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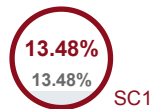
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Employee Performance Based on Information Technology, Work Stress, and Work Life Balance as an Implementation of SDG's No. 8 at PT PLN Indonesia Power UPB Asam-Asam.

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A R T I C L E → I N F O

A B S T R A C T

Employee performance plays an important role in organizational success, especially in the energy sector which faces various chal- lenges and changes. Employee performance also plays a crucial role in maintaining smooth operations and meeting national energy needs, especially at PT PLN Indonesia Power UPB Asam-Asam. This study aims to examine the effect of information technology, work stress, and work-life balance on employee performance at PT PLN Indonesia Power UPB Asam-Asam. With a quantitative ap- proach, this study involved 125 respondents selected using the Slovin sampling method from a total population of 181 employees. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression. This research is ex- pected to provide strategic insights to improve employee perfor- mance, especially in facing the challenges of a dynamic energy in- dustry.

1. INTRODUCTION

Success a organizations are highly dependent on quality and performance employees. Employee performance is element crucial which is direct contribute to the achievement of targets, vision and sustainability organization. Employee performance is size how much Good individual fulfil not quite enough answer they , which is very important For progress organization (Sarapang et al., 2025). Productive and high - performing employees tall capable increase output, satisfaction customers , as well as reputation company , which ultimately strengthen Power competition companies in the market (Sarapang et al., 2025). In the context of this, performance employee No only reflect achievement individual but also become indicator success organization in a way overall (Jodie et al., 2023). Employee performance is very important in reach objective company Because employee performing tall capable solve problem in a way effective and working optimally. Collaborative efforts they help finish task in a way efficient , encouraging company going to achievement target (Nurmayanti & SAP, 2020). Strategies such as training, discipline, and evaluation performance become key in increase ability employee so that they can give contribution maximum. With understand strengths and weaknesses individual, manager can ensure that motivation, compensation, and competence employee in harmony for increase performance in a way overall.

Along with the development of technology, PT PLN Indonesia Power UPB Asam-Asam has adopted various information technology-based systems to improve operational efficiency and employee productivity. The use of technology in the workplace can have positive impacts, such as increasing communication effectiveness, accelerating work processes, and simplifying data management. However, on the other hand, adaptation to ever-evolving technology can be a trigger for work stress for employees, especially if they have difficulty adapting or facing a high workload. In addition, Work-Life Balance is an important factor in improving employee wel- fare and productivity. An imbalance between work and personal life can have a negative impact on employees' mental and physical health, which ultimately affects their performance in the company. Therefore, an appropriate strategy is needed in managing the implementation of in- formation technology, reducing work stress, and ensuring optimal Work-Life Balance in order to achieve company goals and support SDGs No. 8.

PT PLN Indonesia Power UPB Asam-Asam has a strategic role in supporting national energy needs through reliable and efficient electricity generation. In addition, the implementation of information technology at PT PLN Indonesia Power UPB Asam-Asam plays a role in improv- ing operational efficiency through automation and data-based decision making. This supports the sub-goal of SDGs No. 8, namely "driving innovation and increasing productivity" in the energy sector. SDGs are a series of goals set by the United Nations (UN) to achieve a better and more sustainable life for everyone on the planet (Hermawan et al., 2023). There are 17 SDGs that are interrelated and mutually supportive to address the various global challenges we face. SDGs promote sustainable development, protect the environment, combat inequality, and

ensure a decent **life** for all.   From **small actions** in everyday life to **global policies, we can all**   contribute to creating positive change (Rachmawati & Hermawan, 2024).

H1: Technology information influential to performance employee. System management good performance allow company identify areas of improvement and support development employees , who ultimately contribute to the achievement objective strategic organization (Khaeruman et al., 2023). In the context of energy companies such as PT PLN Indonesia Power UPB Asam-Asam, performance employee hold role important in guard efficiency operational, reliability generation energy, and innovation in the sector electricity. As a business unit strategic, success its operation is highly dependent on the quality Work employees. Optimal performance ensures the generation process electricity walk smooth, minimize disturbance operational, and improve efficiency costs. In addition, the ability employee in manage burden work, obey procedure safety, and innovation in face challenge technical become key for guard sustainability and power competition company in a way overall. Beside that's company at the time this also faces factor increasingly digital developments rampant and influential various aspect life including performance employees.

