

The effect of work from home toward work-life balance and productivity with work stress as a mediating variable: Study on employees of Financial Services Authority (OJK RI)

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Abstract

The Financial Services Authority (OJK) has proposed a policy for employees dealing with the Covid-19 pandemic situation since 2020 in the form of a circular containing a work from home policy in order to prevent and control Covid-19 spread at OJK, which was later replaced with Guidelines for Working in the Adaptation Period “New Habits for Employees in OJK”. This policy requires employees to work from home while still paying attention to work-life balance and producing the same high performance as working in an office. The purpose of this study is to fill the gap in investigating potential factors of employee productivity while working from home since the Covid-19 pandemic such as work-life balance and work stress. This study uses a quantitative method with a Structural Equation Modelling (SEM) and using AMOS application tools. The research sample was 360 respondents with positions ranging from administrative level to Deputy Director in all work units at OJK. The results of this study reveal that working from home, work-life balance, and work stress have a significant influence, either directly or indirectly, on productivity of employees.

Introduction

The Covid-19 pandemic has changed entire aspects of life, especially adjustments in work settings. One of them is a change in work methods and interactions between people in the organization. The change in work methods in question is an organizational change by prohibiting employees from working in the office and gathering indoors. The purpose of this prohibition is not to damage organizational performance, but to prevent the spread of Covid-19, because this step requires avoiding direct contact with other people, and avoiding mass gatherings (Buana, 2020).

Changes in work methods by allowing employees to work from home, which is called by various names, such as remote working, teleworking, or telecommuting. Work from home has become the mainstay of many companies as an alternative policy strategy to break the chain of the spread of Covid-19. This policy certainly has the same obligations and responsibilities as working from the office. Work from home creates flexibility in time and place (McCloskey, 2018). However, work from home has drawbacks such as poor performance as a team and a less than optimal supervisory system by managers (Van Der Lippe & Lippenyi, 2020). In addition to having drawbacks, the study results also show that work from home provides flexibility and flexibility for employees to do their work without being directly supervised by supervisors or managers (Kossek et al., 2006).

Working during a pandemic certainly provides a change in work culture that makes workers need to make adjustments. The current pandemic condition is able to change the work culture that was previously difficult to change. One of the most notable changes is the flexibility of working hours. In addition, individuals can also determine their own designed work area so as

to provide comfort in doing their work from home. All of these work activities can be done online. These cultural changes are then referred to as a new normal (Mustajab et al., 2020).

One of the institutions that regulates and supervises the financial services industry, namely the Financial Services Authority (OJK), has taken various policies in dealing with the Covid-19 pandemic for stakeholders and for internal employees of OJK. The policy issued by OJK for its employees is to issue a circular containing a policy of working from home as a form of prevention and handling of the spread of Covid-19 within OJK, which is then replaced with Guidelines for Working During the Adaptation Period for New Habits for Employees in the Authority. Financial Services. This policy certainly has the same obligations and responsibilities as working from the office. However, in practice, the implementation of work from home turns out to have challenges and obstacles that are not easy, because not all work sectors can be done from home and employees still have to maintain a work-life balance. The implementation of a work-life balance must still be carried out by OJK employees during the pandemic because they are bound by a work culture commitment to strengthening the behaviour of OJK employees who support a healthy, balanced and environmentally friendly lifestyle. The commitment to implementing this work culture is stated in measurable performance indicators that must be carried out by every employee and there is an assessment of achievements at the end of each year.

In the UNICEF and ILO (2020) reports, it can be said that companies that provide work from home policies to employees are a form of support to meet the personal or family needs of employees in order to achieve a better work-life balance and increase productivity, especially in the Covid-19 pandemic situation. Hjálmsdóttir and Bjarnadóttir (2021) wrote that in the Covid-19 situation, WLB is one thing that can help a person to improve his/her health, because stressful mental conditions can have a negative impact on activity and health. Therefore, everyone must increase physical and mental resilience in various ways, such as good and effective time management so that they can share time both in work, family and hobbies. Through a good WLB, personal resilience can be strengthened so that it can make more effective decisions.

Working from home contributes and enhances positive employee work productivity. It can also have an impact on work-life balance and reduce family conflict. Working from home provides many benefits for companies and employees, including when working from home employees can be more productive and able to balance responsibilities between work and family so as to reduce employee retention for the company (Baker et al., 2007; Lim & Teo, 2000). However, some other research shows that working from home can have a negative impact on employee productivity. This is due to the increased workload, the role of parents at home to take care of children, limited facilities when working from home (workspace, information technology) and disturbed work-life balance. The potential for work stress can be experienced by OJK employees, with the possibility that they will be faced with demands from the company to increase work productivity and must have a work life balance even though they have to work from home.

