

The Role of Workload and Organizational Culture on Employee Performance with Work Life Balance as an Intervening Variable during a WFH & WFO Implementation

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Abstract

The purpose of this study was to examine the effect of workload and organizational culture on employee performance through work life balance which conducted on a public organization located in Bali which implements both work from home (WFH) and work from office (WFO). This research is an explanatory research with a sample of 133 employees, and the data is analyzed by using PLS-SEM which processed by WarpPLS 7.0. The results show that employee performance has no significant effect on employee performance during the implementation of WFH and WFO, but it has significant effect on work life balance. Furthermore, organizational culture has a direct or indirect effect on employee performance through work life balance, and work life balance itself also has an effect on employee performance. Organizational culture is more dominant and has an important role in improving employee performance during the implementation of work from home and work from office working style.

Keywords

Workload, Organizational Culture, Work Life Balance, Employee Performance

1. Introduction

The spread of the Corona virus or Covid-19 is currently happening in various countries around the world. Not only takes lives but also has a negative impact on every country starting from the economy, education, tourism, and others. Seeing how dangerous the impact of the Corona virus is, almost every country in the world, including Indonesia, since March 2020 has taken steps to prevent the spread of this virus, such as social restrictions, physical distancing regulations, as well as limited and comprehensive regional quarantines. As a result of the implementation of social distancing and physical distancing, many government and private offices are implementing work from home (WFH) schemes. With the new policy, there will be changes that affect both organizations and individuals in completing their tasks.

Human resources are assets that must always be considered, including in terms of maintaining a work-life balance within the organization itself so that it has the potential to produce optimal output and achieve the goals set by the organization. Because the main purpose of having employees is to help the company or organization achieve the vision and mission set by the organization. Muis et al. (2018) define performance as the work achieved by a person or group of people in an organization or company, in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals, legally, not violating the law and in accordance with morals and ethics. Meanwhile, according to (Akbar, 2018) employee performance is the result of employee work to achieve better performance with good elements, what is meant by good elements is human resource planning that has been well structured, planned and neat, when people or these personnel do not perform with quality and do not have a high morale then all the planning will be in vain. It can be concluded that the higher the quality of the employee's performance in the organization or company, the easier it is for the company to achieve its goals, and vice versa, if the employee's performance is poor or low, the more difficult it is for the company to achieve its goals. For this reason, it is important for companies to pay attention to employees, including in terms of work life balance during the pandemic.

Work life balance is a state of balance between two demands where the work and life of an individual are the same (Mardhatillah & Santoso 2019). Work life balance in the view of employees is the choice of managing work and personal obligations or responsibilities to families, while in the company's view, work life balance is a challenge to create a supportive culture in the company where employees can focus on their work while in the office (Marina and Rizal 2020). Every employee must have the ability to harmonize his life with his work. Many employees when experiencing problems outside of work include them in their work which then has an impact on decreasing employee performance and disrupting work balance and not achieving the work targets to be achieved. Factors that affect work life balance include workload and organizational culture. The workload which is not excessive and a comfortable organizational culture are the expectation of the employees.

The workload felt during the work from home period will be different from the workload when at the office, for example an internet connection or electricity payments that become more wasteful, lack of comfort or peace at home, especially for women who already have children because they have to divide their time between office work with homework. Workload itself has a meaning, namely processes or activities that are demanded and must be completed by workers or employees in accordance with orders within a certain period of time, but if the workers are unsuccessful or hampered then the tasks and activities are called workloads (Riadi 2018).

In addition to the workload, there is also an organizational culture that must be focused on building better employee performance and maintaining a stable work life balance. Regarding organizational culture, the difference that can be felt during the work from home period is the sparse relationship between employees which may be due to a lack of communication during the work at home period and also the limited space if you want to have important discussions or meetings over long distances due to unstable internet connections, so that the delivery to be conveyed is not optimal. Organizational culture is a set of value systems, as well as beliefs or norms that have long been applied or enforced, agreed upon and followed by members of an organization that are used as guidelines for behavior and solving existing or current problems occurs within an organization (Meutia et al. 2019).

The things described above can indirectly affect employee performance so that it disrupts the work life balance in the company through work life balance, where according to Anggara (2020), work life balance has a positive and significant effect on employee performance. It means work life balance itself has a role as a mediating variable (intervening) between workload and organizational culture on employee performance variables, which means work life balance as an indication that during this pandemic whether the organization has a balanced work system or not.

