

Radian NUGRAHA¹

State University of Jakarta, Jakarta, Indonesia

Christian Wiradendi WOLOR²

State University of Jakarta, Jakarta, Indonesia

Corry YOHANA³

State University of Jakarta, Jakarta, Indonesia

The Effect of Work from Home, Work-Life Balance, and Job Satisfaction on Employee Performance

Abstract. Employee performance is often used as a benchmark for a company's success. Employee performance is particularly important in socio-economic crises, such as the COVID-19 pandemic, when habitual working conditions change and are limited. This study aims to examine the effect of work from home, work-life balance and job satisfaction on employee performance of employees. The number of respondents in this study was 141 respondents. All respondents were employees of PT X company who were selected by a simple random sampling method. This research uses a quantitative approach: the data for analyze the relationship between variables expressed by numbers or a numerical scale. Research data was obtained from the results of filling out the questionnaire. The questionnaire developed consisted of 37 statements: 11 statements for the employee performance variable, 7 statements for the work from home variable, 8 statements for the work-life balance variable, and 11 statements for the job satisfaction variable. The research data was analyzed using Structural Equation Modeling with the help of the AMOS version 23 program. The results of this study show that work from home has a positive and significant effect on work-life balance, job satisfaction and employee performance. Work-life balance also positively and significantly impacts employee performance, while job satisfaction does not affect employee performance.

Keywords: work-life balance, work from home, job satisfaction, employee performance, structural equation modeling.

Suggested Citation

Nugraha, R., Wolor, C. W., Yohana, C. (2022). The Effect of Work from Home, Work-Life Balance, and Job Satisfaction on Employee Performance. *Oblik i finansi*, 1(95), 103-112. [https://doi.org/10.33146/2307-9878-2022-1\(95\)-103-112](https://doi.org/10.33146/2307-9878-2022-1(95)-103-112)

Радіан НУГРАХА

Державний університет Джакарти, м. Джакарта, Індонезія

Крістіан Віраденді ВОЛОП

Державний університет Джакарти, м. Джакарта, Індонезія

Коррі ЙОГАНА

Державний університет Джакарти, м. Джакарта, Індонезія

Вплив роботи з дому, балансу між роботою та особистим життям і задоволеності роботою на результативність співробітників

Анотація. Результативність співробітників часто використовується як еталон успіху компанії. Результативність працівників має особливе значення в час соціально-економічних криз, як от пандемія COVID-19, коли звичні умови праці зазнають змін та обмежень. Мета цього дослідження – вивчити вплив

¹ Radian NUGRAHA, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0001-8301-8916

E-mail: radiannugraha_1708819011@mhs.unj.ac.id (Corresponding author)

² Christian Wiradendi WOLOR, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0003-3754-7811

³ Corry YOHANA, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0001-9249-6880

роботи з дому, балансу між роботою і особистим життям та задоволеності роботою на результативність співробітників. Об'єктом даного дослідження є 141 респондент. Усі респонденти були співробітниками компанії PT X та відібрані методом простої випадкової вибірки. Це дослідження використовує кількісний підхід: дані для аналізу зв'язку між змінними виражаються числами або числовою шкалою. Дані для дослідження отримані за результатами заповнення анкети респондентами. Розроблена анкета складалася із 37 запитань: 11 запитань для змінної «результативність співробітника», 7 запитань для змінної «робота з дому», 8 запитань для змінної «баланс між роботою та особистим життям» і 11 запитань для змінної «задоволеність роботою». Метод аналізу даних цього дослідження – це моделювання структурних рівнянь за допомогою програми AMOS версії 23. Результати цього дослідження свідчать, що робота з дому має позитивний і значний вплив на баланс між роботою і особистим життям, задоволеність роботою та результативність співробітників. Баланс між роботою і особистим життям також має позитивний і значний вплив на результативність співробітників, тоді як задоволеність роботою не впливає на результативність співробітників.

Ключові слова: баланс між роботою та особистим життям, робота з дому, задоволеність роботою, результативність співробітників, моделювання структурних рівнянь.

INTRODUCTION

Employee performance is often used as a benchmark for a company's success. Employee performance has been widely used as a research topic in human resource management. However, the researcher's point of interest is the employee's performance during the current pandemic, which requires every company to eliminate face-to-face meetings or social distancing. The performance of employees at PT X is a research point of interest. PT X is a company that is currently eliminating face-to-face work or working from home.

To see how the performance of PT X's employees when implementing the current work from home system, the researcher conducted a pre-research. The following are the results of the pre-research (Table 1).

