



RESEARCH ARTICLE

The Effect of Work from Home on Job Satisfaction Post-Pandemic (The Effect of WFH on JS Post-Pandemic)

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ABSTRACT

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Our research tests the WFH variable on JS mediated by the WLB and WS variables. The survey was conducted on 300 employees in various sectors around Jabodetabek, such as transportation and logistics, food delivery, e-commerce, fintech, digital payments and wallets, as well as online learning platforms. Quantitative analysis with SmartPLS 4.0 was used to process primary data and obtain SEM. This shows that five of the six hypotheses are accepted. Apart from that, WFH has a significant impact on JS through mediation by WLB. WS cannot mediate the relationship between WFH and JS. This research shows that mitigating the WFH phenomenon requires a comprehensive focus on improving JS, as well as balancing WLB. In addition, these findings can be used to design more effective human resource strategies, including competitive compensation packages, providing better working hours, and good employee management in implementing WFH. In addition, this research underlines the need to encourage a positive work culture and balance WLB if WFH is implemented post-pandemic. Ultimately, these insights guide the creation of human resource policies that can improve employee performance and commitment, thereby contributing to the company's overall success and productivity.

INTRODUCTION

The Covid-19 pandemic has a major influence on changes in human life, various activities must change to online or virtual-based activities. The practice of these activities must be taken to minimise the spread of the Covid-19 virus. These conditions require everyone to adapt to new situations quickly.

Before the pandemic, the majority of employees worked on a Work From Office (WFO) basis, but with the pandemic a Work From Home (WFH) work system was implemented as an effort to support government policies in dealing with covid-19 and also to maintain employee health and safety where employees can work flexibly.

Based on a survey conducted by Jobstreet, 46% of workers in Indonesia are required to work from home (WFH) due to the Covid-19 pandemic. However, 50% of respondents felt that their work duration became longer while at home. The survey also showed that 48% of respondents changed their working hours during WFH, 47% did more housework, and 36% had to create a separate work area at home. However, 33% of respondents felt that their working time was shorter during WFH (Bayu, 2020).

The trend of working remotely or flexibly is predicted to continue and will become the future of work in the corporate work environment (Ren, 2022). However, working flexibly or remotely is not always welcomed. In every change, there will be those who accept and those who do not.

Based on a survey of 33,084 respondents in Indonesia, 4% of remote workers increased to 13% during the pandemic and 23% of employees expect to be able to work remotely after the pandemic. Many respondents wished to work remotely due to concerns of being exposed to the coronavirus in the office and some felt working from home provided a balance between work and daily life. (Bayu, 2021).

According to an Ipsos survey reported by Databoks involving around 12,500 employees from 29 countries, the majority of employees feel more productive when WFH flexibly. A total of 66% of respondents agreed that employees should be able to choose between working in the office or WFH despite the pandemic. In addition, 64% of respondents feel more productive when given the freedom to choose between working in the office or WFH. While many are in favour of the WFH system, 52% of respondents miss the presence of their colleagues in the office. Others felt less productive at home (38%) or felt more tired during WFH (33%) (Ahdiat, 2023).

Research on 256 employees in China shows that WFH has a positive influence on job satisfaction even though during the Covid-19 pandemic WFH was an enforced policy. This satisfaction is influenced by five factors that are characteristics of WFH, namely length of work (time), suitability of the work environment (space), work autonomy (criticality), social digital assistance (novelty), and monitoring mechanisms (disruption) (Yu & Wu, 2021).

In this study, those who welcome changes in working methods are assumed to be company employees who are still doing WFH after the Covid-19 pandemic. Further research is needed on what factors encourage the continuation of WFH after the pandemic and how WFH can support employees' Work Life Balance (WLB) which ends in employee Job Satisfaction.

During the pandemic, people are forced to limit their activities with various government policies such as *lockdowns* or the implementation of restrictions on community activities (PPKM). Not a few companies experienced bankruptcy and also policies to carry out mass termination of employment (PHK) because the economic shock was so quickly felt. (Putri, 2020).

For companies that are trying to survive, the adaptation push to enforce *remote working* is carried out. In conditions of minimal or even no preparation, companies and employees are forced to continue carrying out operational activities so as not to suffer the same fate as pandemic victims.

