

Analysis of the Influence of Work Models on the Work Life Balance after the Covid-19 Pandemic Period (A Case Study on Female Employees in Jakarta)

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ABSTRACT: After the 2019 covid pandemic, three work models were formed in companies, namely work from office (WFO), work from home (WFH) and Hybrid Work. This study is aimed at analyzing the influence of the 3 work models on the Work Life Balance by using quantitative research with 100 female employees as samples in Jakarta. The data were then analyzed with SPSS software. The results showed that the WFO, WFH and Hybrid Work models had a positive and significant effect on the Work Life Balance

KEYWORDS – Work From Office, Work From Home, Hybrid Work and Work Life Balance

I. INTRODUCTION

The Covid pandemic that first outbreaked in Wuhan at the end of 2019 changed all life activities in most countries including Indonesia. Of course, with such a fast outbreak, many governments implemented restrictions on activities outside home (physical & social distancing). In Indonesia, Jakarta, the capital city, was most affected by this virus, in which 1,141,024 were confirmed as victims, 1,121,197 people were treated and 12,497 died (antaranews.com accessed on May, 2023). Therefore, the researcher distributed questionnaires in Jakarta in this study

After the 2019 Covid pandemic, 3 work models were formed, namely work from office (WFO), work from home (WFH), and Hybrid Work. In the work from office, employees are working in an environment or office that cooperates and interacts one another in one organizational goal.

Work from office or abbreviated as WFO means employees work in an environment or office that cooperates and interacts one another in one organizational goal, where there are facilities that support them to work efficiently so that they are motivated to work. (Runtuwarouw, 2019).

As urged by Mustajab et al., (2020), WFH means work activities outside the office or in other words working from home. The WFH system has a quite good flexibility. This may support employee balance between work and life. During the Covid-19 pandemic, especially due to new habitual conditions, of course, there was a reduction in the quantity of face-to-face interactions.

Geisler (2012) as quoted in the journal of Johaness and Oetami (2016) states that working with flexible schedules makes employees more enthusiastic to work, even though they are still monitored out based on their respective targets.

The Work Life Balance is a concept of balance that connects the determination or career with happiness, free time, family, and spiritual development. With the concept of Work From Balance, the industry gets bonuses, because the performance and creativity of its employees increases.

The Work Life Balance is the accumulation of work activities both inside and outside the organization. As uttered by (Singh & Khanna, 2011), the Work Life Balance is a concept of setting the right priority between work affairs and life affairs. From this point of view, the researcher is inspired to analyze the effect of the three work models (WFO, WFH, and Hybrid Work) on the balance between personal life and work life of female employees in Jakarta

II. LITERATURE REVIEW

a. Work Model

A work models refers to the time management and work schedule of a person or an organization. This includes the number of hours worked per day, days in a week, or weeks in a month spent for working. The work model may also include rules regarding rest periods, free time, and work rotation schedules.

Experts have many definitions about work model depending on the specific fields and contexts they study. As argued by John P. Campbell and Jeanette N. Cleveland (1991): the work models refer to the

distribution of time and sequence of activities that occur in an individual's work throughout the working day or certain period.

b. Work From Office

Work from office or abbreviated as WFO means employees work in an environment or office that cooperates and interacts one another in one organizational goal, with facilities that support them to work efficiently so that they are motivated to work. (Runtuwarouw, 2019).

c. Work From Home

Mustajab et al., (2020) described the WFH as activities or works of employees outside the office or in other words working from home. The WFH system has a quite good flexibility. It may support employee balance between work and life. During the Covid-19 pandemic, especially due to new normal conditions, there was a reduction in the quantity of face-to-face interactions.

d. Hybrid Working

Geisler (2012) as quoted in the journal of Johanes and Oetami (2016) states that working with flexible schedules makes employees more enthusiastic to work, even though they are still monitored based on their respective targets. As pointed by Lenka (Lenka, 2021), the Hybrid Work model consists of 3 types:

