The Influence of Work From Home and Work-Life Balance on Job Performance in Employees (Case Study at PT Rata Indonesia)

Natalia Christy, Dian Indiyati
Universitas Telkom, Indonesia
nataliaachristy96@gmail.com, dianindiyati@telkomuniversity.ac.id

ABSTRACT

Human resources play an important role for an organization or company. Employees as one of the drivers in achieving organizational goals must of course have their needs met so that these employees can provide good reciprocity to the organization. Employees as the main resource for the organization must also be considered for their quality in order to create superior and competent human resources. This study aims to determine the level of work from home and work life balance on job performance in employees and to determine the effect of work from home, work life balance and job performance on PT Rata Indonesia employees. The method used in this research is quantitative and then to describe the research results using descriptive data analysis techniques. The data collection method in this study was by distributing questionnaires. This study uses a Likert scale with a total of 30 statements. The population in this study amounted to 129 employees and the sample in this study used non-probability sampling with saturated sampling technique which sampled the entire population. The findings suggest that companies should support employees in achieving a healthy work-life balance and provide adequate resources for effective work-from-home arrangements to maximize productivity. This study contributes to the understanding of how work arrangements and work-life balance affect employee performance, providing insights for future research and practical implications for human resource management.

Keywords : work from home, work life balance, job performance

INTRODUCTION

In the era of technological development and post-COVID-19 pandemic period, companies have a new challenge in facing business competition. To face business competition, optimal human resource management is needed. As the first digital start-up company for health and aesthetics in Indonesia, PT Rata Indonesia has been operating for six years in Indonesia in the health and dental aesthetics sector. PT Rata Indonesia in its business includes aspects such as research and development and producing clear aligners that have the goal of straightening teeth without pain. Currently, Rata's products are quite famous among the Indonesian people with their claims, namely tidying teeth without pain (Anomsari, Handaru, & Ahmad, 2021).

Reported in the rata.id article, PT Rata Indonesia has managed to get two awards from the American Orthodontic Society as "Best leader clear aligner in Indonesia", "The best compact program for teeth". The award was given because PT Rata Indonesia has successfully managed the company and has produced clear aligners with recycled plastic materials and the company also manages well starting from human resources to new ideas. Therefore, in order for the company to remain competitive in the current digital era, the company needs to show the positive side to achieve a company goal to the maximum (Ekasari, Harsasi, Priyati, & Qomariah, 2022).

According to Sedarmayanti & Nursiswanto (2020) Work performance is an achievement of an employee who has been given full responsibility to complete work with satisfactory results so that all physical and physical potential possessed can function optimally to achieve goals. Furthermore, according to Mangkunegara (2017), work performance is a result that can be seen in terms of quality and quantity that has been achieved by an employee in doing work responsibly and work performance is also the key to a company in achieving the goals that have been set. So that every company really expects its employees to have achievements because with the results of employees who have achievements can contribute to the company in the long term.

According to Busro (2020), performance is the result of work achieved by a person or group of people in a company in accordance with full authority and responsibility. Based on the definition that has been put forward, performance is a very important indicator for a company. Therefore, performance is the background for this research. Performance is the result of a person's work in doing the work that has been given. One of the tools to measure employee performance is using the KPI method or (Key Performance Indicator). KPI according to Marr (2014) is a measurement tool used to make it easier for companies to find out information on the level of performance of a company.

PT Rata Indonesia is a company engaged in the production of digital-based clear aligners. The head office is located in Jakarta and for offices or clinics it has spread across major cities in Indonesia. To improve work performance in the Company, one of them is by assessing employees called KPI (Key Performance Indicator). According to one of the leaders of PT Rata Indonesia, KPI is a basic assessment of employees at work.
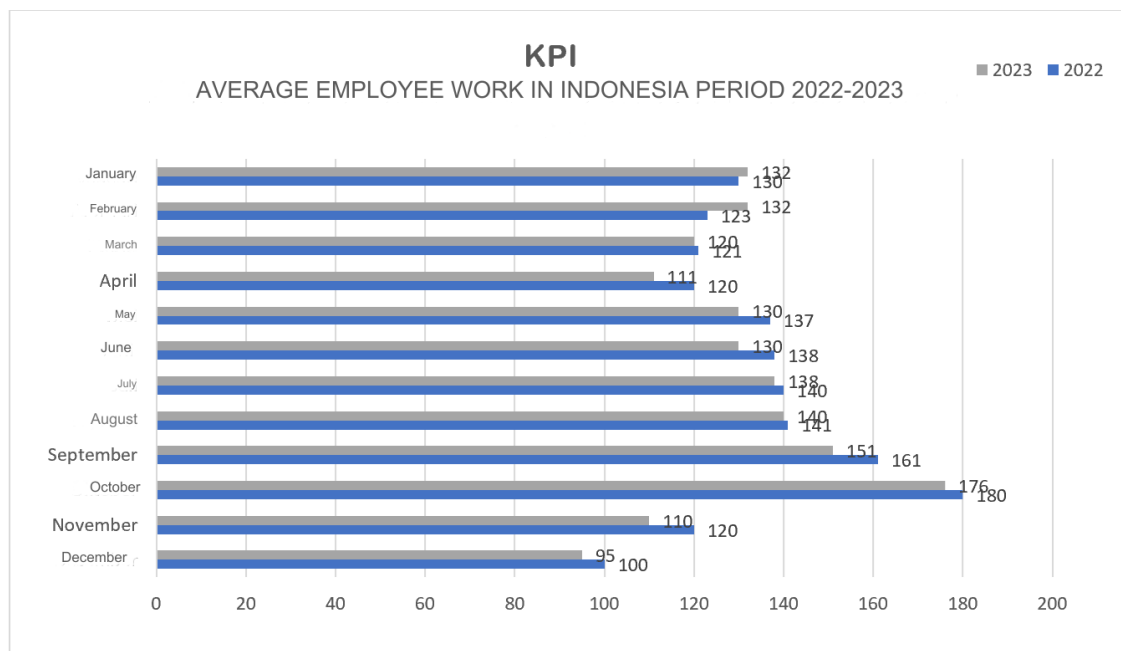

