

Work From Home on Employee Performance: Mediation Role by Work Life Balance

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ABSTRACT

The purpose of this research is to (1) identify and analyze the effect of work from home on employee performance (2) determine and analyze the effect of work from home on work life balance (3) identify and analyze the effect of work life balance on employee performance (4) identify and analyze the effect of work from home on employee performance with work life balance as a mediating variable at Bank Mandiri KCP Payakumbuh. The population in this study were employees of Bank Mandiri KCP Payakumbuh totaling 33 employees. The sampling technique used total sampling where the number of samples was the same as the population of 33 people. This data collection uses a questionnaire with a Likert scale and the analytical technique used is the Structural Equation Model with the help of SmartPLS 3.0. The results of this study indicate that: (1) work from home has a positive and insignificant effect on employee performance at Bank Mandiri KCP Payakumbuh (2) work from home has a positive and significant effect on work life balance at Bank Mandiri KCP Payakumbuh (3) work life balance positive and significant effect on employee performance at Bank Mandiri KCP Payakumbuh (4) work from home has a positive and significant effect on employee performance with work life balance as a mediating variable at Bank Mandiri KCP Payakumbuh.



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INTRODUCTION

Human Resources (HR) is the most valuable and important asset owned by an organization because the success of an organization is largely determined by the human element. Human resources need to be managed properly in order to create a balance between employee needs and organizational goals. Human resource development is basically an increase in employee performance that reflects the ability of company and agency members to work. Every organization always strives to improve employee performance. This is important, because good employee performance serves to maintain the productivity and sustainability of the company's life.

Employee performance has several factors that can affect it, one of the factors that affect performance is work life balance. Based on research conducted by Weerakkody & Mendis (2017) there is a significant positive relationship between work life balance and the performance of a worker. A person can achieve better performance thanks to a large amount of energy obtained from a good balance between personal life and work so as to produce high morale, a feeling of satisfaction with the work he has, and a sense of full responsibility both in his work and in his personal life. At this time, the spread of the Covid-19 virus that is so massive has an impact on setting up a work from

home work system for employees to break the chain of distribution and requires them to spend more time working at home.

This research takes the object of the employees of Bank Mandiri KCP Payakumbuh which is one of the companies that implements the WFH work system. Bloom et al. (2015) states that having employees WFH poses two main problems. First, is it beneficial to increase productivity and profitability. The second issue is related to WLB. Martinez & Amador (2016) mentions that WFH, namely work location enjoyment or working at home comfortably has a positive relationship to employee performance compared to working in a place as long as the supporting factors are met.

Based on the explanation above, the purpose of this research is to (1) find out and analyze the effect of WFH on employee performance (2) find out and analyze the effect of WFH on WLB (3) find out and analyze the effect of WLB on employee performance (4) find out and analyze the effect of WFH on employee performance with WLB as a mediating variable at Bank Mandiri KCP Payakumbuh.

LITERATURE REVIEW

Employee Performance

Mathis & Jackson, (2009) argue that employee performance is the process of evaluating employee performance according to a certain set of criteria provided by the organization and then communicating it with employees. Furthermore, another opinion from Robbins (2015: 260) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Every organization always strives to improve employee performance, with the hope that the organizational goals will be achieved. This is important, because performance reflects a deep pleasure in the work being done so that work can be completed faster and better results can be achieved. Good employee performance serves to maintain the productivity and sustainability of the company's life. Improving employee performance is a major challenge for organizations because a good level of employee performance affects success in achieving organizational goals and life. (Syamsuddinnor, 2014).

Work From Home

Gadecki et al. (2018) stated that WFH is a flexible work alternative where employees perform and complete their work and carry out their duties and responsibilities, mostly from outside the office building, at home or anywhere, using information technology media to complete work and interact with superiors and co-workers. Another opinion from Mustajab (2020) stated that WFH is a change in organizational conditions in assigning duties and responsibilities by prohibiting employees from working in offices and forcing employees to work individually. Johnson et al. (2007) stated that working from home (WFH) is considered as a way to improve the balance of work and personal life of employees because WFH provides an opportunity for someone to be close to family. Martinez & Amador (2016) mentions that WFH, namely work location enjoyment or working at home comfortably has a positive relationship to employee performance compared to working in a place as long as the supporting factors are met

