

Building Job Satisfaction of Work From Home (WFH) Employees in Depok City During the Covid-19 Pandemic

by Samsu Rizal

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Building Job Satisfaction of Work From Home (WFH) Employees in Depok City During the Covid-19 Pandemic

Syamsu Rizal¹, Erlyn Rosalina², Hikmah Murwida³, Erwin Permana⁴

^{1,2,3}*Department of Commerce Administration – Jakarta State Polytechnic,*

⁴*Faculty of Economics and Business, Pancasila University*

Email: syamsurizal@bisnis.pnj.ac.id; erlyn.rosalina@bisnis.pnj.ac.id; hikmah.murwida.an17@mhs.pnj.ac.id; erwin.permana@univpancasila.ac.id

ABSTRACT

As a place for employees to work, a company must have an awareness of the importance of preparing work programs that pay attention to work-life balance. Even more, during the COVID-19 pandemic, the government has implemented micro-scale Community Activity Restrictions (PPKM) with the rules of Work From Office (WFO) and Work From Home (WFH) respectively with a maximum capacity of 50%. The study aims to: 1) analyze the influence between the work-life balance on job satisfaction and Work From Home (WFH). 2) analyze the impact of the work environment on job satisfaction with Work From Home (WFH). This study was conducted in Depok City, because Depok City is the first city detected by COVID-19 in Indonesia, considering that the Depok City local government implements stricter health protocols, especially in the work environment. Sampling uses a purposive sampling technique with a sample number of 100 respondents. Instrument testing uses validity tests and reliability tests, while the data analysis method uses multiple linear regression analysis, T-test, F test, R² determination coefficient test. The results showed that job satisfaction is influenced by work-life balance and work environment. This study shows that work-life balance has a significant positive effect on job satisfaction. The work environment has a significant positive effect on job satisfaction. The results of this study contribute thought to the world of work to always implement work-life balance programs and become a work environment. To be able to run the WFH program in the pandemic period optimally, digital media adoption is needed. Further research is recommended to examine the use of digital media by companies in Depok City during the pandemic.

Key Words: Job Satisfaction, Work Environment, Work-Life Balance

INTRODUCTION

Human resources are vital for the advancement of Indonesia, as evidenced by the Freedom Campus policy, which has been officially launched by the Minister of Education and Culture (Mendikbud) with the tagline "Indonesia Jaya". Additionally, Indonesia is entering the industrial era 4.0 where Indonesia does not just need to develop technologically, but must also focus on improving the quality of human resources.

However, on March 2, 2020, Indonesia faces obstacles because of the Coronavirus disease or COVID-19, which prevents it from realizing

the goal of "Indonesia Jaya". In Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK), positive cases are increasing rapidly, which is causing changes in employment aspects. Therefore, the government has implemented the Regulation of Depok Mayor Number 37 of 2020 regarding the management of the work system and limiting the number of employees working in the office or Work From Office (WFO).

As a place for employees to work, a company must have an awareness of the importance of preparing work programs that pay attention to work-life balance. Moreover, during the COVID-19 pandemic, the government

implemented a micro-scale Community Activity Restriction (PPKM) with the respective Work From Office (WFO) and Work From Home (WFH) regulations of 50%.

In addition to work-life balance, the work environment is an environment where a person can work, both in the form of structure and infrastructure around the employees who work and can influence work activities. With the creation of an adequate work environment, it is expected to be able to create work motivation

so that employee productivity and work performance increases.

The city of Depok was the first city to detect COVID-19 in Indonesia, considering this, the Depok City government implemented stricter health protocols, especially in the work environment.

Table 1. Details of Employees Domiciled in Depok City in 2019

Main Employment Status	Male	Female	Total
Employee	481.847	255.341	737.188

Source: Data from the Central Bureau of Statistics of Depok City, 2019

As shown in Table 1, the authors are interested in researching employees in Depok City with 737.188 people as research objects since their work-life balance and work environment may vary from company to company. Additionally, during the COVID-19 pandemic, there are changes in work-life balance and the work environment.

