

The Effect of Remote Working on Jobs Satisfaction and Job Performance Through Work-Life Balance in IT Companies

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ABSTRACT

This study aims to examine the effect of remote working on job satisfaction and job performance with the mediating role of work-life balance in IT company employees. Quantitative methods were used with a descriptive approach, through distributing online questionnaires using Google Form to respondents selected by purposive sampling. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results showed that remote working has a significant effect on work-life balance. Work-life balance has a significant effect on job satisfaction and job performance, while job satisfaction also has a significant effect on job performance. The mediation test proves that work-life balance mediates the effect of remote working on job satisfaction and job performance. This study has several limitations, such as the scope that only includes IT companies in the JABODETABEK area, online data collection methods, and quantitative approaches. In addition, the variables used are still limited. Future research is recommended to expand the scope of industries and regions, add relevant variables in the context of remote working, and consider a mixed methods approach to obtain a more comprehensive understanding. Managerial implications show the importance of designing a remote working system that supports flexibility, effective communication, and balanced workload management to maintain employee satisfaction and performance in the IT industry.

1. INTRODUCTION

Information and communication technology has transformed many aspects of life, including the world of work. One significant change is the increasing use of remote working systems, especially after the COVID-19 pandemic (Galanti et al., (2021). Many technology companies have adopted remote working in response to global conditions that demand flexibility. Remote work provides greater flexibility in time and location for employees, which can impact work-life balance (Randall & M. Lartey, 2022). Although remote working offers various potential benefits, there are a number of challenges that can negatively impact employee satisfaction and performance. One of these is the lack of social interaction and unclear boundaries between work and personal life. In a remote working system, employees often have difficulty separating work time from personal time due to the lack of physical separation between the office and home environments. Distractions from household activities and the tendency to work beyond normal working hours can result in poor work-life balance. This condition ultimately has the potential to reduce job satisfaction and job performance. Therefore, it is important to conduct research on the impact of remote working on job satisfaction and job performance through work-life balance in technology companies.

Studies on remote working continue to grow, especially post-pandemic. Recent research suggests that remote working can improve work-life balance and increase employee freedom (Ma, 2021). According to Dwicahyani & Gorda (2023), work-life balance can increase the risk of burnout due to unclear boundaries between work and personal life. Remote work systems provide unprecedented flexibility but require a careful managerial approach to avoid negative impacts. This imbalance can affect employee stress levels, which in turn impacts job satisfaction. Job satisfaction is an important indicator in evaluating employee well-being and organizational effectiveness. Employees with high levels of job satisfaction tend to be more loyal, motivated, and contribute optimally to achieving company goals (Susanti et al., 2017). In the context of remote working, job satisfaction can be

influenced by various factors such as flexibility, technological support, and the quality of team communication. By giving employees the freedom to manage their time and place of work, companies can create an environment that supports job satisfaction. This is in line with the findings of Mariam & Ramli (2020), which show that factors that support job satisfaction can reduce employee turnover intentions. Lack of direct interaction with coworkers can create a sense of isolation that has the potential to reduce employee work performance (Akil et al., 2019).

Job performance refers to the level of employee contribution to achieving organizational goals, both quantitatively and qualitatively (Campbell, 2010). Previous research has shown that job satisfaction has a positive correlation with job performance, where employees who are satisfied with their jobs tend to show better performance (Judge et al., 2001). Several studies have shown that remote working has both positive and negative impacts on job satisfaction and job performance. For example, research by Bloom et al. (2013) found that flexible working hours in remote working increase productivity. However, other studies have shown that remote working can increase social isolation, which negatively impacts work performance (Van Der Lippe & Lippényi, 2020). Based on a literature review, this study builds on the study conducted by Susanto et al. (2022), which focused on the direct relationship between work-life balance and job satisfaction and job performance. This study adds the influence of remote working as a new variable, thus providing a more in-depth perspective on the mechanisms by which remote working influences job satisfaction and job performance.