This can trigger stress, a bad social environment, conflicts that occur, a dangerous work environment and pressure due to the pandemic. The atmosphere plays an important role in causing stress. An employee who perceives how much change has occurred in the organization, work stress will increase or decrease following the magnitude of the organizational change (Ashford et al., 1989). There is no clear boundary between work and personal life when employees work from home so that it has an impact on increasing workloads which causes increased work stress on employees and anxiety that affects employee job satisfaction (Liu & Lo, 2018). The purpose of this study was to examine the effects of working from home, work-life balance, and work stress on productivity. In addition, the purpose of this study was to investigate whether work stress affects the relationship between working from home, work-life balance and productivity in Financial Services Authority (OJK) employees. This study makes theoretical and practical contributions. For theoretical contributions, this study provides a proposed model to explain the relationship between working from home, work-life balance, work stress, and productivity. As a practical contribution, this study suggests the importance of work-life balance and how to manage work stress during work from home policies that are implemented during the pandemic.

Literature Review and Hypotheses Development

Work from Home

Working from home is defined as planning to work with another workplace (eg, away from the main office) at least part of their working hours using remote or virtual place/media to coordinate with others employee during the work (Bailey & Kurland, 2002; Papalia et al., 2008). In addition, working from home means that employees who normally work and work in the office are diverted to work at their place of residence in accordance with the instructions, responsibilities, and roles of the worker (Narpati et al., 2021).

Work-life balance is a state of balance between two needs at work and one's life. According to Fisher et al. (2009), work-life balance can affect the personal life and work performance of employees both positively and negatively. Conflict between work and personal life can affect low productivity and reduce the performance of an organization (Konrad & Mangel, 2000; Cohen & Liani, 2009). Work-life balance is supported by two elements, namely fulfillment and happiness, and one of them must have both (Bataneh, 2019). A person's success does not depend on how much money he/she has, but also on a good family life. Time that is not managed properly can lead to conflicts in life because they do not have enough time to gather with family, and can lead to depression and anxiety, working poorly (Gragano et al., 2020). Organizations provide support to employees in the form of communication and flexible work options, as happy and productive employees enjoy work-life balance (Baker et al., 2007; Darcy et al., 2012). Dua and Hyronimus (2020) said that there is a strong relationship between the work from home variable and work life balance. Workers feel that working from home is not able to balance work and family life because of the demands of the role that must be done at the same time. However, the positive side of working from home is the fulfillment of a good quality of family life and personal life and can make female workers more motivated to work. The key to maintaining a balance between work and family life is time management to sort out priorities, in addition to that, the support of family members to provide more flexible space and time for female workers to carry out multiple roles also plays an important role in helping to maintain a quality balance between family and work-life.

H1: Work from home has a positive and significant effect on work life balance.

Work Productivity

Work productivity is the utilization of human resources by companies by maximizing their expertise, technological and management capabilities. The goal is to be able to improve life and get a better life than the previous day. When an employee is able to produce more products than other employees can produce at the same time, then the employee is said to be productive. (Abbasi et al., 2021). According to Bachrach and Schermerhorn (2020), work productivity is the result of measuring performance by taking into account the resources used, including human resources. Work productivity can be at the individual, group or organizational level. According to Abbasi et al. (2021) indicators of productivity include:

- a. Quantity of work is the result achieved in a certain amount with a comparison of existing standards or set by the company.
- b. Quality of work is the result associated with the quality of a product provided by employees. This can be seen from the ability of employees to complete their work which was developed with the targets set by the company.
- c. Punctuality is the level of activity that is completed before its due date and can maximize the time available for other activities. Timeliness is measured from an activity that is completed at the beginning of time until it becomes output.

The results of research conducted by Simarmata (2020) show that work from home has a positive and significant effect on work productivity. This means working from home with a flexible work environment, avoiding stress, feeling closer to family, saving travel time, feeling healthier and maintaining work balance, having high creativity, being able to separate home and

office work and minimal self-pressure. Moreover, work from home method will increase the productivity of lecturers at work, both in terms of increasing ability, increasing results, morale, self-development, quality and efficiency. This study is in line with research conducted by Martinez-Amador (2016) that work location enjoyment or comfortable working at home has a positive relationship to productivity compared to working in place.

H2: Work from home has a positive and significant effect on work productivity.

Work Stress

Job stress is a feeling that suppresses or feels pressured and receives directly the stimulation of the pressure without any evaluation process in dealing with work (Warm et al., 2018). The cause of work stress is influenced by three factors, including environmental factors on environmental uncertainty that affect changes in organizational structure and technological advances, organizational factors in the form of high workloads, and individual factors in the form of personal problems of each individual (Robbins & Judge, 2019). In addition, family factors can also have an influence on employee stress, such as support from family and problems in personal life. The results of research by Ahmed and Ramzan (2013) state that the causes of work stress include workload, work conflict, and family issues.

Every individual needs to have a way to overcome any problems that can cause work stress because it can affect life, health, productivity, and income. As for the organization, the work stress experienced by its employees can have an impact on performance in all aspects and the effectiveness of the company as a whole. Research conducted by Ahmad (2020) shows that work from home has a negative and significant effect on employee work stress. This means that if someone is faced with orders, tasks, jobs that do not have clear procedures to complete them, it will affect employee work fatigue and have an impact on the level of perceived stress. The results of work carried out without proper direction will cause a discrepancy between the objectives of the work and the results of the work that has been completed.