The application of Work From Home (WFH) policy interferes with the work-life balance aspect and the work environment, causing difficulties such as work stress, reduced productivity, decreased motivation, and lower morale among employees. So, it is essential to maintain a work-life balance as well as a stable, safe, and comfortable workplace that prevents work stress, fosters positive attitudes and encourages job satisfaction.

Due to various kinds of work-life balance issues and problems associated with a poor and unsafe work environment, the authors are interested in conducting a study to determine if Work-Life Balance and Work Environment have an impact on Job Satisfaction with Work From Home for employees who live in Depok City.

LITERATURE REVIEW

Work-Life Balance

Weckstein in Zulfah, et al (2021:50) states that work-life balance is a concept that refers to the balance between ambition or career and happiness, leisure, family, and spiritual growth. According to Banu and Duraipandian (2017: 56), there are five dimensions of work-life balance, namely: Work Place Support (WPS), Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Satisfaction with Work-Life Balance (SWLB), and Improved Effectiveness at Work (IEW). McDonald and Bradley in Qodrizana and Al Mushadieg (2018:12) state that there are three indicators of work-life balance, namely:

- a. time balance;
- b. engagement balance;
- c. satisfaction balance.

Work Environment

According to Saripuddin (2017: 5), an employee's work environment plays a key role in their ability to carry out their duties, providing satisfaction and a sense of comfort, which can lead to increased employee productivity. Wirawan in Syafrina and Manik (2018: 184-185) state that there are three indicators of the work environment, namely:

- a. place;
- b. equipment;
- c. work process.

Job Satisfaction

Umar in Nabawi (2019:174) defines job satisfaction as a person's assessment of his work based on feelings and judgments. Specifically, whether or not the conditions of his work correspond to his hopes, desires, and needs. A study by Mangkungegara in Saripuddin (2017: 5) found five indicators for job satisfaction, namely:

- a. work;
- b. supervision;
- c. wages;
- d. promotion;
- e. colleague.

Framework

There is a correlation between employee satisfaction with a friendly workplace and a family-like climate between employees (Ahmad, 2013). Similarly, Sirgy & Lee (2018) argue there is a work-life balance correlation with employee job satisfaction and commitment to the organization. With their long knowledge and experience, they can actively participate in improving organizational performance (Mirathi et al., 2021; Permana et al., 2020). DeConinck (2011) states that employees care about a comfortable physical work environment, so conditions at work can influence job satisfaction, which in turn can enhance job satisfaction. Mahawati (2010, 2021) suggests that the organizational climate affects the job satisfaction of employees by creating a work environment that employees like or dislike. Accordingly, two hypotheses were formulated:

H1: work-life balance affects the employee job satisfaction

H2: work environment affects the employee job satisfaction

RESEARCH METHODS

This research was conducted in Depok City. In this study, causal associative research is carried out with a quantitative approach. That is, the research aims to determine the effect of two variables and see if there is a causal relationship between them. The quantitative approach is used because the data used to examine the influence between variables is expressed numerically.

This study used employees who live in Depok City with a total of 737.188 people. To determine the number of research samples, it is necessary to use the Slovin formula with a critical value of 10% and get the results of 100 respondents. This study used non-probability sampling techniques and purposive sampling techniques in determining and taking samples. The researchers used the following criteria to determine respondents:

- a. employee;
- b. domiciled in Depok City;
- c. Work From Home (WFH) during the COVID-19 pandemic;
- d. 25-40 years old.

To make the study more representative, the researcher used proportionate stratified random sampling. Researchers distributed questionnaires based on the percentage of employees living in Depok City per sub-district, as shown in the following table:

Table 2. Employees Domiciled in Depok City Per District

District	Number of Employees	Percentage of Distribution	Number of Respondents (Employees)
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Beji	64.890	9%	9
Bojongsari	54.123	7%	7
Cilodong	64.107	9%	9
Cimanggis	83.347	11%	11
Cinere	54.530	7%	7
Cipayung	59.941	8%	8
Limo	54.634	8%	8
Pancoran Mas	80.613	11%	11
Sawangan	60.173	8%	8
Sukmajaya	92.088	13%	13
Tapos	68.742	9%	9
Total	737.188	100%	100

Source: Results of processed data

Two independent variables and one dependent variable are used in this study. The two independent variables of this study are work-life balance (X1) and work environment (X2). Additionally, the dependent variable of this study is job satisfaction (Y). To collect data from these variables, a questionnaire was distributed to the research sample, and several employees living in Depok City were interviewed.