Figure 1 PT Rata Indonesia's Work KPIs
Source: PT Rata Indonesia Human Capital 2024

Figure 1.3 shows that there is an employee performance assessment in the 2022-2023 period, it can be seen that the value in 2023 has decreased from March to December, with the highest figure in January 2023 and the lowest in April 2023. For the minimum performance standard that has been set by PT Rata Indonesia to be 180 tickets with a

maximum of 200. For the work standards provided by the company, employees are required to work quickly and as much as possible with a maximum time to solve problems from customers within a maximum period of 15 minutes. This shows that employee performance has decreased. The declining KPI value occurs due to various factors so that the need to improve performance is important for employees to improve. Because the human resource function is very important for the success of a company, it is necessary to conduct an evaluation to find out whether the employees have made enough contributions to the company. Thus, KPI assessment can be used to assess employee performance to be more measurable. This is in line with research conducted by Purnomo & Yuswono (2015) with a decrease in KPIs, employee performance must be improved.

Research that has been conducted by Bloom et al (2014) said that one of the factors that can affect employee work performance is work from home. According to Fadiyah (2019) there are three factors that can affect job performance, namely a person's ability to carry out their duties, employees' efforts at work, and the company's support provided to employees. Then according to Pratiwi & Shofa (2021) Work-life balance can affect job performance because the imbalance between work life and life outside of work can interfere with employee work performance. In line with research conducted by Arifin & Widiyarta (2021) said that employees who cannot divide their time between work and activities outside of work will affect work performance which can cause problems in the employee's work performance. Then according to Arifin & Widiyarta (2021) explained that late absence is one of the factors that affect an employee's work performance because by doing attendance at home, employees need a stable network and good discipline so that they are not late to be absent.

From the results of the research that has been mentioned above, it can be seen that problems occur in several companies. In line with this, PT Rata Indonesia always monitors the attendance of its employees. PT Rata Indonesia collaborates with digital companies regarding the use of applications for attendance, but there are still many employees who forget to be absent every day or forget to submit leave. In the last three years, PT Rata Indonesia in the rate of employee tardiness has decreased as shown in table 1 as follows

Table 1. Delay Index

Year	Delay Indeks
2021	97,5%
2022	95,1%
2023	92,4%

Source: Human Capital of PT Rata Indonesia, 2024

Based on table 1, it can be concluded that the delay index that occurs in PT Rata Indonesia employees has decreased for 3 years with a minimum index of 96%, the value is considered high because the Company feels that employees should be able to work effectively and efficiently if they are at home. The decline that occurred in 2021-2022 was 2.4%. Meanwhile, in 2022-2023 there was a decrease of 2.7%. This shows that the decline in job performance is influenced by one of the factors, namely work-life balance (Nugraha, Wolor, & Yohana, 2022).

Based on previous research and data that has been obtained by the author, it can be interpreted that problems with job performance, work from home and work life balance can occur in companies in other industries (Bellmann & Hübler, 2021). The same thing that is happening to PT Rata Indonesia Company, which is a start-up company in the

health and aesthetics sector, which has declined for two consecutive years, namely from 2022 to 2023, is something that needs further research. Based on the phenomenon that has occurred, it is interesting for the author to conduct a study entitled "The effect of work from home and work life balance on job performance in employees at PT Rata Indonesia.

Based on this background, the researcher is interested in further research on from home, work-life balance, job performance with the title **"The Effect of Work from home, Work life balance on Job Performance in PT Rata Indonesia Employees".**

This study aims to determine the work from home, work life balance, and job performance of PT Rata Indonesia employees, as well as analyze the influence of work from home and work life balance on job performance in the company. The novelty of this research lies in its focus on exploring the combined effects of work from home (WFH) and work-life balance on job performance in the context of a digital health and aesthetics start-up in Indonesia, specifically PT Rata Indonesia. Unlike previous studies that predominantly examine these variables in more traditional industries or sectors, this research highlights the unique challenges and opportunities faced by employees in a rapidly growing digital company. Additionally, this study provides fresh insights into how technological flexibility and the balance between personal and professional life can impact job performance in the post-pandemic era, particularly within the Indonesian market. By focusing on these factors in a tech-driven start-up, the research contributes new perspectives to the fields of human resource management and organizational behavior.

The researcher hopes that the results of this study can provide benefits from theoretical and practical aspects. Theoretically, this research is expected to contribute to the development of human resource management science, especially in understanding the relationship between work from home, work life balance, and job performance, as well as providing information that can be used as a reference for future research. From a practical aspect, the results of this study are expected to provide insight into company management in improving policies related to work from home and work life balance to maximize employee performance.

RESEARCH METHOD

This research uses a quantitative method, the knowledge generated is based on numerical data collection and analysis. Quantitative research is confirmatory and deductive with statistical data analysis. Descriptive and causal research are the two types of research used in this study. Descriptive research describes situations or events with a size according to Hair et al., (2020:163). The purpose of using descriptive analysis in this study is intended to describe the variables in this study with exploratory quantities using quantitative methods. Causal research aims to explain how one factor causes another to Hair et al., (2020:163). This means that the data collected and processed is data sourced directly from respondents. Based on units, those analyzed in this study are individuals. This study includes a cross-section type, based on the research time, the elements are measured only once during the study according to the applicable time and end when the study is completed (Hair, Black, Babin, & Anderson, 2018).