Since *remote working* is something that is adopted quickly, there are changes in habits experienced by employees. This condition also has the potential to trigger stress, work engagement, work productivity, and employee mental health (Suhariadi et al., 2023).

There is research to measure the impact of *remote working* during the Covid-19 pandemic on productivity, work engagement, and stress. This study measured how workers' home conditions and job autonomy during the pandemic affect the effectiveness of remote working. This study found that both aspects have positive and negative potential for *remote working* activities (Galanti, Guidetti, Mazzei, Zappalà, & Toscano, 2021).

As *remote working* progresses, companies and employees find both positive and negative sides of the WFH policy. Some things such as increased flexibility and reduced distractions commonly encountered during WFO are experienced and welcomed. Not a few employees also feel that *work-life balance* (WLB) is created during WFH (Urbaniec, Małkowska, & Włodarkiewicz-Klimek, 2022).

However, negative impacts are also felt by some workers. WFH conditions that are forced to be carried out without preparation put pressure on employees who do not have the preparation and adaptability to carry out WFH. Mental health conditions that are affected by the lack of social interaction and boredom from the surrounding environment are also felt (Sandoval-Reyes, Idrovo-Carlier, & Duque-Oliva, 2021).

A study also showed that WFH does not necessarily increase WLB. Companies need to be careful in planning and implementing WFH practices. Research results provide evidence that employees struggle with work-home balance during WFH (Stankevičiūtė & Kunsakaja, 2022).

Remote working does not show a significant and specific effect on WLB (Bellmann & Hübler, 2020). *Home-based teleworkers*, especially women, showed better results in terms of quality of working time and work intensity (Rodríguez-Modroño & López-Igual, 2021). *Work-home balance* is a condition in which employees who do WFH have to share their focus between doing office work and completing homework.

As in Indonesia, because policies at the government and company level regarding *remote working* during the pandemic are not very clear, there are new pressures faced by employees. Workload conditions with high work intensity and difficulty operating devices to support add their own pressure. However, the moment where employees can have flexibility and closeness to their families is welcomed positively by employees (Irawanto, Novianti, & Roz, 2021).

After passing the pandemic period and slowly easing the activities in public spaces, some companies returned to WFO. However, there are companies that maintain full or *hybrid* WFH conditions. Companies that still conduct WFH or *hybrid* have potentially adapted well and gained more positive impacts from these activities.

This phenomenon needs to be deepened by finding out what positive impacts are found by employees who continue to do WFH. It is also necessary to research what are the supporting factors so that employees can do WFH effectively. From these findings, it can then be related to whether the WFH that has been carried out can encourage the WLB felt by employees.

The noteworthy difference is that during the pandemic, employees have no choice but to do *remote working* due to limited conditions. Meanwhile, after the pandemic, employees have the choice to continue *remote working* or return to work. For employees who are still doing *remote working*, it is necessary to examine what factors encourage employees to continue *remote working* after the Covid-19 pandemic.

MATERIALS AND METHODS

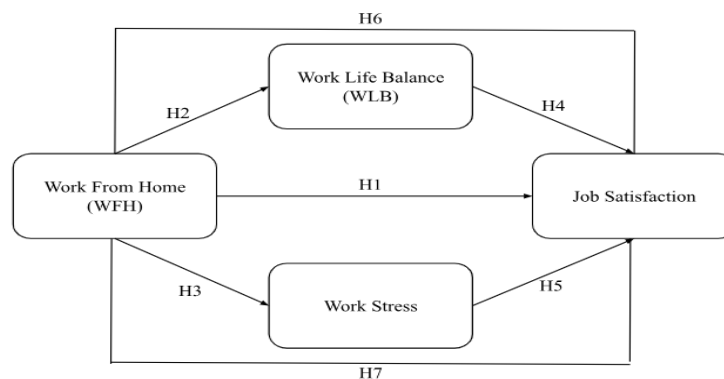


Fig. 1: Research Model

Work From Home

Work From Home Concept

Working from home also gives workers more freedom to manage their household chores as they can work from anywhere and at any time. This consolidates the family environment and allows them to harmonise time management autonomy with their professional and personal responsibilities (Irawanto et al., 2021). (Purwanto, 2020) defines that work from home is work done at home first echoed since covid-19 where there are limitations to the activities that must be done so that every job must be done at home. As the name implies, working from home indicates the location of work at home by communicating with the office, while working from a branch/satellite office indicates the location of work not at home but in the office closest to home. By using a transport perspective, working from home completely eliminates commuting while at work. Working from home is a teleworking concept that has been familiar to us since the pandemic. (Anugrah & Priyambodo, 2021).. In Indonesia itself, flexible working is a form of work that looks familiar in 2020, even though several

applications such as gojek, grab and traveloka are startups that drive the emergence of coworking spaces and virtual offices as places to work. (Berliana, 2020).

