sampling method with purposive sampling techniques. To grasp the respondents' perceptions on the influence of IT utilization, Work-life balance, Employee engagement on work performance, the authors conducted surveys to 126 repondents using google form. Likert scale is adopted to examine the respondents' behaviour and perceptions. The data is analyzed using SPSS version 26. The research instrument is measured using validity and reliability tests. Below is the conceptual model of this study, as ilustrated in figure 4.

Figure 4. Conceptual Model of the Study
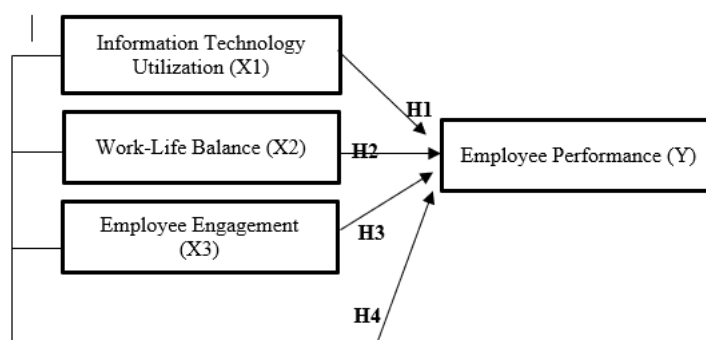
Source: Authors (2024)

According to Sugiyono (2013), theoretical framework is a combination of relationships between variables arranged according to established theories. The independent variable (X) and the dependent variable (Y). Employee performance is the dependent variable (Y), while

the independent variable is the use of information technology (X1), work-life balance (X2), and employee engagement (X3).

RESULT AND DISCUSSION
Result
This study investigates factors that influences employee perfomance in the centre of information and technology system and finance, which is located in jakarta.

Validity Test
Sugiyono (2013) pointed out that validity is the degree of conformity between the data collected from the object of research with the data that the researcher reports. The validity of the questionnaire will be evaluated by a validity test. The results of the validity test show that each statement of each variable in the questionnaire has a higher calculated value than the rtable (0.444) at a significance level of 5%, so it can be declared as valid.

Reliability Test
Sugiyono (2013) claims that the main purpose of reliability testing is to ascertain whether the measurement results of an instrument are consistent or regular when the instrument is reused as a measuring instrument for an object or respondent. The Cronbach Alpha method, which measures how well items in a set are positively correlated with each other, is often used. Using general criteria, reliability less than 0.60 is considered low, reliability in the range of 0.70 is considered acceptable, and reliability above 0.80 is considered good (Sekaran & Bougie, 2016). To achieve a sufficient level of reliability in these investigations, the authors raised the reliability threshold above 0.60. The following are the reliability test results of the four variables measured, including information technology utilization, work-life balance, employee engagement, employee performance.

Table 1. Reliability Test Results

Variable	Cronbach Alpha	Standard Reliability	Remarks
Information Technology Utilization (X1)	0.909	0.6	Reliable
Work-Life Balance (X2)	0.816	0.6	Reliable
Employee Engagement (X3)	0.750	0.6	Reliable
Employee Performance (Y)	0.788	0.6	Reliable

Source: data processed using SPSS

Centre of Information System and Financial Technology (Pusintek)
The Center for Information Systems and Financial Technology (Pusintek) is one of the echelon II units in the General Secretariat of the Ministry of Finance headed by a Head of the Center. Pusintek is located at Syafrudin Prawiranegara I Building 1-3rd Floor, Jalan Lapangan Banteng Timur No. 2-4, Central Jakarta. Pusintek is under and responsible to the Minister of Finance through the Secretary General with the task of coordinating, compiling and implementing information and communication technology policies and services, as well as managing data center infrastructure and facilities, data communication networks, applications, databases, and information systems. This is in accordance with the Minister of Finance Regulation Number 118/PMK.01/2021 concerning Organization and Work

Procedures of the Ministry of Finance.
Pusintek has the following objectives in carrying out these tasks: a. formulation of information and communication technology policies and services; b. development of information and communication technology programs; c. management of data center

infrastructure and facilities; d. management of data communication networks; e. application design and development; f. application system management; g. management of databases and data service systems; h. management of information security and information security systems; i. implementation of risk management and fostering compliance of information and communication technology; j. Management of functional positions of computer institutions; and k. implementation of Central administration.