Technology information has also been become factor booster operational support various activity company. Utilization technology the right information can increase productivity and performance employee with provide supporting tool, systems and data efficiency Work as well as taking more decisions good. One of benefit technology information is through automation routine tasks, which allow employee for focus on work more strategic worth it. With automation, error can minimized , while efficiency and speed settlement task increase in a way significant , supportive more operational effective (Diawati et al., 2023). In addition, IT also strengthens communication and collaboration between employee through various tool like device soft management project and messaging platform instant. Technology This facilitate share information in real-time, allowing taking quick and correct decisions , so speed up achievement objective organization (Setiawan & Retnowardhani, 2020). On the other hand, IT supports management performance data -based, enabling organization for track metric performance in a way accurate and make more decisions good. Framework such as the Balanced Scorecard can used For align IT tools with objective strategic company , which ultimately increase productivity and management performance (Diawati et al., 2023). However, it is necessary remember that over - reliance on IT can create challenge like paradox productivity, where the increase use technology No always accompanied with improvement performance (Setiawan & Retnowardhani, 2020). Therefore that's important For balancing use technology with touch factor man For reach optimal results.

H2: Stres Work influential to performance employee. Temporary that, stress work and bal- ance work-life are two factors important that are mutually related in determine productivity and well-being employees. When stressed Work No managed with good and balance between work and life personal disturbed, then performance employees in the company are also disturbed. Increase→ burden→ work→ and→ related→ stress→ with→ stress→ contribute→ to→ the→ decline→ productivity

(Dwitanti et al., 2023). Stress emotional , especially for employees interacting direct with cus- tomers , worsening situation this , causes increasing performance decreased (Olaoluwa et al., 2023). Therefore that's important for organization For manage level stress work to be able to minimize impact negative on performance.

H3: Work-life balance influential to performance employee. Balance life work (work-life balance) is linked with improvement performance employees, because reduce stress and pressure burden work (Alavi & Leidner, 2001). Balance Life Work increase welfare psychology and satisfaction work, which is predecessor from Job Performance Innovative. They find that Balance Life Good job allow employee For feel more satisfied and more Healthy in a way psychological , which in turn push they For innovate in work they (Faisal & Aleemi, 2023). Settings flexible working , which contributes to balance life work , proven increase loyalty and behavior innovative work among employees , who ultimately increase performance and innovation in organization (Astriani, 2023). Good Work-Life Balance No only make employee more satisfied with work they but also makes they more committed to the organization they, which has an impact positive on performance work in a way overall.

Better use of technology can create more productive jobs and support a stronger economy. In facing the challenges of a dynamic industry, such as the implementation of new technologies and demands for energy efficiency, the role of information technology, work-life balance, and work stress management are crucial in supporting employee performance. Information technology improves operational efficiency through automation and data-based decision making, while efforts to maintain work-life balance are also important to reduce work stress that impacts company productivity. Overall, the implementation of information technology, work stress management, and the implementation of work-life balance at PT PLN Indonesia Power UPB Asam-Asam support the achievement of SDGs No. 8 by creating a healthy, productive, and sustainable work environment. Therefore, this study **aims to analyze the influence** of Information Technology, Work **Stress, and Work Life Balance on Employee Performance**   at PT PLN Indonesia Power UPB Asam-Asam. This study is important because it provides evidence on information technology, work life balance and work stress that can be used to develop more effective goal achievement strategies in the energy sector.

Figure 1. Research Model

RESEARCH METHODS

Study This use approach quantitative with method multiple linear regression data analysis (Hermawan & Amirullah, 2016; Mohamad et al., 2024). Approach This used for to study influ- ence variable technology information, stress work, and work-life balance towards performance employees at PT PLN Indonesia Power UBP Asam-Asam. This technique allow analysis con- nection between variable in a way statistics for interesting valid conclusion. Population in study this is primary data sourced from from employees of PT PLN Indonesia Power UBP Asam-Asam totaling 181 people. For to obtain representative sample , used tech- nique determination sample with Slovin's formula (Sinkey, 2024). This method ensure that sample taken reflect characteristics population in a way overall , so that results study can gen- eralized . Calculation sample done use Slovin's formula :

$$n = \frac{N}{1 + N \times e^2}$$

$$= \frac{181}{1+181.0,0025}$$

$$= \frac{181}{1.4525}$$

$$= 124.6 \text{ or } 125$$

with (N)as the total population (181) and (e) as a margin of error of 5%. Based on calculation, amount required sample is 125 respondents .

