



**REMOTE WORKING: THE IMPACT OF WORK  
ENVIRONMENT, WORKLOAD, AND WORK STRESS  
TOWARDS GENERATION Z EMPLOYEE PERFORMANCE  
THROUGH WORK ENGAGEMENT**

**UNDERGRADUATE THESIS**

**Submitted as one of the requirements to obtain**

**Sarjana Manajemen**

**By:**

**TABERA CHAREL ULLY**

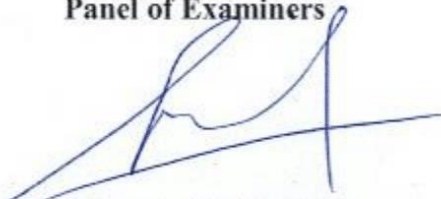
**014201900127**

**FACULTY OF BUSINESS  
MANAGEMENT STUDY PROGRAM  
CIKARANG  
MARCH 2023**

## **PANEL OF EXAMINERS APPROVAL SHEET**

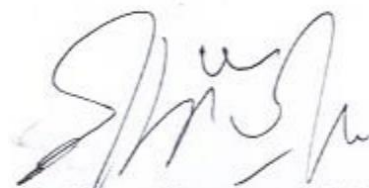
The Panel of Examiners declares that the thesis entitled “**REMOTE WORKING: THE IMPACT OF WORKING ENVIRONMENT, WORKLOAD, AND WORK STRESS TOWARDS GENERATION Z EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT**” that was submitted by Tabera Charel Ulyly majoring in Management from the School of Business was passed and approved to have passed the Oral Examinations on 05<sup>th</sup> April 2023.

Panel of Examiners



**Liswandi, M.M., Ph.D**

**Chair - Panel of Examiners**



**Dr. Bruno Rumyar, M.A.**

**Examiner 2**



**Grace Amin, S.Psi, M.Psi, Psikolog**

**Examiner 3**

## STATEMENT OF ORIGINALITY

In my capacity as an active student of President University and as the author of the thesis/final project/business plan stated below:

Name : Tabera Charel Ully

Student ID Number : 014201900127

Study Program : Management

I hereby declare that this thesis/final project/business plan entitled, “**REMOTE WORKING: THE IMPACT OF WORKING ENVIRONMENT, WORKLOAD, AND WORK STRESS TOWARDS GENERATION Z EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT**” is, to best of my knowledge and belief, an original piece of work based on sound academic principles. If there is any plagiarism detected in this thesis/final project/business plan, I am willing to be personally responsible for the consequences of these acts in accordance with the rules and policies of President University. I also declare that this work, either in whole or in part, has not been submitted to another university to obtain a degree.

Cikarang, 16 March 2023



**Tabera Charel Ully**

## SCIENTIFIC PUBLICATION APPROVAL

As an academic community member of the President University, I, the undersigned:

Name : Tabera Charel Ully

Student ID Number : 014201900127

Study Program : Management

For the purpose of development of science and technology, certify, and approve to give President University a non-exclusive royalty-free right upon my final report with title:

**REMOTE WORKING: THE IMPACT OF WORKING ENVIRONMENT, WORKLOAD, AND WORK STRESS TOWARDS GENERATION Z EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT.**

With this non-exclusive royalty-free right, President University is entitled to converse, to convert, to manage in a database, to maintain, and to publish my final report. There are to be done with the obligation from President University to mention my name as the copyright owner of my final report. This statement I made in truth.

Cikarang, 16 March 2023



**Tabera Charel Ully**

**ADVISOR APPROVAL FOR JOURNAL OR INSTITUTION'S  
REPOSITORY**

As an academic community member of the President University, I, the undersigned:

Name : Grace Amin, S.Psi, M.Psi, Psikolog.