H3: Work from home has a negative and significant effect on work stress.

Mediation Effect

According to Nafiudin (2017) that someone who works from home with a low level of work and family life balance can cause work stress to employees. This is in line with the research results of Dua and Hyronimus (2020) said that there is a strong influence between the work from home variable on work-life balance and is mediated by work stress. Workers who are not able to balance work and family life while working from home will feel dissatisfied with work and even work stress because of the demands of the role that must be done at the same time. Job stress is a phenomenon that arises when there is a mismatch between individual abilities and the demands of the organization. Work stress can make employees irritable and easily tired. Various situations and work demand experienced can be a potential source of stress. One of the factors that cause job stress is role conflict. In line with one of the theories in work-life balance proposed by Fisher (2009), namely Role Theory which states that humans are seen as individuals who have many roles in their lives. Including roles in the work environment and outside the work environment. The existence of various roles that must be carried out will cause conflict when two or more roles occur at one time and one demanding situation.

H4: Work stress can mediate the relationship between work from home and work-life balance.

Productivity problems are seen from various aspects such as the ability of employees to complete their work even though they have to work at home, there is an increase in the results that should be obtained by employees, but employees who work at home are also constrained by communication between employees and the company because everything depends on the internet connection as well as electronic devices used. This can trigger stress, factors such as a bad social environment, conflicts that occur, a dangerous work environment and pressure due to Covid-19

pandemic getting higher in level can cause stress. Problems will arise when employees fail to balance time between work and personal or family life. Work and family are the most important domains in life. These two roles often lead to conflicts between work and family, such as long working hours, reduced presence at home, skipping personal activities and family togetherness. The impact that will be experienced by employees who are stressed at work is decreased work productivity, frequent absences from work and mental stress. Work stress is an excessive workload, feelings of difficulty and emotional tension that hinder individual performance (Robbins, 2019). An employee who perceives how much change has occurred in the organization, work stress will increase or decrease following the magnitude of the organizational change (Ashford et al., 1989). Simarmata (2020) shows that work from home has a positive and significant effect on work productivity. This means that work from home is flexible with a work environment that can create comfort for workers so that it has a positive relationship to productivity compared to working on the spot.

H5: Work stress can mediate the relationship between work from home and productivity.

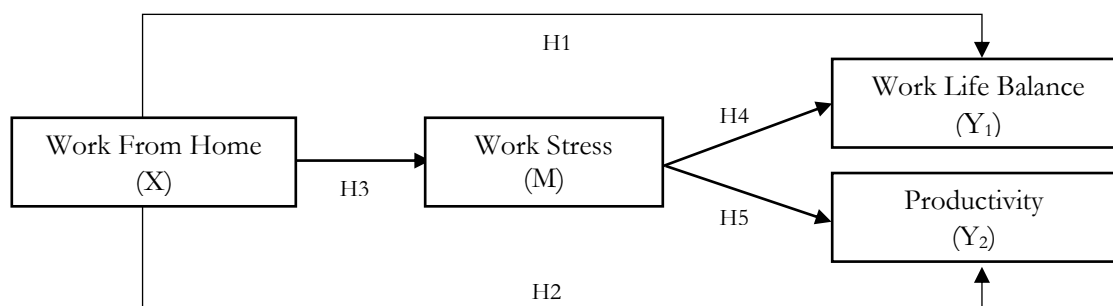


Figure 1. Conceptual Framework

Research Methods

Table 1. Characteristic of Respondents

Categories	Description	Frequency (n=389)	Percentage
Gender	Male	196	50,39%
	Female	193	49,61%
Age (years)	21 – 25	40	10,28%
	26 – 30	81	20,82%
	31 – 35	115	29,56%
	36 – 40	67	17,22%
	41 – 45	38	9,77%
	> 45	48	12,34%
	Marital Status	Single	108
Married		281	72,24%
Educational Level	D3/Diploma	11	2,83%
	S1/Bachelor	285	73,26%
	S2/Master	90	23,14%
	S3/Doctor	3	0,77%
Job Position	Deputy director	29	7,46%
	Head of division	55	14,14%
	Head of subsection	83	21,34%
	Staff	190	48,84%
	Administrative officer	32	8,23%
Tenure of Work (years)	1 – 3	42	10,80%
	3 – 5	78	20,05%
	5 – 10	168	43,19%
	> 10	101	25,96%

Source: primary data processed, 2022

This study uses quantitative research methods with survey techniques in data collection to test hypotheses (Neuman, 2011). Data retrieval using questionnaires distributed online to respondents using google form via e-mail of each employee. Data were measured using a Likert scale of 1 to 5 (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree). This research questionnaire was adapted and modified from previous research. After the research data was collected, it was continued to test the validity, test reliability, and test the hypothesis.