1. Remote First Model. In this model, most of the employees and the leader team will generally work remotely but if there is an urgent need for physical presence maybe one or two days a month, physical presence may be done by a few employees
2. Office Occasional Model. In this model, leaders and higher authority also sometimes work in the office
3. Office First, Remote Allowed Model. In this model most of the organizations work offline and sometimes work remotely.

e. Work Life Balance

Work Life Balance is a concept of balance that connect the determination or career with happiness, free time, family, and spiritual development. With the concept of Work From Balance, the industry gets bonuses, because the performance and creativity of its employees increases. In addition, as urged by McDonald and Bradley (2005), there are several factors that may affect the Employees' Work Life Balance:

1. Time which includes more or less time spent at work locations or more or less time spent on personal life
2. Activity Plan, which may affect the Work Life Balance if the schedule employed to complete work is more than for personal time.
3. Fatigue, which becomes a determining condition and may decrease the individual's capacity to work and decrease the efficiency of work productivity

f. Hypothesis

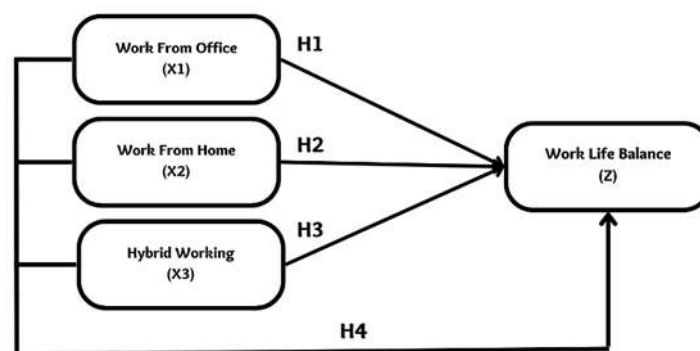


Figure 2.1 Research Framework

The hypothesis in this study is as follows:

H0: Work From Office has no positive effects on the Work Life Balance.

H1: Work From Office has a positive effects on the Work Life Balance.

H0: Work From Home has no positive effects on the Work Life Balance.

H2: Work From Home has a positive effects on the Work Life Balance

H0: Hybrid Work has no positive effects on the Work Life Balance.

H3: Hybrid Work has a positive effects on the Work Life Balance.

H0: Work from Office, Work from Home and Hybrid Work have no positive effects on the Work Life Balance.

H4: Work From Office, Work From Home and Hybrid Work have a positive effects on the Work Life Balance

III. METHOD

3.1 Research Approach

The method employed in this research is quantitative method. The population in this study were employees who worked in companies both before and after the Covid-19 pandemic in Jakarta. The number of samples was 100 respondents with purposive sampling technique of the Slovin formula. The data source in this study was primary data which were obtained by distributing questionnaires to respondents in Jakarta.

In this study, the methods employed included validity and reliability testing, multiple linear regression analysis, and testing of classical assumptions such as normality, multicollinearity, and heteroscedasticity. In addition, hypothesis testing was also conducted by considering the coefficient of determination, F test, and t test.

3.1.1. Validity test

An instrument is considered valid if it is able to accurately measure the objects to be measured and can reveal relevant data from the variable being studied. The validity refers to the extent to which the research instrument can accurately measure the intended concept or variable.

3.1.2. Reliability Test

As uttered by Sugiyono (2018), reliability test is aimed at measuring the extent to which an instrument or measuring instrument can produce consistent and reliable results. The reliability refers to the level of stability, consistency or accuracy of the instrument in measuring a variable or concept

3.2. Classic assumption test

3.2.1. Normality test

The normality test in the regression model is generally conducted with various methods, one of which is by using the distribution of the p-p plot graphs (probability-probability plots). The P-p plot is one of the visual methods for checking the normality of data by comparing the actual data distribution with the expected distribution (normal distribution in this case).

3.2.2. Multicollinearity Test

The multicollinearity test is employed to check for a correlation between the independent variables in the regression model. The regression model is considered free from multicollinearity if the Tolerance number is close to 1 and the Variance Inflation Factor (VIF) value is below 10. If the VIF value is less than 10, it can be concluded that there are no symptoms of multicollinearity in this study.