Furthermore, the researcher believes that this research is important because of the problem that working remotely blurs the boundaries between work time and personal time. Many employees complain that working hours feel limitless when working remotely. This condition triggers mental fatigue, sleep disturbances, and stress, potentially reducing work-life balance and job satisfaction. This phenomenon can also negatively impact employee performance and engagement within the organization. The study, conducted in this study, found differences in population; the researcher focused on IT company employees who work remotely. Meanwhile, the study by Susanto et al. (2022) focused on employees working in micro, small, and medium enterprises. This study aims to analyze the effect of remote working on job satisfaction and job performance through work-life balance in an IT company. This research is expected to provide theoretical and practical contributions to companies implementing remote working systems.

2. THE PURPOSED METHOD

a. Remote working

Remote working is a remote work system, where employees carry out work activities from home while still receiving remote monitoring from managers and is carried out using technological systems (Herawati Utami, 2023). Remote working is work carried out by a person (employee, self-employed, home worker) who spends most or most of his time working at a location other than the employer's or client's traditional workplace, which involves the use of telecommunications as a primary and essential feature of the work (Huuhtanen et al., 1997). Remote working is a form of organizing or carrying out work, using information, within the context of a contract/employment relationship, where work can be done at the employer's premises or can be done outside of that location on a regular basis (Brussels, 2008). With the definitions above, remote working is defined as a work approach that gives employees the freedom to choose their work location, using telecommunications as a primary and essential feature in the work (Huuhtanen et al., 1997).

b. Work-life Balance

C. Calrk, (2000) defines work-life balance as a balance between work and personal life characterized by flexible transitions and clear boundaries between work and personal roles. Work-life balance is a theory that explains how individuals manage work and family environments and the boundaries between the two to achieve balance (Komari & Hadari Nawawi, 2021). According to Greenhaus & Beutell, (1985) defines work-life balance as a condition where the demands of a role in a person's work and personal life do not conflict and allow individuals to live both aspects in balance. With the definitions above, work-life balance is defined as a state in which individuals feel

able to fulfill their work and personal life responsibilities with flexible transitions and clear boundaries between work and personal roles (C. Calrk, 2000).

c. Job Satisfaction

The definition of job satisfaction given by Tnay et al., (2013) states that job satisfaction is seen as a combination of environmental styles and psychological conditions that can make someone honestly admit satisfaction with the work done. Job satisfaction is a positive emotional state resulting from the evaluation of work and work experiences, which can affect performance and productivity (Kahn et al., 1964). Riyanto et al., (2021) stated that job satisfaction is the result of an individual's perception and evaluation of their work, influenced by their own unique needs, values, and expectations, which they consider important to them.

d. Job Performance

According to Armstrong, (2000) stated that job performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the achievement of organizational goals. According to Berliana et al., (2018) explained that job performance is the work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in achieving organizational goals legally, not violating the law and in accordance with morals and ethics. Lestari et al., (2022) defines that the meaning of job performance is the achievement of a person or employee in doing work or achieving a person's success in carrying out targets in their work properly and appropriately. With the definitions above, job performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the achievement of organizational goals (Armstrong, 2000). The relationship between remote working and work-life balance is very close, where the effective implementation of remote working can improve the balance between work demands and employees' personal lives. In line with research by Golden & Veiga (2005), remote working provides greater flexibility in managing time and place.