Respondents in this study were OJK employees with positions at the level of administrative employees to positions at the level of deputy director. Sampling of 389 respondents with proportionate stratified random sampling. Respondents came from the Head Office as much as 49,73%, Regional Offices/KOJK as much as 50,27%. Regarding marital status, most of the respondents stated that their marital status was married (72,24%) and the rest were unmarried (27,76%). The description of respondents are summarized in Table 1.

Results and Discussion

Validity and Reliability Test

The instrument is said to be valid if the instrument can measure what it is supposed to measure (Cooper & Schindler, 2014). In this study, validity testing will be carried out using the Confirmatory Factor Analysis (CFA) method with the help of SPSS. The CFA adopted in this study was used to evaluate the convergent validity and discriminant validity of the measurement scale. According to Hair Jr et al. (2014), a research instrument can be accepted if the loading value of each item is 0,4. For this reason, the items used in this study are items that have a factor loading value of 0,5.

Validity test results for all variables with Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) values. From Table 2. Validity test results can be seen that the KMO-MSA value for each variable is $> 0,50$ so it can be concluded that all variables used in this study are valid.

The reliability test in this study was carried out by looking at the value of construct reliability in SEM. A research instrument is declared reliable if the limit value of the acceptable level of reliability is construct reliability $> 0,7$. While the reliability of 0,6 to 0,7 is still acceptable (Ghozali, 2005). The results of the reliability test can be seen in Table 3.

Normality test

Normality test using the Lilliefors Kolmogorov-Smirnov test in the SPSS program. The output describes the results of the normality test using the One Sample Kolmogorov-Smirnov method. For decision making whether the data is normal or not, it is enough to read on the significance value (Asymp Sig 2-tailed). If the significance is $< 0,05$, the conclusion is that the data is not normally distributed. The authors recommend that if the significance $> 0,05$ then the data is normally distributed.

The results of the normality test can be seen from Table 4 that all the regression model equations used have met the normality requirements. It can be seen that the sig. value for each model is greater than 0,05 so it can be said that in the regression model the residual data is normally distributed.

Table 2. Validity Test Result

Variables	KMO-MSA	Baseline	Decision
WFH	0,781	0,50	$>0,50$, Valid
WLB	0,913	0,50	$>0,50$, Valid
P	0,908	0,50	$>0,50$, Valid
WS	0,844	0,50	$>0,50$, Valid

WFH = work from home; WLB = work-life balance; P = productivity; WS = work stress
Source: Primary data processed, 2022

Table 3. Reliability Test Result

Constructs	Items	Loading	Cronbach's Alpha	C.R.
Work From Home	WFH 1	0,516	0,858	0,862
	WFH 2	0,576		
	WFH 3	0,637		
	WFH 4	0,575		
	WFH 5	0,592		
	WFH 6	0,572		
	WFH 7	0,650		
	WFH 8	0,676		
	WFH 9	0,742		
	WFH 10	0,507		
	WFH 11	0,504		
	WFH 12	0,607		
Work Life Balance	WLB 1	0,620	0,912	0,914
	WLB 2	0,636		
	WLB 3	0,754		
	WLB 4	0,560		
	WLB 5	0,742		
	WLB 6	0,691		
	WLB 7	0,682		
	WLB 8	0,682		
	WLB 9	0,778		
	WLB 10	0,621		
	WLB 11	0,599		
	WLB 12	0,711		
	WLB 13	0,696		
	WLB 14	0,577		
	WLB 15	0,598		
Productivity	P 1	0,516	0,896	0,900
	P 2	0,512		
	P 3	0,729		
	P 4	0,617		
	P 5	0,583		
	P 6	0,729		
	P 7	0,705		
	P 8	0,514		
	P 9	0,708		
	P 10	0,754		
	P 11	0,520		
	P 12	0,539		
	P 13	0,650		
	P 14	0,705		
Work Stress	WS 1	0,729	0,857	0,865
	WS 2	0,793		
	WS 3	0,365		
	WS 4	0,585		
	WS 5	0,847		
	WS 6	0,843		
	WS 7	0,827		

Source: Primary data processed, 2022

Table 4. Normality Test Result

Model	Statistical Value	Sig.	Decision
WFH → WLB	1,67	0,063	>0,05, residual data is normally distributed
WFH → P	1,15	0,157	>0,05, residual data is normally distributed
WFH → WS	1,08	0,195	>0,05, residual data is normally distributed
WS → WLB	0,69	0,731	>0,05, residual data is normally distributed
WS → P	1,70	0,062	>0,05, residual data is normally distributed

Source: Primary data processed, 2022

Multicollinearity Test

Multicollinearity test can be done by looking at Tolerance value and Variance Inflation Factor (VIF) variable when performing regression. The lower the tolerance value, the stronger the relationship between the independent variables (Hair Jr et al., 2014). In contrast to the tolerance value, the variable is categorized to have no symptoms of multicollinearity if it has a VIF value higher than 10 (Hair Jr et al., 2014). The maximum value of multicollinearity that can interfere with the results of the study is a tolerance value that is smaller than 0,1 and VIF value greater than 10. (Hair Jr et al., 2014).