The data collection instrument was a questionnaire compiled using a Likert scale. Each re- spondent was asked to answer items covering three main

aspects: information technology, work stress, and work-life balance. The Likert scale was chosen because it is easy for respondents to understand and allows for consistent measurement of perceptions, resulting in quantitative data that can be analyzed statistically. Before being used for data collection, the questionnaire was tested for validity and reliability. The validity test aims to ensure that each item in the question- naire actually measures what it should measure. This test is carried out using the correlation between item scores and total scores. An item is declared valid if the correlation value is sig- nificant at a certain level of significance (for example, 0.05). Reliability testing is also carried out to ensure the consistency of the measurement results. This test is carried out using the Cronbach's Alpha coefficient, where the value ($\alpha \geq 0.70$) is considered to indicate good reliabil- ity.

Data analysis techniques are carried out with multiple linear regression use device SPSS soft- ware . Regression model multiple in study This formulated as :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

where (Y) is the dependent variable (employee performance), (X_1)is the information technol- ogy variable, (X_2)is the work stress variable, (X_3)is the work-life balance variable, (α)is a

constant, (β_1), (β_2), and (β_3)are the regression coefficients of each independent variable, and (ε) is the error term.

Before analysis regression done , testing assumption classic like normality , multicollinearity , heteroscedasticity , and autocorrelation done For ensure that the regression model used is valid and free from bias. The results of the validity and reliability tests , as well as testing assumption classic This will become base For ensure that results analysis can trusted and supported con- clusion study

2. RESULTS & DISCUSSION

Respondents Profile. Respondent profiles in research are descriptions of the characteristics of respondents who participate in research, which aims to understand their background and ensure suitability with research objectives. The profile of respondents in this study can be seen in Table 1 below.

Table 1. Respondents Profile

Male	Female
125	0
125	0

Source : Data Processing Results (2025)

Based on Table 1 it shows that the respondents in this study were 125 employees. Validity Test. Each item in a series question can tested its speed through SPSS validity test for ensure the item is up-and-up. If mark Rcount more big from mark Rtable , then indication the valid , and all question as well as statement researcher about matter the can accepted .

Table 2. Average Validity Test Results

Variables	Item	R count	R table	Caption
Information Technology	X1	0.795	0.175	Valid
Work Stress	X2	0.780	0.175	Valid
Work-Life Balance	X3	0.811	0.175	Valid
Employee performance	Y1	0.802	0.175	Valid

Source: Data processing results, 2025

Based on Table 2 which has been processed using SPSS software, can concluded from valida- tion test that overall instruments used in each valid and valid variables used in testing further- more.

Reliability Test. In research Here , Cronbach's Alpha is used For determine can reliable or whether or not a tool measure ; if the result more from 0.60, device the considered can reliable . Here table results analysis reliability SPSS based :

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Caption
Information Technology	0.803	Realizable
Work Stress	0.822	Realizable
Work-Life Balance	0.735	Realizable
Employee performance	0.798	Realizable

Source: Data processing results, 2025

From Table 3 which has been processed using SPSS software, the results of the reliability test show that each indicator on the variable stated reliable. Partial Test (T-Test). T test is used for know There is whether or not influence from every variable independent to variable dependent tested at the level significant 0.05 or 5 %. technical the test done comparison between T value count with T table value. For know influence variable X against The Y variable can be seen in Table 4 below. This .

Table 4. Partial Test Results (T)

Hypothesis	T count	Sig.	Results
Information Technology > Em- ployee performance	2,188	0.031	H 1 Accepted
Work Stress > Employee perfor- mance	4,856	0,000	H 2 Accepted
Work-Life Balance > Employee performance	5,395	0,000	H 3 Accepted

Table 4 shows that after SPSS analysis, hypotheses (H1), (H2), and (H3) are all accepted. This shows that X1, X2, and X3 each contribute to the total influence given to Y.

Multiple Linear Regression Analysis. To determine the nature and magnitude of the influ- ence of an **independent variable on the dependent variable, multiple linear regression analysis** is used.

