



## **The Importance of Perceived Organizational Support and Work From Home to increase Work-Life Balance During The Covid-19 Pandemic**

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### **ABSTRACT**

This research's purpose is to determine the impact of perceived organizational support and work from home on the work-life balance of employees during the COVID-19 pandemic. The research method used was the survey method. It took 30 respondents as samples from Gramedia TSM – Bandung by using a non-probability sampling method with a saturated sampling technique. A descriptive and verificative survey was the research type used in this study. The data were processed with multiple regression analyses. The research result showed that perceived organizational support, work from home, and work-life balance are on a good level. The hypothesis testing showed that work from home has a positive and significant effect on work-life balance partially. Perceived organizational support has also a significant and positive effect on work-life balance. Both of them, work from home and perceived organizational support affect work-life balance simultaneously. This study concluded that perceived organizational support and work from home were two significant predictors to construct work-life balance. This information is useful for the company in evaluating the work-life balance of employees through the implementation of work from home and perceived organizational support.

**Keywords:** Perceived Organizational Support, Work-Life Balance, Work From Home

### **INTRODUCTION**

A new virus was rise at the end of 2019 and has spread all through the world and continues to spread all over Indonesia in March 2020. This virus is called COVID-19 or Corona Virus. This virus spread rapidly and is difficult to stop if there are no preventative measures for transmission of the virus. It had a big effect in different segments, counting the Indonesian economy due to impediments within the financial pace.

The influence of the Indonesian economic sector caused by the COVID-19 outbreak can be seen that the rupiah exchange rate against the dollar weakened to IDR 16,825 from IDR 13,895 at the beginning of the year (Bank Indonesia, 2020). The instability of the



rupiah conversion scale against the dollar, one of which is caused by the disruption of the stability of economic activities in Indonesia. Numerous companies need to close their activities temporarily or go bankrupt due to the decreasing level of sales. This happened because people are hesitant to leave their homes and the government provided the strategy to remain at home to decrease the spread of the COVID-19 infection.

As a result, some stores close their stores temporarily, doing less contact in buying and selling and focusing more on online activities. Employees do their work and serve consumers from home. These changes in the workplace and activities would affect employees' work-life balance directly or indirectly.

Work-life balance is a wide concept that involves setting the right priorities between work on the one hand and life on the other (Singh & Khanna, 2011). A company that establishes work-life balance in its employee work system is a company that can assist employees in achieving a level of balance between work and personal life outside of work, to enable employees to achieve self-motivation and well-being that enables them to perform various roles effectively and efficiently at work and home (Moore, 2007).

Work-life balance can be accomplished with work time duration 6 hours in a day. This is so that an employee can spend 6-hour-working and 1 hour taking a break, 10 hours of use outside of work activities, and 8 hours to sleep (Linda, 2018, p. 64). A person who works more than 48 hours per week would experience lopsidedness in their work-life balance (Guest, 2002).

Work from home or so-called telework and telecommuting in general terms for various working practices involving information communication technology (ICT) and work locations, other than in the office (Takao, Peter & James, 2009). Work from home can affect workers' work-life balance. This may have different results since the work-life balance depends on one's life values and needs (Kossek, Valcour, & Lirio, 2014). For some people, working from home can increase the quality of their relationships with their families (Crosbie & Moore, 2015). Work from home can build obscuring of the limits among work and family. It would be more difficult to separate time for work and time for family (Foegen in Crosbie & Moore, 2015).

One of the reasons for the absence of work-life balance is the long duration of work hours (Oginni & Adesanya, 2013). The appropriate working hours provided by companies can be one example of perceived organizational support. Perceived organizational support is a perception of the support provided by the organization which employees believe that the organization appreciates the contributions made by employees and cares about the welfare of employees (Robbins & Judge, 2013).

The appropriate duration of working hours and good placement of working hours by the company would make workers can reach work-life balance and feel that the company where they work consider their welfare. The awards are given by the company would also make employees feel appreciated for the contributions they have made to the



company. The award for the best employee every month is one example of perceived organizational support.

Many factors can affect the work-life balance. It ought to stand out enough to be noticed by the organization and also the public authority as a policymaker, so work-life balance can be accomplished. Reviewing the phenomenon of work-life balance related to work from home and perceived organizational support, this research concentrates on examining the influence of perceived organizational support and work from home on work-life balance.