Workplaces, allowing employees to have greater control over their work-life balance. Research by Vaidya et al. (2023) shows that remote working has a significant impact on work-life balance. Remote working provides greater flexibility in scheduling work hours and locations, allowing employees to adjust work hours to their personal needs, which can reduce stress and increase satisfaction (Randall & M. Lartey, 2022). Furthermore, reducing commute time, often a source of stress, also contributes to improved work-life balance (Ma, 2021). Based on the above statements, the following hypothesis can be formulated:

H1: Remote working has a significant impact on work-life balance.

e. The Relationship Between Work-Life Balance and Job Satisfaction

The relationship between work-life balance and job satisfaction is significant, with improved balance between work and personal life demands contributing to higher levels of job satisfaction. Research conducted by Susanto et al. (2022) shows that work-life balance has a positive effect on job satisfaction, with employees who are able to manage their time and responsibilities between work and personal life tend to be more satisfied with their jobs. This is in line with findings by Haar et al. (2014) which state that individuals with a good work-life balance experience increased job satisfaction and overall well-being. Research by Dousin et al. (2019) shows that employees who are satisfied with their personal lives tend to be more satisfied with their jobs, creating a mutually reinforcing positive cycle. Based on the above statements, the following hypothesis can be formulated:

H2: Work-life balance has a significant effect on job satisfaction.

f. The Relationship Between Work-Life Balance and Job Performance

The relationship between work-life balance and job performance is very significant, where a good balance between work demands and personal life can improve employee performance. Research by Susanto et al., (2022) shows that work-life balance has a positive influence on job

performance, where employees who are able to manage time and responsibilities between work and personal life tend to show better performance. A good work-life balance allows employees to feel more focused and motivated in completing their tasks, which in turn increases productivity and work efficiency Haar et al., (2014). Research by Dousin et al., (2019) supports this relationship by showing that employees who have a good work-life balance tend to be more satisfied with their jobs, which contributes to improved performance. Based on the description above, the following hypothesis is proposed:

H3: Work-life balance has a significant effect on job performance.

g. The Relationship Between Job Satisfaction and Job Performance

The relationship between job satisfaction and job performance is significant, with high levels of job satisfaction likely contributing to improved employee performance. Research by Susanto et al. (2022) shows that job satisfaction has a positive effect on job performance, with employees who are satisfied with their jobs tending to perform better. Employees with high levels of job satisfaction are more likely to be actively engaged in their tasks, contribute positively to organizational goals, and demonstrate greater commitment to their work (Abdeen & Khalil, 2023). Research by Dousin et al. (2019) supports this relationship by showing that employees who are satisfied with their work environment and the support they receive tend to perform better. Employees who feel valued and recognized in their work are more motivated to give their best in their tasks, which in turn increases productivity and efficiency (Haar et al., 2014). Based on the above description, the following hypothesis is proposed:

H4: Job satisfaction has a significant effect on job performance.

h. The Relationship Between Remote Working and Job Satisfaction through Work-life Balance

Remote working allows employees to create a balanced relationship between their personal and professional lives. Employees who work remotely can arrange their working hours more flexibly and can also carry out personal activities, thus achieving a balance between work and personal life, thereby increasing employee job satisfaction (Suryaningtyas et al., 2022). According to research by García-Salirrosas et al., (2023), work-life balance as a mediator has a significant impact on job satisfaction in the context of remote working. According to Oosthuizen et al., (2016), work-life balance as a link between positive interaction experiences in remote working and job satisfaction. Based on the description above, the following hypothesis is proposed:

H5: Work-life balance mediates the influence of remote working on job satisfaction.

i. The Relationship between Remote Working and Job Performance through Work-life Balance

Remote working allowing employees to create a balanced relationship between their personal and professional lives, thereby increasing productivity and maximizing work results. According to research by Cornelia & Nasution (2024), remote working has a significant impact on job performance. Flexibility in the workplace contributes to a sense of comfort and has implications for work-life balance, thus being proven to have a positive impact on work ethic and job performance. Remote working systems improve the quality of family and personal life, which indirectly impacts job performance (Subari & Sawitri, 2022). Research conducted by Minarika et al. (2020) shows that achieving a positive work-life balance can increase work enthusiasm, job satisfaction, and a greater sense of responsibility, both professionally and personally. This can ultimately have a significant impact on employee productivity or job performance. Based on the description above, the following hypothesis is proposed:

H6: Work-life balance mediates the influence of remote working on job performance. Based on the hypothesis framework above, the research model can be described as follows.