Table 5. Multicollinearity Test Result

Variable	VIF	Critical Value	Decision
X1	1.463	10	Not affected by multicollinearity
Y2	1.842	10	Not affected by multicollinearity
M	1.380	10	Not affected by multicollinearity

Source: Primary data processed, 2022

The results of the multicollinearity test can be seen in Table 5. That all the regression model equations used have met the multicollinearity requirements. It can be seen that the VIF value for each regression model is less than 10 so it can be said that the residual regression model is free from multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. If the variance from the residual of an observation to another observation remains, it is called homoscedasticity (Ghozali, 2005). A good regression model is that there is no heteroscedasticity. Through statistical analysis carried out by the Glejser test, with a significance probability criterion of $> 0,05$, a data is said to be free from heteroscedasticity deviations (Ghozali, 2005).

Table 6. Heteroscedasticity Test Results

Model	Variables	t-statistics	Sig.	Decision
WFH → WLB	WFH	0,000	1,00	$>0,05$, homoscedasticity
WFH → P	WFH	0,000	1,00	$>0,05$, homoscedasticity
WFH → WS	WFH	0,000	1,00	$>0,05$, homoscedasticity
WS → WLB	WS	0,000	1,00	$>0,05$, homoscedasticity
WS → P	WS	0,000	1,00	$>0,05$, homoscedasticity

Source: Primary data processed, 2022

Based on the data in Table 6, that the sig. value of the independent variable with each residual is greater than 0,05 so it can be said that the residual regression model is free from heteroscedasticity issues.

Hypothesis Test

Hypothesis testing in this study uses SEM or Structural Equation Modeling which is operated through the AMOS program. SEM is a statistical modeling technique that has been widely used in the behavioral sciences that allows testing of a relatively complex relationship. SEM analysis can only be done if the model identification results show that the model is included in the over-identified category. Identification of the structural model is done by looking at the df value of the model created.

Table 7. Notes For Model (Default model)

Computation of degrees of freedom (Default model)	
Number of distinct sample moments:	1176
Number of distinct parameters to be estimated:	101
Degrees of freedom (1176 - 101):	1075

Source: Primary data processed, 2022

AMOS output results which show the df value of the model is 1075. This indicates that the model is in the over confident category because it has a positive df value.

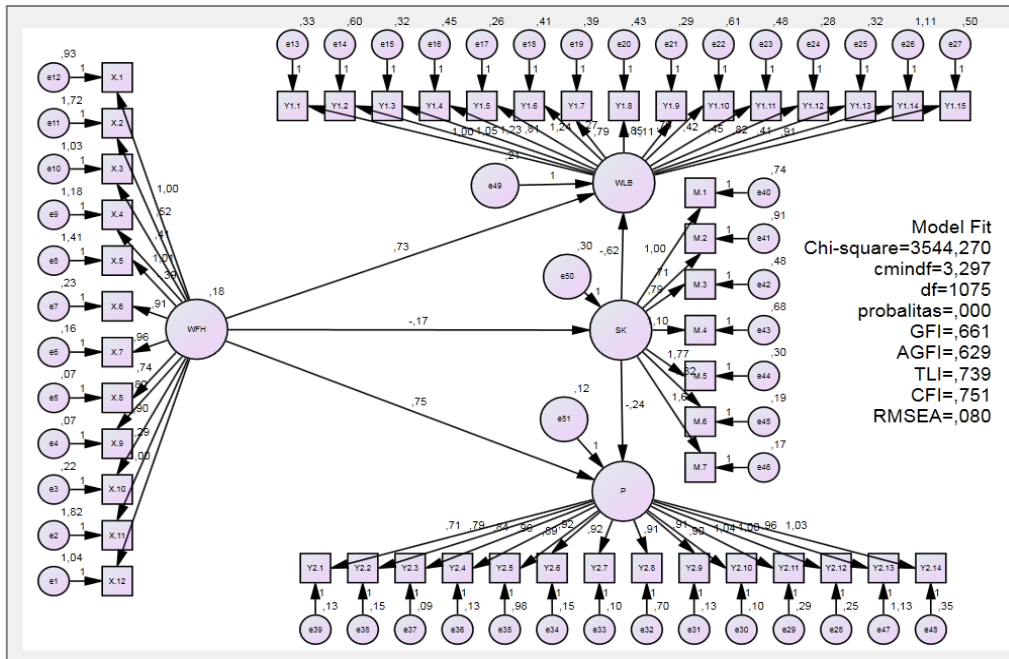


Figure 2. Result of Structural Model SEM Analysis

Assessing goodness of fit is the main goal in SEM to find out how far the hypothesized model is "Fit" or fits the sample data. The results of goodness of fit are shown in the following data.