The questionnaire used in this study is a statement accessible via Google Form. The research sample must therefore answer the statements on the questionnaire using a Likert scale that has been modified to use a one-to-five scale.

In this study, the Statistical Package for Social Sciences (SPSS) version 22.0 software for Windows was used in the processing of data. Testing the validity and reliability of the questionnaire was carried out on 100 employees residing in Depok City. The data analysis technique used in this study was classical assumption testing and hypothesis testing. A classical assumption test includes the Kolmogorov-Smirnov test with unstandardized residuals, multicollinearity test, and heteroscedasticity test. In hypothesis testing, there are multiple linear regression analyses,

partial t-tests, and F tests, as well as coefficients of determination (R^2).

FINDINGS AND DISCUSSION

Findings

In this study, two independent variables are examined, namely work-life balance (X1) and work environment (X2), on the dependent variable, namely job satisfaction (Y). Variable data were obtained by randomly assigning questionnaires to employees residing in Depok City who met the research criteria. In data collection, before questionnaires were distributed in the field, the instrument was tested. In this study, validity and reliability tests were used as the test instrument. Through this test, the accuracy and reliability of a measuring instrument used in research will be determined.

Tests of validity and reliability were conducted on 100 research samples. The research questionnaire consisted of 15 statements related to the work-life balance variable (X1), 15 statements related to the work environment (X2), and 25 statements related to job satisfaction (Y) with r -calculate > r -table value (0,1966). Based on the distribution of the questionnaire, 15 valid statements were

obtained on the variable work-life balance (X1), 15 valid statements on the variable work environment (X2), and 25 valid statements on the variable job satisfaction (Y). In addition, the variables in this study are described as reliable, having a reliability value of 0,919 for the work-life balance variable (X1), 0,921 for the work environment variable (X2), and 0,958 for the job satisfaction variable (Y).

As soon as all the statements in the research questionnaire are declared valid and reliable, all the statements in the questionnaire will be distributed to the research sample. Next, data

analysis is undertaken to determine the normality of the data and determine if the information is following the research objectives. As a result of the regression analysis carried out by this study, accurate answers will be given to the hypothesis test related to the influence of work-life balance and the work environment, partially or simultaneously, on job satisfaction of employees who Work From Home (WFH) living in the city of Depok.

Table 3. Results of Multiple Linear Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	5.670	8.016		.707	.481
Work-life balance	.869	.167	.372	5.199	.000
Work environment	.821	.110	.535	7.475	.000

Source: Results of processed data

Based on table 3, the regression equation model can be obtained, namely $Y=5,670+0,869 X1+0,821 X2+e$. The positive regression coefficient indicates that every time there is an increase in one independent variable, it will increase job satisfaction with Work From Home (WFH) for employees living in Depok City. Based on table 3, it can be seen that the results of the partial significance of T are obtained:

1 The work-life balance variable (X1) has a value of t-count > t-table that is $5,199 > 1,984$ and a significance level of $0,000 < 0,05$ which means that work-life balance has a significant effect on job satisfaction;

2 The work environment variable (X2) has a value of t-count > t-table that is $7,475 > 1,984$ and a significance level of $0,000 < 0,05$ which means that the work environment has a significant influence on job satisfaction.

Table 4. Results of Simultaneous Significance of F

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	15182.539	2	7591.269	75.933	.000 ^b
Residual	9697.421	97	99.973		
Total	24879.960	99			

Source : Results of processed data

Based on table 4, it can be seen that $F_{count} > F_{table}$ is $75,933 > 3,09$ and a significance level of $0,000 < 0,05$ which indicates that work-life balance (X1) and work

environment (X2) together have a significant effect on job satisfaction (Y).