The pre-research results show that most employees are more optimal when working from the office. They are more able to complete work well, complete work on time, maximize work time, and are better able to work together with colleagues when working from the office.

In addition, the researchers also collected data on the results of employee performance reviews during the pandemic.

Table 1

Pre-research results on employee performance at PT X

No	Statement	Yes	No
1	I can complete my work better when working in the office than when working from home	60%	40%
2	I am more able to complete work on time when working from the office than working from home	60%	40%
3	I maximize my working time when I work from the office compared to when I work from home	55%	45%
4	I am more able to work together with my co-workers when working in the office than when working from home	70%	30%

Table 2

Performance appraisal results of PT X employees

Score	1	2	3	4	5
Key	Unsatisfactory	Need Improvement	Meet Expectation	Exceed Expectation	Distinctive
Total	0	4	28	8	0
%	0%	10%	70%	20%	0%

Based on the table, it can be seen that employees who exceed expectations are only 20%, while most or 70% only meet the expected expectations, even 10% of employees need performance improvement. Of course, the company's expectations for each employee can exceed standard expectations, but in fact, only 10% exceed these standards.

Several previous studies obtained different results regarding employee performance in conditions like this. A study conducted by Stanford on 16 thousand employees showed a 13% increase in productivity (Appolo Technical, 2020); another similar research states that 75% are more productive when working remotely (Duszyński, 2021). On the other hand, research from

Jobstreet shows that 61% of companies have decreased employee performance during WFH.

The COVID-19 pandemic has changed many aspects of people's lives, one of which is work. The pandemic situation is forcing every company to enforce work from home. Working from home has become a new habit for workers during this pandemic. Of course, this has advantages and disadvantages, both for the company and employees. The benefits of WFH for companies include increasing productivity, reducing operational costs, maintaining business continuity, and overcoming absenteeism.

In comparison, the advantages for employees include obtaining an excellent work-life balance, reducing stress and other distractions, and overall increasing job satisfaction (Telework & Flex-Schedules Toolkit, 2015). On the other hand, the drawback of implementing WFH is that it is difficult to build team spirit due to the lack of contact and face-to-face contact with one another. In addition, not all lines of work are suitable for implementing WFH (Greenberg et al., 1993).

To support this research, the researcher conducted a pre-research on the work from a home variable, work-life balance, and job satisfaction. The results can be seen in the Table 3.

Table 3

Pre-Research Results for Work from Home, Work-Life Balance, and Job Satisfaction Variables

<i>Work from Home</i>		Yes	No
1	Right now, I am tired of working from home	55%	45%
2	The office is the best and ideal place to work	70%	30%
<i>Work-Life Balance</i>		Yes	No
1	I can't make time for homework because of my job	70%	30%
2	My duties and work that related to my work first, compared to my family life	90%	10%
<i>Job Satisfaction</i>		Yes	No
1	I prefer to do my job from the office	75%	25%
2	I feel bored working from home	60%	40%
3	I am more enthusiastic about working from the office than working from home	65%	35%

As seen from the table above, in the variable work from home, most employees are tired of working from home and want to work from the office because the office is ideal. Meanwhile, regarding variable work-life balance, it can be seen that employees' work-life balance is quite low. Variable job satisfaction, it can be seen that employee job satisfaction is quite low. This study aims to determine and analyze the effect of work from home, work-life balance and job satisfaction on employee performance.

LITERATURE REVIEW

Employee Performance

According to Mangkunegara (2019), the term performance comes from the word job performance, which can be interpreted as work performance or actual achievement achieved by an employee in terms of quality and quantity in carrying out their duties following the duties and responsibilities assigned to them. Tasnim (2020) revealed that performance is an employee's action that is actually carried out following his duties in the company as work performance.

Work from Home

Work from home is a term for working remotely. The term remote work first appeared in the book "The Human Use of Human Beings Cybernetics and Society", written by Norbert Wiener in 1950. At that time, telework was used (Nasution & Rosanti, 2020). Gajendran and Harrison in Martin (2012) also define telework as a

choice in work where every employee does not have to be at work but can do it anywhere using electronic media.

Work-Life Balance

The term work-life balance was first used in England in the late 1970s to describe the balance between work life and personal life (Mea & Hyronimus, 2020). Blurring boundaries between work and personal life increases the difficulty of balancing these two terms. Gradually this issue was seen as a difficulty in managing the balance between work and family (Jones et al., 2013). Pandey in Swarnalatha (2017) defines work-life balance as a state of balance in which the demands of one's work and personal life are the same.