NIDN Number : 0421078601

Study Program : Management

Faculty : Business

Declare that following thesis:

Title of thesis : **REMOTE WORKING: THE IMPACT OF WORKING  
ENVIRONMENT, WORKLOAD, AND WORK STRESS  
TOWARDS GENERATION Z EMPLOYEE  
PERFORMANCE THROUGH WORK ENGAGEMENT**

Name : Tabera Charel Uilly

Student ID Number : 014201900127

Will be published in journal or institution's repository

Cikarang, 16 March 2023



(Grace Amin, S.Psi., M.Psi., Psikolog)

# PLAGIARISM REPORT

## Tabera Charel Ulyy - Plagiarism Test

### ORIGINALITY REPORT

<b>13%</b> SIMILARITY INDEX	<b>12%</b> INTERNET SOURCES	<b>4%</b> PUBLICATIONS	<b>0%</b> STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	-----------------------------

### PRIMARY SOURCES

<b>1</b>	<a href="http://repository.president.ac.id">repository.president.ac.id</a> Internet Source	<b>7%</b>
<b>2</b>	<a href="http://journal.stebilampung.ac.id">journal.stebilampung.ac.id</a> Internet Source	<b>1%</b>
<b>3</b>	<a href="http://etd.uum.edu.my">etd.uum.edu.my</a> Internet Source	<b>1%</b>
<b>4</b>	<a href="http://www.researchgate.net">www.researchgate.net</a> Internet Source	<b>&lt;1%</b>
<b>5</b>	<a href="http://download.atlantis-press.com">download.atlantis-press.com</a> Internet Source	<b>&lt;1%</b>
<b>6</b>	<a href="http://iarconsortium.org">iarconsortium.org</a> Internet Source	<b>&lt;1%</b>
<b>7</b>	Ika Purwanti, Umar Yeni Suyanto, Muhammad Dzikri Abadi, Darianto Darianto, Dwi Liliana. "The Role of Burnout between Workload, Work Stress, and Employee Performance: Mediation Model", KnE Social Sciences, 2022 Publication	<b>&lt;1%</b>
<b>8</b>	<a href="http://www.scirj.org">www.scirj.org</a> Internet Source	

## GPTZERO RESULT

### Stats

**Average Perplexity Score: 104.868**

---

A document's perplexity is a measurement of the randomness of the text

**Burstiness Score: 60.757**

---

A document's burstiness is a measurement of the variation in perplexity

**Your sentence with the highest perplexity, "2 Remote working systems are also being implemented in Indonesia.", has a perplexity of: 260**

## ABSTRACT

Remote working is currently popular because the pandemic condition has hit the world and forced humans to work remotely from home. Even when the pandemic almost ended, many workers still demand to work remotely or with hybrid systems. However, there are some issue regarding Generation Z employee performance since they are still new in the current workforce with vague working system used. This study aims to analyze the impact of work environment, workload, work stress towards Generation Z performance through work engagement since these variables seem to be impacted by the remote working condition. The researcher used a quantitative research method using online survey and purposive sampling. The data gained is being processed with SmartPLS 3 with the total gained respondents of 250 which is part of Generation Z who has the experience to work remotely. The findings showed both direct and indirect relationship between variables used in this study. There is a positive and significant direct impact from the work environment towards work engagement and performance. Meanwhile, workload has a negative and insignificant direct relationship with work engagement and performance. As for work stress, it has negative and significant direct impact towards engagement but negative and insignificant direct impact towards performance. Moderated with work engagement, work environment has positive and significant impact towards performance, meanwhile workload has negative and insignificant indirect impact and work stress has negative and significant indirect impact toward performance.