Table 8. Goodness of Fit Result

Goodness of Fit Index	Cut-off Value	Research Model	Decision
Probability	≥ 0,05	0,000	Marginal
CMIN/DF	< 2,000	3,297	Marginal
GFI	≥ 0,90	0,603	Marginal
AGFI	≥ 0,90	0,629	Marginal
TLI	≥ 0,90	0,739	Marginal
CFI	≥ 0,90	0,751	Marginal
RMSEA	≤ 0,08	0,080	Fit

Source: Primary data processed, 2022

Based on the results in the Table 8 above, it can be seen that the research model approaches as a good fit model. CMIN/DF is a parsimonious suitability index that measures the goodness of fit model with the number of estimated coefficients expected to achieve conformity. The results of the CMIN/DF in this study were 3,297 indicating that the research model was marginal fit. The Goodnes of Fit Index (GFI) shows the level of suitability of the overall model which is calculated from the squared residual of the predicted model compared to the actual data. The GFI value in this model is 0,603. A value close to the recommended level of 0,90 indicates a marginal fit research model. RMSEA is an index used to compensate for the chi-square value in a

large sample. The RMSEA value of this study is 0,080 with a recommended value of 0,08, this indicates a fit research model. AGFI is a GFI adjusted for the ratio between the proposed degree of freedom and the degree of freedom of the null model. The AGFI value in this model is 0,629. A value close to the recommended level of 0,80 indicates a marginal fit research model. TLI is a suitability index that is less affected by sample size. The TLI value in this study was 0,739 with a recommended value of 0,90, this indicates a marginal fit research model. CFI is an index that is relatively insensitive to the size of the sample and the complexity of the model. The CFI value in this study is 0,751 with a recommended value of 0,90 this indicates a marginal fit research model. Based on the overall goodness of fit measurement above, it indicates that the model proposed in this study is accepted in minimum baseline.

Hypothesis data analysis can be seen from the standardized regression weight value which shows the coefficient of influence between variables in the following table.

Table 9. Relationship Between Variables

	Estimate	S.E.	C.R.	P-value	Decision
Productivity ← Work from home	,749	,120	6,255	***	Significant Positive
Work-life balance ← Work from home	,727	,121	6,010	***	Significant Positive
Work stress ← Work from home	-,173	,080	-2,154	,031*	Significant Negative
Work-life balance ← Work stress ← Work from home	-,620	,079	-7,857	***	Significant Negative
Productivity ← Work stress ← Work from home	-,235	,046	-5,119	***	Significant Negative

* $p < 0,05$; ** $p < 0,01$; *** $p < 0,000$

Source: Primary data processed, 2022

Based on the results of hypothesis testing, the findings show that the value of the coefficient of standardized regression weight work from home on work life balance is 0,727, indicating a positive result with a probability value of $p < 0,000$ (significant). So, the first hypothesis from the author in the form of "work from home has a negative effect on work life balance" is rejected because the results are positive and significant. Which means the higher the level of work from home can affect the work life balance of OJK Employees. The value of the coefficient of standardized regression weight work from home on work productivity is 0,749 indicating a positive result with a probability value of $p < 0,000$ (significant). So, the second hypothesis from the author in the form of "work from home has a positive effect on work productivity" is accepted because the results are positive and significant. Which means that the higher the level of work from home affects the work productivity of OJK Employees. The value of the coefficient of standardized regression weight work from home on work stress is -0,173 indicating a negative result with a probability value of 0,031, $p < 0,05$ (significant). So, the third hypothesis of "work from home has a negative effect on work stress" is accepted because the results are negative and significant. Which means that the higher the work from home level, the lower the work stress for OJK employees.

The value of the standardized regression weight coefficient of work stress on work life balance is -0.620 indicating a negative result with a probability value of $p < 0,000$ (significant). So, it can be concluded that the higher the level of work stress, the lower the work-life balance for OJK Employees. The value of the standardized regression weight coefficient of work stress on productivity is -0.235 indicating a negative result with a probability value of $p < 0,000$ (significant). So, it can be concluded that the higher the level of work stress, the lower the work productivity of OJK employees will be.

To see the mediation relationship between the independent variable and the dependent variable through the mediating variable, that is by comparing the value of standardized direct

effects with standardized indirect effects. If the value of the standardized direct effects is smaller than the value of the standardized indirect effect, it can be said that the mediating variable has an indirect influence on the relationship between the two variables. To see the effect of the intervening variable or mediation between the effect of work from home on work life balance and work productivity with work stress as the intervening variable, it is as follows:

Table 10. Standardized Direct Effects

	WFH	WS	P	WLB
WS	-0,133	0,000	0,000	0,000
P	0,642	-0,262	0,000	0,000
WLB	0,460	-0,509	0,000	0,000

Source: Primary data processed, 2022

Table 11. Standardized Indirect Effects

	WFH	WS	P	WLB
WS	0,000	0,000	0,000	0,000
P	0,035	0,000	0,000	0,000
WLB	0,068	0,000	0,000	0,000

Source: Primary data processed, 2022

Table 12. Standardized Total Effects

	WFH	WS	P	WLB
WS	-0,133	0,000	0,000	0,000
P	0,677	-0,262	0,000	0,000
WLB	0,528	-0,509	0,000	0,000

Source: Primary data processed, 2022

The effect of work from home on work-life balance is mediated by work stress comparing the direct effect value < indirect effect value, testing the relationship between the two variables shows a value of 0,068 < 0,528 this shows that work stress mediates work from home on work-life balance. So, the fourth hypothesis which is "work from home has a positive effect on work life balance through work stress" is accepted and it can be stated that there is an indirect effect between work from home and work life balance through work stress.