Job Satisfaction

Colquitt (2014) defines job satisfaction as representing how we feel about our jobs and what we think about our jobs. Employees who have good job satisfaction will always think positively about any job. On the other hand, employees with a low level of job satisfaction will always think negatively about any given job. Meanwhile, according to Jex in Fattah (2017), job satisfaction is a positive feeling that affects work and work situations.

Work from Home to Work-Life Balance

Verbeke (2008) states that overall, telework positively impacts work-life balance. This statement is in line with research conducted by Amanda Putri and Ali Amran (2021), Maria and Hyronimus (2020), and Ambikapathy and Ali (2020), which showed that work from home has a positive and significant effect on work-life balance.

Work from Home to Job Satisfaction

Verbeke (2008) states that telework, in general, has a positive impact on one's job satisfaction. A similar opinion was also expressed by Gajendran and Harrison (2010). They revealed that working remotely or working from home affects the results done by each individual, including job satisfaction. This statement is in line with research conducted by Fonner and Roloff (2010) and research by Balasundran et al. (2021), which show that working from home can increase job satisfaction.

Work-Life Balance to Employee Performance

Managing a balance between work and personal life is very important to ensure the performance of each employee and organizational performance can be adequately maintained (Cegarra-Leiva, 2012). This statement is in line with research from Wolor et al. (2020), research from Suhartini (2021) and research conducted by Mardiani and Widayanto (2021), which obtained the results that work-life balance has a significant effect on employee performance.

Job Satisfaction to Employee Performance

Colquitt (2014) states that job satisfaction positively affects one's performance. Someone who has higher job satisfaction tends to have better performance. This statement is in line with research by Ezeanyim et al. (2019), Mira et al. (2019), and Abdulkhalik and Muhammadali (2019), which show the results that job satisfaction has a significant impact on employee performance.

Work-Life Balance to Job Satisfaction

Kasbuntoro (2020) suggests that the work-life balance program implemented by the company is expected to increase job satisfaction which will support them morally to carry out their duties properly. This statement is in line

with the research by Ode et al. (2019), Adikaram and Jayatilake (2016) and Fayyazi and Aslani (2015). The findings show that work-life balance significantly affects employee job satisfaction.

Work from Home to Employee Performance

Verbeke (2008) reveals that teleworkers or those who work from home tend to be more productive, get recognition for what they do and get rewards as a result of satisfying work results. Verbeke expressed these points as a positive impact of the WFH system or what is known as telework. This statement is in line with research by Onyemaechi et al. (2018), Martin and MacDonnel (2012), Alimuddin (2021), which concludes that the implementation of WFH has a significant and positive effect on employee performance.

RESEARCH METHODOLOGY*Research hypothesis*

Based on the study of concepts and theoretical frameworks that have been described, the researchers propose the following hypotheses:

H1: There is a direct effect of work from home on work life balance;

H2: There is a direct effect of work from home on job satisfaction;

H3: There is a direct influence of work life balance on employee performance;

H4: There is a direct effect of job satisfaction on employee performance;

H5: There is a direct effect of work life balance on job satisfaction;

H6: There is a direct effect of work from home on employee performance.

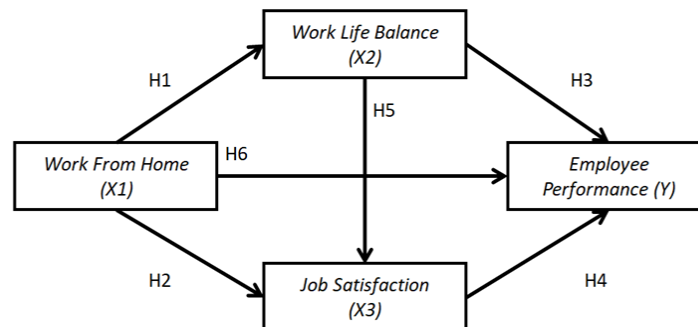


Figure 1. Research conceptual framework

The study uses a quantitative approach. The data for analyze the relationship between variables expressed by numbers or a numerical scale.

The sample in this study are all employees in one division at PT X, totalling 222 employees. Determination of the sample in this study was done on base of the formula Isaac and Michael and a simple random sampling technique. The number of samples in primary data collection was carried out on 141 respondents based on the calculation.