Work from home has various definitions that have been revealed by experts. Telecommuting, Telework, Work From Home or Remote Work is work done by a person specifically, or only at a specific time, in a location far from the office, using telecommunications media as a tool for work (Huuhtanen, 1997:2). Other opinions expressed by Nilles (1998:5) work from home is characterized as work directed from home that is regularly upheld by media communications innovation like phone, internet access, or personal computer. Takao et al (2009:2) stated that work from home is a wide range of work practices involving information communication technology (ICT) and work locations.

Based on some experts' definitions above, it can be said that work from home, telecommuting, or telework is a method used in work, which is done away from the office, as done at home at a certain time and supported by telecommunication technology in the works. Although working from home, employees must still provide good service for their consumers through telecommunications media. According to Haddon and Brynin (2005:37), there are four aspects as the dimension in measuring work from homes, such as work location, information, and communication technology (ICT), time, and relationships with coworkers.

Perceived organizational support is an important concept about the extent to which an organization provides support for the contributions of its employees and about how the organization cares for the welfare of its employees. (Rhoades and Eisenberger, 2002:700). Wanye et al (1997:84) stated that Perceived organizational support is an employee's belief in an organization's commitment to them in the form of appreciation and organizational attention to their contributions and lives.

According to Eisenberger et al (2001:44) perceived organizational support is the experience of the good or bad of an organization's policies, norms, procedures, and behaviors because it affects employees. The organization will get a good level of employee performance if the organization provides support that is assessed sufficiently by its employees (Karavardar, 2014:132). An organization that does not pay attention to the employee will result in a low level of perceived organizational support of employees (Mohamed and Ali, 2015:5).



Rhoades and Eisenberger (2002:699-700) stated the dimensions of perceived organizational support are justice, supportive superiors, and organizational rewards and conditions of work.

According to Lockwood (2003:10) work-life balance is a state of balance on the two demands of work and the life of an individual. Singh and Khanna (2011:194) argued Work-life balance is a concept that involves setting the right priorities between work on one side and life on the other. Work-life balance is the attachment and satisfaction of individuals in two roles, namely roles in work and family (Greenhaus et al, 2003:512).

Based on some of the definitions expressed by the experts above can be concluded also that work-life balance is how a worker can make his role in work as well as his personal life equal, and get the same satisfaction in both. Work-life balance is not only influenced by the employee but can also be influenced by other aspects such as organizational influence and social environment (Poulouse and Sudarsan, 2014:2). According to McDonald, P, and Bradley (2005:3), work-life balance can be measured by three aspects, such as time balance, involvement balance, and satisfaction balance.

## **RESEARCH METHOD**

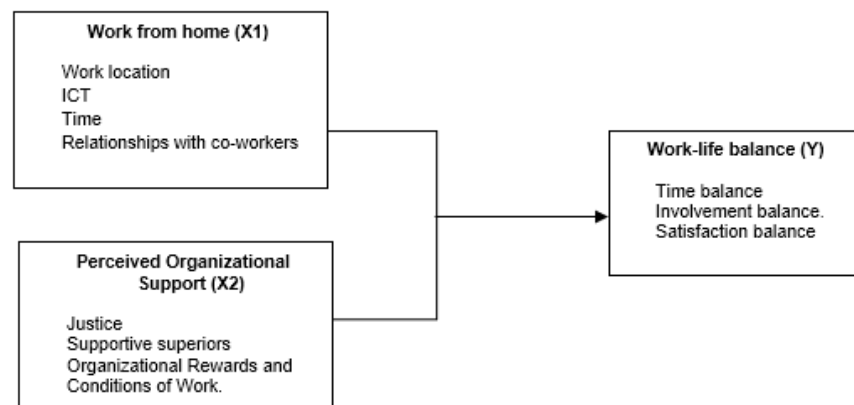
The research method that is used in this study is a survey method. The primary data was obtained from conveying questionnaires to 30 respondents which were workers of the Gramedia TSM Bandung. The sampling method used in this research is non-probability sampling with a saturation sampling technique. The research type used in this study was a descriptive and verificative survey. To obtain the results of the verification analysis, the collected data from respondents' statements were processed by using the SPSS.16 application. However, before explaining the results of the research model, descriptive analysis was conducted for all three variables.

The following diagram is the research paradigm framework of the impact of work from home and perceived organizational research on work-life balance as described in Figure 1:





**Figure 1.** The Framework of Work from Home and Perceived Organizational Support on Work-Life Balance Relation



There are three variables studied in this study that are measured through research instruments. Each variable was measured by different dimensions. The variable work from home was measured by work location, ICT, time, and relationships with co-workers. Perceived organizational support variable was assessed by justice, supportive superiors, and organizational rewards and conditions of work, while work-life balance variable measured by using involvement balance, time balance, and satisfaction balance.