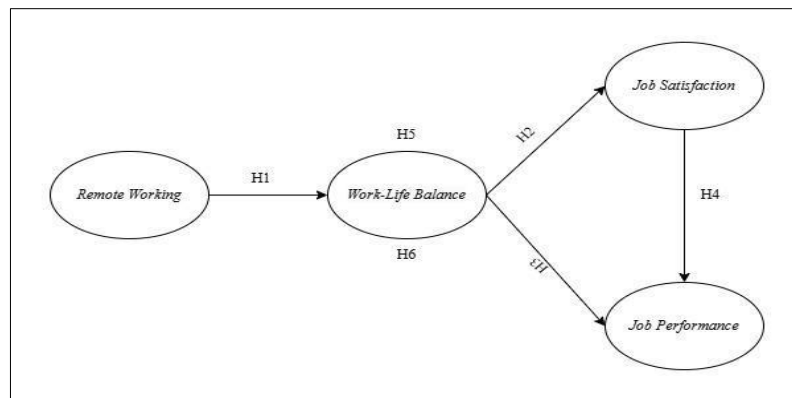


Fig 1. Research Model

3. METHOD

This study uses a quantitative approach to analyze the effect of remote working on job satisfaction and job performance through work-life balance. In this study, data were collected through a survey by distributing online questionnaires using Google Forms using a Likert scale. The Likert scale is a scale for measuring a person's opinion on a statement, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neutral," 4 represents "agree," and 5 represents "strongly agree." The remote working variable is based on indicators from Vaidya et al.'s (2023) research, which includes 9 (nine) statements about flexibility of working hours, work location, and the ability to adjust work from home. The work-life balance variable is measured using a scale adapted from Susanto et al.'s (2022) research, which consists of 3 (three) statements that assess employees' ability to balance their personal and professional lives. The job satisfaction variable is measured using 5 (five) statements adapted from Susanto et al.'s (2022) statements, which measure the level of employee commitment to their work and relationships. Job performance variables were measured using six statements derived from research conducted by Susanto et al. (2022), which covered various aspects such as productivity, work quality, and employee morale. Thus, this study contained 23 statements.

The population studied in this study consisted of employees working in IT companies that use a remote work system. The sample was taken using a purposive sampling method. Purposive sampling is a sampling technique with certain considerations that aims to obtain more relevant data and in accordance with the research objectives (Sugiono, 2013). The respondent criteria were employees aged 18-45 years who work remotely in IT companies in the Greater Jakarta area, with a minimum of 1 year of service. According to Hair et al., (2017) the number of samples must be at least 5 (five) to 10 (ten) times the number of questionnaire statements. Referring to this formula, the number of respondents in this study was 115 respondents (23x5).

Data analysis used Structural Equation Model Partial Least Square (SEM PLS) version 4.0.9.0. According to Hair et al., (2022) SEM PLS is a variance-based method used to estimate structural equation models. The data analysis methods used include pretest and questionnaire validity. Before conducting a larger data test, a pretest was conducted on 30 respondents to determine the validity and reliability of the statement indicators using IBM SPSS Statistics software version 30.0.0. Measure of Sampling Adequacy (MSA) and Kaiser-Meyer-Olkin (KMO) were used to test the validity of the questionnaire, with KMO and MSA values must be more than > 0.50 for the questionnaire to be considered valid. As for the reliability test, looking at the Cronbach Alpha value, it can be said that the analysis is reliable, namely with a value of more than 0.6 (Hair et al., 2020). The pretest results showed that all statements were valid and reliable, so the research was continued according to the instruments mentioned above.