3.2.3. Heteroscedasticity Test

The heteroscedasticity test was conducted to evaluate whether in the regression model there is a difference in the residual variance between one observation and another. If the residual variance is fixed or uniform from one observation to another, then this indicates homoscedasticity. However, if there is a difference in the residual variance between the observations, this indicates heteroscedasticity.

3.3. Multiple Linear Regression Analysis

The multiple linear regression analysis is required to determine the regression coefficients and their significance so that they can be used to answer the hypothesis. In general, the formula of multiple regression can be written as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Note:

Y = Work From Balance

α = Constant

$b_{1,2,3}$ = Regression Coefficient

X_1 = Work From Office

X_2 = Work From Home

X_3 = Hybrid Working

ε = Standard Error

3.4. Hypothesis testing

3.4.1. Determinant Test R^2

The coefficient of determination aims to determine the total percentage of variation in the dependent variable which is explained by the independent variables. The Adjusted R^2 is used to determine the extent to which variation in the dependent variable can be explained by the independent variables. The Model Summary output displays the Adjusted R^2 values which provide information about how much variation can be explained by other variables not included in the study. The Adjusted R^2 values can be seen in the appropriate column in the output.

3.4.2. F Test (Simultaneous)

The F test was conducted to evaluate the effect of the independent variables as a whole on the dependent variable in a regression model. This test involves a comparison between the calculated F values and the F values in the F distribution table. The F test is employed to examine the simultaneous effect of the independent variables on the dependent variable.

3.4.3. T Test (Partial)***

The t test was conducted to test the partial effect of the independent variables on the dependent variable in the regression model. The results of the t test are compared to the t value in the t distribution table and the level of significance ($\alpha = 0.05$) to determine whether the effect of the independent variables is partially significant or not. In the model output, the “sig” (significance) column in the coefficient table shows the p-value which indicates the level of significance of the influence of each independent variable. If the p-value is less than 0.05 ($\alpha = 0.05$), then the influence of the independent variable partially on the dependent variable is considered significant.

IV. RESULTS

4.1. Validity and Reliability Test

Table 4.1. Results of Validity Test

No.	Indicator	r count	r table	result
1	<i>Work From Office (X1)</i>			
	Indicator 1	0.683	0.197	Valid
	Indicator 2	0.489	0.197	Valid
	Indicator 3	0.713	0.197	Valid
	Indicator 4	0.721	0.197	Valid
	Indicator 5	0.670	0.197	Valid
	Indicator 6	0.589	0.197	Valid
	Indicator 7	0.512	0.197	Valid
2	<i>Work From Home (X2)</i>			
	Indicator 1	0.757	0.197	Valid
	Indicator 2	0.594	0.197	Valid
	Indicator 3	0.569	0.197	Valid
	Indicator 4	0.529	0.197	Valid
	Indicator 5	0.775	0.197	Valid
	Indicator 6	0.579	0.197	Valid
	Indicator 7	0.726	0.197	Valid
3	<i>Hybrid Work (X3)</i>			
	Indicator 1	0.647	0.197	Valid
	Indicator 2	0.559	0.197	Valid
	Indicator 3	0.654	0.197	Valid
	Indicator 4	0.661	0.197	Valid
	Indicator 5	0.723	0.197	Valid
	Indicator 6	0.516	0.197	Valid
4	<i>Work Life Balance (Y1)</i>			

	Indicator 1	0.424	0.197	Valid
	Indicator 2	0.615	0.197	Valid
	Indicator 3	0.668	0.197	Valid
	Indicator 4	0.621	0.197	Valid
	Indicator 5	0.365	0.197	Valid
	Indicator 6	0.443	0.197	Valid
	Indicator 7	0.289	0.197	Valid
	Indicator 8	0.569	0.197	Valid

Source: SPSS 2023 processed data

The results of the calculations from the table above provide a detail explanation on the validity of the distributed questionnaires. In the table above it can be seen that that r_{count} is more than r_{table} in each variable indicator.

