

## The Effect of Work Life Balance on Motivation in Implementing WFH Policies during the COVID-19 Pandemic

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**Abstract:** This study aims to determine the effect of work life balance on employee motivation during the implementation of WFH policies in dealing with the COVID-19 pandemic. Descriptive research method was used to get informations of the quality work life balance and motivation. Causal research method was used to know how the influence of work life balance on motivation. Survey questionnaire was used to collect the datas from 69 employee of a telecommunications company in Bandung. The results showed that the work life balance and work motivation of the employees were in the high category even in a pandemic condition. By using multiple regression analysis, the result revealed that work life balance has significant positive influence on motivation by 37,4%.

**Keywords:** Work Life Balance, Motivation, Work From Home

### 1. Introductions

In 2020, the world was shocked by the presence of a pandemic caused by the coronavirus disease-19 (COVID-19) and on March 11, 2020, it was declared as a global pandemic by the World Health Organization. In Indonesia, Covid-19 was first detected on March 2, 2020. Since then, the number of positive cases of Covid-19 is increasing daily, according to data on January 1, 2021, positive cases of COVID-19 in Indonesia have increased significantly, reaching as high as 751,270 cases, with a record of recovered patients around 617,936 people and 22,329 patients died.

In order to respond the pandemic, several regions have imposed large-scale social restrictions (Pembatasan Sosial Berskala Besar-PSBB), including the Bandung City. A policy made to reduce the community's interaction and mobilization to help reduce the spread of the COVID-19 virus. The policy is outlined in the West Java Governor Regulation (PERGUB) Number 30/2020 concerning PSBB guidelines and Governor Decree (KEPUB) Number 443/Kep-240-Hukham/2020, concerning The implementation of PSBB in Bandung and others city in West Java, Indonesia. The PSBB was implemented for the first time on April 30, 2020 and has undergone several extensions because the pandemic condition shown no sign of improvement.

One of the provisions stipulated in the PSBB policy is the limitation of company activities by requiring only 25% maximum capacity of total employees who worked in the office. This policy forces the company to change its employees' work methods. The shift in work methods in question including a change in the organization in assigning duties and responsibilities to employees. By limiting how many employees who work in the office and gather in the room, resulting in many employees that must do Work From Home / WFH (Mustajab et al., 2020). This policy was not chosen to reduce employee performance, but to prevent the spread of the coronavirus, especially among employees.

The WFH work method allows employees to carry out tasks from home remotely. That way, employees don't have to come to the office to work. The managers are expected to be able to monitor employee's work results even though the work is done remotely. The implementation of WFH is not common in Indonesia, even though this concept has been widely applied in a lot of big companies in the world, known as remote working and work flexibility. One of the advantages of WFH is that employees are closer to home and have more time to spend with family members (Timsal & Awais, 2016). The concept of WFH allows employees to better balance their roles at home and at work, or in other terms, work life balance.

Work life balance is a condition where there is a guidance between work balance and personal life balance (Lockwood, 2003; Ortega et al., 2019). Work-Life Balance can be realized if individuals are able to manage and divide work responsibilities, family life and other responsibilities, so that there is no conflict between family life, career and work. Work life balance is expected to create a better quality of life for individual employees because

they don't just spend all their time to working (Rondonuwu et al., 2018). Employees have more time to do things outside of work, their relationship with their families becomes much closer and their social life with the surrounding environment is also much better.

Based on previous studies, companies that apply work life balance will get many benefits such as productivity, increased motivation, and loyalty to work. An employee who sense a balance between work and personal life is able to make a more meaningful contribution to growth and organizational success (Naithani, 2009). On the other hand, the organizations that do not help their people to help achieve a good work-life balance will result on difficulty to attract as well retain skilled and motivated workers to stay at their company (Robbins & Judge, 2013). Furthermore, if we examine the effect of work-life balance on motivation, many studies have been carried out, such as by Yosua Wijaya in 2020, that shows one of the major factors consistently found and is closely related to work motivation is work-life balance (Wijaya, 2020). To increase employee motivation effectively, organizations can further improve the work-life balance strategy (Oktosatrio, 2018). The benefits of work-life balance which supports the psychological stability of employees, encourages respondents to have high motivation in their work (Moon & Roh, 2010).

Motivation is a state or a condition that can encourage employees to work hard so that they can provide maximum results and also help achieve company goals (Mangkunegara, 2005). Motivation plays a role in employees so that they always voluntarily try to give their best performance, fully undergo the company's programs and meet the targets set by the company. In addition, motivation encourages employees to be more enthusiastic, active, productive and creative in carrying out their work so that maximum work results are achieved. In the particular pandemic era like the one we are experiencing now, most employees will need a lot of mental support to face the pandemic while remain enthusiastic enough at work, even though they do not get direct supervision from their managers.