Dimensions of Work From Home

Wibowo & Siregar, (2022) explained that the dimensions or indicators of work from home are a) flexibility of work situations, in short others provide opportunities for employees regarding tasks assigned by leaders or superiors; b) the existence of employee interference and stress stems from problems in the lives of employees this results in disruption of daily activities; c) seen from socialisation, it can trigger feeling close to every family member; d) motivate to work from home better; e) can provide health as well as balance; f) bring up creative ideas to solve problems; g) as a comparison and separation between homework and office work.

Previous Research

WLB is not significantly affected by remote work (Bellmann & Hübler, 2020). Teleworkers at home, especially women, show better quality of working time and work intensity (Rodríguez-Modroño & López-Igual, 2021). WFH employees must divide their focus between doing office work and completing homework in a balanced work-home (WFH) situation. One of the determining factors that will create innovation due to working from home is worker satisfaction (Irwanto, 2021). It is considered an effort to increase employee job satisfaction when working from home and has a diverse impact on work-life balance, well-being, stress-related outcomes, and satisfaction (Roz 2019; Kim et al. 2019). From this description, it can be hypothesised as follows:

H1: Work From Home Productivity has a positive influence on Job Satisfaction

H2: Work From Home Productivity has a positive influence on Work-Life Balance

H3: Work From Home Productivity has a positive influence on Work Stress

Work Life Balance

The concept of Work Life Balance

Casper et al. (2018) define work-life balance as how well employees value the combination of work and non-work roles. This is due to the belief that their emotional experience, engagement, and

success in their work and non-work roles are in line with the value they place on those roles. Employee performance can be affected by work-life balance. An imbalance between personal life and work can lead to low productivity and poor company performance (Cohen & Liani, 2009).

Dimensions of Work Life Balance

Rahajeng (Wibowo & Siregar, 2022) explains that there are three dimensions of work-life balance, namely a) harmony with time; b) psychological equilibrium (engagement); c) alignment of satisfaction.

Previous Research

Previous research found that work-life balance has a positive and significant effect on job satisfaction. Employees have flexibility and autonomy in balancing their work and personal lives and tend to increase job satisfaction and work-life balance can mediate the effect of work from home on job satisfaction. (Irwanto, 2021). Creating boundaries between work and personal life to create work-life balance conditions is not easy.

H4: Work Life Balance has a positive influence on Job Satisfaction

Work Stress

Concept of Work Stress

According to Kim et al. (2019), work stress has an impact on emotions, mindsets, and ways of thinking. People become more negative and dissatisfied at work due to stress and the mismatch between job demands and the

resources they have. Job stress can lead to role vagueness, burnout, role conflict, and time pressure when working at home, which in turn can reduce job satisfaction (Hsu et al., 2019).

Dimensions of Work Stress

(Monica & Sary, 2019) Environmental factors are a potential source of stress because the closeness of the environment can affect the structure of the organisation and the stress level of employees in the organisation also affects it. There are three types of areas in environmental intimidation namely economic, political and technological. Organisational factors that affect stress levels can be seen from task demands, role demands and interpersonal demands. Personal factors that can affect stress levels include family problems, financial problems and character problems inherent in a person.

Previous Research

According to Irawanto (2021) Work From Home has a significant and negative effect on job stress. The current pandemic has forced workers to go the extra mile, even to the point of working overtime because they have to be able to complete the work they are supposed to do.

H5: Work Stress has a negative influence on Job Satisfaction

Job Satisfaction

Concept of Job Satisfaction

Job satisfaction according to Vargas et al. (2022), is defined as a pleasant or positive emotional state that arises as a result of evaluating one's work or job experience. Job satisfaction is defined as a pleasant and satisfying emotional state that arises as a result of evaluating their work or work experiences. Employees feel happy when they do work that helps them achieve their work values (Irawanto et al., 2021). Employee satisfaction is an innovative factor of working from home, according to Iwanto (2021).

