
The effect of e-leadership on employee performance: the mediating role of elasticity workplace

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Abstract: This research aims to examine the effect of e-leadership on employee performance through the elasticity workplace as a mediating variable. Data were collected by distributing questionnaires to 97 employees who work as village professional assistants in Bolaang Mongondow Raya Regency. In this explanatory research, the collected data is processed using partial least squares structural equation modelling (PLS-SEM) analysis techniques with SmartPLS 3.2.9 software. The results showed that e-leadership has a significant effect on the elasticity workplace. This implies that if the leader can utilise technology and information properly, the elasticity workplace system will run optimally. Furthermore, e-leadership has a significant positive effect on employee performance, which shows that it will be maximised if

the leader carries the leadership function adequately irrespective of their destination. This research implies that the elasticity workplace work system significantly affects employee performance due to the ability to work from anywhere and anytime.

Keywords: e-leadership; elasticity workplace; teleworking; non-physical work environment on performance; employee performance.

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1 Introduction

In recent years, two global phenomena have significantly affected all organisational activities. The first one is the rapid development of technological sophistication, while the second is the global COVID-19 pandemic that emerged in December 2019. These two global phenomena have exposed diverse companies and agencies to enormous challenges in achieving their organisational goals. However, these also impact rapid digital transformation because every organisation is forced to make technology its main means of boosting efficiency and effectiveness as well as maintaining its privacy and security (Fishenden and Thompson, 2013; Charles, 2015; Ziguers, 2009).

Based on field analyses and literature review, this research presents a new concept used to resolve these challenges and adapts to every situation, including the changing times. It is referred to as the 'elasticity workplace', a working system synthesising the 'teleworking' variable initiated by Nilles et al. (1974). This is supported by previous

research on the relationship between teleworking and employee performance (Uchenna and Uche, 2018; Ashal, 2020; Agustian, 2020) in an office, namely ‘non-physical work environment’ (Nitisemito, 1992). It is also in line with the preliminary research on the effect of a non-physical work environment on performance (Antonius, 2014; Dinny and Riny, 2015).

Elasticity workplace consists of two syllables: ‘workplace’, meaning a place where people discharge their official tasks, and ‘elasticity’, meaning easily deformed. Therefore, it is described as a system allowing employees to select between working remotely and in an office freely. This usually triggers maximum employee performance because they are able to work anytime and anywhere by utilising information technology.

The elasticity workplace procedure is applied by a leader who is sensitive and responsive to any changes (Veto, 2015). According to Avolio et al. (2000), this is referred to as e-leadership. It is practiced in an e-environment where work is carried out through information technology, especially the internet. The communication process in the internet, is carried out through electronic media, which also enables employees and leaders to gather and disseminate information. This is in line with preliminary studies conducted by Gurr (2004), Cowan (2014) and Contreras et al. (2020) that e-leadership has an impact on the elasticity workplace and employee performance (Purwanto, 2019; Panteli et al., 2019).

Incidentally, this research was carried out on professional village assistants in North Sulawesi Province, whose offices were located in four regencies and one city. These include Bolaang Mongondow, South Bolaang Mongondow, East Bolaang Mongondow, and North Bolaang Mongondow Regencies, as well as Kotamobagu City. These individuals were responsible for organising the village community empowerment program. They were perceived as the facilitators of infrastructural development, starting from the planning and implementation activities to the supervision procedure. Elasticity workplace is a new work model that can be applied by these village assistants to yield maximum performance. This is because they can discharge their duties from anywhere and at any time. The elasticity workplace is expected to overcome future challenges by utilising information technology. The success of its implementation requires support from the organisation, especially in the form of good e-leadership practices where leaders are adaptive to changes and discharge their functions using information technology (Gurr, 2004).

This was followed by a theoretical research of e-leadership, workplace elasticity, and employee performance. The next step is to formulate hypotheses from the research framework, which were then tested using a detailed methodological process. The results obtained were described, followed by the general discussion and implication sections, as well as conclusions, limitations and future research.