## 2. Literature review

### Work-Life Balance

A balanced and harmonious life arrangement between work and other things in life is generally a dream of every employee. Work-life balance is about getting a good match between professional roles and personal activities that are considered important (Akter et al., 2019). Work-life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Meanwhile, in the company's view, work-life balance is a challenge to create a work culture that supports employees to focus on their work while at work and pay attention to employee work flexibility in carrying out their social life.

Work-life balance sees the extent to which a person is involved and feels satisfaction with the interaction of work roles and family roles which is indicated in three dimensions of balance: Time Balance, Involvement Balance and Satisfaction Balance (Greenhaus et al., 2003).

1. **Time Balance**, related to the amount of time given to work and activities outside of work. Time Balance determines the amount of time allocated by employees for their work and their personal lives. Time Balance achieved by employee shows that family time of employees do not reduce professional time in completing work, and vice versa.

2. **Involvement Balance**, related to the level of psychological involvement and commitment both on and off the job. Time that is allocated properly is not necessarily sufficient as a basis for measuring the level of work-life balance of employees, but must be supported by the number or capacity of quality involvement in every activity the employee carries out.

3. **Satisfaction Balance**, related to the level of satisfaction when doing work and doing things outside of work. Satisfaction will arise automatically if employees think that what they have done is good enough to accommodate work and family needs. This can be seen from the conditions that exist in the family, relationships with friends and co-workers, as well as the quality and quantity of work completed.

### Motivation

Work motivation rise an encouragement or work spirit that comes from both inside (internally) and from outside (externally) to do a job as well as possible in order to produce better performance. Work motivation "is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration (Pinder, 2014).

Herzberg classify motivation based on two factors that influence it: hygiene factors and motivating factors (Robbins & Judge, 2013). This hygiene factor is basically not attached to the work done by employees, but around the work. The motivating factor is a factor related to the aspects contained in the work itself, for example, such as job performance, recognition, the nature of the job itself, responsibility and opportunities for self-development.

According to Herzberg, the existence of a motivating factor will provide high satisfaction for its employees and make employees work harder. The things that are included in this factor are:

1. **Achievement**, Job should give employees a sense of accomplishment. This will give a feeling of pride that employee have accomplished something difficult.
2. **Recognition**, Work must give praise and recognition of employee success. This recognition must come from their superiors or coworkers.
3. **Work It Self**, The job itself should be interesting, diverse and provide enough challenge to keep employees motivated.
4. **Responsibility**, employees must have a high sense of ownership of the job, so that completing work is a responsibility that must be done
5. **Advancement**, the existence of promotion and self-development opportunities for employees

### 3. Methodology

This research belongs to the type of descriptive research and causal research. In descriptive research, the researcher wanted to see the level of work life balance and the level of work motivation of employees in a telecommunications company with the work from home policy during the COVID-19 pandemic. While in causal research, researchers wanted to see the causal relationship between work life balance and employee work motivation. In this research, work life balance as the independent variable and motivation as the dependent variable.

The object of this research is the employees of a telecommunications company in Bandung. By using simple random sampling technique, it was obtained 69 respondents. The data collection technique used a questionnaire as research instrument, consisting of 9 statements for work life balance variables and 10 statements for motivation variables. Previously, the validity and reliability of the questionnaire had been tested to be used as a research instrument.

The data analysis technique used in this research is descriptive statistical analysis to see the level of work-life balance and the level of employee motivation that occurs when working from home during the COVID-19 pandemic. In addition, this study also uses multiple regression data analysis to see the influence between variables in the study. The independent variable in this study, work life balance, is then broken down into Time Balance (X1), Involvement Balance (X2), and Satisfaction Balance (X3) according to the balance dimensions mentioned by Greenhaus (2003). In multiple regression analysis, simultaneous and partial impact testing will be carried out to answer the hypothesis in this study: "Work Life Balance has a positive and significant effect on Motivation".

### 4. Results and discussion

#### Descriptive Analysis

The research was conducted at a telecommunications company in Bandung, West Java, Indonesia. The object of this research is employees at the company who have a service period of more than one year, assuming the employee has experienced the work from home during the COVID-19 pandemic. In the end, 69 employees were filled out the questionnaire and became respondents in this study.

Descriptive analysis was conducted to describe the work life balance and work motivation that occurred in the company through employee perceptions. To measure this perception, the measurement was carried out using a questionnaire data collection technique, each of which was accompanied by five answer choices that had to be selected and deemed appropriate according to the respondent. Respondents' responses were then grouped into five categories according to Table 1.

Table 1. Percentage Interpretation Category

Percentage Range	Category
20% - 36%	Very Low
> 36 % - 52 %	Low
> 52 % - 68 %	Moderate
> 68 % - 84 %	High
> 84 % - 100 %	Very High

Source: Processed Data, 2021

The state of the employee's work-life balance can be explained from the three dimensions of balance: Time Balance, Involvement Balance, and Satisfaction Balance. The value of respondents' responses regarding work-life balance is shown in Table 2.