The answer from respondents was obtained by the Likert scale approach, the value of "1" for strongly disagree and the value of "5" to strongly agree on the statement of research instruments. The data from the questionnaire dissemination is processed through Linear Regression Analysis, as well as SPSS analysis tools.

There is a series of data tests that are tests of validity and reliability. Then it was conducted a classic assumption test. It consists of normality test, multicollinearity test, autocorrelation test, heteroscedasticity. After that, it was conducted correlation coefficient test, determination coefficient test, multiple linear regression test (F-test), and simple linear regression test (T-test).

Multiple regression analysis is an analysis model that would be used in this study. The equation used in Eq (1)

$$Y = a + b_1 X_1 + b_2 X_2 + e \quad (1)$$

Where Y= variable work life balance, a= constant, b1 b2 = regression coefficient, X1= variable work from home, X2=variable perceived organizational support, and e= error.

The three variables that would be studied are work from home, perceived organizational support, and work-life balance. This research aims to analyze the influence of perceived organizational support and work from home on work-life balance. The hypotheses used in this study are as follows:



H<sub>1</sub>: Work from home had an effect on the improvement of Work-Life Balance

H<sub>2</sub>: Perceived Organizational Support had an effect on the improvement of Work-Life Balance

Hypothesis testing using t-test, with formulas such as equations Eq. (2) below:

$$t = \frac{\sqrt{n-2}}{\sqrt{1-r^2}} \quad (2)$$

The criteria used is H<sub>1</sub> accepted if the test statistic calculated value ( $t_{\text{value}}$ ) is in the H<sub>1</sub> receiving area, or  $t_{\text{value}} > t_{\text{table}}$  or  $\text{sig} > \alpha$  value.

Multiple linear regression test (F test), with formulas such as equations Eq. (3) below:

$$Fh \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad (3)$$

This F distribution is determined by the degree of freedom of numerators and denominators, i.e. k and (n-k-1). For the F test, the criteria used are: H<sub>0</sub> is accepted when  $F_{\text{value}} < F_{\text{table}}$ . It means that independent variables have no significant effect on the dependent variable simultaneously.

## RESULTS AND DISCUSSION

### Descriptive Analysis

The purpose of this research is to examine the influence among three variables, work from home, perceived organizational support, and work-life balance. Each variable was determined its measurement and then tested with a linear regression analysis approach. The distribution of questionnaires was conducted on 30 respondents who were employees of Gramedia TSM Bandung. The data obtained were processed through SPSS analysis tools to test the research. However, before explaining the results of the research model, a descriptive analysis was conducted for all three variables.

The work from a home variable is measured using 8 statements for 4 indicators namely work location, ICT, time, and relationships with co-workers. The results obtained for each indicator are work location scored 119, ICT scored 124, time scored 117, and relationships with co-workers scored 118. The responses of respondents' to the work from home variable that have the highest score on ICT indicators with the statement "Information and communication technology tools help me in doing my job". Questionnaire statements that have the lowest score on the relationships with co-workers' indicator with the statement "I can easily communicate about work with my co-workers".

Thus, the results of the descriptive analysis show that for variable work from home the total score is 962 statements or 80% of the ideal score. Based on the total score range is included in the "good" category, which means that the majority of respondents stated that the implementation of work from home is good.



The perceived organizational support variable is measured using 8 statements for 3 indicators namely justice, supportive superiors, and organizational rewards and conditions of work. The results obtained for each indicator are justice scored 118, supportive superiors scored 120, organizational rewards and conditions of work scored 122. Overall respondents' responses to perceived organizational support variable that has the highest score on organizational rewards and conditions of work indicators with the statement "The company shows the attention of its employees well". Questionnaire statements that have the lowest score on the same indicator with the statement "There is always an award from the company for employees for their achievements". Thus, the results of the descriptive analysis show that for variable perceived organizational support the total score is 945 statements or 78% of the ideal score. Based on the total score range is included in the "good" category, which means that the majority of respondents stated that the perceived organizational support is good.

The work-life balance variable is measured using 8 statements for 3 indicators namely involvement balance, time balance, and satisfaction balance. The results obtained for each indicator are involvement balance scored 120, time balance scored 124, and satisfaction balance scored 125. The responses of respondents to the work-life balance variable that has the highest score on satisfaction balance indicators with the statement "I feel happy and comfortable with my work and family life". Questionnaire statements that have the lowest score on time balance indicator with the statement "I still have time to do hobbies and other activities outside of work activities". Thus, the results of the descriptive analysis show that for variable work-life balance the total score is 947 statements or 79% of the ideal score. Based on the total score range is included in the "good" category, which means that the majority of respondents stated that the work-life balance is good.