In a previous study, Idayanti et al. (2020) research is only limited to reviewing employee performance, communication, competence and workload, so they cannot examine more deeply about factors outside these variables, besides that, the scope of their research is only limited to Hotel Puri Saron Denpasar which causes the results of the research is only related to the perception of the respondents in that company. The difference from previous studies, in this study the researchers reviewed the variables not only limited to employee performance and workload, but also organizational culture and work life balance, besides that, this research has a different scope or industry from previous research, namely in a public organization located in Bali, Indonesia, which may lead to different research results regarding perceptions or levels of interpretation from respondents in previous studies. Furthermore, Wolor et al. (2020) only studied the impact of training, leadership, work life balance on employee performance during pandemic era, while in this research, the impact of workload and organizational culture on work life balance and employee performance are also being studied in the pandemic era situation where the company applied work from home and work from office pattern in working schedule. Therefore, this research was conducted based on events that occurred to determine the effect of workload and organizational culture on employee performance with work life balance as an intervening variable during the work from home period.

1.1 Objectives

The objectives of this research are to analyze the impact of workload and organizational culture on work life balance and the impact of those factors (workload, organizational culture and work life balance) towards employee performance during a pandemic era where the company applied both work from home (WFH) and work from office (WFO).

2. Literature Review

2.1 Workload

Workload can be explained as the amount of work assigned to a worker in a specified time period (Asamani et al. 2015). If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. On the other hand, if the worker's ability is lower than the demands of the job, more fatigue will appear. The indicators consist of targets to be achieved, working conditions, use of working time, work standards (Rolos et al. 2019), time load and mental effort load (Syamsu et al. 2019).

2.2 Organizational Culture

According to Meutia et al. (2019) organizational culture is a set of value systems, as well as beliefs or norms that have long been applied or enforced, agreed upon and followed by members of an organization that are used as guidelines in behavior and solving existing problems or is happening within an organization. Organizational culture can also function as an identity, an addition to commitment, a tool for organizing organizational members, strengthening the values contained in the organization and also a mechanism used to control behavior (Sunarsi and Yuliani 2019). Organizational culture has a number of indicators, namely individual autonomy or initiative, sensitivity or needs of customers and workers, support shown by managers or leaders, interest in having employees who initiate new ideas, openness to existing communication channels, and risk behavior, the degree to which employees members are provoked to be innovative (Adinata 2015). Sagita et al. (2018) suggests organizational culture indicators include innovation and risk taking, attention to detail or detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

2.3 Work Life Balance

Dundas explained that work-life balance is about managing and juggling efficiently between job and all aspect of personal matters, while Greenhaus defined work life balance as to what extent an individual is equally engaged in and equally satisfied with his or her job and personal life (Omar et al. 2015). McDonald and Bradley (Marina and Rizal 2020) explain that the work life balance indicators consist of time balance, involvement balance, and satisfaction balance. Furthermore, Daulay (2020) explained that the work life balance indicators consist of work interference with personal life, personal life interference with work, personal life enhancement of work, and work enhancement of personal life.

2.4 Employee Performance

According to Syafrina (2017), employee performance is the result of the work of employees both in the form of quality and quantity that has been achieved in doing so or carrying it out in accordance with the responsibilities given to him by the company. Employee performance can be interpreted as an outcome that has been carried out and achieved by an employee with the given responsibilities and targets set by the company so that the company can achieve success (Irawati and Carrollina 2017). Afandi (Hartono and Siagian 2020) explains that the indicators of employee performance consist of the quantity of work produced, the quality of the work produced, efficiency, work discipline obeying applicable regulations, initiative, thoroughness, leadership, honesty, and creativity.

2.5 Relationship among Variables and Hypotheses

2.5.1 Relationship between Workload and Work Life Balance

Nizam and Kam (2018) found that workload had a significant effect on the work life balance of employees at Industry events in Malaysia. Rizky and Afrianty (2018) also show that the workload variable has a direct influence on the work life balance. According to Omar et al. (2015) who do research about workload and role conflict impact towards work life balance, they found that workload was the most dominant factor which negatively affecting work-life balance.

H1. Workload affects Work Life Balance

2.5.2 Relationship between Workload and Employee Performance

According to Irawati et al. (2018) it is known that the workload directly has a significant effect on employee performance. The results of research by Irawati and Carrollina (2017) and Nabawi (2019) showed that there is an influence from workload towards employee performance.

H2. Workload affects Employee Performance

2.5.3 Relationship between Organizational Culture and Work Life Balance

According to Batu Bara and Rahman (2020) there is a significant influence between organizational culture on work life balance at a significant level below 5%.