2 Literature review and hypothesis development

2.1 E-leadership

With the innovative development in information and communication technology (ICT), such as e-commerce and the internet, a new leadership style has emerged. This is called e-leadership, formulated by Avolio et al. (2020) in an article entitled ‘E-leadership: implications for theory, research, and practice’ published in the scientific journal

Leadership Quarterly in 2000. However, in today's global era, a leader must be able work harder and establish HR across diverse geographies, cultures, and other boundaries by utilising information technology to achieve organisational goals. This leadership style is called e-leadership, a term that juxtaposes 'e' as a symbol for things related to electronics, the internet, or the digital world. According to Ningky (2020), it is a type of leadership that unites the current concept of its function with technological development.

Hensellek (2020) stated that e-leadership consists of four elements, such as digital vision, behaviour, skills and mindset. Budvytyte (2006) stated that it consists of two basic elements, namely leadership and technology. Therefore, in this context, e-leadership is loosely defined as a leadership style that utilises information technology to motivate others to achieve set goals (Oberer and Erkollar, 2018). According to Burke and LeMone (2008), e-leadership is measured with mastery of ICT, visionary, convener, team sponsor, manager and innovator.

2.2 *Elasticity workplace*

The flow of information technology is developing rapidly even when some companies are still trying to adapt to the ongoing technological developments (Soraya et al., 2021). New developments suddenly appear with challenges, forcing the organisation to be highly competitive (Lasi et al., 2014). These difficulties are proven by the transition from the Industrial revolution 4.0 (Abreu, 2018; Liffler and Tschiesner, 2013) to the social Revolution 5.0 era, which first appeared in Japan in 2015 (Harayama, 2017; Serpanos and Ferreira, 2018).

Meanwhile, since December 2019, the health crisis caused by the coronavirus disease (COVID-19) has brought about significant challenges to the industrial sector or agencies. This led to the sudden limit and stoppage of routine human resources (World Health Organization, 2020). As a result, the Indonesian Government implemented a work from home (WFH) or remote work system policy adopted from the teleworking theory popularised by Nilles et al. (1974). This concept has been proven suitable and effective in overcoming the pandemic's impact (Iivari et al., 2020).

Although the issue of the pandemic has been resolved and the implemented restrictions lifted by the Indonesian government, the remote work system is a new trend that is relevant for the future and serves as a choice for companies or agencies with respect to the rapid advances in technology, information and communication. The definition of remote work had evolved, with the term initially known as electronic homework before it was further developed into telecommuting using the concept designed by Nilles et al. (1974). In addition, Nilles et al. (1974) stated that teleworking can be carried out in various places or at other work locations and is facilitated by the internet, computer, telephone networks, including other equipment such as office stationery (ATK). Jackson and Van Der Wielen (1998) reported that an individual carries out remote work at a certain time and location far from the office, using telecommunication media as a work tool. According to Konradt et al. (2000), it is a way of discharging organisational tasks with the help of telecommunication and information services. This is in line with the research by Uchenna and Uche (2018), that teleworking affects employee performance due to their flexibility (Sadida, 2013; Ashal, 2020; Agustian, 2020).

Among the successful utilisation of remote work or teleworking systems, one serious problem that does not need to be ignored is that not all employees can continuously WFH

or outside the office. Only 37% of jobs in the USA can be carried out entirely from anywhere (Dingel and Neilman, 2020). Some basic needs of individual employees need to be fulfilled, such as the atmosphere of a non-physical office work environment, namely the existence of relationships with other people. Nitisemito (1992) stated that the non-physical work environment is a process of interaction within the organisation, and the superiors, subordinates, and fellow co-workers have close relations. Siagian (2014, p.61) affirmed that it creates a harmonious working relationship between fellow employees and their superiors. Furthermore, the non-physical work environment is based on relations with other individuals in the organisation (Lussier and Achua, 2010; Sedarmayanti, 2009; Wursanto, 2009). This is in line with the research conducted by Dinny and Riny (2015), stating that this variable has a positive and significant effect on the performance of PT. PLN (state electricity company) distribution in Central Java and Yogyakarta. Antonius (2014) further reported that the non-physical work environment positively and significantly affects employee performance at the Lestari Nganjuk Sugar Factory PT. Archipelago Plantation (Persero).