Profile of Respondents

Based on distributed questionnaires, it is found out that the respondents profile categories comprise gender/sex, age, education background, and their length of working. Below (figure 5) is the results.

Table 2. Respondents Profiles

Criteria	Description	Number of respondents	Percentage (%)
Sex	Male	58	46%
	Female	68	54%
Age	<25 years old	113	90%
	25-34 years old	4	3%
	35-44 years old	7	5%
	>45 years old	2	2%
Education	D1	1	1%
	D3 (Diploma)	41	32%
	S1 (Bachelor degree)	82	65%
	S2 (Master degree)	1	1%
	Secondary/ Senior High SLTA	1	1%
Period of Employment	<3 years	3	3%
	3-5years	33	26%
	5-7 years	47	37%
	>7 years	34%	

Source: Data Processed by Authors

Analysis of Results
Classic Assumption Test
Normality Test

To find out whether the distribution of data from dependent and independent variable research results is close to the normal distribution, it is necessary to conduct a nomality test. Authors conducted a normality test using Kolmogrov-Smirnov Significance where the study can be continued if the data is normally distributed (Sig. > 0.05) and the study cannot be continued if the data is not normally distributed (Sig. < 0.05).

Table 3 Result of Komolgrov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		126
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.51619530
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.055
Test Statistic		.073
Asymp. Sig. (2-tailed)		.098[c]

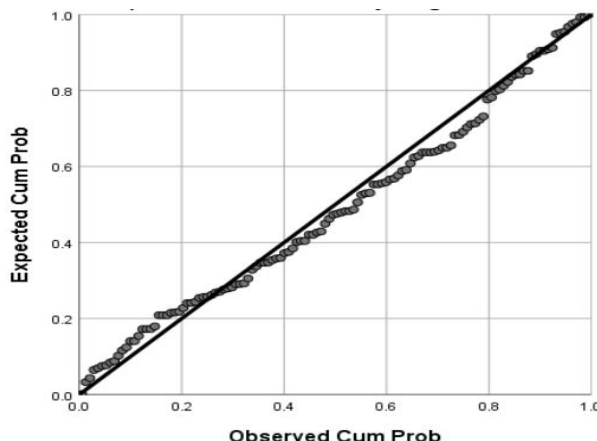a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: Data Processed by Authors

Data above shows the value of Asymp. 2 sig (2-tailed) > 0.05, which is 0.098, which illustrates that the population data is normally distributed so that parametric type statistical tests can be continued. The data is supported by the results of histogram graph analysis and normal probability plot graphs. Below is the result of probability plot.

Figure 5. Probability Plot Result
Normal P-pplot of Regression Standardized Residual
Dependend variable: Work Performance

Source: Data Processed by Authors

Above figure is a Normal P-P Plot graph shown the distribution of data around the line illustrates that the distribution of data is normally distributed so it is feasible to use because it meets the assumption of normality.

Haterocadstisity Test

To test whether in the regression model there is an inequality of variance from the residual of one observation to another, a heteroscedasticity test is carried out, called heterokedasticity if the variants are different. The results of the heteroscedasticity test are as follows.

Figure 6. Scatter Plot
Scatter Plot
Dependent Variable: Work Performance
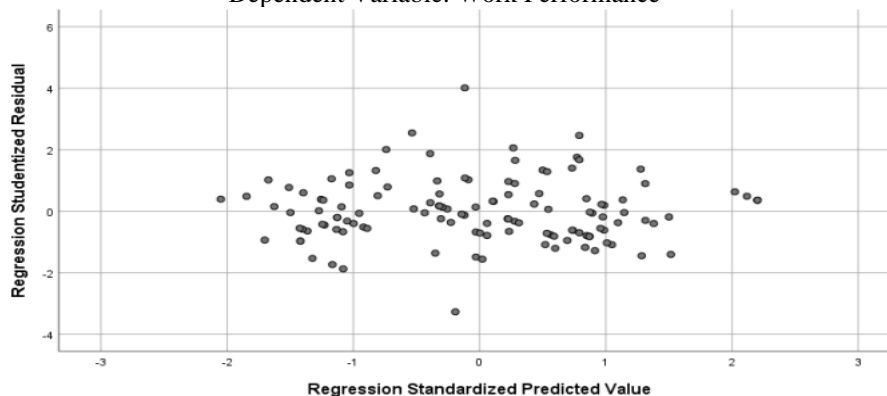
Source: Data Processed

Figure 6 above shows that these points spread above and below the number 0 and do not form a certain pattern, so it can be said that heteroscedasticity does not occur.