RESULT AND DISCUSSION
Respondents' Responses Regarding the Work Home Variable
The following were obtained from the results of respondents' responses regarding work from home at PT Rata Indonesia based on respondents' answers through a questionnaire measured using 12 statement items with the following results:

Table 2 Recapitulation of Respondents' Responses on Work From Home

It	Statement	STS	TS	N	S	SS	Total Score	Ideal Score	%	Category
1	The company allows me to work from home	18	101	66	107	0	292	645	85%	Excellent
2	Flexible company-provided hours	17	54	87	110	0	292	645	86%	Excellent
3	I feel disturbed by the noise in the home environment	85	130	96	12	0	297	645	81%	Excellent
4	I feel stressed when I take on responsibilities as a family member	23	108	105	68	0	304	645	80%	Good
5	I find it easier to reach family members when I'm at home	31	20	50	80	122	303	645	82%	Good
6	I can do activities with my family while working from home	36	58	10	92	109	309	645	85%	Excellent
7	I don't have to spend time commuting to the office	13	82	78	120	95	388	645	60%	Good
8	I get a benefit in lieu of transportation money from the company	13	80	81	116	100	390	645	60%	Good
9	I can do exercise before I start working	13	76	99	108	90	386	645	60%	Good
10	I can choose food according to my preferences without having to spend money on food	13	80	30	16	120	259	645	85%	Excellent

11	I can provide new ideas/innovations while at home	14	21	11	24	112	238	645	87%	Excellent
12	I feel more effective and flexible if I work from home	10	30	96	21	131	236	645	81%	Good
	Total Score (Overall Average)					**3680**	**7740**	**77,66%**		**Good**

Source: Researcher Data Processing, 2024

Based on table 2 above, it can be seen that the percentage value obtained in the variable reaches 77.66%. The value of 77.66% if referring to the percentage criteria is considered good. So it can be seen that the respondents' response to work from home at PT Rata Indonesia has been considered poor. If presented in the form of a continuum drawing, the percentage value of the score is as follows:
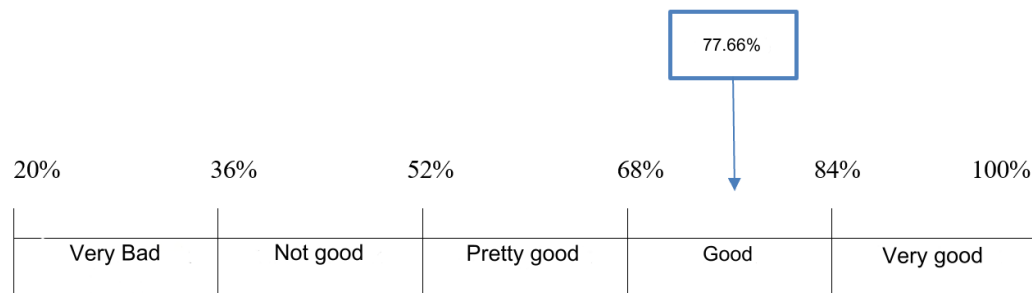

Figure 2 Work From Home Continuum Line

Respondents' Responses Regarding Work-Life Balance

The following were the results of the respondents' responses regarding work life balance at PT Rata Indonesia based on the respondents' answers through a questionnaire measured using 6 statement items with the following results:

Table 3 Recapitulation of Work Life Balance Respondents' Responses

It	Statement	STS	TS	N	S	SS	Total Score	Ideal Score	%	Category
1	I can manage between work time and time outside of work	5	10	54	196	260	525	645	81%	Excellent
2	I can manage activities outside of work well	10	16	57	192	220	495	645	77%	Good
3	I can take responsibility and commit to the work that has been given to me	11	24	33	216	205	489	645	76%	Good

4	I am responsible and have a commitment to activities other than work	4	8	72	212	220	516	645	80%	Excellent
5	I feel satisfied with my own work performance	5	18	69	192	220	504	645	78%	Good
6	I feel satisfied with the fulfillment of my family and colleagues	4	12	66	216	215	513	645	80%	Excellent
	Total Score (Overall Average)						**3.042**	**3.870**	**78,66**	**Good**

Source: 2024 Researcher Data Processing Results

Based on table 3 above, it can be seen that the percentage value obtained in the work life balance variable reaches 78.66%. The value of 78.66% if referring to the percentage criteria is considered good. So it can be seen that the respondents' response to the work-life balance at PT Rata Indonesia has been considered good. If presented in the form of a continuum drawing, the percentage value of the score is as follows:
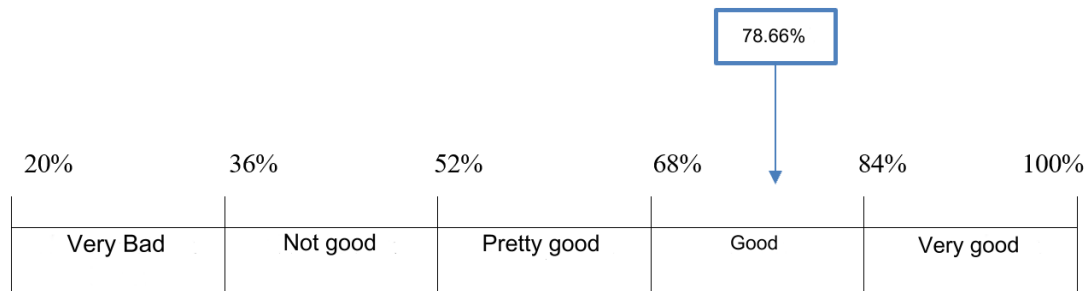

Figure 3 Work Life Balance Continuum Line

Respondents' Responses Regarding Job Performance

The following are the results of respondents' responses regarding job performance at PT Rata Indonesia based on respondents' answers through a questionnaire measured using 12 statement items with the following results:

Table 4 Recapitulation of Job Performance Respondents' Responses

It	Statement	STS	TS	N	S	SS	Total Score	Ideal Score	%	Category
1	I feel able to achieve the quality that has been determined by the company	15	58	141	124	35	373	645	58%	Pretty Good
2	I can get the job done well	15	54	138	116	60	383	645	59%	Pretty Good
3	I am able to achieve the targets set by the company	15	56	141	112	55	379	645	59%	Pretty Good