The effect of work from home on productivity is mediated by work stress comparing the direct effect value < indirect effect value, testing the relationship between the two variables shows a value of 0,035 < 0,677 this shows that work stress mediates work from home on productivity. So, the fourth hypothesis which is "work from home has a positive effect on productivity through work stress" is accepted and it can be stated that there is an indirect effect between work from home and productivity through work stress.

The effect of work from home on work-life balance

The first construct of this research is that working from home can have an effect on work-life balance. From the results of testing the hypothesis, it is confirmed that working from home has a positive and significant effect on work-life balance. Based on research conducted by the State Services Commission (2005), work life balance includes aspects of the workplace which consist of the type of work, type of workplace, problems in the workplace and life needs consisting of time needs for family and community such as child care, personal time needs for employees such as recreation and time needs as members of certain groups.

If look at the results of the work life balance aspect, when employees work from home, the aspect of time needs for family, personal time needs and time needs as members of certain groups will be more easily fulfilled. Unlike when employees do work at work, the aspects of life need which include the need for time for family, time for personal needs and time needs as members of certain groups will tend to be more difficult to fulfill. This can be interpreted that by

working from home there will be an increase in work-life balance so that it can be said that the research results are in line with research conducted by the State Services Commission (2005) regarding aspects of work life balance.

According to Arwin et al. (2021), work from home has an influence on work-life balance, which can cause conflicts between work life and family life. To balance the two, it is necessary to have time management, family support to maintain the quality of work-life balance. However, the results of this study are different from the results of Dua and Hyronimus (2020) said that there is a strong relationship between the work from home variable and work-life balance. Workers feel that working from home is not able to balance work and family life because of the demands of the role that must be done at the same time. However, the positive side of working from home is the fulfilment of a good quality of family life and personal life and can make female workers more motivated to work. The key to maintaining a balance between work and family life is time management to sort out priorities, in addition to that, support from family members to provide more flexible space and time for female workers to carry out multiple roles also plays an important role in helping to maintain a quality balance between family life and work.

The effect of work from home on productivity

The second hypothesis confirms that working from home has a positive and significant effect on productivity. Based on the results of the analysis, it is stated that working from home is more flexible with working time and can increase creativity without any pressure so that productivity when working from home can increase. The results of this study are in line with the results of research conducted by Simarmata (2020) which shows that work from home has a positive and significant effect on work productivity. This means working from home with a flexible work environment, avoiding stress, feeling closer to family, saving travel time, feeling healthier and maintaining work balance, having high creativity, being able to separate home and office work and minimal self-pressure. It will increase productivity at work, both in terms of increasing ability, increasing results, morale, self-development, quality and efficiency. This study is also in line with research conducted by Martinez-Amador (2016) that work location enjoyment or comfortable working at home has a positive relationship to productivity compared to working in place.

The effect of work from home on work stress

The third hypothesis is that work from home has a negative and significant effect on work stress. The Covid-19 pandemic conditions forced employees to do additional work and even asked them to work more than their supposed working hours. The results of the analysis show that when working from home, employees must work independently, and prepare technology infrastructure to support effective work processes. In addition, many employees will eventually feel stressed due to the increasing work pressure, but ironically, relieving stress cannot be as easy as usual because employees can only stay at home and make employees feel isolated. In addition, while working from home, employees' workload tends to increase significantly along with increasing family responsibilities and dual roles as parents. As a result, employees often experience stress at work and worsen their mental health. The results of this study are in line with the results of research conducted by Ahmad (2020) showing that work from home has a negative and significant effect on employee work stress. This means that if someone is faced with orders, tasks, jobs that do not have clear procedures for completing them, it will affect employee work fatigue and have an impact on the level of perceived stress.

The effect of work from home on work-life balance through work stress as a mediation variable

The fourth hypothesis of this study is that work stress is able to mediate the relationship between work from home and work life balance. It can be interpreted that the higher the work from home provided can increase the work life balance of employees which will have an impact on employee

work stress. Work from home has an influence on work-life balance, which can cause conflicts between work life and family interests. Employees of the Financial Services Authority (OJK) who are not able to balance work and family life while working from home will feel dissatisfied with their work and even work stress because of the demands of the role that must be carried out at the same time. However, the positive side of working from home is the fulfillment of a good quality of family life and personal life and can make female workers more motivated to work. The key to maintaining a balance of work and family life is in managing time and sorting priorities, in addition, the support of family members to provide more flexible space and time for employees of the Financial Services Authority (OJK) to carry out dual roles also plays an important role in helping to maintain the quality of family life balance and profession.