Autocorrelation Test

To find out whether a regression model has a correlation between the residuals in period t and the previous period, an autocorrelation test is carried out which is detected using Durbin Watson (DW). The results of the autocorrelation test can be seen in table 4, as follows:

Table 4. Results of Durbin Watson Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833[a]	.693	.686	2.54694	1.836

a.Predictors: (Constant), employee engagement, technology utilization, work-life balance
b.Dependent Variable: Employee Performance

Table 4 above shows Durbin Watson value of 1.836 with 126 data, and the number of independent variables 3 (k = 3), so dL = 1.6608 and dU = 1.7582 can be obtained. Then the value 4–dL=2.3392 and 84 the value 4-dU=2.2418. Durbin-Watson test criteria are dU < d < 4-dU, in this study obtained values of 1.7582 < 1.836 < 2.2418 so that it can be stated that there is no autocorrelation between independent variables and dependent variables.

Multicolinearity Test

To find out whether in the regression model there is a correlation between independent variables, a multicollinearity test is carried out, in a good regression model there is no correlation between independent variables. The results of the multicollinearity test are as follows:

Table 5. Results of Multicolinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.588	1.968		1.824	.071		
	Pemanfaatan Teknologi Informasi	.318	.054	.439	5.878	.000	.452	2.215
	Work Life Balance	.193	.076	.245	2.521	.013	.266	3.760
	Employee Engagement	.361	.116	.248	3.105	.002	.394	2.539

a.Dependendent variable: Employee Performance
Source: Data processed using SPSS

Table 5 shows values in the tolerance column greater than 0.10 and values in the VIF column less than 10 in all independent variables. This shows that there is no correlation between one independent variable and the other independent variable so there is no multicollinearity problem.

Analysis of Multiple Linear Regression

Authors have conducted multiple linear regression analysis with the following results:

Table 6 Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.588	1.968		1.824	.071
	Pemanfaatan Teknologi Informasi	.318	.054	.439	5.878	.000
	Work Life Balance	.193	.076	.245	2.521	.013
	Employee Engagement	.361	.116	.248	3.105	.002

a.Dependendent variable: Employee Performance

T Test Results

        To determine the influence of each independent variable on the dependent variable, a partial test or t test is carried out. The independent variable is said to have a significant influence on the dependent variable if the significance value is < 0.05 or the calculated t value > t table.
        Referring to table 6 above, the results of testing the t-count value of information technology utilization amounted to 5,878 with a probability significance of 0.00. Since the t-count value exceeds the t-table value (1.97897) and its significance is below from 0.05, it can be said that the use of information technology has a significant positive influence on employee performance. As for the work-life balance variable, the calculation of the work-life balance t-calculate value of 2.521 with a probability significance of 0.013.
        Since the t-count value exceeds the t-table value (1.97897) and its significance is below from 0.05, it can be said that work-life balance has a significant positive influence on employee performance. Meanwhile, for employee engagement, the results of testing the t-calculate value of employee engagement were 3,105 with a probability significance of 0.002. Since the t-count value exceeds the t-table value (1.97897) and its significance is below 0.05, it can be said that employee engagement has a significant positive influence on employee performance.

F Test /Analysis of Variance (ANOVA)

        In order to test the feasibility of the test model in the study, an F / ANOVA test has been carried out with the results of the regression output anova table in Figure 4.11. It is known from the table that the F-count is 91,896, higher than the F-table which is 2.68. The significance in the anova table is also obtained at 0.000, smaller than 0.05. This provides information that H4 is accepted, where the variables of technology utilization information, work-life balance and employee engagement simultaneously affect employee performance significantly, as illustrated in table 7.

