

# Employees Productivity During Work from Home Because the Covid-19 Pandemic: The Effect of Job Stress and Employee Perception on Work-Life Balance

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**Abstract-** This study aims to determine the perceptions of employees who carry out Work from Home (WFH) work productivity which is influenced by work stress and perceptions of work-life balance. The study used a quantitative survey approach involving 73 respondents from various backgrounds obtained by snowball sampling technique. The results of empirical testing show that work stress and Work-Life balance have a positive effect on work productivity. For the long term (post-Covid 19), the majority of respondents want to continue working from home rather than at the office. This research identifies factors that are fun and disrupt employee productivity when working from home. The process of generating research results must be carried out carefully due to specific context factors and the risk of common method bias. This paper presents an understanding of the importance of organizations thinking about the sustainability of work from home work patterns that encourage employee productivity by paying attention to the level of employee mental health and well-being. This means that in the future this will become a strategic policy to encourage employee welfare on the one hand and organizational performance on the other.

**Keywords:** Job Stress, Work-Life Balance (WLB), Productivity, Work from Home (WFH), Indonesia.

## INTRODUCTION

The emergence of Covid-19 at the end of 2019 caused many changes in various aspects of life. It has been one year until this paper has been written, there is no certainty when the pandemic will end. Many organizations try to make an effort to carry out work, but how to run an organization? The most obvious thing is that many organizations apply the pattern of working from home, or assisting the number of employees in the office so that employees take turns in the office, or only provide limited services. Various changes have occurred dramatically, with uncertainty about the future. A new phenomenon that has emerged is leading to a shift in a new work culture: working from home. Employees continue to work together, but with less direct interaction.

The Work from Home work pattern has been done a lot in the last decade due to developments in technology and information, including the emergence of a variety of jobs that allow remote work. Rupietta and Beckmann (2016) state that there are benefits that can be obtained from work from home, especially autonomy for employees to schedule and manage their work. The results of research conducted in Germany show that employees who work from home more often have to provide more energy and effort than employees who do not regularly work from home, including increasing productivity. However, the situation

that occurred during Covid-19 was different. The pandemic due to the Coronavirus has caused massive relocation in 2020 from the workplace to employee homes (Riso, 2020). Working from home for organizations and individual employees is mandatory, as part of an effort to break the chain of spreading the impact of the Virus. This is of course different from normal situations, where the decision to work from home may be the preference of employees and employer organizations.

In Indonesia, since March 2020, according to President Joko Widodo's direction to suppress and stop the progress of the virus, various work, study, and worship activities have been carried out from home. This is part of the implementation of health protocols following the directions of the World Health Organization (WHO), such as: getting used to washing hands, not doing gathering activities, maintaining distance, obliging to wear masks, limiting going out of the house for things that are not urgent, including implementing restrictions on movement through Large-Scale Social Restrictions or in areas with smaller clusters. As in other countries, these various things have resulted in many offices, both government and private, applying the Working from Home pattern with various variations.

In Jakarta, data per May 2020 shows that there are 4,057 companies with 1,068,589 employees implementing Work from Home (lokadata.id, 2020). Based on the results of research quoted from kependudukan.lipi.go.id, 55% of respondents feel that with the Work from Home scheme, productivity is higher. Various activities called the adaptation of new habits or the new normal are carried out by organizations and individual workers themselves to maintain a level of productivity which they realize is not easy to do. Mungkasa (2020) conducted a study on the Work from Home scheme and stated that various studies show that there is no difference between working from home and working conventionally. However, it is important to note that the implementation of work from home by various organizations is not voluntary as needed, but is a necessity.

The readiness of each organization and individual employee to do Work from Home varies. The study conducted (Mungkasa, 2020) describes a comparison between the benefits or advantages as well as the weaknesses or challenges of working remotely from the perspective of Workers, Employers, and Communities which are not just an office management issue, but also penetrate the environment, social, transportation and even city development. Organizations prepare technology or application facilities and infrastructure to streamline the implementation of Work from Home (WFH), evaluate business processes during Work from Home, and include adjustments in the setting of performance indicators. On the other hand, employees prepare various coordinating materials that are easily accessible, arrange time allocation for office work and homework, attend online meetings that are scheduled and on time, have strategies for overcoming boredom, including keeping in contact with colleagues (kependudukan.lipi.go.id).