Dimensions of Job Satisfaction

Locke (Sugandi, 2020) establishes five dimensions of job satisfaction, namely mentally challenging work, fair rewards, supportive working conditions, supportive co-workers, and personality-job fit.

Previous research

According to research conducted by Irwanto (2021) work-life balance has a positive and significant effect on job satisfaction. Employees have flexibility and autonomy in balancing their work and personal lives and tend to increase job satisfaction.

H6: Work Life Balance mediates the effect of Work From Home Productivity on Job Satisfaction

H7: Work Stress mediates the effect of Work From Home Productivity on Job Satisfaction.

Approach

This study uses quantitative research methods to understand the phenomenon of WFH that still occurs after the Covid-19 pandemic in employees working in companies located in Jabodetabek. After understanding the phenomenon, this study will also seek to gain a deeper understanding of the relationship between WFH, WLB, and work stress during WFH after the Covid-19 pandemic. This research will also investigate the positive possibilities that arise from WFH carried out after the pandemic, assuming employees have adapted to the conditions of WFH that have been carried out since the pandemic.

Purpose

This research aims to explain the phenomenon of post-pandemic WFH, the definition of WLB in post-pandemic WFH, and explain the effect of WFH on job satisfaction which is also likely to be influenced by WLB and stress at work. These four things have several parameters that will be measured from the assessment of employees who are still doing WFH after the pandemic.

In order to achieve this goal, a survey method to the research sample will be carried out. This study determines the population to be employees who have experienced WFH before the pandemic, in the middle of the pandemic, and after the pandemic. The sample size is set at 300 respondents who meet these initial parameters, before grouping based on background and other factors that will measure the impetus for WFH, WLB during WFH, the level of job stress during WFH, and the relationship of all these indicators to job satisfaction.

Strategy

This research analyses primary data through online questionnaires and secondary data obtained through academic articles, journal publications, and other sources. The participants of this study are employees who have experienced post-pandemic WFH with company locations in Jabodetabek.

Time horizon

Based on the time of implementation, this research uses a *cross sectional* method in which secondary data in the form of previous research is collected to study historical phenomena, parameters, and patterns that have emerged are collected to become the basis of research. This method is used to collect similar historical patterns before collecting primary data in the form of survey results to the research sample.

As there are three categories of pandemic period, this study determined that the pandemic period began on 30 January 2020. (The World Health Organisation, 2020) and ended on 5 May 2023 (Centers of Disease Control and Prevention, 2023), in accordance with the World Health Organization's (WHO), in accordance with the World Health Organisation (WHO) ruling. Thus, the period before is categorised as the pre-pandemic era, the period within this timeframe as the pandemic era, and the period after this timeframe as post-pandemic.

After all data has been collected, both historical and current, comparisons will be made to see if there is a positive change in each indicator in WLB and job stress. The comparison is aimed at finding the positive influence of post-pandemic WFH on job satisfaction felt by employees.

Operationalisation of Constructs

To measure the variables in the study, we started by collecting a sample of at least 200 valid respondents with key indicators, namely employees who work in companies domiciled in Jabodetabek who have conducted WFH both before the pandemic, during the pandemic, and after the pandemic. Sample collection will be carried out via the internet which will be disseminated through various media such as social media and *instant messengers*.

If the validity of the respondents is appropriate, then a series of questions from the online questionnaire developed through Google Form will be administered. Respondents will be asked to answer the set of questions as honestly and objectively as possible. To encourage this, all questionnaires will be anonymised.

After collecting all respondent data from the sample, the data will be processed with SmartPLS media to help conduct the analysis. Each indicator in the variables of WLB, job stress, and job satisfaction will be assessed and analysed the relationship and measurement of the positive influence of these variables.

RESULT

Demographic Result

Respondents consisted of 52% female employees and 48% male employees.

Measurement Model

In this model measurement is carried out to measure the validity and reliability of the indicators used. Researchers excluded indicators that did not meet the validity requirements. In table 1. The following signs

the results of SEM analysis of the relationship between variables, these results have eliminated invalid question indicators, namely WFH8 and JS2.