No	Statement						Total Score	Ideal Score	%	Criteria
4	I am able to complete the work with the amount/work result according to the target	15	52	150	88	80	385	645	60%	Pretty Good
5	I was able to complete the work on time	13	58	153	104	50	378	645	59%	Pretty Good
6	I can maximize my working time as best I can	11	68	141	92	70	382	645	59%	Pretty Good
7	I am able to minimize unnecessary costs	10	62	156	100	55	383	645	59%	Pretty Good
8	Boss gives awards	8	74	147	108	40	377	645	58%	Pretty Good
9	Supervisor oversees work performance results	8	80	138	104	45	375	645	58%	Pretty Good
10	Supervisors evaluate employee performance	9	68	135	116	60	388	645	60%	Pretty Good
11	I have good cooperation between employees	8	68	129	148	35	388	645	60%	Pretty Good
12	I can respect each other between colleagues	11	60	78	172	95	416	645	64%	Pretty Good
	Total Score (Overall Average)						**4607**	**7740**	**59,41**	**Pretty Good**

Source: Researcher's Processed Products, 2024

Based on table 4 above, it can be seen that the percentage value obtained in the job performance variable reaches 59.41%. The value of 59.41% when referring to the percentage criteria is quite good. So it can be seen that the respondents' response to the job performance at PT Rata Indonesia has been considered quite good. If presented in the form of a continuum drawing, the percentage value of the score is as follows:
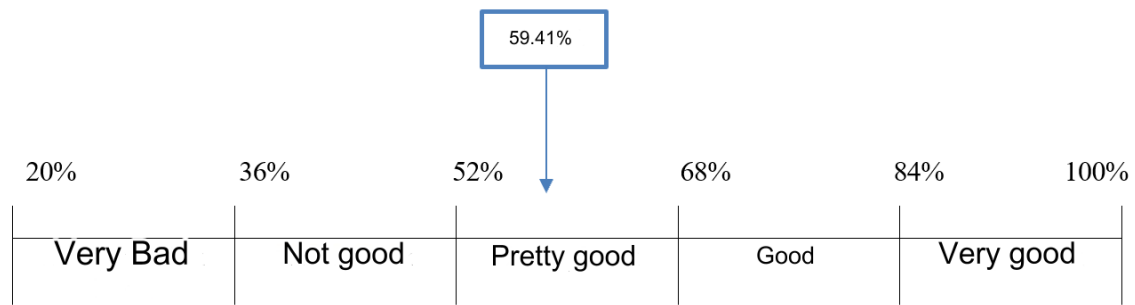
Figure 4 Job Performance Continuum Line

Measurement Model Testing (Outer Model)

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability test. The outer model in this study can be seen in the following figure based on the results of the Algorithm:
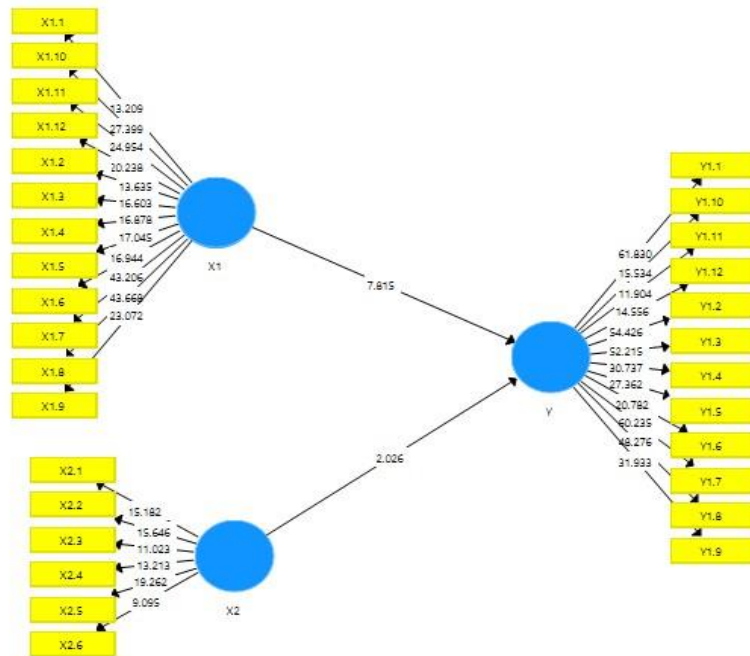

Figure 5 Outer Model Structural Equation Modelling
Source: SmartPLS Version 3.0 Output Results

Convergent Validity

Convergent Validity relates to the principle that the manifest variables of a construct should be highly correlated. The convergent validity test with PLS software can be seen from the loading factor value for each construction indicator, as for assessing the convergent validity the loading factor value must be more than 0.5-0.6 is considered sufficient, while if it is greater than 0.7 then it is said to be high, Imam Ghozali (2013) and the AVE (Average Variance Extracted) value must be greater than 0.5 with the following results:

Table 5 Convergence Validity Test

Variable	Indicators	Loading Factor	AVE	Conclusion
Work From Home (x1)	X1.1	0,724		Valid
	X1.2	0,733		Valid
	X1.3	0,788		Valid
	X1.4	0,782		Valid
	X1.5	0,791		Valid
	X1.6	0,804	0,665	Valid
	X1.7	0,896		Valid
	X1.8	0,900		Valid
	X1.9	0,845		Valid
	X1.10	0,864		Valid
	X1.11	0,853		Valid
	X1.12	0,786		Valid
Work Life Balance (X2)	X2.1	0,840		Valid
	X2.2	0,882		Valid
	X2.3	0,832	0,746	Valid
	X2.4	0,896		Valid
	X2.5	0,904		Valid
	X2.6	0,824		Valid
Job Performance (Y)	Y1.1	0,916		Valid
	Y1.2	0,909		Valid
	Y1.3	0,913		Valid
	Y1.4	0,894		Valid
	Y1.5	0,853		Valid
	Y1.6	0,875	0,737	Valid
	Y1.7	0,920		Valid
	Y1.8	0,904		Valid
	Y1.9	0,867		Valid
	Y1.10	0,768		Valid
	Y1.11	0,720		Valid
	Y1.12	0,733		Valid

Source: Results of Data Processing by Researchers using SmartPLS Version 3.0

Based on the results of the study, the Covergent Validity value on Outer Loading with a Loading Factor value of 0.724 to 0.920 indicates that the statement items are valid. With a Loading Factor value greater than 0.7, these items meet the criteria of convergent validity and can be used as research items. So, in a study that uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, a Loading Factor value above 0.7 is considered to indicate that the indicator has good convergent validity and is able to measure the intended construct quite well. Wira Swastika et al., (2023) With a total of 30 statement items that have a Loading Factor value in this range, it can be concluded that these items are valid for use in the study.