This study is supported by other empirical studies (Walsh & Volini, 2017) which show that Work from Home is not only beneficial for organizations and employees (Dockery & Bawa, 2014; Kilber et al., 2014; Mustajab et al., 2020; Rapuano, 2020). For example, flexibility in working hours and work locations can motivate the organization, encourage employee motivation, enable the organization to better meet the needs of employees to balance work and personal life, maintain health and productivity, reduce stress related to communication, including reducing time at work and travel). While, the challenges faced are workers need socialization, the emergence of unclear boundaries between the need for rest and work, boundaries between personal and personal life can be unclear, and difficulties in maintaining effective communication and cooperation from colleagues and leaders.

Based on the study conducted, in a mandatory situation for organizations and individuals to implement Work from Home, the authors consider it important to investigate how the level of work productivity is based on the perceptions of individual employees who have never previously done Work from Home. Does

the working from the home situation during the pandemic affect employee productivity? How can employees adapt? How do employees view in the long term regarding this Work from Home pattern? Another issue with the Work from Home pattern due to the Covid-19 Pandemic is how to work productivity is affected by job stress and Work-Life Balance behavior. These two phenomena are important for predicting employee work productivity when the Covid-19 pandemic occurs because of the impact of Covid-19 which has dramatically changed various aspects of life with threats to human health and safety. Many practitioners, including official institutions such as WHO, stated the possibility of work stress and WLB experienced by employees in current conditions (Hamouche, 2020) even though the impact of the Covid-19 pandemic situation on job stress is still unclear (PwC, 2020).

When employees are not ready for the implementation of Work from Home (WFH) in a health crisis and even the threat of an economic recession, employees can experience feelings of pressure. WHO (2020) in a press release regarding mental health and psychosocial consideration states that this is common in the current situation. The stress that occurs does not mean that employees cannot do their jobs or have weak mental health resilience. Employees who are in uncertain situations can feel anxiety or worry that they cannot complete their work properly. Employees have to change habits, adopt or adapt to new situations, work flexibility does not occur (it can even be that the workload is increasing, even not knowing the time), including the existence of various technical problems while working (e.g. networks, availability of adequate work facilities). Various complexities that occur encourage the emergence of job stress so it is important to test how to work productivity when Work from Home is affected by job stress.

The second issue that can affect employee work productivity during Work from Home is the way employees work to balance work-life which includes work, career, ambition, target achievement, and personal life which includes family, free time, personal pleasure, or work-related life balance. A study conducted by Deloitte (2020) states that the need to accelerate the changes that have occurred due to Covid-19 demands Work from Home policies and governance by considering Work-Life Balance. In line with the guidelines for Work from Home from the ILO (2020) which states that WFH activities can provide better Work-Life Balance benefits for employees.

Employee productivity testing during Work from Home during a crisis so that it is mandatory is still limited. The purpose of this study is to examine employee work productivity which is individually influenced by job stress and Work-Life Balance (see Figure 1). Empirically, the results of this study validate that job stress has a positive effect. On the other hand, Work-Life Balance was found to increase work productivity. However, the majority of respondents stated that for the long term they prefer to work from the office. In general, this study can contribute to the literature on Work-From Home work patterns which are enforced as a rule from the Government, not the preferences of organizations or employees according to their work. Next, a discussion of the rationalization of hypotheses and the research process is presented, including a discussion of the implications of the results for theory, practice, and future research.