4. RESULTS AND DISCUSSION

Results

Based on the results of an online survey using Google Forms, data was obtained from 115 respondents with criteria previously determined in the research methods chapter. Demographic data from the research results show that of the 115 respondents, 65 respondents were female (56.5%) and 50 respondents were male (43.5%). In addition, based on age, there were 53 respondents aged 25-31 years (46.1%), 41 respondents aged 18-24 years (35.7%), 14 respondents aged 32-38 years (12.2%), and 7 respondents aged 39-45 years (6.1%). Based on monthly income, there are 63 respondents with a monthly income of Rp. 4,000,000-Rp. 5,000,000 (54.8%), 36 respondents with a monthly income of Rp. 5,100,000-Rp. 6,000,000 (31.3%), and 16 respondents with a monthly income greater than Rp. 6,100,000 (13.9%). Based on education level, 89 respondents are bachelor's graduates (S1) (77.4%), 19 respondents are diploma graduates (D1, D2, D3 and D4) (16.5%), 4 respondents are master's graduates (S2) (3.5%), and 3 respondents are high school/vocational school graduates (2.6%). Based on position, there are 67 respondents with staff positions (58.3%), 35 respondents with supervisor positions (30.4%), 10 respondents with manager positions (8.7%), and 3 respondents with director positions (2.6%). Based on domicile, there are 36 respondents domiciled in Bogor (31.3%), 32 respondents domiciled in Jakarta (27.8%), 18 respondents domiciled in Tangerang (15.7%), 17 respondents domiciled in Depok (14.8%), and 12 respondents domiciled in Bekasi (10.4%).

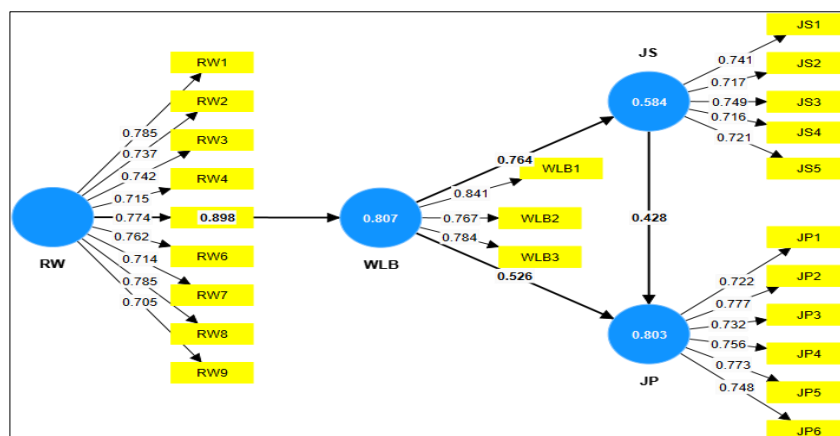


Figure 2. Outer Model Results

Source: Data processed by the researcher himself (2025)

Convergent validity and construct reliability tests were conducted to ensure that each indicator accurately and consistently represents the construct being measured. As stated by Hair et al. (2022), indicators with an outer loading value ≥ 0.7 and an Average Variance Extracted (AVE) value > 0.5 are considered valid. Meanwhile, variable reliability can be measured using Cronbach's alpha and a composite reliability value > 0.6 .

The results of data processing show that all indicators in the model have outer loading values above 0.70, indicating that each indicator is valid in measuring its construct. Remote working has an outer loading value between 0.705 and 0.785, with an AVE value of 0.637, a Cronbach's alpha of 0.715, and a composite reliability of 0.84. This indicates that the remote working construct has met the validity and reliability requirements. Work-life balance also meets the criteria with an outer loading value between 0.767 and 0.841. An AVE value of 0.558, a Cronbach's alpha of 0.902, and a composite reliability of 0.919 indicate that this construct is valid and reliable. Job satisfaction, outer loading values range from 0.716 to 0.749, with an AVE of 0.532, a Cronbach's alpha of 0.78, and a composite reliability of 0.85. These values indicate that the job satisfaction construct is valid and reliable. Finally, job performance also showed adequate results, with an outer loading between 0.722 and 0.777, an AVE of 0.565, a Cronbach's alpha of 0.846, and a Composite Reliability of 0.886.