Work Life Balance

Fisher et al. (2009) WLB is an effort made by an individual to balance the two roles that are being carried out. Furthermore, Greenhaus et al. (2003) argues that WLB is the extent to which individuals in a balanced way can be involved and feel satisfied with their roles in work life or outside of work. According to Greenhaus et al. (2016: 384) The balance of employee roles that cannot be created can cause imbalance conditions that affect the tension in each responsibility that will be carried out. Imbalance is the inability of individuals to achieve WLB which can lead to high levels of stress, reducing work effectiveness. This dilemmatic condition sometimes creates conflict in the family even though WFH creates flexibility in time and place. WFH is considered as a way to achieve employee WLB, as remote work offers opportunities to care for family members (Johnson et al., 2007).

Conversely, frequent interruptions at home and working longer or more days per week can negatively impact an individual's WLB (Bailey and Kurland, 2002). Therefore, combining work and family obligations is a challenge for remote workers, especially women.

Conceptual Framework

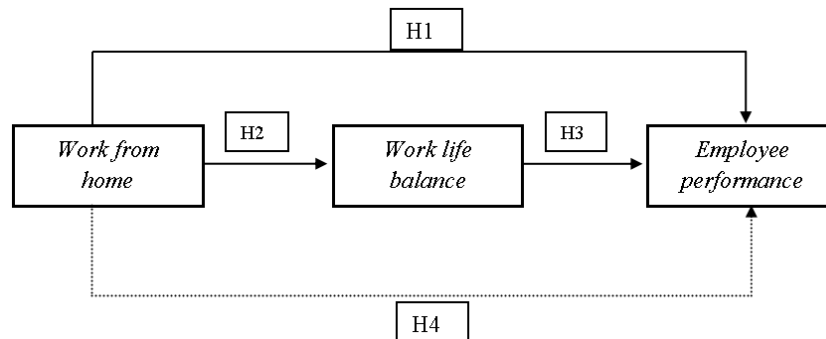


Figure 1. Conceptual framework

Hypothesis

- H1 : WFH has an effect on employee performance at Bank Mandiri KCP Payakumbuh employees.
 H2 : WFH effects the work life balance of Bank Mandiri KCP Payakumbuh employees.
 H3 : WLB has an effect on employee performance at Bank Mandiri KCP Payakumbuh employees.
 H4 : WFH has an effect on employee performance which is mediated by WLB for employees of BankMandiri KCP Payakumbuh.

METHOD

The research design is classified as causative research that explains the relationship or influence between variables. Population refers to the whole group of people. The population of this research is the employees of Bank Mandiri KCP Payakumbuh, totaling 33 people. The sampling technique in this study uses a total sampling technique where the number of samples is the same as the total population. Collecting data in this study using a questionnaire with a Likert scale, then analyzed using the Structural Equation Model (SEM) with the help of SmartPLS 3.0.

RESULT AND DISCUSSION

Respondent Description

The characteristics of the respondents used in this study were based on gender, age, educational background and marital status. The results of the characteristics of respondents based on gender were 18 female employees (54.5%) while male employees were 15 people (45.5%), it can be said that the characteristics of respondents based on gender were dominated by female employees. Furthermore, the most respondents for characteristics based on age were employees with an age range of 25-30 years, namely 16 people or 48.4%. The results of the characteristics of respondents based on educational background are dominated by employees with S1 education as many as 31 people or 91%. Respondents for characteristics based on marital status were dominated by employees with married status as many as 28 people or 84.8%.

Data analysis

Outer model

The outer model is used to test the value of the validity and reliability of the model.

Validity test

The validity test that will be used in this study consists of convergent validity and discriminant validity. Convergent validity is carried out by taking into account the loading factor or outer loading and Average Variance Extracted (AVE). It is said to meet convergent validity if it has an outer loading value > 0.5 and AVE > 0.5 (Hair et al, 2014). To find out whether the discriminant validity is sufficient, it can be seen from the cross loading value by comparing one variable with other variables. If the correlation dimension of a variable has a higher value than the correlation dimension with other variables, then the variable can be said to have discriminant validity. The following is a picture of the initial model of the relationship between variables:

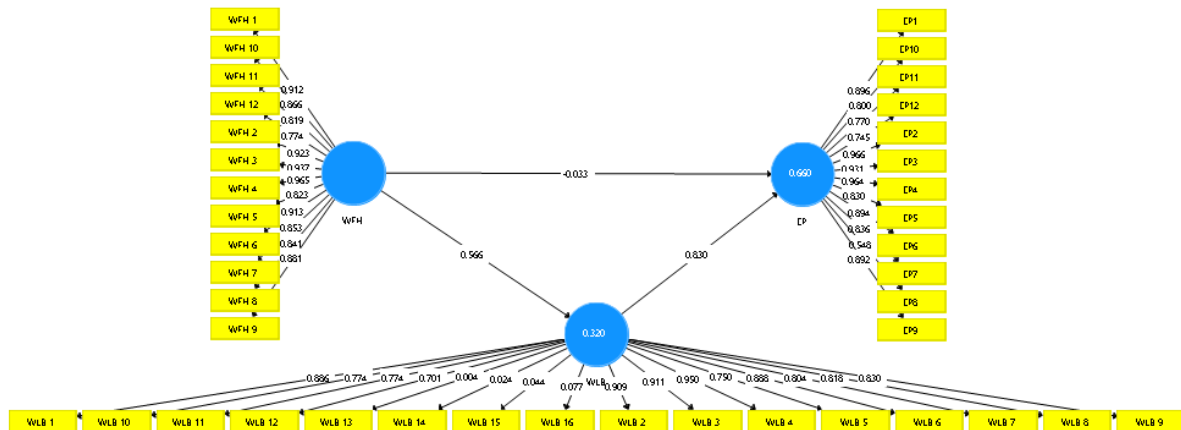


Figure 2. initial model of hthe relationship of the variables studied

Figure 2 shows the initial form of the model between variables. In the initial model of the relationship between variables, it appears that the indicator is not valid because there are still indicators that still have numbers below 0.6 or do not have good convergent validity. Therefore, it is necessary to re-estimate the initial construct model by reducing the indicator by 5 question items that have a value below the loading factor of 0.6. So the final result of SmartPLS 3.0 looks like this:

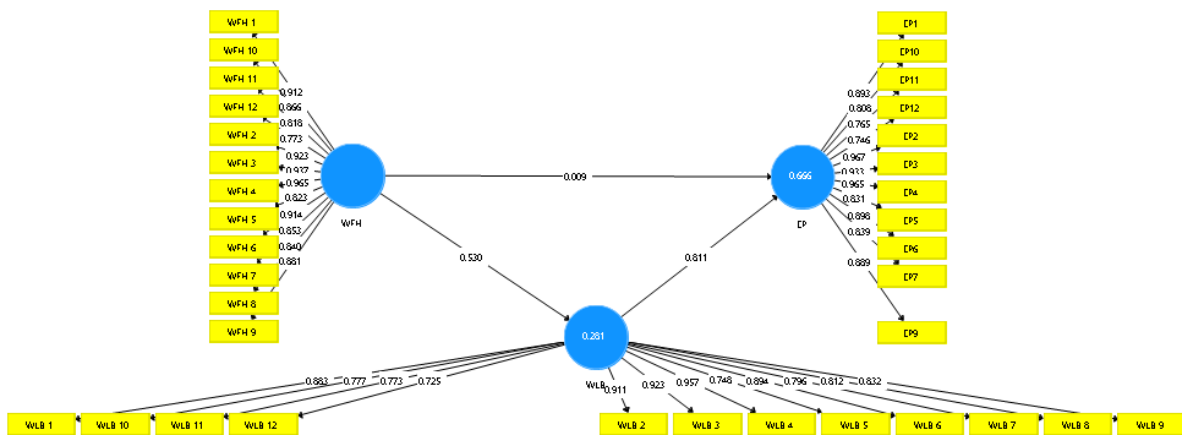


Figure 3. The final model of the relationship between variables

Based on picture above it can be seen that each research variable indicator already has an outer loading value > 0.6 (Ghozali, 2014), so it can be concluded that the statement above is declared feasible or valid for research use and can be used for further analysis.

To assess the validity of a construct can also be assessed by examining the value of Average Variance Extracted (AVE) between constructs or variables. The construct is declared to have high validity if the AVE value is above 0.50 (Hair et al, 2014).

