

WOMEN'S WORK-LIFE BALANCE DURING PANDEMIC COVID 19

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Abstract. Pandemic Covid 19 changes many aspects of life. Many employees have to work from home (WFH) to reduce the spread of Covid19. This research is aimed to analyze the influence of remote working, work stress, work-family conflict, and workload on women's work-life balance. This study took quantitative data by using the SEM-PLS method with 275 respondents. From this research, we found that all variables are having a direct and indirect effect on Work-Life Balance. All companies must maintain the work-life balance of women employees.

Keywords: remote working; work stress; work-family conflict; workload; women's work-life balance

I. INTRODUCTION

The arrival of Corona Virus Disease (COVID) 2019 has affected many aspects of life in many countries. Indonesia got the first case of COVID-19 on March 2nd, 2020 and it complexly affects all sectors, including the new style of working. (detik news [1]). Remote working is one of the solutions taken by the government and companies to minimize and restrain the number of COVID-19 cases in Indonesia. Remote working can be defined as a condition where people have to do their work, not from the office but also can be done from their house. (Choudhury, et.al, [2]) By implementing remote working, we can reduce physical interaction among employees in the workplace. Moreover, this regulation is also taken as a response to fulfilling the rights of employees regarding safety and health in the workplace based on Labour Laws no 13/2003. (Oktavira [3]). The changing of an industrial era already changed the work situation for men and women. Currently, many women choose to be careerwomen. Women have the same opportunity to get higher education or have promising job challenges. They must be able to actualize their abilities and do many things to make their lives balanced (Handayani [4]; Nigade & Bhola [5]). Based on the pre-survey conducted by the researchers on women employees, it is found that remote working affects the quality of work-life balance. Some interviewees stated that during remote working, they must do multiple roles as mothers and employees at the same time. They can not only focus on their work during working hours without noticing their household needs. Multiple roles and work-family conflict can influence women's work-life balance (Eddleston & Mulki [6]; Wijayanto & Fauziah [7]; Amin & Hastayu, [8]; Amin & Agustina [9]).

It cannot be denied that women employees also will consider family and house needs. On the other side, the demand for work remained unchanged and might cause an

increase in the workload. This workload will drive stress and influences women employees' performance (Fauzi [10]; Amin&Hastayu [8]; Gragnano [11]) Carrying the responsibility as a person, mother, worker, and wife at once is not easy (Mayangsari & Amalia [12]). If women cannot balance their work and life, it will lead to an imbalance in the personal and professional lives of those women employees (Kuswanti [13]). Work-life balance can be defined as a condition when an employee can balance their time between work and personal life. People who have a good work-life balance are going to be able to manage their work and personal life, including spiritual, family, volunteer, community service, and vacation effectively (Noor [14]). Employees who can attain a balance of work and non-work activities achieve a healthy work-life balance. This is important because when people can set a proportional space for both, they are living a quality of life, and others' positivity will follow them along, including higher productivity, reduced work stress, also maintain physical and mental health conditions (Lazar, Osoian, & Ratiu [15]; Easmin, et.al [16]).

Several aspects indicate the Work-Life Balance:

1. Time Balance
Proportional time management achieved between work and non-work activities
2. Involvement Balance
Proportional psychological or commitment involvement between work and non-work activities
3. Satisfaction Balance
Proportional satisfaction achieved between work and non-work activities

Work-Family Conflict has been defined as the pressure that comes from the incompatibility of work and family. The incompatibility then causes the inter-role conflict, between the role of the worker and the role as part of the family. Work-Family Conflict occurs when people are unable to balance

their roles. Those who participate more in one role then will dismiss another role. When employees participate more in work, the focus on family decreases. The higher the level of work-family conflict, the lower the productivity of an employee. There is a possibility that employee is facing work-family conflict if they experience one or all indicators below:

1. Time-Based Conflict

A condition where time becomes the limitation and causes new problems to the multiple roles. Everyone has 24 hours in a day, but at some points, an employee has two agendas at the same time. One agenda is a form of work responsibility, and another one is a form of family responsibility.

2. The Strain Based Conflict

A condition where demand from one role brings a big impact on another role. This condition then causes anxiety, dissatisfaction, fatigue, or in conclusion creates strain for the employee.