Dua and Hyronimus (2020) said that there is a strong influence between the work from home variable on work-life balance and is mediated by work stress. Workers who are not able to balance work and family life while working from home will feel dissatisfied with work and even work stress because of the demands of the role that must be done at the same time. An organizational environment that supports the creation of a good work-life balance will reduce work stress. Work stress can arise due to various pressures experienced by individuals both from their personal environment and the environment where they work. But regardless of the source of the stress, this will have an impact on the performance shown. So, with the decrease in work stress as a result of the work-life balance, the performance will increase. This condition is in accordance with what is explained by attribution theory where work life balance and work stress are factors that can come from within or outside the individual to influence his actions or performance. The results of this study are in line with the results of research conducted by Rafsanjani et al. (2019).

The effect of work from home on productivity through work stress as a mediation variable

The final result of this research is that work stress is able to mediate between work from home and work productivity. It can be interpreted that the higher the work from home provided can increase employee work productivity which will have an impact on employee work stress. The results of this study indicate that employees who have the concept of working from home in the form of good time management, willingness to work and family support to maintain the quality of work life balance can reduce pressure at work so as to increase work productivity. The results of this study are in line with the results of research from Shabuur and Mangundjaya (2020) which states that employees who work during the pandemic should adopt strategies to overcome the focus of problems that can prevent increasing work stress by planning daily activities, refraining from problems, seeking social support from superiors, coworkers, and family. Controlling stress that arises and staying concentrated while working in order to maintain productivity which leads to the fulfillment of expectations or performance targets from the organization where you work.

This is also supported by the research results of Saina et al. (2016) with the result that increased productivity can be obtained from living a balanced personal and work life between the two. The Financial Services Authority (OJK) employees in carrying out work from home are able to increase employee productivity. This employee productivity is obtained from the work from home work system. However, the level of work productivity produced is also related to the level of stress experienced by Financial Services Authority (OJK) employees, the higher the level of work stress will affect the relationship between work from home and employee productivity, high work stress is caused by pressure from inside and outside the work during work from home.

Implication and Conclusion

Based on the research results obtained, it can be concluded that work from home has a positive effect on work-life balance through work stress so that it can be stated that there is an indirect effect between work from home and work-life balance through work stress. In addition, work from home also has a positive effect on productivity through work stress so that it can be stated

that there is an indirect effect between work from home and productivity through work stress. In this study, the implementation of working from home was accepted as a positive sign. Working from home allows workers to be closer to their families and can manage their work time as flexibly as possible. However, the time to work becomes irregular and the workload increases and there are double demands as the role of parents who are at home on weekdays. This causes stress levels to increase and has an impact on employee productivity.

This research highlights the fact that policies regulating work from home provide hope for increasing productivity and work-life balance. This study reveals that working from home as a new work climate for Financial Services Authority (OJK) employees can maintain their productivity, and it is hoped that they will be committed to work and fulfil their duties. This study provides several practical implications for the use of work from home policies, especially in the context of the Covid-19 pandemic. Company leaders need to pay attention to the productivity and work-life balance of their employees while they are working from home. It is undeniable that working from home can disrupt work-life balance and increase employee work stress. In addition, it is also necessary to pay attention to the workload that must be completed, considering that working in remote conditions has obstacles such as lack of IT support and other conditions that result in decreased productivity.

This research was initially focused on measuring the effectiveness of the Guidelines for Working in the Period of Adaptation to New Habits for Employees within the Financial Services Authority (OJK) in implementing work from home during the Covid-19 pandemic situation. This policy is expected to have the same obligations and responsibilities as working from the office. In addition, while working from home, Financial Services Authority (OJK) employees must continue to implement work-life balance because of the work culture commitment to strengthening the behaviour of Financial Services Authority (OJK) employees that supports a healthy, balanced and environmentally friendly lifestyle.

This paper has some limitations, although it uses an online questionnaire distributed via office e-mail that can reach all respondents from all employees of the Financial Services Authority (OJK), but in this questionnaire there are no differences in the choice of employment sectors in the form of Banking Supervision, Non-Bank Financial Industry Supervision (IKNB), Capital Market Supervision, Regulation and Strategic Management of the Financial Services Authority (OJK) that can distinguish the sector of work that can be done from home.

Future research needs to re-conceptualize the boundaries of the work sector that can be done from home because they are visually the same, but in some sectors, supervisory employees are not familiar with the concept of working from home arrangements that restrict employees from being able to brainstorm or discuss individually, that is directly with other employees. In addition, one of the main tasks of Financial Services Authority (OJK) employees in the supervisory sector is to conduct on-site supervision. If possible, future research should be more focused on sectors of work that cannot be done remotely or virtually.

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