Discriminant Validity

Discriminant validity is seen through the measurement of cross loading factor with the comparison of AVE and correlation between variables in a study. Discrimant validity can represent the extent to which a construct is empirically different from other constructs (Fornel and Lacker, 1981 in Ghazoli, 2014:40). Fornell Lacker mentioned that a latent variable shares more variance with the underlying indicator than with other latent variables. This is statistically interpreted, then the AVE of each latent variable must be greater than the highest r^2 value with the value of other latent variables. The second criterion for the validity of discrimination is that the "loading" for each indicator is

expected to be higher than the "cross loading" of each. If the fornel lacker assesses the validity of discrimination at the construct level (latent variable), then "cross-loading" is possible at the indicator level The following validity tests using the fornell lacker criterion test are as follows:

Table 6 Fornell Lacker Criterion

Latent Variables	Work From Home	Work Life Balance	Job Performance
Work From Home	**0,816**		
Work Life Balance	0,292	**0,864**	
Job Performance	0,510	0,296	**0,859**

Source: SmartPLS Version 3.0 Data Processing Results

Based on the results of the Fornell-Larcker analysis, it can be concluded that this study meets the requirements of discriminant validity. The Fornell-Larcker table shows the correlation values between constructs as well as the square root of the Average Variance Extracted (AVE) at its diagonal. The Work From Home (X1) construct has an AVE square root of 0.816, a Work Life Balance (X2) construct of 0.864, and a Job Performance (Y) construct of 0.859. These values are compared with the correlation between other constructs and the results show that the square root of the AVE of each construct is greater than the correlation value between those constructs. For example, the square root of the AVE of X1 (0.816) is greater than the correlation between X1 and X2 (0.292) and between X1 and Y (0.510). Similarly, the square root of the AVE of X2 (0.864) is greater than the correlation between X2 and Y (0.296) and between X2 and X1 (0.292), and the square root of AVE of Y (0.859) is greater than the correlation between Y and X1 (0.510) and between Y and X2 (0.296). Thus, each construct in this study had good discriminant validity, which means that the constructs measured different concepts from each other and had no problems in terms of the validity of the discrimination. Therefore, this study can be declared valid.

In addition to comparing the root of AVE with its correlation, the validity of discrimination can also be tested with a cross loading value. If the data shows that the construction correlation of each indicator has a value greater than the value of other constructs, then the variable has a high cross loading factor. The following are the results of the cross loading factor using SmartPLS software version 3.0 as follows:

Table 7 Discriminant Validity Test Results (Cross Loading)

Indicators	Work From Home	Work Life Balance	Job Performance	Conclusion
X1.1	0,724	0,229	0,260	Valid
X1.2	0,733	0,248	0,278	Valid
X1.3	0,788	0,269	0,306	Valid
X1.4	0,782	0,229	0,369	Valid
X1.5	0,791	0,167	0,337	Valid
X1.6	0,804	0,192	0,338	Valid
X1.7	0,896	0,304	0,520	Valid
X1.8	0,900	0,285	0,517	Valid
X1.9	0,845	0,190	0,504	Valid
X1.10	0,864	0,246	0,458	Valid
X1.11	0,853	0,254	0,463	Valid
X1.12	0,786	0,242	0,449	Valid
X2.1	0,252	0,840	0,252	Valid

X2.2	0,289	0,882	0,244	Valid
X2.3	0,279	0,832	0,236	Valid
X2.4	0,239	0,896	0,285	Valid
X2.5	0,272	0,904	0,284	Valid
X2.6	0,179	0,824	0,222	Valid
Y1.1	0,466	0,280	0,916	Valid
Y1.2	0,444	0,280	0,909	Valid
Y1.3	0,418	0,248	0,913	Valid
Y1.4	0,453	0,274	0,894	Valid
Y1.5	0,348	0,254	0,853	Valid
Y1.6	0,414	0,211	0,875	Valid
Y1.7	0,476	0,265	0,919	Valid
Y1.8	0,464	0,217	0,904	Valid
Y1.9	0,459	0,201	0,867	Valid
Y1.10	0,441	0,243	0,768	Valid
Y1.11	0,418	0,230	0,720	Valid
Y1.12	0,418	0,331	0,733	Valid

Based on the table above, it can be concluded that the loading value of the indicator of each variable is greater than the cross loading value (the loading value of the other variables). This indicates that these indicators have a higher load on the measured construct than on other constructs. Thus, the results of this validity test meet the requirements of discriminant validity testing. Discriminant validity indicates the extent to which the constructs in the model are completely different from each other. When the loading value of the indicator on its own construct is greater than the cross loading with other constructs, it indicates that each construct in the study measures a different and unique concept. Therefore, this study can be declared valid because it has met the requirements of discriminant validity, which is an important aspect in ensuring the validity of construction measurements.

Reliability Test

The reliability test is how far a measurement result on the same object can produce the same data. In Partial Least Square (PLS), the reliability test can use two methods, namely Composite Reability and Cronbach's Alpha. The value that must be met for each variable to be declared realistic is > 0.70 for the composite reability value and > 0.70 for the cronbach alpha value (Ghozali, 2014:40). The following are the results of the reliability test using SmartPLS software version 3.0:

Table 8 Reliability Test Results

Latent Variables	Composite Reliability	Critical Value	Cronbach's Alpha	Critical Value	Conclusion
Work From Home	0,960		0,955		Reliable
Work Life Balance	0,946	> 0.7	0,932	> 0.7	Reliable
Job Performance	0,971		0,967		Reliable

Source: Results of Data Processing by Researchers using SmartPLS Version 3.0

Based on the data from the reliability test results in table 8 above, the Composite Reability and Cronbach's Alpha values in each variable are each more than 0.70, so it can be said that the data has high reliability. It can be concluded that all variable statements in this research questionnaire are declared reliable or consistent.