Table 5. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781a	.610	.602	9.999

Source: Results of processed data

Based on table 5, the coefficient of determination is obtained with an R Square value of 0,610. These results indicate that 61,0% of job satisfaction with Work From Home (WFH) in employees living in Depok City is influenced by work-life balance (X1) and work environment (X2).

Discussion

The results of this study are quite good. Most of the respondents strongly agreed and agreed with the variables used in this study. The study was conducted to determine whether work-life balance and work environment variables are related to employee satisfaction with Work From Home (WFH) for employees who live in Depok City.

The study results also showed that work-life balance and work environment affected job satisfaction. The two independent variables have positive coefficients, which implies that each additional work-life balance or work environment will increase job satisfaction.

This study has shown the importance of indicators of time balance, the balance of involvement, and the balance of satisfaction owned by employees who live in Depok City in improving job satisfaction. Discrepancies between expectations and reality result from the company's inability to implement indicators related to work-life balance. Companies should be able to apply the indicators contained in the work-life balance variable in such a way that the work-life balance between work and employees' personal lives can run smoothly.

Furthermore, the study shows the importance of indicators of place, equipment, and work

processes owned by employees domiciled in Depok City in enhancing job satisfaction. The discrepancy between expectations and the reality expected by the company is caused by the inability of the company to apply indicators related to the work environment. A good company should provide a good work environment for its employees so that the efforts made by the company to provide a good, safe, and comfortable work environment will increase employee job satisfaction.

According to research on the work-life balance variable, work-life balance is influenced most by the balance of involvement indicator while the time balance indicator has the least influence. These findings indicate that the company can implement webinars discussing how to use time efficiently and effectively during Work From Home (WFH) so that employees who are married and have children can utilize their time effectively, efficiently, and optimally. Regular monthly evaluations by the Human Capital Department will ensure that employees are physically and emotionally engaged in the implementation of Work From Home (WFH). As a result, job satisfaction should increase if this is done.

This study also supports previous research, namely research conducted by Qodrizana and Al Musadieg (2018) and Rondonuwu et al (2018), which shows that work-life balance has a positive effect on employee job satisfaction.

According to research on work environment variables, work process indicators have the most influence, and equipment indicators have the least influence. According to these findings, a policy step that can be taken by the company is to provide support for Work From Home (WFH) by providing equipment (laptops,

earphones, etc.). To enhance job satisfaction, ensure that the facilities provided work well and smoothly, as well as that the work processes used during Work From Home (WFH) are efficient and effective.

Furthermore, this study provides support for previous research, namely research conducted by Rauda (2020) and Aliya and Saragih (2020), which shows that the work environment impacts employee job satisfaction positively and significantly.

CONCLUSION

From the findings and discussions included in this study, it can be concluded that work-life balance has a positive and significant effect on job satisfaction with Work From Home (WFH) for employees residing in Depok City. In addition, the work environment significantly impacts job satisfaction with Work From Home (WFH) for employees who live in Depok City.

SUGGESTIONS

The following are suggestions that researchers can make based on the discussion and conclusions described above:

a. It is expected that the company will be able to hold a webinar on how to manage time effectively, efficiently, and optimally when working from home (WFH). This will allow spouses and children to utilize their time effectively, efficiently, and optimally to increase job satisfaction.

b. The company is expected to provide equipment such as laptops, headphones, and other equipment to support Work From Home (WFH) activities. Additionally, ensure that the equipment provided works well and smoothly so that it does not interfere with Work From Home (WFH) activities. By implementing this suggestion, the authors hope to increase job satisfaction.

c. Furthermore, the company is expected to provide equipment such as laptops, headphones, and other equipment to support Work From Home (WFH) activities. Additionally, ensure that the equipment provided works well and smoothly so that it

does not interfere with Work From Home (WFH) activities. By implementing this suggestion, the authors hope to increase job satisfaction.

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