## **LITERATURE REVIEW**

### **Changes in Work Patterns Due to the Covid-19 Pandemic**

The Covid-19 pandemic that has spread and threatens public health in almost all parts of the world has resulted in a decrease in world economic activity (Shangguan et al., 2020). This has resulted in a situation of uncertainty that has worsened global financial stability, especially in the aviation, transportation, hotel, and restaurant sectors (Mas'udi & Winanti, 2020). Based on the theory of organizational change (Drucker, 1993e), some demands for organizational reform can come from internal and external conditions that were predicted, one of which is the Covid-19 pandemic. Seeing this situation, in Indonesia, the government has

taken various policies so that conditions remain productive and following health protocols, one of which is working from home or WFH.

The use of the term Work from Home is often confused with the terms to remote working, teleworking, or telecommuting. The definition used by the International Labor Organization (ILO) in the guidelines for employers when carrying out Working from Home in response to the Covid-19 outbreak is as follows: "WFH is a working arrangement in which a worker fulfills the essential responsibilities of his / her job while remaining at home, using information and communications technology (ICT). For this guide and in the context of the COVID-19 pandemic, the term "working from home" is used to refer uniquely to home-based teleworking as a temporary, alternative working arrangement. It requires shared responsibility and commitment by both employers and workers to ensure business continuity and employment. "The study (Mungkasa, 2020) states that since the 1970s the WFH scheme has been known and is part of the telecommuting concept (working remotely). Tolbert and Simons (1994) revealed that working from home represents one aspect of changing work patterns that have proven to be massive when the Covid-19 pandemic occurs. Qualitative research conducted by Stadtlander et al. (2017) shows participants in a case study show positive and negative aspects of working from home. Positive aspects that arise such as the flexibility to determine working hours, being able to work without interruption, and reduced work stress levels due to reduced daily commute. Meanwhile, the negative aspects that arise are the emergence of loneliness and the loss of aspects of social relations at work. Therefore, in the current context, it is important to understand the consequences of working from home, including the long-term impact.

### **Work-Life Balance and Productivity**

The previous studies have shown work productivity can be attributed in part to family-friendly policies in organizations (Lockwood, 2003). Sharing roles in the family can retain high achievers by developing policies that enable employees to succeed both at home and work (Meenakshi et al., 2013). Family-friendly organizational policies can include flexible work arrangements, career break schedules, job sharing, part-time work, family leave, and assistance with parental care and child care responsibilities (Johns, 2006). These various policies promote work-life balance and social life (Work-Life Balance), so that they can affect employees' attachment to their work and they can contribute to greater loyalty and morale (Crooker & Grover, 1993). The literature reveals that family-friendly policies exist to help employees achieve a fair work-life, and can be a helpful tool in supporting higher productivity (Saltstien et al., 2001).

Work-Life Balance is defined by Kalliath and Brough (2008) as "individual perception that work and non-work activities are compatible and promote growth by an individual's current life priorities". If you use this definition, the life balance that is perceived by individual employees will be related to work and outside work activities such as sports, family, travel, further studies, or other relationships such as friendship. According to Yarnal (2020), Work-Life Balance is a modern problem typical of the health care industry, because employees must consistently be successful and progress at work, as well as for family and recreation. Balancing these two constraints is the reason for employee fatigue and therefore employers perceive this as a time requirement and wish to introduce work-life balance strategies, plans, and formulate policies for employee morale, motivation, and productivity. Some employees in Indonesia currently believe that work-life balance is reaching the desired level, one of which is flexible working time so that they can work remotely and can do things related to their personal life (Mittal, 2017).

Work-Life Balance is a critical problem that is currently a major concern for every employee at various levels who are unfamiliar with the line of business. The problem of balancing work life and personal life is not simple. Various factors can cause this imbalance problem such as the distance between the office and

home, excessive workload, frequent overtime working hours, and irregular work variations that cause employees to feel that they do not have enough time for their families or themselves. However, when the Covid-19 pandemic occurred, many organizations and employees carried out mandatory work in a Work from Home pattern. Therefore, the question that arises then is whether Work-Life Balance is better felt by employees who are currently on the WFH during the Covid-19 pandemic so that it can boost employee work productivity.