According to Hair et al., (2022) the R^2 value ranges from 0-1, where the higher the value, the stronger the influence. Hair et al., (2022) also grouped the R^2 value into 3 categories, namely the R^2 value = 0.75 for the strong category, R^2 = 0.50 for the moderate category, and R^2 = 0.25 for the weak

category. Based on the research that has been done, it can be seen that the R-Square work-life balance value is 0.807, which means that the remote working variable is able to explain its influence on work-life balance by 80.7% while 19.3% is influenced by other variables outside the model studied. Meanwhile, the R-square job satisfaction is 0.584, which means that the remote working and work-life balance variables are able to explain their influence on job satisfaction by 58.4% while 41.6% is influenced by other variables outside the model studied. Finally, the R-Square value of the job performance variable is 0.803, which means that remote working, work-life balance, and job satisfaction can influence job performance by 80.3%, while 19.7% is influenced by other variables outside the model studied.

Table 1. Results of Hypothesis Testing of Direct Influence Research Model

Hypothesis	Hypothesis Statement	Original Sample	T values	P-Values	Conclusion
H1	Remote working has a significant impact on work-life balance.	0.898	61,487	0,000	H1 Accepted
H2	Work-life balance has a significant effect on job satisfaction.	0.764	19,034	0,000	H2 Accepted
H3	Work-life balance has a significant effect on job performance.	0.526	8.03	0,000	H3 Accepted
H4	Job satisfaction has a significant effect on job performance.	0.428	6,525	0,000	H4 Accepted

Source: Data processed by the researcher himself, (2025)

Hypothesis testing with a significance level of 5%, where the hypothesis will be accepted if T-values > 1.96 and P-value < 0.05 (Haryono, 2016). In addition, the original sample value indicates the magnitude of the direct influence between variables in the structural model. The higher this value, the stronger the influence between variables. Based on the results of the hypothesis test, Based on the results of the hypothesis test, all hypotheses in this study are accepted. In the first hypothesis (H1), the T-value of 61.487 and P-value of 0.000 indicate that there is a significant influence between remote working on work-life balance, with the original sample value of 0.898, which indicates a very strong and positive influence. The second hypothesis (H2) is also accepted with T-values of 19.034 and P-value of 0.000. The original sample value of 0.764 indicates that work-life balance has a positive and strong effect on job satisfaction. In the third hypothesis (H3), the T-value was 8.030 and the P-value was 0.000. The original sample value of 0.526 indicates that work-life balance has a moderate positive effect on job performance. Finally, the fourth hypothesis (H4) shows that job satisfaction has a significant effect on job performance, with a T-value of 6.525, a P-value of 0.000, and an original sample value of 0.428, indicating a moderate positive effect.

Table 2. Results of Hypothesis Testing of Research Model Through Mediation

Hypothesis	Hypothesis Statement	Original Sample	T Values	P Values	Conclusion
H5	Work-life balance mediating the influence of remote working on job satisfaction	0.686	16,576	0,000	Accepted
H6	Work-life balance mediating the influence of remote working on job performance	0.766	24,547	0,000	Accepted

Source: Data processed by the researcher himself, (2025)

In addition to the direct influence between variables, this study also tested for an indirect effect through the mediating variable work-life balance. The results showed that both mediation hypotheses were accepted based on T-values and P-values that met significance criteria.

In the fifth hypothesis (H5), the effect of remote working on job satisfaction through work-life balance, the original sample value was obtained at 0.686, T-values at 16.576, and P-values at 0.000. This

indicates that there is a positive and significant indirect effect, with a consistent direction of the relationship and a fairly strong contribution. The sixth hypothesis (H6) tested the effect of remote working on job performance through work-life balance. The analysis results showed an original sample value of 0.472, T-values at 24.547, and P-value at 0.000. This indicates that the indirect effect is also significant and positive, in explaining the relationship between variables.