Based on literature review and phenomena in the field, this research designed a new concept as an effort to adapt to every situation and changing times, namely 'elasticity workplace'. It was synthesised from two variables, such as 'teleworking', meaning remote work initiated by Nilles et al. (1974), and working from an office in terms of a 'non-physical work environment' (Nitisemito, 1992). Elasticity workplace consists of two syllables: 'workplace', meaning a place where people discharge official duties, and 'elasticity', meaning easily deformed. Therefore, the elasticity workplace is a system that allows employees to freely select between working remotely (teleworking) or in an office (non-physical work environment). This allows them to produce maximum work output by utilising information technology. The indicators used to measure the success of this variable are place, time, utilisation of ICT, peer-to-peer and superior-employee relationships.

2.3 Employee performance

Performance is the quality or quantity of work output achieved by an employee in discharging certain tasks based on the assigned responsibilities [Mangkunegara, (2005), p.9]. According to Bangun (2012), it is the work output achieved by someone based on job requirements. Mocheriono (2012, p.96) stated that performance is the quantitative or qualitative work output achieved by a person or group of people based on their respective authorities, duties, and responsibilities. This is to realise the set goals of the organisation concerned legally and not violate the law, morals and ethics. In accordance with the definitions of some experts, it was concluded that performance is the work output that a person or group of people realises in an organisation to achieve company goals based on its indicators.

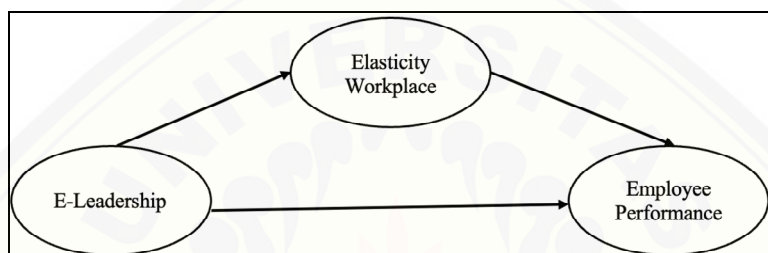
Several indicators are used to measure the performance of village professional assistants in accordance with the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Regulation Number 3 of 2015 concerning assistants. This includes mentoring, supervision, coordination and administrative performances.

2.4 Conceptual framework

Figure 1 shows the relationship between the tested variables, where e-leadership affects the elasticity workplace, influencing employee performance.

E-leadership differs from traditional leadership, which prioritises face-to-face communication with followers. This is boosted by using electronics as the primary medium (Kahai and Avolio, 2003). Therefore, a leader who directs village assistants should be able to discharge leadership duties and be skilled at communicating remotely with employees. The process of acquiring and disseminating information between the leader and employees is also carried out using electronic media. Kahai and Avolio (2003) asserted that e-leadership greatly influences organisational activities to run remotely to improve employee performance.

Figure 1 Conceptual framework



2.5 Research hypotheses

Hypothesis 1 The effect of e-leadership on the elasticity workplace of village professional assistants.

Kahai and Avolio (2003) reported that e-leadership greatly influences organisational activities to run remotely. In this circumstance, the leader directs the subordinates to discharge their duties to achieve organisational goals effectively. This leadership style involves using technology to improve work activities, discover new business models, and communicate with subordinates. Electronic media has replaced the traditional face-to-face interactions, therefore in directing village assistants to run the elasticity workplace system, a leader who can discharge his leadership functions using technology is needed. Gurr (2004) stated that e-leadership affects the complexity of a remote work system where leadership that implements digitalisation is bound to carry out its functions properly. According to Contreras et al. (2020), it has an effect on elasticity workplace. Cowan (2014) further stated that e-leadership impacts teleworking because the leader manages to build trust with each team member and an effective virtual presence. Liu et al. (2020) confirmed that this variable is a critical trend that contributes to the rapid technological advances and affects the remote work system implemented during the pandemic.

Hypothesis 2 The effect of e-leadership on the performance of village professional assistants.