The Covid-19 pandemic has made the distinction between work activities and activities outside of work unclear. Based on observations the boundary between the two activities is grayed out. Thomason and Williams (2020) revealed that with this pandemic, it is time for leaders to realize the importance of quality of work over quantity. Employees can have more creative ideas that arise during the day after cycling or doing meditation than when working face-to-face in an office. During the Covid-19 pandemic, employers in the US saw workers unable to perform well without accommodating their responsibilities to their families so that after the pandemic ended, organizations could create systems that fit workers, meaning healthier employees and better organizational performance.

H1. Work-Life Balance has a positive influence on employee work productivity when Work from Home during the Covid-19 pandemic

### **Job Stress and Productivity**

The uncertainty and uncertainty caused by Covid-19 encourage organizations to pay attention to employee job stress so that employees' mental health and well-being can be maintained. During the Covid-19 pandemic, social distancing and workers moving from home (WFH) were applied. All offices and business premises are closed. Factories also closed. For workers who can do activities at home, it is not a significant problem. However, workers in the service and production sectors who require it to be in the workplace will cause problems. The lack of certainty about when the Covid-19 pandemic will end creates uncertainty for employers and workers. Not a few companies have made layoffs, due to stagnant activities. Meanwhile, those who continued to do business experienced a decrease in productivity. According to Lussier and Hendon (2017), excessive job stress can affect their health, morale, productivity, organizational efficiency, absences, medical treatment costs, and individual and institutional profits. Harrisma (2013) also found that job stress harms work productivity. Job stress that is not handled properly usually results in a person's inability to interact positively with their environment, both in terms of the work environment and other external environments.

This pandemic situation is unique because it occurs simultaneously in almost all parts of the world and affects various aspects. Many employees find the driving factors for job stress and fear so that managing job stress and productivity with current conditions are different from normal situations. Employees who work from home will experience specific psychosocial risks such as feelings of isolation, unclear boundaries between work and family, increased risk of domestic violence, future uncertainty, including worries about their work. As a result, employees will lose focus, experience boredom, and do not maintain the quality of their work so that it accumulates to affect work productivity.

Research conducted by Oracle (2020) involving more than 12,000 employees, managers, HR leaders, and C-level executives across 11 countries shows that 2020 is the year that is perceived as the most stressful with 78% of respondents answering that Covid-19 harms on health mentally. Also, 85% of respondents stated that mental health due to job stress during Covid-19 was not only related to work issues, but also related to personal life, especially for employees who worked from home. Job stress overlaps with stress caused by

things outside of work. Employees experience issues of lack of sleep, disturbed physical health, reduced happiness at home, disturbed family relationships, including isolation from friends. These various things affect employees' perceptions, that they on the other hand have to struggle every day to face the causes of stress at work such as pressure to achieve performance standards, routine work (especially for organizations that are not ready for technology support), and workloads that are difficult to manage, therefore, it is important for employers to understand that job stress experienced by employees is becoming increasingly complex and must be a priority for long-term work productivity.

H2. Job stress will reduce employee work productivity when Work from Home during the Covid-19 pandemic

**METHODOLOGY**

Respondents who were involved in this study were 73 people with various profiles (see Table 1). The data collection process was carried out using snowball sampling through the distribution of instruments with google form: <https://bit.ly/3IDPWLn> which was conducted during October 2020. Because this research was conducted in Indonesia, a back-translation process was carried out (Brislin, 1986). The main requirement for respondents who can fill in is employees who are experiencing working from home according to the mandatory part of the health protocol that is being implemented to inhibit and stop the spread of Covid-19. All data entered was checked according to the procedure of Hair et al. (2014) and issued a response with the following criteria: (a) respondents who did not fill in more than 10% of the questionnaire fields; and (b) respondents who filled in all the same answers.