Table 1. Average Variance Extracted (AVE) and Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Employee performance	0.967	0.971	0.971	0.756
Work From Home	0.972	0.983	0.976	0.769
Work Life Balance	0.961	0.967	0.966	0.704

in table 1 it is concluded that the construct has met the normal validity requirements. The conclusion is based on the Average Variance Extracted (AVE) value above 0.50 as determined by the criteria.

Reliability Test

This test shows the accuracy and precision of a measuring instrument in carrying out construct measurements. Table 1 shows the results of the composite reliability value above 0.7 (Sekaran, 2017). A This means that the construct in the model is estimated to be reliable.

Inner Model

Inner Model Testing is used to see the relationship between the constructs, the R square value of the research model. The R square value can be used to see the effect of the independent variable on the dependent variable (Ghozali, 2014).

Table 2. R square test results

	R Square
Employee performance	0.666
Work Life Balance	0.281

In table 2 that the R square value in the variable employee performance is 0.666. This result shows that 66.6% of employee performance variables can be influenced by WFH and work life balance variables. then the rest 33.4% influenced by other variables outside this research. Then for the Work life balance variable, 0.281 is obtained. This result shows that 28.1% is influenced by the WFH variable. While the remaining 71.9% influenced by other variables outside this research.

Hypothesis Testing

This test is carried out in the SmarttPLS 3.0 program by operating bootstrapping.

Direct Influence

Table 3. Direct Effect Test Results

Direct Influence				
	Original Sample (O)	Sample Average	Standard Deviation	T Statistic
Work From Home > Employee performance	0.009	0.015	0.168	0.054
Work From Home > Work Life Balance	0.530	0.528	0.198	2,680
Work Life Balance > Employee performance	0.811	0.811	0.147	5.526

1. Work from home affects employee performance

The first measurement shows WHF variable with employee performance shows a t-count value of 0.054. This value is smaller than the t-table value (1.96). These results indicate that there is an insignificant effect between WFH and employee performance. The path coefficient value of -0.009 indicates a positive and insignificant effect of work from home on employee performance at Bank Mandiri KCP Payakumbuh employees.

This means that the implementation of the WFH system at Bank Mandiri KCP Payakumbuh has not been able to significantly increase the level of employee performance. Although WFH has no

effect on employee performance at Bank Mandiri KCP Payakumbuh, employees are still required to work optimally in their work. This is because the company wants every employee to be able to properly manage every job held by each employee both when doing WFH and WFO. This is because employees who are accustomed to a conventional office atmosphere find it difficult to coordinate with co-workers.

Although employees at WFH can use information technology media when interacting with coworkers, in practice employees feel that the use of information technology media is less effective and hinders their work so that their performance is not good. This limited interaction makes it difficult for managers to encourage team synergy. This is in line with the opinion of Oswar (2020) which states that workers who are accustomed to a conventional office atmosphere who have difficulty coordinating with co-workers need a neater work schedule and may even need to set a fixed time to gather at the office. Another factor that triggers the ineffective implementation of the WFH system is the limited interaction between the leadership and employees, resulting in an ineffective supervisory function.

2. Work from home affects work life balance

the second measurement shows WFH variable with work life balance shows a t-count value of 2.680. This value is greater than the value of t table (1.96). in other words, there is a significant effect of WFH on the WLB of Bank Mandiri KCP Payakumbuh employees. The path coefficient value of 0.530 shows a positive and significant effect of WFH on the WLB of Bank Mandiri KCP Payakumbuh employees. It can be interpreted that during the implementation of the Bank Mandiri WFH system, the balance of work and family life of employees is better because they have good quality and quantity of meetings with family members while working at home.

The results of this study are in line with research conducted by Maria (2020) who found work from home has a positive effect on work life balance. Maria (2020) stated that female Employees who are able to separate their time between work and personal will experience less conflict between life domains. On the other hand, integration between work and home roles can facilitate roles in improving WLB, especially for women. Then Gadecki et al. (2018) in his writings mentions that WFH has a positive effect on WLB, workers who WFH will have good quality and quantity of meetings with family members.