Testing the Structural Model (Inner Model)
The measurement of the structural model (inner model) aims to test the influence of other latent variables. Here are the results:

Table 9 Collineary Issues

	X1	X2	Y
Work From Home **(x1)**			1,093
Work Life Balance **(X2)**			1,093
Job Performance (Y)			

Source: SmartPLS Version 3.0 Output Results

To determine the relationship between indicators in this study, a Multicollinearity Test was carried out using the VIF (Variance Inflation Factor) value. The Multicollinearity Test is important to ensure that formative indicators do not experience significant multicollinearity, which can interfere with the interpretation of the analysis results. In this case, a VIF value between 5 and 10 indicates the presence of multicollinearity. However, based on the table provided, the entire VIF value of the indicator is less than 5, which is 1.093 for X1 and X2, and no VIF value exceeds that limit. This shows that there is no indication of significant multicollinearity among these indicators.

The Outer VIF values for the Multicollinearity Test are used as part of the evaluation of the measurement model. With all VIF values less than 5, it can be stated that all indicators for each variable in this study are valid and reliable in measuring their respective constructs. This provides a solid basis for proceeding with further analysis, as there is no indication of multicollinearity that could affect the results. Thus, this study shows that the measurement model has met the validity and reliability criteria required for further analysis according to Professionalism et al., (2023).

Evaluation of Structural Measurements
The value of R square is the coefficient of determination in endogenous constructs. The value of R-Square is the coefficient of determination in endogenous constructs. The higher the R-Square value, the better the prediction model from the research model proposed by Ghozali (2014:37). The following are the results of the reliability test using SmartPLS software version 3.0:

Table 10 R-Square Values

	R Square	R Square Adjusted
Job Performance (Y)	0,283	0,272

Source: SmartPLS Version 3.0 Output Results

Based on table 10 of the analysis results, the R Square value for the Job Performance (Y) construct is 0.283, while the R Square Adjusted value is 0.272. An R Square value of 0.283 shows that 28.3% of the variance in the Job Performance (Y) construct can be explained by the exogenous variables in the model. This suggests that there is a moderate influence of exogenous variables on the endogenous variable Job Performance (Y), although not strong enough to be categorized as high. The Adjusted R Square value of 0.272 is slightly lower than the R Square value, which indicates an adjustment to the number of variables in the model and the sample size used. R Square Adjusted provides a more accurate estimate of the predictive strength of the model by taking into account the number of predictors in the model.

These values thus show that the exogenous variables in this study contribute moderately to the variation in Job Performance (Y), but there is still considerable variance that is not explained by the model. Therefore, it may be necessary to consider other factors

or additional variables that can help increase the predictive power of the model in explaining Job Performance (Y).

Predictive Relevance

Q Square is used to measure how well the observation values generated by the model and parameter estimation. If the Q Square value is less than 0 (zero) then the model has less predictive relevance, while if the Q Square value is greater than 0 (zero) then the model has a predictive relevance value.

Table 11 Predictive Relevance Results – Q^2

	SSO	SSE	Q^2 (=1-SSE/SSO)
Work From Home (x1)	1548,000	1548,000	
Work Life Balance (X2)	774,000	774,000	
Job Performance (Y)	1548,000	1233,978	0,203

Source: SmartPLS Version 3.0 Output Results

The results of the Predictive Relevance or Q^2 evaluation for each construct in the model. Q^2 is a measure used to evaluate how well the model is able to predict endogenous constructs based on the exogenous variables involved. With the following assessment:

SSO: 1548,000

SSE: 1233,978

Q^2 = 1 - SSE/SSO = 1 - 1233,978/1548,000 ≈ 0.203

Then the Q^2 value for Y is about 0.203, which shows that the model is able to explain about 20.3% of the variability in the endogenous variable Y better than using just the mean prediction. Based on these results, the Q^2 interpretation shows that the model has better predictive capabilities than the average prediction for the Y variable, although its contribution is still moderate. However, for the X1 and X2 variables, the model did not provide a significant improvement in prediction ability compared to the average prediction. Therefore, it may be considered to reconsider the model or add other variables to improve the predictions for X1 and X2.

Hypothesis Testing

Table 12 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work From Home (X1) -> Job Performance (Y)	0,463	0,466	0,059	7,815	0,000
Work Life Balance (X2) -> Job Performance (Y)	0,160	0,169	0,079	2,026	0,043

Source: SmartPLS Version 3.0 Output Results

Based on Table 12, the results of the hypothesis test conducted to test the relationship between the Work From Home (X1) and Work Life Balance (X2) variables on Job Performance (Y) produced results, with the following explanation:

The Effect of Work From Home on Job Performance

There was an effect between the Work From Home (X1) and Job Performance (Y) variables evaluated using several relevant statistical parameters. The Original Sample (O) value of 0.463 indicates the relationship between X1 and Y in the sample used. When compared to the Sample Mean (M) of 0.466 and the Standard Deviation (STDEV) of 0.059, the results of the analysis using T Statistics showed a significant value, namely 7.815. A P value of 0.000, which is much smaller than the commonly used level of

significance (usually 0.05), indicates a rejection of the null hypothesis that there is no relationship between X1 and Y. Thus, these findings state that Work From Home has a strong and significant influence on work performance. These results provide strong support for the integration of Work From Home policies as a strategy to improve employee productivity and performance.