Discussion

This study examines the impact of remote working on employees in IT companies. The majority of respondents were women, often holding dual roles as professionals and homemakers. In the context of remote working, flexible working hours can help them balance work and personal life demands more optimally. This is in line with research by Mansoor et.al. (2021), which shows that many women choose remote working because it offers flexibility, allowing them to fulfill dual roles as professionals and homemakers. Most respondents were of productive age, who tend to be adaptive to remote working and more sensitive to work-life balance issues. Furthermore, many respondents held staff positions, which directly impact changes in work patterns. This situation demonstrates the relevance of respondents' backgrounds in measuring the influence of remote working on job satisfaction and job performance through work-life balance.

The results of this study indicate that remote working has a significant effect on work-life balance. This suggests that remote working allows employees working in IT companies to balance work and personal life demands more flexibly. Respondents' answers indicate that ease of communication and collaboration, even without face-to-face interaction, can enhance work effectiveness without sacrificing personal or family time. The ability to stay professionally connected while working from home is a crucial factor in maintaining a work-life balance. These findings align with research by Golden & Veiga (2005), Vaidya et al. (2023), Randall & M. Lartey (2022), and Ma (2021), which suggests that remote working positively impacts work-life balance by providing flexibility, reducing stress from travel, and increasing individual control over their work schedule.

The results of this study indicate that work-life balance has a significant effect on job satisfaction. This indicates that the balance between work and personal life can increase employee job satisfaction in IT companies. Based on the results of respondents' answers, it indicates that when employees in IT companies feel they have enough time to live social and family lives without being disturbed by work, their job satisfaction also increases. This sense of satisfaction arises because individuals do not feel overburdened by work and can fulfill emotional and social needs outside the work environment. This finding is in line with research by Susanto et al., (2022), Haar et al., (2014), and Dousin et al., (2019) which states that a good work-life balance can increase job satisfaction, because employees feel more balanced in their lives, have control over their time, and receive adequate support from the work environment.

This study shows that work-life balance has a significant effect on job performance. This reinforces the understanding that the balance between personal life and work not only impacts job satisfaction but also improves individual performance in IT companies. Based on the results of respondents' answers, it shows that individuals who have sufficient time for social and family life tend to be more mentally and emotionally refreshed, so they can work more focused, productively, and efficiently. A healthy psychological condition resulting from achieving work-life balance contributes positively to work performance because employees feel less burdened and are able to manage work responsibilities well. This finding is in line with research by Susanto et al., (2022), Haar et al., (2014), and Dousin et al., (2019) which states that work-life balance contributes positively to job performance because employees who are balanced in terms of time and energy tend to perform better, more consistently, and are more motivated in completing their work.

The results of this study indicate that job satisfaction has a significant effect on job performance. The results of this study confirm that job satisfaction felt by employees has a direct impact on improving their performance in an IT work environment. Based on the results of respondents' answers, it indicates that feelings of happiness and satisfaction with work are important factors that encourage employees to work optimally and provide their best contribution. Employees who are satisfied with their jobs tend to have higher motivation, a positive attitude, and commitment to the tasks given, thus having a direct

impact on increasing productivity and achieving work targets. This finding is in line with research by Susanto et al., (2022), Haar et al., (2014), Abdeen & Khalil, (2023), and Dousin et al., (2019) which states that job satisfaction is an important trigger for job performance because satisfied employees will show higher dedication, greater work initiative, and lower absenteeism and turnover rates.

The results of this study indicate that work-life balance mediates the effect of remote working on job satisfaction. In this case, remote working indirectly increases the job satisfaction of employees working in IT companies by creating a balance between work and personal life. This is evidenced by respondents' answers, which indicate that the flexibility offered by remote working allows employees to manage their time more effectively so they can meet their social and emotional needs outside of work. With a good level of work-life balance, employees feel calmer, happier, and less stressed in carrying out their work, which ultimately contributes to increased job satisfaction. Therefore, remote working does not directly affect job satisfaction, but rather through the important role of work-life balance. This finding is in line with research by Suryaningtyas et al., (2022), García-Salirrosas et al., (2023), and Oosthuizen et al., (2016), which shows that work-life balance plays a significant mediating role in the relationship between work flexibility and job satisfaction because it provides adaptive space for individuals to live a balanced professional and personal life.