3. The Behaviour Based Conflict

The mismatched behaviours of an employee with the desire of both parties (work and family) are called Behaviour Based Conflict. Work requires some behaviour which contrary to the family and vice versa.

Work Stress is an adaptive response toward the physical and psychological demands as a result of their interaction with the work and the work environment. (Abbasi & Janjua [17]; Budiasa, Sara & Siramiati [18]). Employees who experience work stress are likely to experience high tension and sleepless nights (Bell, et.al [19]). Moreover, unstable emotions, insomnia, anxiety, increased blood pressure, and experiencing indigestion are stated as other (Mangkunegara [20]). Managing work stress should be done quickly, and effectively in order to minimize the decrease in employee performance.

There are four indicators of work stress namely:

1. Work Time

Employee bonding time with the company to complete the organizational works

2. Workload

Bundle of works related to the organization and should be done in a certain period of time.

3. Responsibility

All the consequences that should be borne as a result of work and position responsibility.

4. The feedback obtained

Responses from superiors, subordinates, and co-workers from the actions or work being done.

The amount of work that exceeds the capacity of the worker is named Workload. It also can be defined as a bundle of tasks that should be done in a certain period of time by an individual or group. A ratio between the total raw time to complete tasks and work to the total standard time. If a worker failed to complete the task given, it influences the occurrence of job stress (Kasmir [21]). An unhandled workload leads to mistakes, less reliability in employees' work performance, and employee delayed information processing. If employees cannot handle and manage their capacity to process the

information, then it becomes a mistake and fatal. This is a burden for the organization (Wibowo [22]; Astuti & Nav [23])

Several factors which influence the employee workload are:

1. Effective Working Hours

The amount of time used by the employee to finish the work.

2. Educational Background

The educational background shapes and affects someone's mindset and skills. The educational background can be both formal and informal education. Both educational background purposes are to learn new skills.

3. Type of Work Given

The type of work given is various, whether procedural work, problem-solving work, or reactionary work. Each individual is given different responses for the work they received

Jalagat & Jalagat [24] defines remote working as work completed in an environment other than the employer's workplace. The activity to finish the job separately from the superiors. Remote working introduces flexibility in work. Because of its flexibility, employees can set where, when, and how they going to finish their work. On the other side, employee have their own control over how to manage and make sure both work and family demands are fulfilled (Breugh & Farabee [25]; Choudhury, et.al [2]). Employees who solely work from home have different results on the conflict they faced compared with those who work from home part-time. The breed of conflict for remote workers will occur when an employee is simultaneously and continuously available for both work and family.

The good quality of remote working has three pillars, they are:

1. Self-Discipline

Working away from the office makes employees able to manage their own time. No more direct supervision from superiors, so, self-discipline becomes the key to maintaining the quality of work, because you are the one responsible for your work.

2. Effective Communications

Working from distance requires employees to do effectively communications among the employees, especially teamwork. Besides making it easy to understand others, effective communications also shorten the delivery time of information or ideas.

3. Employee Learning Skills

The ability to learn such as fast learner is an important skill, even it can be called as a must-have skill for a remote worker in order to achieve the quality of remote working

II. RESEARCH METHODS

This research employed an associative study with a quantitative approach by spreading the questionnaire to women employees who do remote work due to COVID-19. The associative study defines as research purposed to determine the correlation between two or more variables, and the quantitative approach defines as a study that includes

numbers and statistical processes in it (Sugiyono [26]). This study analyzes the relationship between remote working, work stress, workload, work-family conflict, and work-life balance of women employees during COVID-19. Purposive sampling is used to choose and sample for research. It is defined as a strategy for determining the research sample based on certain specific factors, criteria, or features with the goal of obtaining data that can be more presentative subsequently (Sugiyono [26]). The sample size for this sampling technique should be at least four or five times the total number of questions of variables or items used in the research (Hair et al [27]). As a general rule, the sample size should be at least five times as large as the number of variables to be analysed, with a 10:1 ratio being more acceptable. The population that could participate in this research, is women employees. Researchers used 275 respondents in this research.