The Effect of Work-Life Balance on Job Performance

There was an effect between the variables Work Life Balance (X2) and Job Performance (Y) evaluated using relevant statistical parameters to assess the significance of this relationship. The Original Sample (O) of 0.160 shows the relationship between X2 and Y in the analyzed sample. Compared to the Sample Mean (M) of 0.169 and the Standard Deviation (STDEV) of 0.079, T Statistics shows a value of 2.026. A P value of 0.043, which is smaller than the significance level of 0.05, allows for a rejection of the null hypothesis that there is no relationship between X2 and Y, Work Life Balance has a significant influence on work performance, although the effect is lower compared to Work From Home, this result provides important support for integrating policies and practices that promote work-life balance as part of a strategy to improve employee productivity and performance.

Discussion

The Effect of Work From Home on Job Performance

A large T Statistics value (7.815) shows that there is a statistically significant influence between Work From Home (X1) and Job Performance (Y). The value of P (0.000) is smaller than the general significance level (0.05), which indicates that we can reject the null hypothesis (there is no relationship between X1 and Y). This shows that Work From Home has a significant influence on work performance.

Based on research conducted by Setiawan & Fitrianto, (2021) explained that the influence of Work From Home (WFH) on employee performance can be influenced by various factors that need to be considered in depth. In this case, technology factors are crucial because challenges such as internet speed and quality, lack of supporting work tools, and company data security can affect employee work efficiency. Furthermore, the work time factor has a major role because the working hours that tend to be longer when working from home can affect the balance between professional and personal life. The social aspect also plays a role in the influence of WFH on employee performance. While there are benefits such as reduced travel stress and babysitting costs, employees often face challenges in dividing their work time with personal activities. Independence and work commitment are also key factors, a high level of independence can increase commitment to work, while on the contrary can hinder productivity.

Other challenges include the effectiveness of working from home and barriers such as reliance on company infrastructure and difficulty in completing tasks quickly. In the face of this dynamic, companies need to take strategic steps to improve the performance of employees who work from home. This includes providing adequate technology support, managing work time efficiently, and strengthening communication and engagement between employers and employees. By paying attention to all of these factors holistically, companies can create a supportive work environment to increase employee productivity and satisfaction in this era of flexible working.

According to Nasution et al., (2020) Explaining the company's role in managing employee performance is crucial to achieving organizational goals and increasing overall productivity. First, setting clear goals and performance standards is the main foundation that provides clear direction and expectations to employees. By having measurable goals,

companies can help employees direct their energy to achieve the expected results. So the provision of resources that include training, technology, and other support is important. This ensures that employees have everything they need to achieve their optimal performance. Training and development are also an important role for companies to improve the skills and competencies of employees, so that they can better face job challenges and improve their performance over time.

Regular performance evaluations are another important step, where the company provides constructive feedback to employees. This helps identify areas for improvement as well as provides recognition for good accomplishments, motivating employees to continue to improve. Rewards and recognition for good performance are also important to maintain employee motivation and encourage them to perform better. The role of effective communication between management and employees is key to ensuring that all performance-related information, expectations, and feedback are conveyed clearly and in a timely manner. Good communication creates a transparent and supportive work environment, which in turn increases employee engagement and facilitates the achievement of shared goals. By playing these roles effectively, companies can not only improve overall employee performance, but also create a work culture that is motivating, productive, and oriented towards achieving organizational goals successfully.

The Effect of Work Life Balance on Job Performance

Based on the results of the hypothesis test, the T Statistics value (2.026) shows that the relationship between Work Life Balance (X2) and Job Performance (Y) is also statistically significant. The P value (0.043) is smaller than the significance level of 0.05, so we can reject the null hypothesis. This shows that Work Life Balance has a significant influence on work performance, although it is lower than the influence of Work From Home.

In a study conducted by Asari, (2022) explains the influence of Job Performance on job performance in human resource management, referring to the balance of time and attention between work and a person's personal life. Good job performance has a variety of significant positive impacts on employees and organizations. In employee well-being can improve because they feel happier, healthier, and more excited. With lower stress levels, employees tend to be more motivated, creative, and productive in carrying out their work tasks. In addition, Job Performance also contributes to the level of employee job satisfaction. When employees can strike a balance between the demands of work and their personal lives, they are more likely to feel satisfied with their work. High job satisfaction not only increases employee motivation and contribution, but it also helps organizations retain a high-performing workforce. The improvement in performance is also the result of good Job Performance. Employees can focus and concentrate better on their work because they have enough energy and motivation to complete tasks effectively. Thus, employee productivity and work results can increase significantly.

Good job performance can potentially reduce employee absenteeism and turnover. Employees who feel balanced between their work and personal lives are more motivated to stay at the company, reducing the costs that companies face to recruit and train new employees, Job Performance improves the overall quality of life for employees. They have more time for family, rest, and personal development outside of the work environment. Thus, Job Performance is not only about improving work performance, but also improving the overall quality of life. In this case, the company has a responsibility to support employees' efforts in achieving balanced Job Performance. These measures

will not only improve employee performance, but also create a healthy, productive, and sustainable work environment for the entire organization.

In other respects, according to Jaelani & Nugraha, (2024) explain the influence of Job Performance on Job Performance in a company can have a significant and positive impact. The results in this study show that employees who have a balance between work life and personal life tend to have better performance at work. Employees who feel balanced in carrying out work activities and personal life tend to be more productive, creative, and contribute positively to the company's goals, good job performance can help reduce the level of stress experienced by employees. Excessive stress can negatively impact an employee's mental and physical health, as well as affect their performance at work. With good job performance, employees can manage stress more effectively, which in turn improves the work performance of employees. Good job performance also contributes to increased employee job satisfaction. Employees who are able to strike a balance between work and personal life tend to feel more satisfied with their work. This high job satisfaction can have a positive impact on employee loyalty, retention, and motivation to make maximum contributions to employee work.