The implementation of work from home every employee will be faced with conditions, namely a different work environment and closer to family, work from home will also make a difference in terms of the duration of work time and length of travel due to different work locations, which are not carried out in the office, in addition to working from home. It is in terms of creativity and productivity as well as the separation between work and family life are things that are often faced by employees who work from home. So it can be concluded that employees at Bank Mandiri KCP Payakumbuh can divide their time between work and family life well, especially for female employees.

3. Work life balance has an effect on employee performance.

The third output shows that the WLB variable with employee performance shows a t-count value of 5.526. the number is greater than the number of t table (1.96). This result means that there is a significant effect between work life balance and employee performance. The path coefficient value of 0.811 means that the work life balance variable has a positive and significant effect on employee performance

Based on the results of hypothesis testing that has been carried out, the results show that work life balance has a positive and significant impact on employee performance at Bank Mandiri KCP Payakumbuh employees. This is in accordance with the research conducted by Mendis and Weerakkody (2014) that WLB has an effect on employee performance at telecommunication companies in Sri Lanka. By increasing the quality of employees' personal lives, they can balance work and personal lives and improve the resulting performance. Personal life can improve work. With the

support from personal life, it will create employee enthusiasm at work. The support that comes from personal life can convince employees that they are successfully carrying out their obligations and roles. With our role in the personal environment, will create comfort and bring a happy mood. Feeling happy and avoiding stress will encourage employees to improve work results.

An imbalance between personal life and work for employees will create stress in employees which can have an impact on decreasing employee productivity. Conversely, when an employee's personal life and work are balanced, employees will tend to be more focused, have positive feelings, and do not experience stress so that the dedication given to work will be better and also have an impact on improving the performance shown by employees (Mendis & Weerakkody, 2017).

Indirect Influence

Table 4. Indirect Effect Test Results

	Original Sample (O)	Sample average (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)
Work From Home > Work Life Balance > Employee Performance	0.430	0.428	0.183	2,349

4. Work from home affects employee performance with work life balance as a mediating variable

in table 4, it can be concluded that there is an indirect effect of WFH on employee performance through WLB, this can be seen from the value of t statistics $2.349 > 1.96$. The path coefficient value of 0.430 means that the WLB variable has a positive and significant effect. It can be explained that there is an effect of WFH on employee performance with work life balance as a mediating variable for Bank Mandiri KCP Payakumbuh employees

Bank Mandiri employees who do WFH feel that the WLB obtained during WFH can improve their employee performance or performance at Bank Mandiri KCP Payakumbuh. So it can be illustrated that employees who work with WFH work system settings feel a positive impact in their personal lives and from personal life that will positively affect their performance.

This supports previous research which states that work life balance is an intermediary mechanism in the relationship of flexible work arrangements with employee performance outcomes. Flexible work arrangement itself is a variable dimension that cannot be directly related to employee performance variables (Carlson et al., 2010). This means that WLB plays a role in bridging the WFH work system in the company in order to achieve optimal employee performance. Employees need to do WFH to get a positive WLB that can balance work and personal life. When an employee's personal life and work are balanced, employees will tend to be more focused, have positive feelings, and experience less stress so that the dedication given to work will be better. With the support from personal life, it will create employee enthusiasm at work. According to Saina et al. (2016) Employees can produce good performance if there is a balance between personal and work life.

So it can be concluded that the application of the WFH system will create a good quality of personal life and work balance so as to increase employee performance at work.

CONCLUSION

Based on the analysis and discussion in the previous section, it can be concluded that:

1. There is a direct and significant and negative influence between WFH on employee performance at Bank Mandiri KCP Payakumbuh
2. There is a direct and significant and positive influence between WFH on WLB at Bank Mandiri KCP Payakumbuh. It can be interpreted that the application of the WFH system at Bank Mandiri KCP Payakumbuh can improve the quality of work-family life balance well.

3. There is a direct and significant and positive influence between WLB on employee performance at Bank Mandiri KCP Payakumbuh. This shows that the WLB obtained by employees can improve employee performance.
4. WLB mediate the effect of WFH on employee performance through WLB at Bank Mandiri KCP Payakumbuh. This means that WLB plays a role in bridging the WFH work system in the company in order to achieve optimal employee performance.

Suggestions that the author can give in this study are based on descriptive analysis of the variables. In this study, work from home is a variable that does not have a significant effect. This needs to be a concern for companies to create a more effective WFH scheme in the future, so that a good WFH system will further improve employee performance at work.

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