Data Collection Techniques

The data collection method used in this study was a questionnaire. A questionnaire is a data collection

technique done by giving a set of questions or written statements to respondents to answer. The questionnaire used in this study was a questionnaire with a Likert scale model. Researchers use this method to know and have data regarding the assessment of each employee.

Independent variables affect or are the cause of changes of dependent variables. In this study, the independent variables consist of work from home (X1), work-life balance (X2) and job satisfaction (X3).

A dependent variable is a variable that is influenced, or that becomes a result of the existence of an independent variable.

The questionnaire developed consisted of 37 statements: 11 statements for the employee performance variable, 7 statements for the work from home variable, 8 statements for the work-life balance variable, and 11 statements for the job satisfaction variable.

Data Analysis

This research will be analyzed using the SEM analysis technique. In SEM analysis, measurement model testing is used to test the validity and reliability of indicators on each construct. Testing the measurement model on each construct consists of several stages, namely: (1) Construct Validity Test and (2) Construct Reliability Test. The test was carried out twice, namely testing the measurement model on exogenous constructs and testing for endogenous constructs. The indicator is declared valid if the results of the CFA analysis show the loading factor value > 0.5. Meanwhile, the reliability test

was measured by looking at each construct's CR and AVE values. In this test, the construct is declared reliable if the construct's AVE value is > 0.5 and the construct's CR value is > 0.7. Testing the hypothesis will go through the goodness of fit test. The hypothesis test used in this test uses a one-tailed hypothesis test. The hypothesis will be accepted if the value <0.05 and Critical Ratio (CR)> 1.96 and the research hypothesis is not proven if the p value> 0.05 and CR < 1.96.

RESULTS AND DISCUSSION

Testing the Exogenous Construct Measurement Model

In this study, there is 1 exogenous variable, namely the work from home, which is measured by 7 measurement indicators so that the measurement model specifications for exogenous constructs will be in the following form:

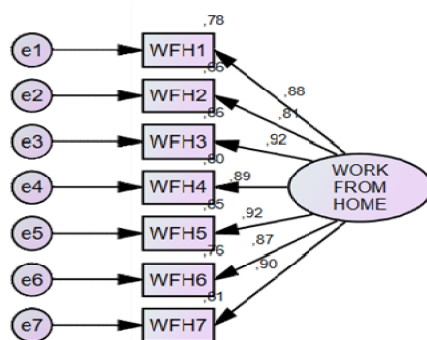


Figure 2. Exogenous construct measurement model specifications

The result of the validity test and reliability test of the exogenous construct can be seen based on the following table:

Table 4

Exogenous construct validity and reliability test results

Variable	Indicator	λ	Validity	AVE	CR	Conclusion
Work from Home	WFH1	0.881	valid	0.786	0.975	Reliable
	WFH2	0.812	valid			
	WFH3	0.925	valid			
	WFH4	0.895	valid			
	WFH5	0.920	valid			
	WFH6	0.869	valid			
	WFH7	0.900	valid			

Based on the estimation results of the exogenous construct CFA model above, it can be seen that all indicators in the variable work from home have been valid in measuring exogenous constructs, indicated by the loading factor of all indicators that have exceeded 0.5. Likewise, with the AVE and CR values, the analysis results show that the AVE values of all constructs have been > 0.5, and the CR of all constructs have been > 0.7, which means that all constructs have met the required composite reliability criteria.

Testing the Endogenous Structural Model

In this study, there are 3 endogenous variables, namely the work-life balance, employee performance, and job satisfaction, measured by several measurement indicators. The following are the estimation results of the endogenous construct CFA model that can be used as a reference to test the validity and reliability of the indicators on each of these endogenous constructs:

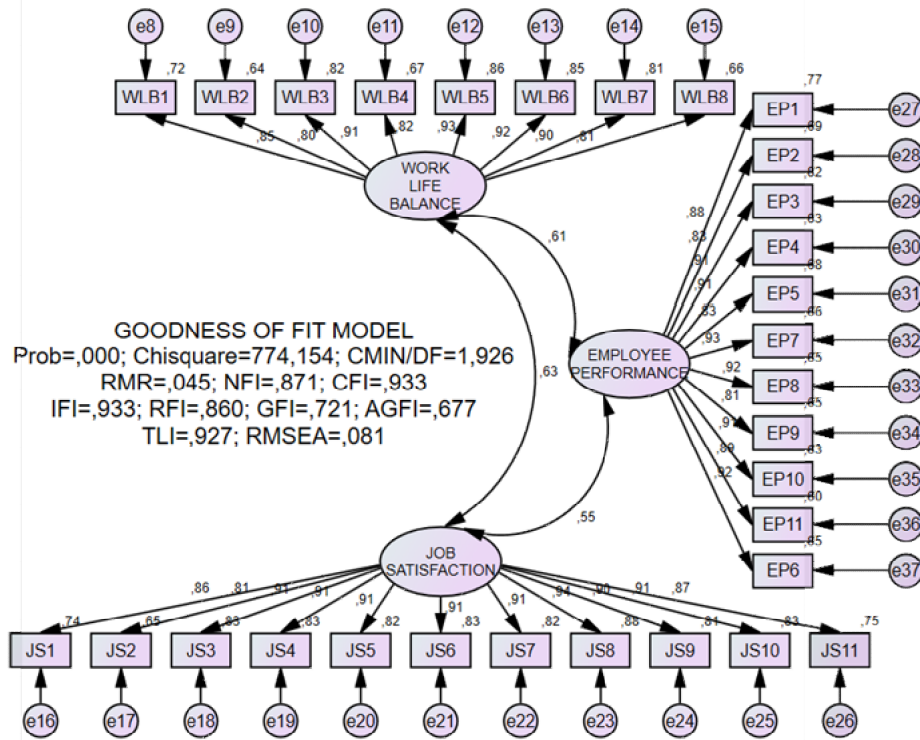


Figure 3. Specifications of the endogenous construct measurement model

The results of the validity and reliability tests of endogenous constructs can be seen based on the following table:

Table 5

Endogenous construct validity and reliability test results

Variable	Indicator	λ	Validity	AVE	CR	Conclusion
1	2	3	4	5	6	7
Employee Performance	EP1	0.880	valid	0.784	0.990	Reliable
	EP2	0.828	valid			
	EP3	0.908	valid			
	EP4	0.911	valid			
	EP5	0.827	valid			
	EP6	0.922	valid			
	EP7	0.926	valid			
	EP8	0.920	valid			
	EP9	0.809	valid			
	EP10	0.909	valid			
	EP11	0.892	valid			
Work-Life Balance	WLB1	0.848	valid	0.769	0.974	Reliable
	WLB2	0.803	valid			
	WLB3	0.906	valid			
	WLB4	0.818	valid			
	WLB5	0.927	valid			
	WLB6	0.924	valid			
	WLB7	0.903	valid			

1	2	3	4	5	6	7
Job Satisfaction	JS1	0.867	valid	0.800	0.990	Reliable
	JS2	0.911	valid			
	JS3	0.900	valid			
	JS4	0.939	valid			
	JS5	0.906	valid			
	JS6	0.913	valid			
	JS7	0.906	valid			
	JS8	0.911	valid			
	JS9	0.909	valid			
	JS10	0.807	valid			
	JS11	0.863	valid			

Based on the estimation results of the endogenous construct CFA model above, it can be seen that all indicators in the CFA model are valid in measuring endogenous constructs. So, all indicators in the model can be used to measure endogenous constructs. The test was continued on the construct reliability test. The analysis results showed that the AVE value of all endogenous constructs was > 0.5, and the CR of all endogenous constructs was > 0.7. It means that all endogenous constructs have met the required composite reliability criteria.

The goodness of Fit Test

The structural model in SEM analysis looks at several criteria of the goodness of fit models such as Chi-Square, probability, DF, GFI, AGFI, TLI, CFI, and RMSEA. The results of the full structural model show a poor fit for the model. In this study, the solution chosen to improve the goodness of fit model is to issue indicators that form a high correlation with several other indicators in the model. By looking at the table of modification indices (MI), the following are the results of improving the goodness of fit model with the expenditure of indicators that form a high correlation with other indicators:

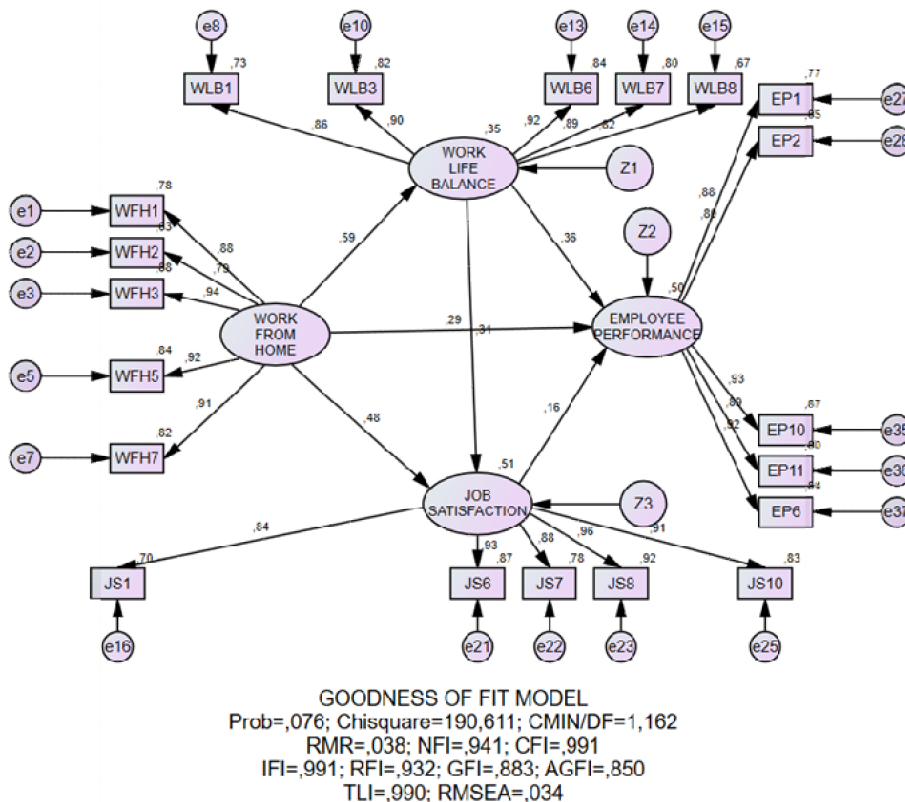


Figure 4. Structural model estimation results

From figure 4, it can be seen that the goodness of fit model improved. The summary of the goodness of fit model can be seen in the following table:

Table 6

The goodness of fit test results

The goodness of Fit Index	Cut of Value	Analytical Result	Model Evaluation
X^2 chi square	< 194,883	190,611	Good Fit
significance probability	$\geq 0,05$	0,076	Good Fit
RMSEA	$\leq 0,08$	0,034	Good Fit
GFI	$\geq 0,90$	0,883	Marginal Fit
AGFI	$\geq 0,90$	0,850	Marginal Fit
CMIN/DF	$\leq 2,00$	1,162	Good Fit
TLI	$\geq 0,95$	0,990	Good Fit
CFI	$\geq 0,95$	0,991	Good Fit

Hypothesis Test

Testing the hypothesis in this study was carried out based on the results of the direct influence test on SEM analysis. The hypothesis will be accepted if the value < 0.05 and Critical Ratio (CR) > 1.96 and the research hypothesis is not proven if the p-value > 0.05 and CR < 1.96. The following is a test of the direct effect between exogenous and endogenous variables contained in the research model:

Table 7

Direct effect test results

			Estimate	S.E.	C.R.	P	Label
WLB	<---	WFH	,519	,072	7,186	***	par_32
JS	<---	WFH	,435	,077	5,646	***	par_34
JS	<---	WLB	,379	,086	4,423	***	par_37
EP	<---	WLB	,370	,099	3,751	***	par_33
EP	<---	JS	,112	,098	1,146	,252	par_35
EP	<---	WFH	,338	,092	3,686	***	par_36

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
WLB	<---	WFH	,591
JS	<---	WFH	,481
JS	<---	WLB	,315
EP	<---	WLB	,362
EP	<---	JS	,162
EP	<---	WFH	,291

Based on the results of the SEM analysis in the table above, the following results were obtained:

Table 8

Summary of hypothesis test results

No	Hypothesis	Result	Conclusion
1	2	3	4
1	Work from home affects Work life balance	<ul style="list-style-type: none"> p value = *** CR = 7,186 Path Coeff = 0,591 	Accepted
2	Work from home affects Job Satisfaction	<ul style="list-style-type: none"> p value = *** CR = 5,646 Path Coeff = 0,481 	Accepted
3	Work Life Balance affects Employee Performance	<ul style="list-style-type: none"> p value = *** CR = 3,751, path Coeff = 0,362 	Accepted

1	2	3	4
4	Job Satisfaction affects Employee Performance	p value = 0,252 CR = 1,146	Rejected
5	Work life balance affects Job Satisfaction	p value = *** CR = 4,423 Path Coeff = 0,315	Accepted
6	Work From Home affects Employee Performance	p value = *** CR = 3,686, path Coeff = 0,291	Accepted

Results of hypothesis testing show that 5 hypotheses are accepted, namely H1, H2, H3, H5 and H6. While 1 hypothesis is rejected, namely H4, that job satisfaction has no significant effect on employee performance.