**Table 1. Respondents Profile**

Profile Of Respondents	Frequency	Percentage (%)
<b>I. Gender</b>		
Male	43	58,90%
Female	30	41,10%
<b>II. Current Work</b>		
Government	16	21,92%
Private	44	60,27%
Others	13	17,81%
<b>III. Field Of Work</b>		
Manufacture	14	19,18%
Services	37	50,68%
Others	22	30,14%
<b>IV. Length of Working</b>		
1 – 5 years	50	68,49%
6 – 10 years	14	19,18%
11 - 15 years	6	8,22%
16 – 20 years	3	4,11%
<b>V. Education Level</b>		
High School	34	46,58%
Diploma	4	5,48%
S1	31	42,47%

S2 – S3	4	5,48%
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Based on Table 1 shows that the participation of respondents as many as 73 respondents consisting of 43 male respondents or equal to 58.90% and 30 female respondents or equal to 41.10%. Respondents' occupations currently consist of 14 in the government sector or 21.92%, 44 in the private sector or 60.27%, and as many as 22 in other fields or 30.14%. Respondent's occupation in the Manufacturing sector was 14 or 19.8%, 37 in the service sector or 50.68%, and 22 in other fields or 30.14%. The responsive working period shows 1-5 years as many as 50 respondents or 66.3%, as many as 14 for the work period of 6-10 years or 19.18%, as many as 6 for the work period of 11-15 years or as much as 8.22% and as many as 3 respondents who have experience more than 15 years or by 4.11%. Whereas seen from the level of education, 34 respondents were for high school or 46.58%, 4 respondents were for diploma education or 5.48%, 31 respondents were for undergraduate education or 42.47% and 4 respondents were for undergraduate education level- S2 or 5.48%.

This questionnaire is divided into 3 parts. Each section contains 5 to 8 questions. Part A discusses the dependent variable, namely productivity, while sections B to C are questions related to the independent variable, namely job stress, and work-life balance. Questions were prepared using a Likert scale for the dependent and independent variables. Respondents filled out each statement item using a scale consisting of 5-point scales (1= Strongly disagree; 5 = Strongly agree). Also, the researcher added one alternative answer, namely "Not Sure" with a score of 0. Table 2 shows the question items used in the instruments distributed to respondents.

**Table 2. Instrument Items**

Sections	Items
Part 1: Productivity (Dayu, 2015)	Consists of 5 items to measure productivity: 1. I prefer the atmosphere of working from home 2. I enjoy working from home 3. The activity of working from home is more effective 4. The activity of working from home is more efficient 5. I feel more satisfied with the results of work from home
Part 2: Job Stress (O'Driscoll et al., 1992; Brockner et al., 1997; Sherer et al., 1992)	Consists of 5 items to measure job stress: 1. My job limits me to engage in activities outside of work 2. All this time, I have had to postpone various activities that are not related to work due to busy work at the office 3. During this time, the allocation of time I needed to carry out my commitments and activities outside of work was interrupted by various jobs 4. I easily give up on things 5. I find it more difficult to manage time when working from home

<p>Part 3:  Work-Life Balance  (Kopelman et al., 1983; Netemeyer et al. 1996; Carlson et al., 2000)</p>	<p>Consists of 8 items to measure work-life balance:</p> <ol style="list-style-type: none"> <li>1. The stress of work makes it difficult for me to pay attention to my health condition</li> <li>2. The stress of work makes it difficult for me to be fully involved in family activities</li> <li>3. When working from home, I have more time allocated to pay attention to my health</li> <li>4. When working from home, I have more time allocated to care for my family</li> <li>5. After doing work activities, I often feel tired to have a focus on family</li> <li>6. Due to all the pressure from work, I am too stressed to do activities related to relationship building</li> <li>7. Because of all the pressure from work, I don't have time to do activities to relax</li> <li>8. When working from home, I can do various activities that I could not do before</li> </ol>
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## RESULTS

The following is a description of the survey results from 73 respondents who are experiencing working from home for each of the variables studied. Researchers use the mean value for each variable and the mean value for each statement item to conclude the high/low perceptions of respondents on each variable and item studied. After obtaining the mean value, the next step is to classify it into the criteria in Table 3:

Table 3. Score and Criteria

No.	Score	Criteria
1.	1, 00 - 1, 80	Very Low
2.	1, 81 - 2, 60	Low
3.	2, 61 - 3, 40	Moderate
4.	3, 41 - 4, 20	High
5.	4, 21 - 5, 00	Very High

Table 4. Survey Results Regarding Employee Productivity who are currently WFH

No.	Statement Item	Frequency/Score						Total Score	Mean	Criteria
		SA	A	N	D	SD	NS			
1.	I prefer the atmosphere of working from home	12	12	21	21	7	-	220	3,01	Moderate
2.	I enjoy working from home	11	15	21	21	5	-	225	3,08	Moderate
3.	The activity of working from home is not effective	5	13	14	23	17	1	167	2,29	Low
4.	The activity of working from home is more efficient	7	16	15	22	13	-	201	2,75	Moderate
5.	I feel more satisfied with the results of work from home	5	10	16	37	5	-	192	2,63	Moderate
<b>Average Work Productivity Score</b>									<b>2,75</b>	<b>Moderate</b>

Source: Questionnaire Processing Results

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, NS: Not Sure

Based on the results of the calculation of the average value in Table 4, the average score for the variable productivity of employees who carry out Work from Home (WFH) is 2.75. This value is in a low category. This means that respondents assess work productivity when implementing Work from Home (WFH) is classified as "moderate". This is indicated by the respondents' assessment that when they work from home, the work activities carried out are not effective and efficient. Also, respondents rated themselves as dissatisfied with the results of work completed from home.

Table 5. Survey Results Regarding Work-Life Balance Employees who are currently WFH

No.	Statement Item	Frequency/Score						Total Score	Mean	Criteria
		SA	A	N	D	SD	NS			
1.	The stress of work makes it difficult for me to pay attention to my health condition	5	29	12	17	10	-	141	1,93	Low
2.	The stress of work makes it difficult for me to be fully involved in family activities	3	27	14	20	9	-	214	2,93	Moderate
3.	When working from home, I have more time allocated to pay attention to my health	16	31	16	10	-	-	192	2,63	Moderate
4.	When working from home, I have more time allocated to care for my family	21	28	19	5	-	-	284	3,89	High
5.	After doing work activities, I often feel tired to have a focus on family	1	18	19	28	7	-	197	2,70	Moderate
6.	Due to all the pressure from work, I was too stressed to do activities related to building relationships	6	33	21	9	4	-	247	3,38	Moderate
7.	Because of all the pressure from work, I don't have time to do activities to relax	4	27	19	19	4	-	227	3,11	Moderate
8.	When working from home, I can do various activities that I could not do before	27	29	11	6	-	-	296	4,05	High
<b>Work-Life Balance</b>									<b>3,08</b>	<b>Moderate</b>

Source: Questionnaire Processing Results

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, NS: Not Sure

Table 5 presents the average value of the respondents' perceptions of Work from Home (WFH) regarding Work-Life Balance. The average score shows 3.08, which means that during the Covid-19 pandemic the level of Work-Life Balance was moderate. This is indicated by the respondents' assessment that when they work from home, they feel they can carry out various activities that previously could not be done even though some of them feel pressure from the work they face. Next is the result of the response to the job stress variable.

Table 6. Survey Results Regarding Job Stress Employees who are currently WFH

No.	Statement Item	Frequency/Score						Total Score	Mean	Criteria
		SA	A	N	D	SD	NS			
1.	My job restricts me from engaging in activities outside of work	3	21	15	30	4	-	208	2,85	Moderate
2.	So far, I have had to postpone various activities that are not related to work due to busy work at the office	-	22	15	26	9	1	194	2,66	Moderate
3.	So far, the time allocation I need to carry out my commitments and activities outside of work has been interrupted by various jobs	1	22	17	28	5	-	205	2,81	Moderate
4.	I easily give up on things	18	41	8	6	-	-	290	3,97	High

5.	I find it more difficult to manage time when working from home	2	24	15	19	13	-	202	2,77	Moderate
<b>Job Stress</b>									<b>3,01</b>	<b>Moderate</b>

Source: Questionnaire Processing Results

SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree, NS: Not Sure

Based on Table 6, the average score of job stress shows the number 3, 01 meaning that the respondent's perception of the job stress experienced is in the medium category. This is indicated by the respondents' assessment that when they work from home, they have to postpone various activities that are not related to work due to busyness in the office and the allocation of time needed to carry out commitments and activities outside of work are interrupted by various jobs.