H3. Organizational Culture affects Work Life Balance

2.5.4 Relationship between Organizational Culture and Employee Performance

According to Kawiana (2018), it was found that organizational culture has a positive effect on employee performance. Therefore, every increase in a single organizational culture will be able to improve employee performance, and it can be said that the better the organizational culture, the higher the employee's performance. Kusuma and Rahardja (2018), Ariesta (2017), and Anggara (2020) also suggest that organizational culture has a positive effect on employee performance.

H4. Organizational Culture affects Employee Performance

2.5.5 Relationship between Work Life Balance and Employee Performance

According to Wolor et al. (2020), the effect of work-life balance on employee performance is positive and significant. According to Dina (2018), in her research, after testing the coefficient of determination, a value of 65.1% was produced, which means that in this study the independent variable, namely work life balance, had an influence of 65.1% on employee performance and the remaining 34.9% was influenced by factors or other variables not examined in this study.

H5. Work Life Balance affects Employee Performance

Based on explanation from 2.5.1 until 2.5.5, the research model is shown in Figure 1.

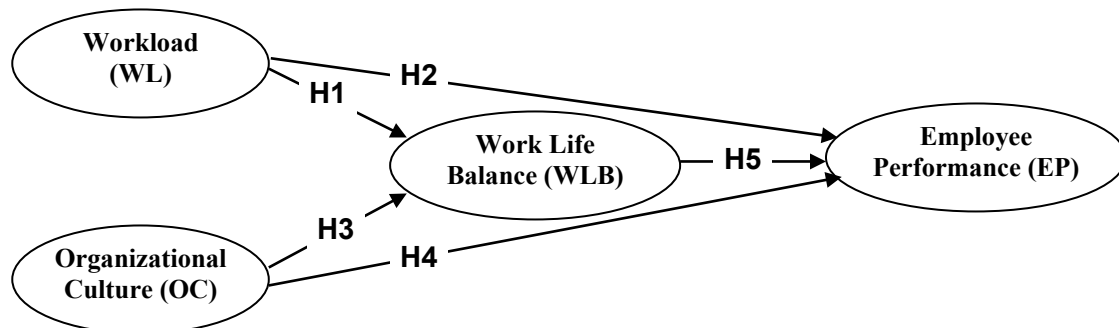


Figure 1. Research Model

3. Methods

This research is a quantitative applied research, which categorized into an explanatory research. Explanatory research examines a situation or problem to explain the relationship among variables (Saunders et al. 2016), where in this research consists of 4 variables, they are workload (WL), organizational culture (OC), work life balance (WLB) and employee performance (EP). Literature review is done by the researcher including to compare several indicators from previous studies which will be used for data collection. SEM-PLS is used in the analysis which processed using WarpPLS 7.0 software.

4. Data Collection

The population used in this study is employees in in one of public organization location in Bali, Indonesia, where the company applied mix working style between work from home (WFH) and work from office (WFO). The data collection is using questionnaire which is shared to all employees in that organization which consists of 133 employees in Jun 2021. The questionnaire is measure 4 variables which consists of workload (6 indicators), organizational culture (13 indicators), work life balance (7 indicators), employee performance (9 indicators). The questionnaire is using Likert scale.

5. Results and Discussion

This research is using Partial least squares Structural Equation Modeling (PLS-SEM) which processed by WarpPLS 7.0. PLS-SEM model consists of two models, they are the measurement model, which represents how the measured variables represent the construct, and the structural model, which shows how the constructs are related among each other (Hair et al. 2019).

5.1 Measurement Model

In measurement model, the validity and reliability are tested. Kock (2020) mentioned that to conclude that a measurement model has an acceptable convergent validity the P values and the loadings must be tested with provision that the P values associated with the loadings should be ≤ 0.05 and the loadings should ≥ 0.5 . Furthermore, to test the reliability, both the composite reliability (CR) and the Cronbach's alpha (CA) coefficients are tested. Nunnally & Bernstein and also Kock & Lynn (Kock 2020) set the threshold for reliability coefficient at 0.6. In Table 1, all items for this research are in valid and reliable in terms of loading factor, p-value, CR and CA.