Table 7. ANOVA Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1788.373	3	596.124	91.896	.000^b
	Residual	791.405	122	6.487		
	Total	2579.778	125			

a.   Dependendent variable: Employee Performance
b.   Predictors: (constant), employee engagement, Information Technology, Work-Life Balance

Determinant Coefficient (R2)

        This analysis is carried out to determine how much the percentage of the independent variable affects the dependent variable. The results of the analysis are as follows.

Table 8. Determinant Coefficient (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.693	.686	2.54694

a. Predictors: (constant), employee engagement, Technology Information, Work-Life Balance

The result of R² (R Square) in table 8, amounting to 0.693 or 69.3 percent means that the use of information technology, work-life balance and employee engagement simultaneously affects employee performance variables by 69.3 percent. While the rest, amounting to 30.7 percent, was influenced by other variables outside the variables studied in this study.

Discussion

The results showed that the variable of information technology utilization (X1) affected employee performance positively and significantly. This is in line with research conducted by Triyandari (2016) which found a significant influence of the use of information technology on employee performance. In line with that, Handayani et al., (2018) concluded that the use of technology can improve employee performance and time efficiency in doing tasks. This means that the use of information technology at Pusintek is able to improve employee performance supported by facilitating factors and conditions. However, this is different from the findings of Nasir & Oktari's (2017) research which states that the use of information technology does not affect performance.

In addition,the results showed that the work-life balance (X2) variable affected employee performance positively and significantly. This is relevant to the findings of research conducted by Dina (2018) supported by research by Lukmiati et al., (2020) showing that work-life balance has a positive and significant influence on performance. This means that work-life balance conditions at Pusintek are able to improve employee performance supported by facilitating policies and conditions. However, the results of the study are different from the findings of Saifullah (2020) stating that work-life balance does not significantly affect performance.

In regards to employee engagement the results showed that the employee engagement variable (X3) influenced employee performance positively and significantly. This is in line with research conducted by Handoyo & Setiawan (2017) which is supported by the results of Sucahyowati & Hendrawan's (2020) research which explains that employee engagement has a significant effect and can improve employee performance. This means that employee engagement conditions at Pusintek are able to improve employee performance supported by facilitating factors and conditions. However, the results of the study are different from the findings of Joushan et al., (2015) who in their research found different things where employee engagement did not affect employee performance significantly.

CONCLUSION

Referring to the results of data analysis, interpretation of results and discussions that have been explained, it can be seen that the variable of Nadine's information technology utilization affects the performance of Pusintek employees positively and significantly so that it can be said that the use of applied information technology can significantly improve employee performance. Then the work-life balance variable affects the performance of Pusintek employees positively and significantly so that it can be said that the balance between work and personal life of employees can significantly improve employee performance. Likewise, the employee engagement variable that affects the performance of Pusintek employees positively and significantly so that it can be said that relationships and attachments between employees can significantly improve employee performance. Simultaneously, the use of information technology, work-life balance, and employee engagement significantly affects

the performance of Pusintek employees.

Limitation

The authors encountered several obstacles during the research process and data collection in this study, including: 1. Limitations in terms of variable scope, this study only analyzed four variables, namely the use of information technology, work-life balance, and employee engagement as independent variables and employee performance as dependent variables. While there are still other variables that are thought to have an influence on employee performance; 2. Authors collect data by distributing questionnaires, so that the results and conclusions obtained are limited to referring to the data collected through questionnaires sent by researchers online. 3. The author's limited time in completing this study, so the research results still have many shortcomings.

Recommendation

Based on data processing and conclusions obtained in this study, there are several recommendations that researchers can give to Pusintek, including: 1. The use of information technology, Pusintek can further optimize education and systems used in the use of information technology, especially the Nadine application, this aims to make it easier for employees to understand the system used so that employees become more skilled in completing work. 2. Work-life balance, Pusintek can support employees through the participation of direct superiors and policies that support the creation of a conducive work environment. 3. For employee engagement, Pusintek can make a fair and proportional overtime work hour policy as a form of appreciation for the dedication given by employees. Additionally, for Employee performance, Pusintek can further optimize employee training and development, especially internalizing the spirit of cooperation so that employees have high awareness of organizational interests.

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