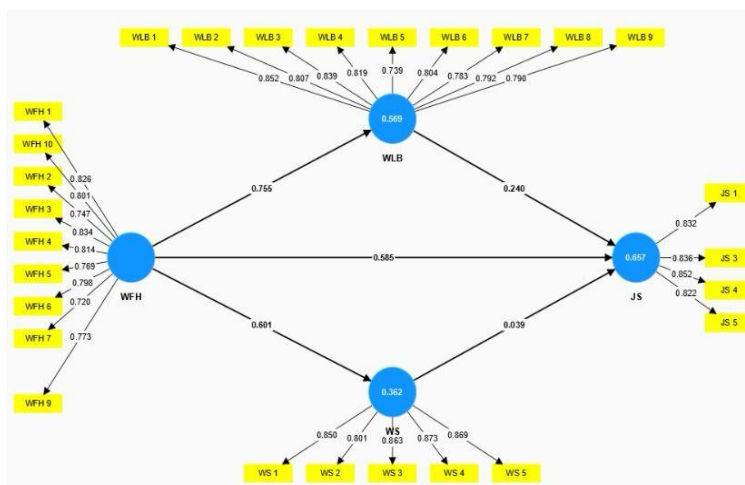


Fig. 2: SEM Analysis Results

Table 1. Loading Factor Value

Variables	Dimensions	Indicator s	Loading Factor	Conclusion
Work From Home (WFH)	Flexible working situation	WFH1	0,826	Valid
	Disruption of daily activities	WFH2	0,747	Valid
	Motivate to work at home better	WFH3	0,834	Valid
	Close to family members	WFH4	0,814	Valid
	Causes of health	WFH5	0,769	Valid
	Come up with creative ideas	WFH6	0,798	Valid
		WFH7	0,720	Valid
	Home and office work comparison	WFH9	0,773	Valid
		WFH10	0,801	Valid
	Work Life Balance (WLB)	Harmony with time	WLB1	0,852
WLB2			0,807	Valid
WLB3			0,839	Valid
WLB4			0,819	Valid
Psychological engagement		WLB5	0,739	Valid
		WLB6	0,804	Valid
		WLB7	0,783	Valid
		WLB8	0,792	Valid
Alignment/satisfaction		WLB9	0,792	Valid
		WLB10	0,790	Valid
Work Stress (WS)	Environmental factors	WS1	0,850	Valid
		WS2	0,801	Valid
	Personal factors	WS3	0,863	Valid
	Organisational factors	WS4	0,873	Valid
		WS5	0,869	Valid

Job Satisfaction (JS)	Mentally challenging	JS1	0,832	Valid
	Supportive working conditions	JS3	0,836	Valid
	Supportive colleagues	JS4	0,852	Valid
	Satisfied with current job	JS5	0,822	Valid

The results obtained show that all indicators of each variable show validity. The WFH variable has the highest loading factor value of 0.834 on the WFH3 indicator, which motivates working at home better. The loading factor value of the WLB variable is 0.852 on the WLB1 indicator which can manage time better. Meanwhile, the WS variable has the highest loading factor value of 0.869 on WS5, namely not being able to leave work while working at home. Then for the JS variable, it has the highest loading factor value for the JS4 indicator of 0.852 which states that it has supportive colleagues.

Validity Test

The approach taken for validity measurement uses *convergence* and *discriminant*. In assessing *convergent validity*, the value used must be above 0.5 by looking at the AVE value if it is more than 0.5. In the measurement results these indicators have met the criteria. Table 2 shows that all constructs have an Average Variance Extracted (AVE) value above 0.5.

Table 2. Average Variance Extracted (AVE)

	JS	WFH	WLB	WS
JS	0.835			
WFH	0.789	0.788		
WLB	0.751	0.755	0.804	
WS	0.599	0.601	0.867	0.852

From table 2., the \sqrt{AVE} value between the variable constructs themselves such as JS (Job Satisfaction) is 0.835, so the correlation value with other variables must be smaller than this value. Thus it can be concluded that all constructs or latent variables already have good discriminant validity, where the construct indicator block is better than other block indicators.

Reliability Test

Reliability measurement looks at the composite reliability value and Cornbach's alpha value where both values must be above 0.7, so it is declared reliable. In bold 3 shows that the variable meets the criteria.

Table 3. Reliability Test

	Cronbach Alpha	Composite Reliability	Conclusion
JS	0.856	0.902	Reliable
WFH	0.923	0.936	Reliable
WLB	0.931	0.942	Reliable
WS	0.905	0.930	Reliable

Based on table 3. That the results of composite reliability testing show a value > 0.7 which means that all variables are declared reliable.