In this study, researchers added questions about the choice to continue working from home or returning to the office for the long term (post-Covid-19). The results obtained show that 27.40% of respondents chose to continue Work from Home, and the remaining 72.60% to return to work from the office. Also, respondents experience the pleasant things they get while working from home such as feeling closer and spending a lot of time with their families, work can be done more flexibly and multitasking, free to dress and save money. On the other hand, some of the other respondents mentioned various things they considered unpleasant when working from homes such as often feeling unfocused because of many disturbances, Internet network constraints, being chased by deadlines, limited communication with colleagues, feeling bored, up to time, limited rest and irregular sleep patterns.

### **HYPOTHESIS TEST**

The purpose of this study is to examine the direct effects of (a) Work-Life Balance and (b) Job Stress on the work productivity of employees who are experiencing Work from Home due to the Covid-19 pandemic. The results of testing hypothesis I show that the Work-Life Balance has a positive effect on work productivity ( $r = 0.252$ ,  $\rho < 0.05$ ;  $F = 4.084$ ,  $\rho < 0.05$ ;  $\beta = 0, 31$ ,  $\rho < 0. 05$ ). Different results were found for the unsupported hypothesis II. The test results show that job stress has a positive effect on the work productivity of employees who work from home when the Covid-19 pandemic occurs ( $r = 0.277$ ,  $\rho < 0.05$ ;  $F = 5.92$ ,  $\rho < 0.05$ ;  $\beta = 0, 316$ ,  $\rho < 0.05$ ).

### **DISCUSSION**

The results of this study contribute to work productivity research that occurs in WFH employees. There is an interesting thing that the respondents considered that the work productivity generated was not too high when working from home, and on the other hand, the majority of respondents also stated that they wanted to continue working at home. Respondents felt WLB so on the other hand, the job stress they experienced boosted productivity. However, the results of this study have several weaknesses for the sake of generalization of the results. First, the sample size is inadequate. Second, researchers can then develop an analysis of the effects of WFH based on gender, occupation, and the age group of respondents. Third, the geographic coverage of respondents is limited, so that further researchers can develop the distribution of respondents.

### **CONCLUSION**

The results of the study can conclude that the average work productivity value is 2.75 or has a "moderate" criterion, job stress is 3.01 or has a "moderate" criterion, and a Work-Life Balance of 3.08 or has a "moderate" criterion. The majority of respondents stated that during the post-Covid 19 period they wanted to

work in an office rather than work from home. This result is seen from the number of long-term respondents' answers (after the Covid 19 pandemic ended) who chose to work from the office, which was 72.60% compared to respondents who chose to work from home, which was 27.40%. This result needs further investigation, whether the respondent answers depend on the line of business or type of work.

Respondents answered that Work from Home was fun, on the other hand, they also felt it was not fun. This finding is interesting because it can determine the character behavior of each respondent. Some respondents claimed to have experienced fun things such as in this Work from Home opportunity, respondents could work by dividing their time to do other activities and paying attention to other important things such as paying more attention to their health, their families, no need to spend work costs, having more opportunities to do sport, can appreciate more time and relax. But on the other hand, some feel difficulties, such as being too relaxed so that they are pressed for deadlines, difficulty working without a partner, or even lack of focus because of the many distractions at home. The results of hypothesis testing found that Work-Life Balance has a positive effect on employee work productivity when running Work from Home during the Covid-19 pandemic. Job Stress also has a positive effect on productivity, meaning that the higher the Job Stress experienced, the more productive it will be during the Covid-19 pandemic.

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