The results of this study indicate that work-life balance mediates the effect of remote working on job performance. In this case, remote working has a positive impact on the performance of employees working in IT companies indirectly through improved work-life balance. This indicates that the time flexibility offered by remote working provides employees with the opportunity to better balance work responsibilities and personal life. By creating this balance, employees become more focused, have sufficient energy, and are in a more stable psychological state to carry out their work. Therefore, remote working improves job performance because employees not only feel more emotionally well-being but also have better time for rest and recovery, which ultimately contributes to increased work productivity. This finding is in line with research by Cornelia & Nasution (2024), Subari & Sawitri (2022), and Minarika et al. (2020), which shows that work-life balance is a mediator that strengthens the relationship between work flexibility and performance because it supports mental health and work engagement.

5. CONCLUSION

This Based on the results of the research that has been conducted, remote working has been proven to have a significant effect in improving the work-life balance of employees in IT companies. Improved work-life balance has a significant effect on job satisfaction and job performance of employees in IT companies. In addition, job satisfaction has also been proven to have a significant effect on job performance. The results of this study prove that work-life balance is able to mediate the effect of remote working on job satisfaction and job performance of employees in IT companies. Remote working not only has a direct effect, but also indirectly through improved work-life balance. This shows that when the remote work system is able to provide flexibility and comfort, employees tend to feel more balanced, satisfied, and ultimately can show work performance. These results indicate that well-designed remote working is not only able to create work-life balance for employees, but also can indirectly improve job satisfaction and job performance in IT company employees.

This study has several limitations that should be considered for further research. First, the sample size was limited to information technology (IT) companies in the Greater Jakarta (JABODETABEK) region, making the results unable to be generalized to other industrial sectors or broader geographic areas. Second, the data collection method was conducted online using a quantitative approach, thus not being able to describe the context of work behavior and experiences in depth. Third, limitations also exist in the scope of the variables used. This study only covered remote working, work-life balance, job satisfaction, and job performance. Other variables that could potentially influence employee satisfaction and performance in the context of remote work were not examined in this study. For further research, it is recommended that the scope of respondents be expanded to a more diverse range of industrial sectors and regions. Furthermore, the use of a mixed methods approach (a combination of quantitative and qualitative) can provide a more comprehensive understanding of the dynamics of remote working systems. The addition of variables such as employee engagement and social support from superiors, coworkers, and family members is also recommended to expand the research model and generate more

comprehensive insights into the factors influencing job satisfaction and job performance in the context of remote working systems.

This research has important implications for IT company management, particularly in designing remote work policies that support work-life balance, job satisfaction, and employee job performance. In the technology industry, which demands flexibility and speed, remote work is not only about time freedom but also closely related to job satisfaction and performance. Management needs to maintain existing policies and adapt them to the dynamics of collaborative, project-based technology teams. Effective virtual communication is crucial to prevent feelings of isolation, especially among teams working remotely. Regular meetings, technical discussion forums, and informal team activities can maintain cohesiveness and team morale. Work flexibility needs to be accompanied by work time limits and workload management to ensure employees have time for personal activities while maintaining project continuity. This is crucial in the context of IT companies, which often work to tight deadlines. To increase job satisfaction, managers can provide achievement-based recognition, constructive feedback, and opportunities for technical skill development. Performance evaluations that focus on output and are supported by a reliable digital work infrastructure will help maintain productivity. Performance standards achieved in remote working systems in IT companies need to be maintained and used as a benchmark for developing more adaptive and sustainable work systems.

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