### Verification Analysis

The use of multiple regression analysis in this research is intended to test the influence of the existence of an independent variable (work from home and perceived organizational support) on the dependent variable (work-life balance) simultaneously. The multiple linear regression tests result, which tests the effect of perceived organizational support and work from home and on work-life balance are shown in the following table.

**Table 1.** Multiple Linear Regression Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	275.216	2	137.608	19.242	.000 <sup>a</sup>
	Residual	193.084	27	7.151		
	Total	468.300	29			



It shows that  $F_{\text{value}}$  is higher than  $F_{\text{table}}$ . The calculation of  $F_{\text{table}}$  using a 5% significance limit and the results obtained are as follows:

$$df1 = (k-1) = 3-1 = 2$$

$$df2 = (n-k) = 30-3 = 27$$

Note:

$k$  = variables number (independent & dependent variables)

$n$  = samples number

Therefore, the result of  $f_{\text{table}}$  based on these calculations is 3.35. That way  $f_{\text{value}}$  is higher than  $f_{\text{table}}$ . It shows that the  $f_{\text{value}}$  19,242 >  $f_{\text{table}}$  3.35, and the value of Sig. is equal to 0.000. So, following the basis of decision making in the F test, it shows that perceived organizational support and work from home affect work-life balance significantly.

Calculation of the coefficient of determination between the variable work from home and perceived organizational support against work-life balance obtained the value of  $R^2$  is 0.588. It shows that there is an influence between the work from home and perceived organizational support variables on work-life balance with a coefficient of determination obtained by 58.8%. This suggests that work from home and perceived organizational support variables contributed to work-life balance by 58.8%, while the rest were related by some factors which are not studied in this research.

**Table 2.** Coefficient of Determination Test ( $R^2$ )

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.767 <sup>a</sup>	.588	.557	2.674

Hypothesis testing  $H_1$  through t-test showed that the coefficient value of work from home using Unstandardized Coefficients B was 0.573 with a calculated  $t_{\text{value}}$  of 4,523 and a significant level of 0.000. The  $t_{\text{table}}$  in this study was 2,043. In this study, the authors used an error rate of 5% or 0.05. It can be concluded that  $t_{\text{value}}$  4,523 >  $t_{\text{table}}$  2,043 and a significant level of 0.000 < 0.05. It indicates that  $H_1$  is accepted which means work from home ( $X_1$ ) affects work-life balance (Y) significantly. The results of this study have similarities with previous studies (Moore, 2006) and (Takao, Peter, & James, 2009) that work-life balance can be controlled by work-from-home factors. These findings enhance previous research so that it can be used as a recommendation for companies on the importance of implementation of work from home in improving work-life balance.

Hypothesis testing  $H_2$  through t-test showed that the coefficient value of perceived organizational support using Unstandardized Coefficients B was 0.617 with a calculated  $t_{\text{value}}$  of 6,108 and a significant level of 0.000. The  $t_{\text{table}}$  in this study was 2,043. In this study, the authors used an error rate of 5% or 0.05. It can be concluded that  $t_{\text{value}}$  6,108 >  $t_{\text{table}}$  2,043 and a significant level of 0.000 < 0.05. It states that  $H_2$  is accepted which means perceived organizational support ( $X_2$ ) affects work-life balance (Y) significantly. The results of this study have similarities with previous studies (Amazue & Onyishi, 2016)





and (Fitria, 2016) that perceived organizational support or perception of organizational support given to employees has a positive influence on the work-life balance of the employee. It can be concluded that Gramedia TSM Bandung has supported its employees well that employees of Gramedia TSM Bandung can have a good perception of the support of their company.

**Table 3.** Simple Linier Regression Test Result

No	Hypotheses	t-value	Result
H1	WFH (X) to WLB (Y)	4,523	Significant
H2	POS (X) to WLB (Y)	6,108	Significant

## Discussion

### The Effect of Work from Home on Work-Life Balance

The research results showed that work from home has an effect on work-life balance significantly with value  $t_{\text{count}} > t_{\text{table}}$  ( $4,523 > 2,043$ ) and the level of significance  $0,003 < 0,05$ . This is in line with the research conducted by Moore (2006:36) and Takao et al (2009:10) who stated that work from home has a positive impact on work-life balance. Thus, the higher work from home implementation, the higher the work-life balance level.