Hypothesis Testing

In testing this hypothesis using SmartPLS 4.0 and using bootstrapping as a statistical method. This approach is to see the direction and significance of the latent variable relationship. Attached in table 4.

Table 4. Path Analysis (Direct Effect) and Hypothesis Test

H	Relationship	Original Sample (O)	Sample Mean	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
H1	WFH-JS	0.585	0.584	0.064	9.064	0.000
H2	WFH-WLB	0.755	0.756	0.033	23.087	0.000
H3	WFH-WS	0.601	0.603	0.051	11.802	0.000
H4	WLB-JS	0.24	0.239	0.100	2.4	0.016
H5	WS-JS	0.039	0.042	0.089	0.4	0.66

Table 5. Specific Indirect Effects

H	Relationship	Original Sample (O)	Sample Mean	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
H6	WFH-WS-JS	0.024	0.025	0.054	0.435	0.664
H7	WFH-WLB-JS	0.181	0.181	0.076	2.3777	0.017

In this study, researchers examined five different hypotheses regarding the direct relationship between WFH, JS, WLB, and WS. The first hypothesis (H1) states that there is a positive correlation between WFH and JS based on the results of the study that showed a P-value of $0.000 < 0.05$, so it can be stated that the first hypothesis is accepted. The second hypothesis (H2) shows a significant positive relationship between WFH and WLB. With a P-value of 0.000 and a T-statistic of 23.087, it supports H2 or WFH has a significant effect on WLB. In the third hypothesis (H3) the effect between WFH and WS shows positive and significant results so that the P-value of 0.000 and T-statistic of 11.802 support H3. Hypothesis 4 (H4) shows significant and positive results between the direct effect of WLB and JS with a P-value of 0.016 and a t-statistic of 2.4. Meanwhile, hypothesis 5 resulted in a P-value of $0.66 > 0.05$ with a t-statistic of 0.4 so it can be concluded that (H5) is rejected because it was found that there is no influence exerted by WS on JS.

In this study, there are two hypotheses featuring mediating variables that are also tested. The test results are presented in Table 5 for H6 and H7. In hypothesis 6 (H6) testing the relationship between WFH and JS through WLB, this hypothesis shows significant and positive results so that H6 is accepted with a P-Value of 0.017 and a T-statistic of 2.3777. H7 listed in the first row shows the indirect impact between WFH and JS through WS. From the results listed, H7 has a P-value of 0.664 and a T-statistic of less than 1.635 which is 0.435 This result shows that WS cannot mediate because the results obtained are not significant so that H6 is not rejected.

DISCUSSION

The effect of WFH on JS with WS as a mediating variable

Based on the results obtained from the direct effect, the effect of WFH on Job satisfaction has a positive and significant relationship, but the existence of work stress mediating variables makes the analysis results negative. This is in accordance with the research results that there is no influence given by WS on Job satisfaction so that WS cannot mediate the influence of WFH on Job satisfaction. These results are in line with research conducted by (Try, 2019) Work stress has no effect on employee performance ... The long-lasting pandemic has resulted in all activities having to be carried out at home so that they are vulnerable to stress at

work. However, this work stress does not result in a decrease in performance because according to Danang (Try, 2019) not all stress has a negative connotation. On this basis, management is not worried if there is stress on employees at work. Because it could be that stress is also a trigger for him to work even better. Stress with a mild category will have a positive effect so that he can manage emotions well towards his work. That is what indicates the absence of the influence given by Work from Home driven by work stress has no effect on employee performance, this is because working at home driven by work stress will not have an impact on employee performance. Instead, it can be used as a trigger to better manage emotions at work.

In addition, the relationship between WFH, JS and WS may be more complicated than initially assumed, with WS potentially acting as a mediator between WFH and JS. Further research is needed to clarify the complex interactions among these variables, especially in the broader context of benchmarking employee performance improvement.

The effect of WFH on JS with WLB as a mediating variable

Based on the results obtained from the direct effect hypothesis [H7], it shows that there is an influence given by WFH on JS mediated by WLB. This result is in line with research conducted by (Irawanto, 2021) Previous research found that work-life balance has a positive and significant effect on job satisfaction. Employees have flexibility and autonomy in balancing their work and personal lives and tend to increase job satisfaction and work-life balance can mediate the effect of work from home on job satisfaction. These results are also supported by the hypothesis [H4] that WLB has a significant influence on JS.