CONCLUSIONS

This study confirms the findings of Putri and Amran (2021), Mea and Hyronimus (2020), and Ambikapathy and Ali (2020), which show that work from home has a positive and significant effect on work-life balance. So, the first hypothesis in this study is well received.

This study confirms the findings of Fonner and Roloff (2010), Balasundran et al. (2021), and Gajendran and Horrison (2019), which show that working from home can increase job satisfaction. So, the second hypothesis in this study is well received.

Research from Wolor et al. (2020), Suhartini (2021) and Mardiani and Widiyanto (2021) obtained the results that work-life balance affects employee performance. Our study confirms this conclusion. So, the third hypothesis in this study is well received.

Research by Ezeanyim et al. (2019), Mira et al. (2019), and Abdulkhalik and Mohammadali (2019) showed that job satisfaction had a significant impact on employee performance. Our study doesn't confirm this conclusion. So, the fourth hypothesis in this study is not accepted or rejected.

Ode et al. (2019), Adikaram and Jayatilake (2016) and Fayyazi and Aslani (2015) claim that work-life balance has a significant effect on employee job satisfaction. In our study, we obtained the same results. So, the fifth hypothesis in this study is well received.

Furthermore, Onyemaechi et al. (2018), Martin and MacDonnel (2012) and Alimuddin (2021) concluded that the implementation of WFH has a significant and positive effect on employee performance. Our study confirms this conclusion. So, the sixth hypothesis in this study is well received.

Based on the results of the research, work from home can improve employee performance because by working from home, employees have high flexibility. In addition, employees can also create a work atmosphere. In addition, work from home can also improve work-life balance because employees can balance priorities between work, family, or social life. A good work-life balance will also improve employee performance. Besides improving performance, a good work-life balance can also increase job satisfaction. Because it avoids stress, employees will continue to feel happy doing their jobs. Furthermore, work from home can also increase job satisfaction due to the flexibility of working time.

4 References

- Adikaram, D. S. R., & Jayatilake, L. V. K. (2016). Impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. *International Journal of Scientific Research and Innovative Technology*, 3(11), 18–33.
- Alimuddin, I. K. (2021). Pengaruh Work From Home Terhadap Kinerja Karyawan Pada Masa Pandemi Covid 19, Studi Kasus Pada Bank BTN. *YUME: Journal of Management*, 4(2).
- Ambikapathy, M., & Ali, A. (2020). Impact and Challenges Towards Employees Work From Home During COVID-19 (MCO) Period. *International Journal of Social Science Research*, 2, 97–107.
- Apollo Technical. (2022). Surprising Working From Home Productivity Statistics (2021). Apollo Technical. <https://www.apollotechnical.com/working-from-home-productivity-statistics/>
- Balasundran, K., Nallaluthan, K., Yankteshery, V., Harun, K., Lim, P. P., & Gopal, R. (2021). Work from Home and Work Motivation of Teachers Job Satisfaction During Pandemic COVID-19. *International Business Education Journal*, 14(2), 124–143.
- Cegarra-Leiva, D., Sánchez-Vidal, M. E., & Cegarra-Navarro, J. G. (2012). Understanding the link between work life balance practices and organisational outcomes in SMEs. *Personnel Review*, 41(3), 359-379. DOI:10.1108/00483481211212986.
- Colquitt, J., Lepine, J. A., & Wesson, M. J. (2014). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (4e). New York, NY, USA: McGraw-Hill.
- Desi Kristanti, S. E. M. M., Ria Lestari Pangastuti, S. E. M. M., 228/JT/2019, A. I., & Cendekia, M. S. (2019). Kiat-kiat Merangsang Kinerja Karyawan Bagian Produksi. *Media Sahabat Cendekia*. <https://books.google.co.id/books?id=EbSoDwAAQBAJ>