Table 4 1 Table of Reliability

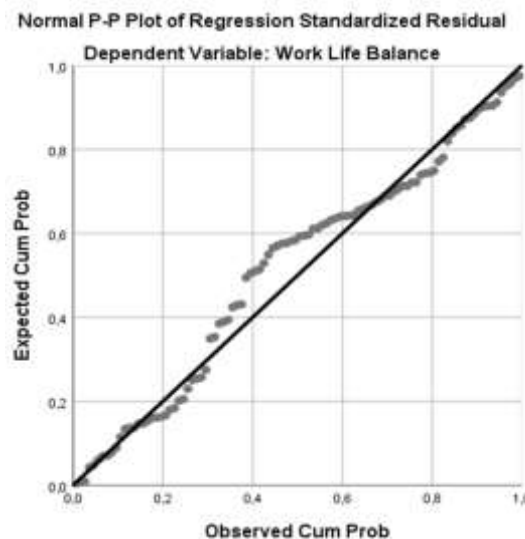
Variable	N Of Item	Cronbach's Alpha	Result
X1	7	0,668	Reliable
X2	8	0,750	Reliable
X3	6	0,691	Reliable
Y1	8	0,640	Reliable

Questionnaire items can be said to be reliable if each indicator's Cronbach's Alpha is > 0.06 and not reliable if < 0.06 . From the data above, it can be seen that Cronbach's Alpha for each variable namely (X1) Work From Office (WHO) of 0.668, (X2) Work From Home of 0.750, (X3) Hybrid Work of 0.691 and (Y1) Work From Balance of 0.640 respectively. It can be concluded that each questionnaire item is reliable.

4.2 Results of Classical Assumption Test

4.2.1 Normality Test

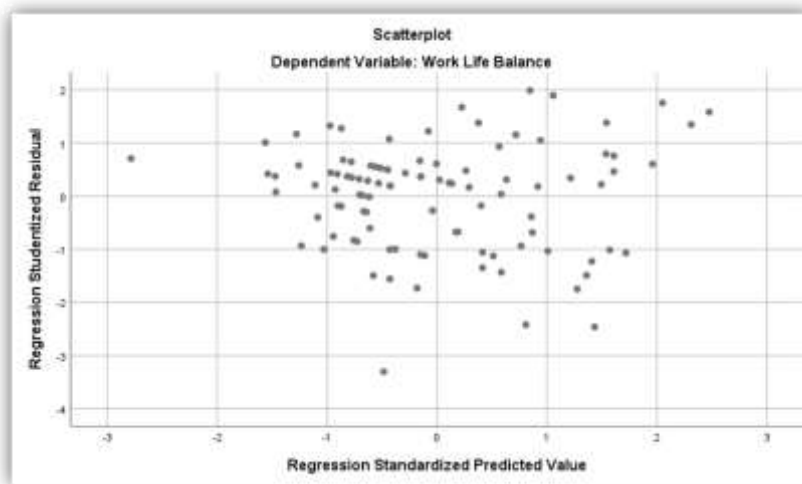
Figure 4.1 Results of Normality Test



The figure above shows that the normal-shaped P-Plot plot describes the distribution of data around the diagonal line and follows the direction of the diagonal line on the graph. This shows that the regression model employed in this study meets the assumption of normality.

4.2.2 Heteroscedasticity Test

4.2.2 Figure 4.2 Results of Heteroscedasticity Test



Source: SPSS 2023 processed data

From Figure 4.2, it can be seen that the dots do not form a regular model. This shows that there is no tendency for heteroscedasticity in the data in this study. In other words, in the regression function in this study there is no interference caused by differences in variance.