Liu et al. (2020) reported that skills and traits are the main qualities needed to adopt digital leadership (e-leadership). Meanwhile, Cortellazzo et al. (2019) stated that there are at least five relevant skills, namely:

- 1 communication through digital media
- 2 high-speed decision-making
- 3 collaboration or connectivity management
- 4 adapt to change
- 5 specific technical abilities.

Avolio et al. (2000) stated that e-leadership occurs in the context of an e-environment where work is discharged through information technology, especially the internet. It increases employee work engagement through the effective use of resources and their attitude toward development and support (Panteli et al., 2019). E-leadership significantly influences job performance through employee job satisfaction. This is because the leader understands how to operate digital media, enabling him to properly discharge his leadership functions (Ibrahim, 2014). E-leadership is positively related to employee performance with or without a mediating variable. This implies that a leader who can adapt to technological advances influences employee performance because of his ability to penetrate the boundaries of distance and time (Purwanto, 2019).

Hypothesis 3 The effect of elasticity workplace on the performance of village professional assistants.

‘Elasticity workplace’ is synthesised from two variables, namely ‘teleworking’, meaning remote work initiated by Nilles et al. (1974) and working from the office in terms of a ‘non-physical work environment’ (Nitisemito, 1992). It consists of two syllables, namely ‘workplace’, which means a place where people carry out their official functions, and ‘elasticity’, meaning easily deformed. Therefore, an elasticity workplace is described as a system that allows employees to select between working remotely freely (teleworking) or in an office (non-physical work environment). This allows employees to produce maximum work output by utilising information technology.

Based on these two synthesised variables, Ashal (2020) stated that teleworking affects the performance of the Immigration Office Class 1 employee, specifically in Medan. The research support this by Uchenna and Uche (2018) and Agustian (2020), reporting that it affects employee performance because they have more flexible time and can work from anywhere. Dinny and Riny (2015) researched the employees of PT. PLN (state electricity company) distribution in Central Java and Yogyakarta stated that the non-physical work environment positively and significantly affected employee performance. According to Antonius (2014), this variable has a positive and significant effect on the employee performance.

Hypothesis 4 Elasticity workplace as a mediation of e-leadership on employee performance

This research has a peculiarity not found in previous research, it creates a new theoretical basis using ‘elasticity workplace’ as a mediation between e-leadership and employee performance. This variable is applied by a sensitive leader responsive to changes, namely

e-leadership. Incidentally, e-leadership does not only positively impact the elasticity workplace. Rather, it significantly influences employee performance because providing information, directing, coordinating, and evaluating work-related activities can be carried out virtually using technology (Fishenden and Thompson, 2013; Van Biljon and Kotze, 2007). Al-Jedaibi (2001) stated that it is a type of leadership practiced in an e-environment where work is mediated by information technology. Maciel et al. (2017) asserted that effective e-leadership promotes employee performance using information technology.

3 Research methodology

3.1 Procedure and participants

This explanatory research describes the relationship between variables through a hypothesis test. Cross-sectional data were acquired because this research was only carried out once, without any follow-up in determining the relationship between the independent and dependent variables. However, the variables are e-leadership, elasticity workplace and employee performance.

Furthermore, this research adopted a quantitative approach, and samples were obtained based on specific criteria, including employees who have served for at least two years, neighbouring villages with internet access, ability to communicate remotely using platforms such as e-mail, WhatsApp, Teleconferencing Zoom or G-meet, and can run the village assistant daily report application. A total of 97 employees returned the questionnaires distributed online, and all fulfilled the pre-determined sampling criteria. Standardised generalisations were statistically made, and ordinal data based on the three variables were collected through questionnaires. This was aimed at realising factual information and using it to explain certain phenomena encountered by village professional assistants in Bolaang Mongondow Raya Regency, North Sulawesi Province. Structural equation modelling (SEM) analysis was carried out using the SmartPLS 3.2.9 program.

Of the 97 questionnaires filled out, 64% of the respondents are males, while 36% are females. The majority are between the ages of 31 to 40 years (44%), while 37% are between 41 to 50 years, and 19% are aged 20 to 30. Based on educational background, the majority are undergraduates (74%), while 15% have senior high school qualifications and 11% have diploma education. Regarding tenure, 53% of the respondents have worked for more than five years, while 31% and 16% have worked for relatively three to four years and two to three years, respectively.