***Keywords:*** *Work Environment, Workload, Work Stress, Work Engagement, Performance.*



## ACKNOWLEDGMENT

First of all, I want to thank God Almighty for His blessing so I can achieve all of my goals until today. I am also grateful for His grace that I was able to finish my thesis. However, I would also like to thank several people who have been supporting me not only in my happiest time but also when I am down. I would like to say my gratitude to:

1. Myself. Thank you for surviving this far. Even though it is hard to be committed to my goals while experiencing a downturn in life, I believe the result will be worth it.
2. My parents and siblings. Thank you for supporting me both physically and mentally. I know being thankful is not enough, but I will do my best to repay your kindness in the future.
3. Ma'am Grace Amin as my thesis advisor. Thank you for your guidance and for being patient with me. I know I am making slow progress on this thesis, however I managed to finish this thanks to your kindness and advice.
4. To my boys circle. Thanks to Kislew, Daniel, Leo, David, Juan, Kelvin, Dimas, Boy, Witha, Chandry and William. Even though I always get distracted because they are always playing games, I hereby thank them for being my runaway whenever I feel stressed.
5. To my dear sister Marcellina Indah Permatasari. Thank you for all of your teaching when I was in the internship program. Also thank you for being a good listener and a sister figure that I can always depend on.
6. My supporting friends. Thanks to Kezia, Genc, Hael, Cimel and Jenni, thank you for forcing me to work on my thesis and even helping me in the working process.
7. Lastly, all of the people who I did not mention above yet still supported me to finish my thesis.

Thank you so much. I promised to be a better person in the future and I will return all of your kindness.

Cikarang, 16 March 2023

A handwritten signature in black ink, appearing to read 'Tabera Charel Uly', with a long horizontal flourish extending to the right.

**Tabera Charel Uly**

## TABLE OF CONTENT

<b>PANEL OF EXAMINERS APPROVAL SHEET .....</b>	<b>ii</b>
<b>STATEMENT OF ORIGINALITY .....</b>	<b>iii</b>
<b>SCIENTIFIC PUBLICATION APPROVAL.....</b>	<b>iv</b>
<b>ADVISOR APPROVAL FOR JOURNAL OR INSTITUTION'S REPOSITORY .....</b>	<b>v</b>
<b>PLAGIARISM REPORT .....</b>	<b>vi</b>
<b>GPTZERO RESULT.....</b>	<b>vii</b>
<b>ABSTRACT.....</b>	<b>viii</b>
<b>ACKNOWLEDGMENT .....</b>	<b>ix</b>
<b>TABLE OF CONTENT .....</b>	<b>xi</b>
<b>LIST OF TABLE .....</b>	<b>xiv</b>
<b>LIST OF FIGURE .....</b>	<b>xv</b>
<b>CHAPTER I INTRODUCTION .....</b>	<b>1</b>
1.1 Research Background .....	1
1.2 Problem Identification .....	7
1.3 Research Problem .....	8
1.4 Research Outline .....	9
<b>CHAPTER II LITERATURE REVIEW.....</b>	<b>10</b>
2.1 Review of Literature .....	10
2.1.1 Work Environment .....	10
2.1.2 Work Environment Impact on Work Engagement and Performance ..	11
2.1.3 Workload .....	12
2.1.4 Workload Impact on Work Engagement and Performance .....	13
2.1.5 Work Stress.....	14
2.1.6 Work Stress Impact on Work Engagement and Performance .....	15
2.1.7 Work Engagement .....	16
2.1.8 Work Engagement Impact on Performance.....	18
2.1.9 Performance .....	18

2.2 Hypothesis .....	20
2.3 Previous Research.....	22
2.3 Theoretical Framework.....	25
2.4 Research Gap .....	26
<b>CHAPTER III RESEARCH METHODOLOGY.....</b>	<b>27</b>
3.1 Research Design .....	27
3.1.1 Methodology.....	27
3.1.2 Research Framework .....	27
3.2 Sampling Design.....	28
3.2.1 Population.....	28
3.2.2 Sampling Method .....	28
3.2.3 Sample Size .....	28
3.3 Operation Definition of Variable.....	29
3.4 Data Collecting Design.....	34
3.4.1 Questionnaire.....	34
3.4.2 Source of Data .....	35
3.5 Data Analysis Design .....	35
3.5.1 Respondent Characteristic .....	36
3.5.2 Descriptive Analysis.....	36
3.5.3 Partial Least Square Structural Equation Model (PLS-SEM) .....	38
<b>CHAPTER IV ANALYSIS AND DISCUSSION OF FINDINGS.....</b>	<b>42</b>
4.1 Respondent Data .....	42
4.1.1 Remote Working Experience.....	42
4.1.2 Generation .....	43
4.2 Descriptive Analysis Result Statistic.....	44
4.3 SEM Analysis .....	46
4.3.1 Outer Model Analysis .....	46
4.3.2 Inner Model Analysis .....	54
4.4 Discussion.....	59
4.4.1 The Impact of Work Environment on Work Engagement .....	62