An employee who can balance home and office work even though all work is carried out at home will be able to provide good management of his performance. On this basis, it is assumed that if an employee can balance his position in working at home well, it can also have implications for improving his performance. This relationship between WLB provides an impetus for improving employee performance when at home.

The relationship between WFH, JS and WLB has a mutual influence that supports employee performance. WLB acts as a mediator between WFH and JS so that it has a significant influence.

Implications and Recommendations

The implications of this study aim to help companies address employee performance issues by utilising various effective strategies if WFH activities are implemented in the present. In addition, it provides feedback, especially in supervisor supervision and feedback if WFH has been implemented. To improve JS, companies should foster a positive work culture, provide opportunities for professional development, recognise employee contributions, and encourage full employee involvement in the company and be able to manage stress management. Similarly, companies must create a positive culture in the work environment, lest because work is done at home communication between fellow employees is not well established. Improving WLB by providing empowerment on how to balance personal and work interests is also important for companies to do. Then even though working at home the company must still monitor the working hours carried out by employees, their psychological involvement when working and their satisfaction at work as part of WLB in work done at home. In addition, it is also expected that WFH can provide motivation to work better, because psychologically he will get a positive energy boost from the family at home. If the company is going to implement WFH for the sake of improving JS, it is also necessary to consider the salary given to employees along with the time management or working hours given. Do not let the company choose WFH but the working hours given are actually more than those of WFO. On this basis, WS will certainly become a barrier to performance, which is certainly not what the company expects. Because the application of WFH at this time is solely to provide improvements to JS with a more flexible workplace and time.

Limitations and Future Research

This study was exclusively conducted on employees working in Jabodetabek, a factor that may affect the generalisability of post-pandemic WFH, meaning companies that still implement WFH even after the pandemic. This context can introduce external influences, which may change the dynamics of the findings because previous studies are more inclined to WFH during the pandemic. Furthermore, our research methodology only uses two independent variables, one dependent variable and two mediating variables. The limitation of the study lies in the research sampling. Researchers cannot reach companies with a long duration of WFH so that this research cannot be generalised objectively, because the length of time for implementing WFH affects their views on performance. Those who have not been in WFH for too long tend not to be able to adjust properly so that they cannot apply WLB properly either. This will also have an impact on WS so that the answers from respondents cannot be generalised properly. Despite these limitations, this study can also pave the way to provide suggestions for future research related to the application of WFH to improve employee JS. One direction would be to limit the number of years of WFH, and then also analyse for different industries, such as digital or online sectors that have historically been stable in doing work at home, to gather comparative insights. Future research could also

Explore variables that may influence the relationship between the independent variables and the dependent variable, such as work-life balance, job flexibility, employee level, and compensation. Taking WS and WLB as possible mediators can also provide ideal findings so as to make a significant contribution to knowledge and practice in the field of management, especially at the individual and organisational levels.

By conducting further research on the variables used, researchers can devise more effective countermeasures in the implementation of WFH to contribute to healthier work, a conducive work environment and promote the improvement of company quality.

Based on the results of data processing, it is obtained that there are several accepted hypotheses including [H1], [H2], [H3], [H4] and [H7]. Meanwhile, the rejected hypotheses are [H5] and [H6]. These results illustrate that WFH has a significant influence on JS when driven by WLB. Meanwhile, WFH does not have a significant influence on JS when driven by WS. These results indicate that the implementation of WFH by companies must also be pursued by providing WLB knowledge. So that employees can make arrangements for the work they do at home. The company will also be more effective in implementing WFH if it is also supported by good personal management of each employee. The big hope that the company wants is an improvement in the quality of the company which is implied in the improvement of employee performance with various effective strategies implemented by the company. Meanwhile, WS strives to provide positive energy to employees as part of improving their performance when WFH.

AUTHOR'S CONTRIBUTION

AG conceived the idea, designed the project, and wrote the manuscript. SEZ performed the data collection and statistical analysis, and wrote the manuscript. ELB and AR participated in the design of the study and helped in writing the manuscript. All authors read and approved the final manuscript.

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