4.2.3 Multicollinearity Test

Coefficient ^a						
Model		Unstandardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error		Tolerance	VIF
1	(Constant)	16,224	3,541	0		
	Total WFO	0,148	0,112	0,091	0,883	1,133
	Total WFH	0,345	0,096	0,003	0,77	1,298
	Total HB	0,389	0,113	0,001	0,792	1,263

a. Dependent Variable: WLB
Source: SPSS 2023 processed data

Based on the results in the Tolerance calculation table, it can be seen that the independent variables (Work From Office, Work From Home, and Hybrid Work) have a Tolerance value greater than 0.1. The tolerance value for Work From Office is 0.883, Work From Home is 0.77, and Hybrid Work is 0.792. In addition, the calculation of the Variance Inflation Factor (VIF) for the independent variables also show the same results, namely there is no VIF value that exceeds 10. The VIF value for Work From Office is 1.133, Work From Home is 1.298, and Hybrid Work is 1.263. Based on the results of Tolerance and VIF calculations, it can be concluded that there is no multicollinearity between the independent variables in this regression model.

4.3 Analysis of Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,224	3,541		4,582	0
	Total WFO	0,148	0,112	0,131	2,318	0,091
	Total WFH	0,345	0,096	0,105	2,387	0,003
	Total HB	0,389	0,113	0,361	3,453	0,001

a. Dependent Variable: Total WLB

Source: SPSS 2023 processed data

$$Y = 16.224 + 0.148 X_1 + 0.345 X_2 + 0.389 X_3$$

Based on the table above it may be described as follows:

1. This provides information about the value of the constant (a) in the regression model. The constant value is 16,224 and has a positive sign. In this context, the positive sign indicates a unidirectional relationship between the independent variables (Work From Office, Work From Home, Hybrid Work) and the dependent variable (Work From Balance). In other words, if all independent variables have a value of 0, then the Work From Balance value will be 16,224.
2. This refers to the regression coefficient for the "Work From Office" variable. The regression coefficient has a positive value of 0.148. That is, if the quality of the service increases by 1%, customer satisfaction is expected to increase by 0.148. However, the assumption in this statement is that the values of the other independent variables remain constant.
3. This relates to the regression coefficient for the "Work From Home" variable. The regression coefficient has a positive value of 0.345. This means that if the quality of the service increases by 1%, customer satisfaction is expected to increase by 0.345. The same assumption applies here, that is, the other independent variables are held constant.
4. This refers to the regression coefficient for the "Hybrid Working" variable. The regression coefficient has a positive value of 0.389. This indicates that if service quality increases by 1%, customer satisfaction is expected to increase by 0.389. The same assumption applies, that is, the other independent variables are held constant

4.4 Hypothesis test

4.4.1 F-test

Table 4.5 Results of F-test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	230.727	3	76.909	6.486	.000 ^b
	Residual	1138.263	96	11.857		
	Total	1368.99	99			

a. Dependent Variable: Total WLB

b. Predictors: (Constant), Total HB, Total WFO, Total WFH

Source: SPSS 2023 processed data

Based on the results of the F test above, a significance value was obtained for the effect of Work From Office (X1), Work From Home (X2), and Hybrid Work (X3) on the Work From Balance (Y1) simultaneously of 0.000, and the calculated F value of 6.486. Because the significance value is smaller than the specified criteria (ie <0.05), it can be concluded that H0 (null hypothesis) is rejected and H1 (alternative hypothesis) is accepted. This shows that there is a simultaneous influence between the variables Work From Office (X1), Work From Home (X2), and Hybrid Work (X3) on the Work From Balance (Y1).

4.4.2 T – Test

Table 4. 1 T Result

Coefficient ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.224	3.541		4.582	0
	Total WFO	0.148	0.112	0.131	2.318	0.091
	Total WFH	0.345	0.096	0.105	2.387	0.003
	Total HB	0.389	0.113	0.361	3.453	0.001

Source: SPSS 2023 processed data

Based on the results of the t test above, it may be explained that:

1. The significance value of the Work From Office variable indicates a result of 0.091 where if the significance value <0.05 it can be concluded that H1 is accepted and H0 is rejected and the Work From Office variable has no positive effects on the Work From Balance.