Table 5. Multiple Linear Regression Test Results

Coefficients a

Model	Unstandardized Coefficients B	Std. Error	t	Sig.	Collinearity Statistics Tolerance	VIF	Caption
1 (Constant)	0.872	1,138	0.766	0.445			
Information Tech- nology (X1)	0.134	0.061	2,188	0.031	0.694	0.694	Significant
Work Stress (X2)	0.320	0.066	4,856	0,000	0.518	0.518	Significant
Work-Life Bal- ance (X3)	0.541	0.100	5,395	0,000	0.516	0.516	Significant

Y= 0.872 + 0.134 X1 + 0.320 X2 + 0.541 X3

1. The constant value of this equation is 0.872. This shows that if Information Technology, Work Stress, and Work-Life Balance are all zero, then Employee performance will always be equal to 0.872.

2. The significance of the relationship between Information Technology and Employee perfor- mance is indicated by the regression coefficient value of 0.134. The positive sign of the linear regression coefficient indicates that there is only one direction of influence between Information Technology and Employee performance; therefore, a one-unit increase in Infor- mation Technology will result in a 0.134-unit increase in Employee performance.

3. The significance of **the relationship between Work Stress and Employee performance is** in- dicated by the regression coefficient value of 0.320. The positive sign of the linear regression coefficient indicates a unidirectional relationship **between Work Stress and Employee** per- formance; a one-unit increase in Work Stress will result in an increase in Employee perfor- mance of 0.320 units.

4. The significance of **the relationship between Work-Life Balance and Employee performance is** indicated by the regression coefficient value of 0.541. A positive linear regression coeffi- cient indicates a unidirectional **relationship between Work-Life Balance and Employee** per- formance; specifically, a one-unit increase in Work-Life Balance results in a 0.541% in- crease in Employee performance.

R2 Determination Coefficient Test. How well a model describes the fluctuations of the de- pendent variable is measured by its coefficient of determination (R^2). The coefficient of deter- mination can be searched from zero to one. If the value is close to 1 (one), then practically all the information needed to anticipate changes in the dependent variable can be obtained from the independent variable alone. If R2 is close to 1, it means that all independent factors have a significant influence on the dependent variable.

Table 6. Results of the Determination Coefficient Test

Model	R	R Square	df1	df2	Durbin-Watson
Model Summary b→		Change Statistics			
1	0.813 a	0.681	3	121	1,599

Based on Table 6 which has been processed using spss software, the R2 value is getting closer to 100%, meaning the greater influence of all independent variables on the dependent variable. The formula for the determination coefficient is as follows KP = r 2 x 100% = 0.681 x 100 = 68.1% **is influenced by Information Technology, Work Stress, and Work- Life Balance while the remaining** 100-68.1 = 31.9% is influenced by other variables.

Technology information influential to performance employee PT PLN Indonesia Power UPB Asam-Asam. In a way partial, Technology information influential positive to perfor- mance employee PT PLN Indonesia Power UPB Asam-Asam , meaning H1 is accepted . Tech- nology information (IT) has very positive influence to performance employee in various aspects (Putra Tampi et al., 2022). Utilization technology the right information can increase efficiency, productivity, and quality Work employees. With existence tool the right technology, employees can Work more fast, more efficient, and with better quality well. In addition, IT also supports taking more decisions good, management more time effective, and development skills that con- tinue continued. Use the right technology allow employee for reach more results well, which in turn increase performance organization in a way overall. Availability Indicator IT devices on technology variables information influence performance employee PT PLN Indonesia Power UPB Asam-Asam Because device adequate technology play role important in support activity operational employee every day. Availability adequate IT equipment own influence direct to performance employee Because give tools needed For Work with efficient , fast , and hassle-free interference . Good device allow employee For ac- cess information with fast , improve productivity , reduce lost time consequence damage tech- nical , and support more collaboration effective . In addition , appropriate IT devices with need work also increases satisfaction and motivation Work employees , who contribute to perfor- mance they in a way overall . Convenience Indicator use IT systems on technology variables information influence performance employee Because