In addition, good job performance also contributes to improving the psychological well-being of employees. By feeling more balanced in living different aspects of life, employees can feel happier, motivated, and have positive energy that can help improve their performance at work. The balance between work life and personal life can also affect employees' interpersonal relationships at work. Employees who feel more balanced tend to have better relationships with coworkers, superiors, and customers, which in turn can strengthen cooperation and collaboration within the company. By paying attention to and supporting employee Job Performance, companies can create a more productive, healthy, and sustainable work environment. This can have a positive impact on the performance of individuals, teams, and the organization as a whole. Thus, attention to the balance between work and personal life not only benefits employees, but also provides long-term benefits for the company.

CONCLUSION

The results of the study show that Work From Home (WFH) and Work Life Balance have a significant influence on employee work performance. With a T Statistics value of 7.815 and a P Value of 0.000, WFH has been proven to have a significant positive impact on employee performance, where technology, working time, and personal life balance play an important role in the effectiveness of WFH. Companies need to provide adequate support and manage work time efficiently through goal setting, resources, training, evaluation, and effective communication to improve employee performance. In addition, the results of the hypothesis test also show that Work Life Balance has a significant influence on Job Performance with a T Statistics value of 2.026 and a P Value of 0.043. A good work-life balance has been proven to improve well-being, reduce stress, and increase job satisfaction and performance, so companies need to support employees in achieving this balance to increase productivity and well-being.

REFERENCES

Anomsari, Susanti, Handaru, Agung Wahyu, & Ahmad, Gatot Nazir. (2021). The influence of work from home and work discipline on the performance of employees with Work-Life balance as mediating variable in the COVID-19 outbreak period. *Oblik i finansi*, *94*, 91–98.

Asari, A. F. (2022). Pengaruh Work-Life Balance terhadap Kinerja Karyawan melalui Kepuasan Kerja pada BPJS Ketenagakerjaan Kantor Cabang Surabaya Karimunjawa. *Jurnal Ilmu Manajemen*, *10*(2001), 843–852.

Bellmann, Lutz, & Hübler, Olaf. (2021). Working from home, job satisfaction and work–life balance–robust or heterogeneous links? *International journal of manpower*, *42*(3), 424–441.

Bloom, Nicholar, Liang, James, Robertd, John, & Ying, zhichun jenny. (2014). does WFH work? evedfenve from a china experiment. *The Quarterly Journal of Economics, 130*(1), 165–218.

Ekasari, Novita, Harsasi, Meirani, Priyati, Rini Yayuk, & Qomariah, Nurul. (2022). The effect of Work from Home (WFH) and work discipline on employee performance through Work-Life Balance (WLB) in the Covid-19 pandemic: Explanatory study at BPKAD Office, Bondowoso Regency. *Journal of International Conference Proceedings*, *5*(1), 112–127.

Hair, Joseph F., Black, William C., Babin, Barry J., & Anderson, Rolph E. (2018). *Multivariate data analysis* (8th ed). United Kingdom: Annabel Ainscow.

Jaelani, Ahmad Sandi, & Nugraha, Yus. (2024). Pengaruh work-life balance terhadap job performance yang dimediasi oleh psychological well-being pada perawat. *Psychocentrum Review*, *6*(1), 31–38. https://doi.org/10.26539/pcr.611990

Muhammad Arifin, & Widiyarta, Agus. (2021). Efektifitas Absensi Online dalam Disiplin Kerja di Kantor Imigrasi Khusus TPI Surabaya Saat Pandemi Covid-19. *Sawala : Jurnal Administrasi Negara*, *9*(1), 35–57. https://doi.org/10.30656/sawala.v9i2.3277

Nasution, Irmayani, Zulhendry, & Rosanti, Raina. (2020). Pengaruh Bekerja Dari Rumah (Work From Home) terhadap Kinerja Karyawan BPKP. *Jurnal Ilmiah Akuntansi Budgeting*, *1*(1), 9–14.

Nugraha, Radian, Wolor, Christian Wiradendi, & Yohana, Corry. (2022). The effect of work from home, work-life balance, and job satisfaction on employee performance. *Oblik i finansi*, *95*, 103–112.

Pratiwi, Irra Datik, & Shofa, Mila Faila. (2021). Edukasi dalam Mewujudkan Masyarakat yang Sehat dan Cerdas di Masa Pandemic Covid 19 Education in Creating a Healthy Society and Smart During the Covid Pandemic 19. *Jurnal Pendidikan dan Pemberdayaan Masyarakat*, *8*(1), 48–57.

Profesionalisme, Pengaruh, Dan, Komitmen Organisasi, Afrianda, Andre, & Arianto, Tezar. (2023). *The Effect of Professionalism , Organizational Commitment and Career Development on Employee Morale at PT . Citilink Indonesia Bengkulu Branch Office Pengembangan Karir Terhadap Semangat Kerja Karyawan Di PT .* *3*(10), 243–254.

Purnomo, Cynthia, Agelina, & Yuswono, HAdi. (2015). Pengukuran Kinerja Umkm Menggunakan Performance Prism. *Spektrum Industri*, (1–17), 121–137.

Sedarmayanti, & Nursiswanto, Eko. (2020). Pengaruh Tata Ruang Kantor Terhadap Kinerja Pegawai Dinas Tenaga Kerja Transmigrasi Sosial Kota Cimahi. *Jurnal Ilmu Administrasi*, *XI*(3), 501–510.

Setiawan, Nadya Safirasari, & Fitrianto, Achmad Room. (2021). Pengaruh Work From Home (WFH) terhadap Kinerja Karyawan Pada Masa Pandemi COVID-19. *Edukatif : Jurnal Ilmu Pendidikan*, *3*(5), 3229–3242.

Wira Swastika, Satria, Budiman, Riadi, & Rahmawati, Ratih. (2023). Pengaruh Kualitas Produk Serta Kesadaran Halal Pada Produk Bakmie Kering Haji Aman Terhadap Penentuan Keputusan Pembelian Produk Menggunakan Metode Structural Equation Modeling Partial Squares (Sem-Pls). *INTEGRATE: Industrial Engineering and Management System*, *7*(1), 196–204.