4.4.2 The Impact of Workload on Work Engagement .....	63
4.4.3 The Impact of Work Stress on Work Engagement.....	64
4.4.4 The Impact of Work Environment on Performance .....	65
4.4.5 The Impact of Workload on Performance .....	66
4.4.6 The Impact of Work Stress on Performance .....	68
4.4.7 The Impact of Work Engagement on Performance .....	69
4.4.8 The Impact of Work Environment on Performance through Work Engagement.....	70
4.4.9 The Impact of Workload on Performance through Work Engagement .....	71
4.4.10 The Impact of Work Stress on Performance through Work Engagement .....	72
<b>CHAPTER V CONCLUSION AND RECOMMENDATION .....</b>	<b>72</b>
5.1 Conclusion .....	72
5.2 Recommendation .....	<b>Error! Bookmark not defined.</b>
5.2.1 Generation Z Employee .....	74
5.2.2 Companies .....	74
5.2.3 Future Researcher .....	74
<b>REFERENCES .....</b>	<b>76</b>
<b>APENDIX .....</b>	<b>83</b>
Appendix 1: Questionnaire .....	83
Appendix 2: Data from Questionnaire.....	89
Appendix 3: Smart PLS Calculation and Result.....	95

## LIST OF TABLE

Table 2.1 Previous Research .....	20
Table 3.1 Operational Definition .....	27
Table 3.2 Likert Scale .....	35
Table 3.3 The Measurement of Outer Model.....	38
Table 3.4 R <sup>2</sup> Value Interpretation.....	39
Table 4.1 Respondent's Remote Working Experience .....	41
Table 4.2 Respondent's Generation .....	41
Table 4.3 Descriptive Analysis Result .....	42
Table 4.4 Outer Loading .....	45
Table 4.5 AVE Result .....	47
Table 4.6 VIF Result .....	48
Table 4.7 HTMT Ratio.....	50
Table 4.8 Consistency Reliability .....	51
Table 4.9 Coefficient of Determinant R <sup>2</sup> .....	53
Table 4.10 Path Coefficient of Total Direct Impact.....	53
Table 4.11 Path Coefficient of Total Indirect Impact .....	55
Table 4.12 Work Environment on Work Engagement .....	57
Table 4.13 Workload on Work Engagement .....	59
Table 4.14 Work Stress on Engagement .....	60
Table 4.15 Work Environment on Performance .....	61
Table 4.16 Workload on Performance .....	62
Table 4.17 Work Stress on Performance.....	63
Table 4.18 Work Engagement on Performance .....	64
Table 4.18 Work Environment on Performance through Work Engagement .....	65
Table 4.20 Workload on Performance through Work Engagement.....	66
Table 4.21 Work Stress on Performance through Work Engagement.....	63

## LIST OF FIGURE

Figure 1.1 Workforce Composition Based on Generation.....	3
Figure 1.2 Generation Z Performance 2018 - 2021 .....	4
Figure 1.3 Cause of Generation Z Performance Decrease .....	5
Figure 2.1 Theoretical Framework.....	23
Figure 3.1 Research Framework .....	25
Figure 4.1 Data Concluded from the Measurement Outer Model .....	52
Figure 4.2 Data Concluded from the Measurement Inner Model .....	57