Table 2. Respondents' Responses of Work-Life Balance

Dimension	Average Total Score	Category
Time Balance	79.6 %	High
Involvement Balance	75.2 %	High
Satisfaction Balance	76.6 %	High
<b>Average</b>	77.1 %	High

Source: Processed Data, 2021

Respondents' responses regarding the work-life balance variable as a whole are in the category High with a percentage value of 77.1%. All dimensions: Time Balance, Involvement Balance, and Satisfaction Balance are also in the category High. From the three dimensions, it can be seen that the Time Balance dimension has the largest percentage (79.6%). In the second position, there is a Satisfaction Balance dimension with a percentage of 76.6%, while the Involvement Balance dimension has the smallest percentage (75.2%).

The level of quality of work life balance which is in the category High shows that employees feel they can maintain a balance between work concerns and social concerns, especially when working from home. Time Balance has a high percentage because by working from home, employees can have more time to spend with their family and doing other social activities. Work from home eliminates the commuting time to the office, which is usually devastating due to traffic jams (Oktosatrio, 2018).

The level of employee motivation can be explained from five motivational indicators: Achievement, Recognition, Responsibility, Work It Self, and Advancement. The value of respondents' responses about work motivation is shown in Table 3.

Table 3. Respondents' Responses of Motivation

Indicator	Average Total Score	Category
Achievement	73.9 %	High
Recognition	78.6 %	High
Responsibility	80.4 %	High
Work itself	81.6 %	High
Advancement	73.0 %	High
<b>Average</b>	77.5 %	High

Source: Processed Data, 2021

Respondents' responses regarding work motivation variables as a whole are in the category High with a percentage value of 77.5%. All indicators of work motivation are also in the category High. Work it self has the highest percentage of 81.6%. Responsibility is in second place with 80.4%, then Recognition with 78.6%, Achievement with 73.9%, and Advancement has the smallest percentage (73.0%).

Motivation which has a category High is related to the manager's ability to encourage employees to work. Even though they were working from home, employees are regularly monitored by their superiors and maintain good coordination between them. Work it self which has the highest proportion can be caused because of the working type of employees in this telecommunication company is quite flexible and does not require employees to be present at the office. So, the method of working from home is effective enough to do without reducing employee's performance and productivity.

### Multiple Regression Analysis

In multiple regression analysis, it will be known the significance and influence of the work life balance variable on the motivation variable, simultaneously and partially. The summary of multiple regression testing is presented in Table 4 below.

Table 4. Summary of Multiple Regression Analysis

Variable	Regression Coefficient	t	Sig.
(constant)	24.844		
Time Balance (X1)	-.157	-1.398	.167
Involvement Balance (X2)	.503	4.812	.000

Satisfaction Balance (X3)	.334	3.047	.003
F	12.936		
R Square	.374		

Source: Processed Data, 2021

Based on the calculation of the F test, an F value of 12,936 is obtained, greater than the Ftable value of 2,750. A significance value of 0,000 is obtained which is less than 0.05. So it can be concluded that the Time Balance, Involvement Balance, and Satisfaction Balance simultaneously has a positive and significant effect on motivation. The magnitude of the influence of the three variables together can be seen from the R Square value in the SPSS calculation. The value of R Square is 0.374, so the influence of the work life balance variable on work motivation is 37.4%, while the remaining 62.6% is influenced by other variables outside the research model. The results of hypothesis testing in this study are in line with research conducted by Wijaya (2020), Oktosatrio (2018), and Moon & Roh (2010).

From the results of data processing, it can be seen that there are two independent variables: Involvement Balance and Satisfaction Balance, which separately have a positive and significant effect on employee motivation. This is evidenced by the t value for Involvement Balance of 4,812 and Satisfaction Balance of 3,047, which are greater than the t table value of 1,997. Besides, that it is also evidenced by the significance value of the two variables which is smaller than 0.05. The partial test show that increasing the quality of Involvement Balance, such as involving employees in covid-19 vaccine preparation activities, will have an effect on increasing motivation. Improving the quality of the Satisfaction Balance, such as providing a salary that can meet family needs in a pandemic, will also have an effect on increasing motivation.

Meanwhile, partially, seen from the t value of -1.398 which is lower than the t table of 1.997, it can be said that the Time Balance variable has no effect on employee motivation. This shows that the quality of Time Balance has no effect on increasing or decreasing employee motivation. By having a high Time Balance as in the results of the previous descriptive analysis, does not affect employee work motivation.

## 5. Conclusion

Based on the data processing and testing, the conclusion that can be drawn from this research is that the quality of work life balance and work motivation in a telecommunication company in Bandung is still good and high even though it is in a pandemic condition and most employees are required to work from home. Another conclusion is that work life balance, especially Involvement Balance and Satisfaction Balance, affects employee motivation. So that any increase in the quality of work life balance promote an increase in work motivation felt by employees of a telecommunication company in Bandung. Companies can always improve the quality of work life balance so that employee motivation is maintained during the COVID-19 pandemic conditions.

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