Convenience use IT systems have an impact big to performance employee Because influence productivity , efficiency and satisfac- tion work . Easy IT system used reduce time spent For learn or overcome problem technical , free employee from frustration , and allows they For more focus on the task main them . In addition , the simple system reduce error usage , speed up collaboration , and improve motiva- tion as well as satisfaction Work employees , all of whom leading to an increase performance in a way overall . Indicator Speed access information . on technology variables information influence performance employee Because Speed access information play a role important in increase performance employee Because allow they For take decision more fast , finish task more efficient , and responsive change or request with more appropriate time . Speed access information reduce wasted time For search for data or wait agreement , increase efficiency and productivity . In addition , greater collaboration good and satisfaction more customers height can also achieved blessing access fast information . With Thus , access fast information strengthen ability employee For Work more good , more fast , and more accurate , which in the end increase performance in a way overall . Indicator IT effectiveness in work on technology variables information influence performance employee Because IT effectiveness in Work in- fluential big to performance employee Because effective technology allow employee For Work

with more fast, more efficient, and more accurate. Effective IT systems provide tools and re- sources power required for finish task with more good, reduce erors, and speed up taking deci- sion. In addition, effective technology support collaboration team, improve satisfaction work, and allows employee for handle burden work with more well, that's all contribute to the im- provement performance employee in a way overall. Indicator IT training provided on technol- ogy variables information influence performance employee Because IT training provided influ- ential big to performance employee Because effective training give employee skills required For utilise technology with the optimal way. Training This increase ability technical, trust self, and efficiency work, and reduce mistakes and frustrations that can occur hinder productivity. With proper training, employees can Work more effective, adaptable with change technology, and improve quality Work they. Therefore that, adequate IT training own impact straight to the upgrade performance employee in a way overall (Heslina & Syahruni, 2021; Jiang et al., 2023).

This result supported by research previously stated that IT has an impact to performance em- ployee (Aminah et al., 2021; Darwis et al., 2023; Lestariana & Hermawan, 2021; Shintia & Riduwan, 2021).

Stres Work influential to performance employee PT PLN Indonesia Power UPB Asam- Asam. In general partial, work stress influential positive to performance employee PT PLN Indonesia Power UPB Asam-Asam, meaning H2 is received. Stress Work tend own impact negative to performance employees , but There is a number of a condition in which stress is under control can give influence positive on performance (Haryati et al., 2019). In the context of this, stress can functioning as trigger motivation forwWork more hard, more focus , or more fast, as long as level the stress no excessive or leading to fatigue or burnout.

Workload Indicator excessive on work stress variables influence performance employee due to excessive workload can cause employee feel fatigue Good in a way physique both mentally and physically. When employees continously burdened with too much work Lots or difficult , they Can feel fatigue , which has an impact straight to the bottom quality work , decline concentra- tion , and decrease productivity in a way overall . Excessive workload often leads to prolonged stress and even burnout . Conditions This lower effectiveness employee in term long Because they feel overwhelmed and not can handle pressure the with good . Indicator Deadline time strict on work stress variables influence performance employee Because Deadline tight time create pressure big on employees For finish task in time short . When employees feel pressed for time , they Can experience stress height that reduces quality work them and make it worse the decision taken , because they tend in a hurry . In an effort For fulfil deadline tight time , employees Possible forced sacrificing work details or steps important other For speed up the process. This is often produce lack of work perfect and influential results performance in a way overall . Indicator Pressure from superiors / colleagues on work stress variables influence per- formance employee Because Pressure exerted by superiors or colleague Work can lower the sense of trust selfemployees, especially If pressure the feel excessive or no fair. Employees who

feel stressed possible feel Afraid failed, which can bother focus them and reduce performance they. Excessive pressure from superior or colleague Work can cause constant anxiety. The stress caused from situation This can leading to mental fatigue, decline productivity, as well as improvement error in work Because employee become too focus on unfulfilled hopes realistic. Indicator Disturbance work on work stress variables influence performance employee Because Disturbances on site work, good That from environment or colleague work, can bother concen- tration and focus employees.When employees often distracted by distractions said, they diffi- culty for finish work in a way efficient and quality high. Continuous disturbances can also in- crease stress employee Because they feel difficulty For finish work in accordance timetable . This matter to worsen feeling overwhelmed and add level stress , which is direct influence ability For finish task with good . Indicator Feeling overwhelmed by work stress variables in- fluence performance employee because when employees feel overwhelmed with existing tasks

, capabilities they For take right and rational decision become disturbed . Hasty decision or No based on mature thinking often has an impact negative on quality work . Feelings overwhelmed often causes employee difficulty in prioritize tasks and manage time they with good . This is can cause decline productivity and completion more tasks slow, which hinders improvement performance.When employees feel overwhelmed, this can lead to problems mental health, such as anxiety or depression, as well as problem physique consequence stress prolonged, such as Sick head or fatigue. Condition This to worsen effectiveness performance employee in term long (Muhamad Ekhsan & Septian, 2021).