3.2 Measurement

The measurement technique used for this research is a Likert scale. It is widely used because it requires respondents to indicate the degree of agreeing or disagreeing with each statement related to the object being assessed [Amirullah, (2013), p.97]. The measurement range of respondents' answers for variables X = e-leadership, Z = elasticity workplace, and Y = employee performance consists of 33 statement items with a five-point Likert scale (1: strongly disagree to 5: strongly agree).

4 Results

4.1 Measurement model assessment

The first step that should be adopted during the SEM-PLS analysis is the assessment of the measurement model. It aims to confirm that a construct's manifest variables are interconnected or highly correlated. In addition, a convergent validity test was conducted. A loading factor greater than 0.7 is presumed as an ideal or valid measure. This is an indicator used to measure the construct, while 0.6 is still acceptable, although values less than it need to be excluded from the model (Ghozali and Latan, 2015). The convergent validity test is shown in Table 1.

Table 1 Outer loading

<i>Indicator</i>	<i>E-leadership (E-L)</i>	<i>Elasticity workplace (EW)</i>	<i>Employee performance (EP)</i>
E-L1	0.708		
E-L2	0.651		
E-L3	0.740		
E-L4	0.624		
E-L5	0.687		
E-L6	0.720		
EW1		0.672	
EW2		0.734	
EW3		0.787	
EW4		0.753	
EW5		0.770	
EP1			0.801
EP2			0.656
EP3			0.708
EP4			0.849

Based on Table 1, each indicator used in the variable has a loading factor greater than 0.60. This implies they can be feasibly used as data collectors because they have a standardised factor loading of 0.60.

In addition to the loading factor's ability to fulfil convergent validity, the average variance extracted (AVE) must be greater than 0.5. Based on the test, the processed data fulfils the requirements because the AVE is greater than 0.5, as shown in Table 2.

Table 2 Construct reliability and validity

<i>Variable</i>	<i>Cronbach's alpha</i>	<i>Rho_A</i>	<i>Composite reliability</i>	<i>AVE</i>
E-leadership (1)	0.702	0.743	0.775	0.521
Elasticity workplace (2)	0.799	0.809	0.861	0.554
Employee performance (3)	0.714	0.765	0.823	0.543

Note: NB: AVE variance – average extracted.

4.2 Hypothesis test

Partial least squares structural equation modelling (PLS-SEM) analysis was carried out with SmartPLS 3.2.9 software, to test the hypothesis. This procedure was adopted because it allows for modelling structural equations with little or adjustable sample sizes and does not require multivariate normal assumptions. Furthermore, PLS is a powerful analytical method because it is applicable to all data scales. Besides from being used to confirm the theory, it can also be used to build relationships that do not yet have a theoretical basis (Ghozali and Latan, 2015).

The measurement model is evaluated by testing the direct and indirect effects of the hypothesised variables. Meanwhile, the test results are shown in Figure 2.