Table 1. Construct Validity and Reliability

Variable	Items	Loading factor	P-value	CR	CA
Workload (WL)	WL1	0.628	<0.001	0.795	0.691
	WL2	0.512	<0.001		
	WL3	0.661	<0.001		
	WL4	0.695	<0.001		
	WL5	0.601	<0.001		
	WL6	0.657	<0.001		
Organizational Culture (OC)	OC1	0.583	<0.001	0.918	0.901
	OC2	0.617	<0.001		
	OC3	0.625	<0.001		
	OC4	0.916	<0.001		
	OC5	0.629	<0.001		
	OC6	0.723	<0.001		
	OC7	0.807	<0.001		
	OC8	0.561	<0.001		
	OC9	0.738	<0.001		
	OC10	0.695	<0.001		
	OC11	0.620	<0.001		
	OC12	0.532	<0.001		
	OC13	0.745	<0.001		
Work Life Balance (WLB)	WLB1	0.506	<0.001	0.841	0.776
	WLB2	0.589	<0.001		
	WLB3	0.617	<0.001		
	WLB4	0.595	<0.001		
	WLB5	0.868	<0.001		
	WLB6	0.506	<0.001		
	WLB7	0.862	<0.001		
Employee Performance (EP)	EP1	0.619	<0.001	0.830	0.769
	EP2	0.536	<0.001		
	EP3	0.548	<0.001		
	EP4	0.665	<0.001		
	EP5	0.636	<0.001		
	EP6	0.602	<0.001		
	EP7	0.612	<0.001		
	EP8	0.522	<0.001		
	EP9	0.591	<0.001		

5.2 Structural Model

Kock (2020) explained that there are ten global model fit and quality indices recommended by WarpPLS 7.0, those indicators are measured in Table 2. From Table 2, it can be analyzed that among available Model Fit and Quality Indices, all are indicating that the model of this research is acceptable.

Tabel 2. Model Fit dan Quality Indices

	Value	Criteria	Result
Average path coefficient (APC)	0.343 (p<0,001)	p < 0.05	Fit
Average R-squared (ARS)	0.635 (p<0,001)	p < 0.05	Fit
Average adjusted R-squared (AARS)	0.628 (p<0,001)	p < 0.05	Fit
Average block VIF (AVIF)	2.742	acceptable if ≤ 5, ideally ≤ 3.3	Fit
Average full collinearity VIF (AFVIF)	2.668	acceptable if ≤ 5, ideally ≤ 3.3	Fit
Tenenhaus GoF (GoF)	0,513	small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	Fit
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7, ideally = 1	Fit
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9, ideally = 1	Fit
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	Fit
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7	Fit

The structural model is tested on the predictive ability of the model and the relationship between the constructs. At this stage, the structural model is tested which includes: the significance of the path coefficient, the value of R², the effect size (f²) and the predictive value (Q²). All the result is presented in Figure 2, Table 3 and Table 4.

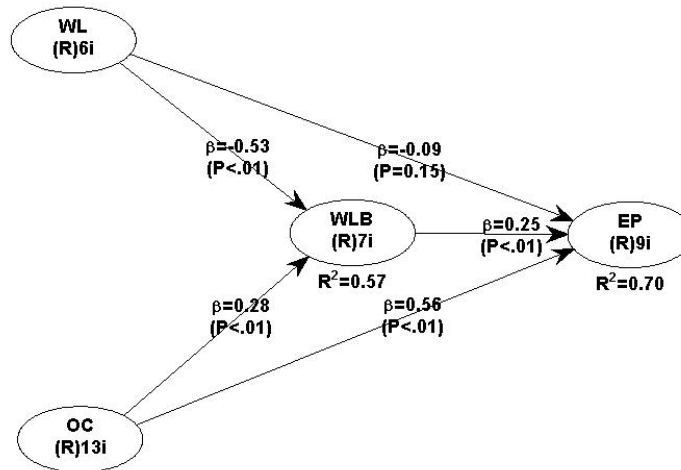


Figure 2. Path Diagram Resulted by WarpPLS

Table 3. The Structural Model Result

Hypothesis Path	Coefficient	p-value	f ²
			Effect Size
H-1: WL → WLB	-0.53	<0.001	0.387
H-2: WL → EP	-0.09	0.145	0.063
H-3: OC → WLB	0.28	<0.001	0.183
H-4: OC → EP	0.56	<0.001	0.455
H-5: WLB → EP	0.25	<0.001	0.181

Table 4. R² and Q² Values

Variable	R ²	Q ²
Work Life Balance (WLB)	0.570	0.570
Employee Performance (EP)	0.699	0.696