2. The significance value of the Work From Home variable indicates a result of 0.003 where if the significance value <0.05 it can be concluded that H2 is accepted and H0 is rejected and the Work From Office variable has no positive effects on the Work From Balance
3. The significance value of the Work From Office variable indicates a result of 0.0001 where if the significance value <0.05 it can be concluded that H3 is accepted and H0 is rejected and the Work From Office variable has no positive effects on the Work From Balance

4.4.3 R² Test

Table 4. 3 Result of R² Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	0.458	0.436	2.443
a. Predictors: (Constant), Total HB, Total WFO, Total WFH				
b. Dependent Variable: Total WLB				

Source: SPSS 2023 processed data

Based on the test results in Figure 4.7 above, it can be seen that the R Square value is 0.458. This shows that 45.8% of customer satisfaction is influenced by the quality of the service and price variables, while the remaining 55.2% is explained by other variables not included in this study.

4.5. Discussion

4.5.1. Effect of the Work From Office on the Work Life Balance

The results of the study show that the Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.091 < 0.1$ and $t_{\text{count}} = 2.318 > t_{\text{table}} = 1.660$. Thus, H1 can be accepted and it can be concluded that the Work From Office partially has a significant effect on the Work Life Balance.

4.5.2. Effect of the Work From Home on the Work Life Balance

The results of the study show that the Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.03 < 0.1$ and $t_{\text{count}} = 2,387 > t_{\text{table}} = 1,660$. Thus, H2 can be accepted and it is concluded that the Work From Home partially has a significant effect on the Work Life Balance.

4.5.3. The Effect of the Hybrid Work on the Work Life Balance

The results of the study show that the Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.001 < 0.1$ and $t_{\text{count}} = 3.453 > t_{\text{table}} = 1.660$. Thus, H4 can be accepted and it can be concluded that Work From Office partially has a significant effect on the Work From Balance.

4.5.4. Effect of the Work From Office, Work From Home, Hybrid Working on the Work Life Balance

The results of the study show that the Work From Office, Work From Home, Hybrid Working on the Work Life Balance can be seen from a linear regression of 16,244 and a positive sign. This can explain that the Work Life Balance is 16,244. Based on the results of the study, it also shows that $F_{\text{count}} = 6.468 > F_{\text{table}} = 2.70$ which means that the Work From Office, Work From Home, Hybrid Working have a positive effect on the Work From Balance where H4 is accepted and H0 is rejected.

V. CONCLUSION AND RECOMMENDATION

Conclusion

5.1 Effect of Work From Office on the Work Life Balance

The results of the study show that the Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.091 < 0.1$ and $t_{\text{count}} = 2.318 > t_{\text{table}} = 1.660$. Thus, H1 can be accepted and it can be concluded that the Work From Office partially has a significant effect on the Work Life Balance.

5.2 Effect of the Work From Home on the Work Life Balance

The results of the study show that Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.03 < 0.1$ and $t_{\text{count}} = 2,387 > t_{\text{table}} = 1,660$. Thus, H2 may be accepted and it is concluded that Work From Home partially has a significant effect on the Work Life Balance.

5.3. Effect of the Hybrid Work on the Work Life Balance

The results of the study show that Work From Office has effects on the Work Life Balance as seen from the results of the t test stating that the significance is $0.001 < 0.1$ and $t_{\text{count}} = 3.453 > t_{\text{table}} = 1.660$. Thus, H4 can be accepted and it can be concluded that Work From Office partially has a significant effect on the Work From Balance.

5.4 Effect of the Work From Office, Work From Home, Hybrid Work on the Work Life Balance

The results of the study show that the effect of the Work From Office, Work From Home, Hybrid Work on the Work Life Balance can be seen from the linear regression of 16,244 and the positive sign. This may explain that the Work Life Balance is 16,244. Based on the results of the study, it also shows that F_{count} is $6.468 > F_{\text{table}} 2.70$ which means that the Work From Office, Work From Home, Hybrid Work have no positive effects on the Work From Balance where H4 is accepted and H0 is rejected.

RECOMMENDATION

This research indicates that there was a positive and significant influence of the three work models, namely work from office, work from home and Hybrid Work on the Work Life Balance for female employees in Jakarta. Wherever they do their work, they may balance their office life and personal life. It is hoped that based on this research the companies are able to use work models in accordance with their company goals.

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