Figure 2 Structural model

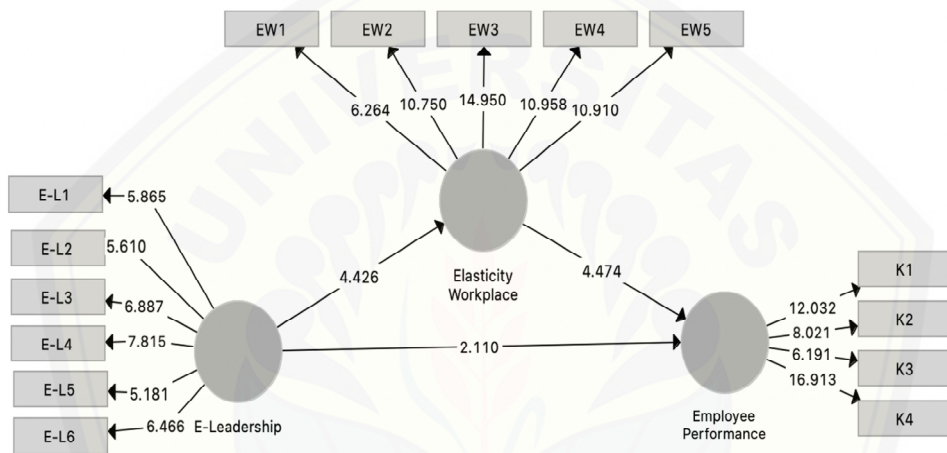


Figure 2 shows the effect of e-leadership on the elasticity workplace. The ability of a leader to discharge the leadership functions using technology maximises the elasticity workplace process. This confirms that the continuity of the system is highly dependent on the role of the leader. Meanwhile, the leader's ability to motivate employees to carry out assigned tasks using the elasticity workplace system maximises their performances. This is because they can effectively execute their duties from anywhere and anytime without going to the office. The analysis results are shown in Table 3.

Table 3 Partial least square analysis results

Inter-variable correlation	Beta	Sample mean	Standard deviation	t-statistic	p-value	Description
E-leadership -> elasticity workplace	0.387	0.410	0.087	4.426	0.000	Significant
E-leadership -> performance	0.317	0.336	0.150	2.110	0.040	Significant
Elasticity workplace -> performance	0.468	0.463	0.105	4.474	0.000	Significant

Based on Table 3, e-leadership positively affects elasticity workplace ($b = 0.387$, $t = 4.426$, $p < 0.000$). This shows that when a leader discharges leadership functions using

information technology, it maximises the elasticity workplace system because employees can be directed remotely without having to meet in the office. Therefore, Hypothesis 1 is supported. The PLS analysis results show that e-leadership positively affects employee performance ($b = 0.317, t = 2.110, p < 0.040$). This implies that a leader who adopts the e-leadership model can improve employee performance because they can still discharge their duties even though they are not in the same location, therefore, Hypothesis 2 is supported. The results of the PLS analysis showed that the elasticity workplace has a positive effect on employee performance ($b = 0.468, t = 4.474, p < 0.000$). This indicates the elasticity workplace model improves employee performance due to the time required to complete the tasks and which can be carried out anywhere, therefore, Hypothesis 3 is supported. Moreover, direct and indirect effects were also analysed, as shown in Table 4.

Table 4 Mediation analysis results

<i>Inter-variable correlation</i>	<i>Beta</i>	<i>Standard deviation</i>	<i>t-statistic</i>	<i>p-value</i>	<i>Description</i>
<i>Indirect effect</i>					
E-leadership -> elasticity workplace -> employee performance	0.181	0.056	3.257	0.001	Significant

Based on Table 4, the indirect effect between e-leadership, elasticity workplace, and employee performance is significant ($b = 0.181, t = 3.257, p < 0.000$). Therefore, it was concluded that the elasticity workplace partially mediates the effect of e-leadership on employee performance. In other words, e-leadership directly and indirectly affects employee performance through the mediation of the elasticity workplace.

5 Discussion and theoretical and practical importance

This research analyses the effect of e-leadership on employee performance using the elasticity workplace as a mediator. The results confirm new work patterns that village professional assistants can adopt to improve employee performance. Elasticity workplace aids in enhancing their performances because they can complete their tasks from anywhere and at any time, although the leader should be able to build trust and high solidarity with his subordinates (Sani et al., 2021; Anwaruddin, 2008). This is in line with the research carried out by Agustian (2020) that remote work improves employee performance because they are not mandated to adhere to every office rule. It should be recognised that positive and negative impacts are felt when implementing an elasticity workplace system. The positive impact is flexible time, there is no need to rush to the office, the risk of getting trapped in traffic jams is avoided, and quality time is spent with family because work can also be discharged from home or other places. This makes the elasticity workplace system helpful because it minimises costs and energy due to office activities. Meanwhile, some negative impacts are employees have the potential to feel lonely due to their inability to establish good relationships with colleagues. After all, there is rarely any meeting time and the workload increases due to overlapping work that should be completed at the same time.