As presented in Table 4, the R² values of Work Life Balance (WLB) and Employee Performance (EP) are 0.570 and 0.699, respectively. This indicates that the Work Life Balance (WLB) is explained by the Workload (WL) and Organizational Culture (OC) for about 57%, meanwhile the Employee Performance (EP) is explained by the by the Workload (WL), Organizational Culture (OC) and Work Life Balance (WLB) for about 69.9%. The Q² of Employee Performance (EP) is 0.696, meaning that the model's ability to predict the phenomenon under study is 69.6%, where Kock (2020) stated that it is suggested for the Q-squared coefficient should be greater than zero in order to have acceptable predictive validity in connection with endogenous latent variable. Overall based on those results, Workload (WL), Organizational Culture (OC) and Work Life Balance (WLB), the researchers can said that all are able as explanatory variables to predict Employee Performance (EP).

5.3 Discussion

In this research, there are 5 hypotheses, the analysis for hypothesis testing is analyzed with a significance level of 5%. The hypothesis is accepted when p-value < 0.05, and rejected when p-value > 0.05.

The first hypothesis about workload affects work life balance is accepted since the p-value <0.001 is smaller than 0.05. This is in line with the findings from Nizam and Kam (2018) and Rizky and Afrianty (2018) which showed that show that the workload variable has a direct influence on the work life balance. The meaning of negative coefficient (-0.53) is if the workload increase, this can negatively impact work life balance. This means if the workload increase, then the work life balance will be decrease. The results confirm that employees are often overworked, mental fatigue, workload distribution, time constraints on deadlines and workload spills outside the workplace have an impact on work-life balance, where facing many tasks and a high workload makes employees feel stressed and depressed and finally impacted to work life balance (Nizam & Kam, 2018).

On the other hand, if analyzing the second hypothesis about workload affects employee performance, the p-value is 0.145 which is higher than 0.05, this means that in this case, the employee workload does not have significant impact on employee performance. The negative coefficient (-0.09) means the higher the workload, this will negatively impact on the employee performance. Not significant impact finding does not support the previous research from Irawati et al. (2018), Irawati and Carrollina (2017) and Nabawi (2019) which showed that there is an influence between workload on employee performance. The possibility of this result is caused by the implementation of mix working style between work from home and work from office results the employee's performance are influences by many other factors including work life balance when they are working at home. This finding needs to be researched further in the other industry or area where the company apply work from home and work from office working style.

The third and fourth hypothesis about the impact of organizational culture towards work life balance and employee performance are found to be have significant impact with both p-values are equal to <0.001 and with coefficient value of 0.28 and 0.56 respectively. This finding support previous research from Batu Bara and Rahman (2020) about the impact of organizational culture on work life balance and from Anggara (2020), Ariesta (2017), Kawiana

(2018), and Kusuma and Rahardja (2018) which found that organizational culture has a positive effect on employee performance.

Last hypothesis about work life balance impacts on employee performance are found to be significant with p-value of <0.001 which is < 0.05 and with coefficient value of 0.25. This means that the higher the work life balance, the higher the employee performance. This is in line with the research from Dina (2018) and Wolor et al. (2020) which found that work-life balance has a positive impact on employee performance.

Based on the effect size value, compared to workload and work life balance, organizational culture has the greatest impact on employee performance during the application of work from home and work from office. These results provide a warning to organizations about the employee expectation during the implementation of work from home and work from office working style in order the company to provide a good organizational culture to maintain and improve employee performance. Another finding based on R^2 values is that the model's ability to predict the phenomena studied is good, where workload, organizational culture and work life balance as explanatory variables are able to predict employee performance with quite high impact for about 69.9%. The other remaining 30.1% need to be studied in future research by testing the other variables which have possibility to impact the employee performance during work from home and work from office working style.

6. Conclusion

This study aims to determine the effect of workload and organizational culture through work life balance on employee performance in company which apply work from home and work from office schedule. Based on the results of hypothesis testing, it shows that of the five hypotheses proposed, only one does not support, namely workload does not have a significant effect on employee performance, but it has a negative significant impact on work life balance. Furthermore organizational culture found to have positive significant impact on work life balance and employee performance, and the same thing, work life balance found to have positive significant impact on work life balance. In addition, the model's ability to predict the phenomena studied is good, where workload, organizational culture and work life balance as explanatory variables are able to predict employee performance with quite high impact. Considering the results of the study that workload which does not have a significant impact on employee performance, it is necessary for additional empirical verification and further research in the future on this matter in the other company that apply both work from home and work from office working style.

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