- Dr. H. A. Hussein Fattah, M. M. (2017). *Kepuasan Kerja dan Kinerja Pegawai: Elmatera. Elmatera.* <https://books.google.co.id/books?id=w3pCDwAAQBAJ>
- Duszyński, M. (2021). Remote Work and Telecommuting Statistics for 2021. https://resumelab.com/job-search/remote-work-statistics?utm_source=google&utm_medium=sem&utm_campaign=6540517835&utm_term=%2Bworking%2Bhome%2Bstatistics&network=g&device=c&adposition=&adgroupid=104067133394&placement=&gclid=CjwKCAjw6fCCBhBNEiwAem5S
- Ezeanyim, E. E., & Ufoaroh, E. T. (2019). The impact of job satisfaction on employee performance in selected public enterprise in Awka, Anambra state. *Global Journal of Management and Business Research.* <https://journalofbusiness.org/index.php/GJMBR/article/view/2791>
- Fayyazi, M., & Aslani, F. (2015). The Impact of Work-Life Balance on Employees' Job Satisfaction and Turnover Intention; the Moderating Role of Continuance Commitment. *International Letters of Social and Humanistic Sciences*, 51, 33–41. <https://doi.org/10.18052/www.scipress.com/ILSHS.51.33>
- Fonner, K., & Roloff, M. (2010). Why Teleworkers Are More Satisfied with Their Jobs Than Are Office-Based Workers: When Less Contact Is Beneficial. *Journal of Applied Communication Research*, 38, 336–361. <https://doi.org/10.1080/00909882.2010.513998>
- Greenberg, J., Baron, R. A., & Grover, R. A. (1993). *Behavior in organizations: Understanding and managing the human side of work.* Boston: Allyn and Bacon.
- Jones, F., Burke, R. J., & Westman, M. (2013). *Work-Life Balance: A Psychological Perspective.* Taylor & Francis. <https://books.google.co.id/books?id=aJ8x0pvzM1MC>
- Kasbuntoro, D. I., Maemunah, S., Mahfud, I., Fahlevi, M., & Parashakti, R. D. (2020). Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta. *International Journal of Control and Automation*, 13(4), 439–451.
- Mardiani, I. N., & Widiyanto, A. (2021). Pengaruh work-life balance, Lingkungan Kerja dan Kompensasi terhadap Kinerja karyawan PT Gunanusa Eramandiri. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 4(2), 985–993.
- Martin, B. H., & MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review.*
- Mea, M. H. C. D., & Hyronimus, H. (2020). Pengaruh Work From Home Terhadap Work-Life Balance Pekerja Perempuan di Kota Ende. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 7(2).
- Mira, M., Choong, Y., & Thim, C. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771–786.
- Nasution, I., & Rosanti, R. (2020). Pengaruh Bekerja dari Rumah (Work From Home) terhadap Kinerja Karyawan BPKP. *Jurnal Ilmiah Akuntansi Budgeting*, 1(1), 9–14.
- Ode, W., Kalimin, L., & Syaifuddin, D. T. (2019). *The Effect of Work Life Balance on Job Satisfaction and Female Employee Performance in Commercial Bank in Kendari City.* 21, 1–7. <http://dx.doi.org/10.9790/487X-2105020107>
- Onyemaechi, U., Chinyere, U. P., & Emmanuel, U. (2018). Impact of Telecommuting on Employees' Performance. *Journal of Economics and Management Sciences*, 54.
- Putri, A., & Amran, A. (2021). Employees' Work-Life Balance Reviewed From Work From Home Aspect During COVID-19 Pandemic. *International Journal of Management Science and Information Technology*, 1(1), 30–34.
- Sadiq Abdulkhaliq, S., & Mohammadali, Z. (2019). The Impact of Job Satisfaction on Employees' Performance: A Case Study of Al Hayat Company – Pepsi Employees In Erbil, Kurdistan Region-Iraq. *Management and Economics Review*, 4, 163–176. <https://doi.org/10.24818/mer/2019.12-07>
- Schall, M. A. (2019). *The relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity.* San Jose State University.
- Suhartini, S. (2021). Pengaruh Work Life Balance dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan di PT Polychem Indonesia Tbk.(Divisi Mesin). *ECo-Buss*, 3(3), 122–131.
- Swarnalatha, C. (2017). *A Hand Book on Work-Life Balance.* Lulu.com. <https://books.google.co.id/books?id=DNXkDQAAQBAJ>
- Tasnim, T., Wahyudhi, S., Silalahi, M., Gandasari, D., Sari, M., Sahri, S., Purba, P. B., Sari, A. P., Simarmata, J., & Rikki, A. (2020). *Pengantar Komunikasi Organisasi.* Yayasan Kita Menulis. <https://books.google.co.id/books?id=X3UCEAAAQBAJ>
- Telework & Flex-Schedules Toolkit. (2015). San Mateo County.
- Verbeke, A., Schulz, R., Greidanus, N., & Hambley, L. (2008). *Growing the virtual workplace: The integrative value proposition for telework.* Edward Elgar Publishing.
- Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 7(10), 443–450.