The difference in this study with previous research is that the work from home in this study was done forcibly and suddenly without much preparation. While in research of Moore (2006) had a broad sample of British citizens in the north of England and the city of Wales, without researching more specifically how or what kind of teleworker, also without researching an organization so that the work from home experience obtained from the sample will be very diverse. Similarly, in the study of Takao et al (2009) that the sample was taken was a large number of samples.

### The Perceived Organizational Support Effect on Work-life Balance

Research results showed that perceived organizational support had an effect on work-life balance significantly with values  $t_{\text{count}} > t_{\text{table}}$  ( $6,108 > 2,043$ ) and the level of significance  $0,001 < 0,05$ . This is in line with the research conducted by Amazue and Onyishi (2016:153) and supported by research conducted by Fitria (2016:65) which stated that perceived organizational support had a positive influence on the employee's work-life balance. This is also supported by research conducted by Sianturi (2017:53) and Puspitasari and Ratnaningsih (2019:84) were in both studies stated that perceived organizational support had a positive and significant effect on employee work-life balance.

This study is different from previous research based on the condition of this research which was conducted during the Covid-19 pandemic where workers had to do work from home. While in previous studies, employees did work in the office. This Condition caused the support provided by the company would change either directly or indirectly. The positive and significant influence of perceived organizational support on work-life balance illustrates the higher perceived organizational support provided by the organization, the higher work-life balance level of employees.



### **The Effect of Work From Home and Perceived Organizational Support on Work-Life Balance**

Work from home was still rarely done so that it causes still a lack of literacy, journals, and articles that discussed this matter. The existence of the Covid-19 pandemic made people inevitably have to do work from home. This made researchers easy to research work from home because it was easier to get samples. Research showed that work from home and perceived organizational support simultaneously positively and significantly affect work-life balance with value  $F_{\text{count}} 19,242 > F_{\text{table}} 2.50$ , and Sig. value is 0.000. It shows that the increasing application of work from home and perceived organizational support will increase the work-life balance of employees.

Takao et al (2009:11) stated that work from home can have an effect on work-life balance positively but can also negatively affect work-life balance. The negative effect of work from home is that workers have difficulty managing work time or because of work time that tends to be longer. Thus the attention and support of the company or perceived organizational support are very helpful to reduce the negative influence of work from home on work-life balance. Such support is like providing reasonable duration and working hours to employees who do work from home. Kumarasamy et al, (2015:120) said that perceived organizational support or organizational support can help employees to maintain their work-life balance.

### **CONCLUSIONS**

The research purposes are to assess the employees' work-life balance in terms of perceived organizational support and work from home during the COVID-19 pandemic. The results obtained are that both perceived organizational support and work from home affect work-life balance significantly. Based on the results of the study, there are no serious problems related to work from home, perceived organizational support, and work-life balance of employees Gramedia TSM Bandung, because based on the questionnaire results, the three variables have shown good results.

Based on the study, it is found that work from home and perceived organizational support influence work-life balance significantly. This means that the higher work from home and the perceived organizational support, the higher the work-life balance of an employee.

These findings enhance the improvement of previous research conducted by Moore (2006) and Takao, Peter, and James (2009) which stated that work from home has a positive effect on work-life balance. Thus, the increase in the application of work from home, the higher the level of work-life balance of an employee. This is also in line with research conducted by Fitria (2016) which stated that perceived organizational support given to employees has a positive influence on the work-life balance of the employee. This influence is getting stronger with the results of research conducted by Sianturi (2017) and research conducted by Puspitasari and Ratnaningsih (2019) where both studies state that perceived organizational support has a positive and significant effect on the work-life balance of the employee.



This study is different from previous studies where this study tested the simultaneous influence between perceived organizational support and work from home on work-life balance, while previous research only tested the influence among variables partially. In addition, the difference in this study with previous research is the problem background, the time of research, and the type of company that is studied. The time and condition of research conducted during the Covid-19 pandemic, so that work from home is done by force and suddenly without much preparation that caused the changing of organizational support directly or indirectly.

The core finding of the research is that work from home and perceived organizational support can give an impact on improving employee work-life balance. This information is certainly useful for the company, especially Gramedia in evaluating the implementation of work from home and the creation of good perceived organizational support to create a good work-life balance of workers. Thus, this research was made to increase literacy sources and articles which are expected to provide references for further research on work-life balance, perceived organizational support, and especially work from home which still has a very minimal number of literacy references, especially in Indonesia.

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