In addition, one factor that plays an important role in creating a maximum elasticity workplace system is a leader who can properly discharge leadership functions while

working from the office or remotely by utilising technology. This finding supports the research carried out by Kahai and Avolio (2003), that e-leadership greatly affects organisational activities remotely. Cowan (2014) further stated that it affects the running of the remote work system. This is exhibited when the leader builds trust relations with each team member, and there is continuous communication and effective virtual work. Some preliminary research also proves the powerful effect of e-leadership on the elasticity workplace (Gurr, 2004; Liu et al., 2020).

It should be realised that organisational goals are achieved based on the role played by the leader who determines policies in facing technological challenges (Bolden and O'Regan, 2016; Oberer and Erkollar, 2018). This research also reported that e-leadership directly affects employee performance. It signifies that employees are highly passionate about completing their assigned responsibilities when the leader is able to discharge his duties and functions by utilising information technology effectively. This is in line with the research carried out by Maciel et al. (2017), that effective e-leadership promotes employee performance by involving information technology. Purwanto (2019) also stated that e-leadership positively affects employee performance with or without a mediating variable.

Although Saputra and Nugroho (2021), Dingel and Neilman (2020), Mahmoud and Paul (2003) and Alfehaid and Elshafie (2019) stated that e-leadership and remote work do not affect performance because employees are reluctant about using technology to complete their tasks. This research confirmed that adapting to any technological development needs to be carried out quickly to avoid being left behind or even run over by the development itself (Neugebauer et al., 2016). Adjusting to the changing times is the only way to ensure that employees optimally discharge their duties.

6 Conclusions, limitations and future research

6.1 Conclusions

The main purpose of this research is to explore the effect of e-leadership on employee performance. The results proved that it has a direct and significant impact on the elasticity workplace and an indirect effect on employee performance. Furthermore, this test also shows that the elasticity workplace has a significant and mediating role between e-leadership and employee performance. This research further provided some theoretical implications and managerial practices, as reported in the next section.

6.2 Theoretical and managerial implications of this research

The findings include certain managerial implications, thereby enabling high-quality interactions between the leader and subordinates using information technology as a mediator in discharging leadership functions. The leader should be able to direct or coordinate employees even though they are in different places, hence creating work efficiency and effectiveness in achieving organisational goals. These findings serve as a reference for maximising the elasticity workplace system. This research also encourages a leader to maintain quality relationships with subordinates and ensure they feel comfortable during their interactions. Furthermore, they should be able to exercise relationship-oriented leadership by building trust and solidarity and listening to their

subordinates' feedback. Applying this approach exudes respect from the leader to employees and vice versa. This ensures the process of controlling and directing employees is properly executed, and there are no misperceptions in terms of understanding the leader's instructions.

Applying the elasticity workplace system definitely triggers new behaviour; therefore, employees need time to adjust to the information technology used. Besides, they are not allowed to meet with the leader or fellow co-workers within a few days. In this case, the leader should be able to identify every challenge experienced by his subordinates to reduce the negative effects of running the elasticity workplace system.

This research also shows that the employee's ability to adapt to information technology is a determining factor in how the elasticity workplace can improve performance. It is due to the fact that no matter how sophisticated the technology is, it will be meaningless without the relevant human resources.

6.3 *Limitations and future research*

This research is also limited to village assistants who are only contracted employees at the Ministry of Villages, Development of Disadvantaged Regions and Transmigration. Therefore, it has the potential to be biased because employees who only have contract status can be terminated at any time. To minimise bias, future research should be able to examine permanent employees in various organisations or industries because their existence does not depend on the central government policies. A wider and diverse demographic range of respondents contributes to a more comprehensive generalisation of the significant findings and offers more than just the characteristics of a specific sample from a specific organisation (Bowler et al., 2017). Future research is suggested to complement the limitations encountered in this research by applying in-depth research and structured interviews to obtain richer responses based on the employees' perceptions (Glaser and Strauss, 2009). A cross-sectional design is used to collect data in this research. Therefore, it will be more interesting if future evaluations apply longitudinal research to examine changes in respondents' responses at different points in time. The elasticity workplace studied in this research is a new variable, and there are large gaps that need to be filled in an effort to maximise employee performance. This includes the effect of burnout which affects the elasticity workplace system. Another factor that needs to be analysed is employee competence because no matter how sophisticated the technology used, it is meaningless if not supported by adequate human resources.

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