This result supported by research previously stated that work stress influential to performance employee (Jodie et al., 2023; Muhamad Ekhsan & Septian, 2021; Shahira et al., 2024; Wibowo et al., 2021).

Work-life balance has an impact to performance employee PT PLN Indonesia Power UPB Asam-Asam. In general partial, Work-life balance influential positive to performance em- ployee PT PLN Indonesia Power UPB Asam-Asam , meaning H3 is accepted (Bataineh, 2019). When employees feel that they can manage time they with Good between work and life per- sonal, they more motivated, organized, and healthy in a way physical and mental, all of which contribute to the improvement productivity and quality work . In addition , work-life balance can reduce stress , increase satisfaction work , and improve commitment as well as retention employees . Therefore that , the company that supports balance This tend own more employees productive , more happier , and more loyal. Indicator Flexibility time work on work-life balance variables Work influence performance employee Because Flexibility time Work allow em- ployee For arrange timetable them, so that they Can Work moment feel most productive and take the needed rest . With more time flexible , employee can adapt work with life personal they , who reduce level stress and fatigue. This is leading to an increase more energy and per- formance good in place work . Employees who have flexibility time feel more valued Because they can adapt work with need personal they , like look after family or do other important activities . Satisfaction more work tall often leads to better performance high, because employee feel more engaged and motivated . Indicator Balance work and personal on the work-life bal- ance variable Work influence performance employee because when employees feel that they

can guard good balance between work and life personal , they tend more satisfied with life they in a way Overall.

Satisfaction This Then impact positive on motivation work and performance they , because they No feel burdened by work that sacrifices life personal they . Good balance between work and life personal help reduce stress caused by tension between second aspect said . Employees who feel more happy and more balanced in life they can more focus on work they , who improve quality work and efficiency. Indicators Support For commitment family on work-life balance variable Work influence performance employee Because Employees who feel company support balance they between work and family more tend For loyal to the company said . Loyalty This increase engagement and productivity they in term long. Indicator Free time available in the Work-life balance variable Work influence performance employee because of enough free time allow employee For rest and refresh thought they after working with enough time For relax and do fun activities or calming down , employees can return to work they with more energy height and more focus good , which improves performance they. Adequate free time give chance to employee For exercise , get enough sleep , or do other activities that improve welfare their physical and mental health . Healthy employees in a way physically and mentally more capable face challenge work and finish work with more effective . Indicator Influence burden Work to life personal on the work-life balance variable Work influence performance employee because when the load Work No bother life personal employees , they feel more Can guard balance between both of them . This reduces tension and feelings pressure that arises from conflict said, which has an impact positive on mental health and effectiveness performance they (Bataineh, 2019).

This result supported by research previously stated that work-life balance has an effect to per- formance employee (Banu & Sundharavadivel, 2019; Dwitanti et al., 2023; Faisal & Aleemi, 2023; Sinkey, 2024).

3. CONCLUSION & SUGGESTION

Based on the results of the study, **it can be concluded** that Information Technology, Work **Stress,** and Work-Life Balance have a partial **positive effect on Employee Performance.** **Each of these factors plays a very important role in** creating a productive and healthy work environment. Information technology facilitates ease and efficiency, well-managed work stress provides challenges that encourage increased performance, and a good work-life balance helps employees maintain balance, reduce fatigue, and maintain work enthusiasm. These three factors, although influential individually, can also work together to create employees who are more productive and more satisfied with their jobs, which ultimately improves overall performance. Based on the conclusions of this study, here are some suggestions for further researchers that can be developed:

1. Further Research on the Combined Influence of Factors on Employee Performance Further research can explore more deeply the interaction between information technology, work stress, and work-life balance, and how the three factors collaborate in influencing employee performance. This research can involve more complex research methods, such as path anal- ysis or structural models to map deeper relationships.

2. Exploration of the Influence of Demographic Factors on **the Influence** of Information Tech- nology, Work **Stress, and Work-Life Balance** Further researchers can consider demographic factors such as age, gender, employment status, and level of work experience in analyzing **the influence** of information technology, work **stress, and work-life balance on employee performance.** This will provide further insight into the variability of the influence of these factors on different groups of employees.

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