III. RESULTS AND DISCUSSION

Respondents profile

Table 1. Respondents Profile

	Profile	Total	Percentage
Status	Marriage	148	54%
	Single	127	46%
Has kids	Yes	125	45%
	No	150	55%
Age	17 – 22	31	11%
	23 – 30	90	33%
	31 – 42	106	39%
	43 – 50	20	7%
	>50	28	10%
Industrial Field	Creative	16	6%
	Services	55	20%
	Consultant	17	6%
	Manufacture	64	23%
	Education	113	41%
	Banking	5	2%
	Mining	5	2%
Education	High school	17	6%
	Diploma	16	6%
	S1	159	58%
	S2	70	25%
Length of work	<1 year	45	16%
	1 – 3 year	53	19%
	3.1 – 5 year	38	14%
	>5 year	139	51%

Based on the result, most of the respondents are married women (54%) in productive age with the range of age 31 – 42 years old (39%) and work in the education field (41%) for more than 5 years (51%). Most of the respondents have no kids (55%) and graduated with a bachelor’s degree (58%).

To test whether the related constructs do have relation, then the convergent validity is done. Convergent validity test in this research based on the criteria of factor loading value and Average Variance Extracted (AVE).

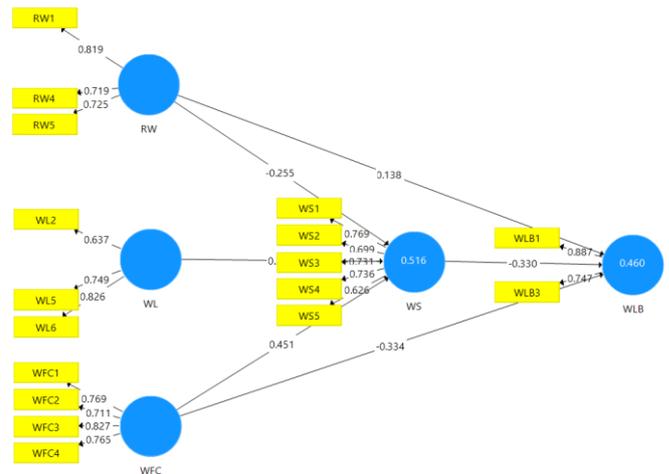


Figure 1 Outer model

The result of the loading factor in convergent validity can be seen in the following table 2.

Table 2. Convergent Validity

Variable	Indicator	Loading factor	VIF	Cronbach alpha	AVE
Remote working	RW1	0.819	1.253	0.628	0.571
	RW4	0.719	1.224		
	RW5	0.725	1.232		
Work Family Conflict	WFC1	0.769	1.511	0.768	0.591
	WFC 2	0.711	1.377		
	WFC 3	0.827	1.843		
	WFC 4	0.765	1.678		
Work Load	WL2	0.637	1.115	0.587	0.550
	WL5	0.749	1.247		
	WL6	0.826	1.292		
Work life balance	WLB 1	0.887	1.144	0.524	0.672
	WLB3	0.747	1.144		
Work Stress	WS 1	0.769	1.618	0.758	0.509
	WS2	0.699	1.492		
	WS3	0.731	1.406		
	WS4	0.736	1.484		
	WS5	0.626	1.322		

To test whether the reflective indicator is really good measurement of its construct based on the principle that each indicator must be highly correlated to its construct (Ghozali & Latan [28]). This discriminant validity use value of cross-loading and the Fornell-Larcker criterion.

Table 3. Fornell – Lacker Criterion

Discriminant Validity					
Fornell-Larcker Criter...					
	RW	WFC	WL	WLB	WS
RW	0.756				
WFC	-0.375	0.769			
WL	-0.367	0.453	0.741		
WLB	0.428	-0.596	-0.367	0.820	
WS	-0.498	0.638	0.499	-0.612	0.714

The results of discriminant validity of each latent variable can be seen in Table 3, the results are obtained from

the comparison of AVE root values and the correlation value of a latent variable with other latent variables.

Table 4. Determinant Coefficient

Dependent Variable	R - square	Adjusted R-square
Work stress	0.516	0.510
Work life balance	0.460	0.454

The R-square value for the endogenous variables of Work stress is 0.516, meaning the percentage of Work Stress which can be explained by Remote working, work family conflict and work load is 52% and the rest 48% is explained by other variables that did not examined in this study. While the R-square for the endogenous variable of Use Behavior is 0.59, meaning the percentage of Work life balance which can be explained by Work stress is 46% and the rest 54% is explained by other variables that did not examine in this study.

Hypothesis Testing

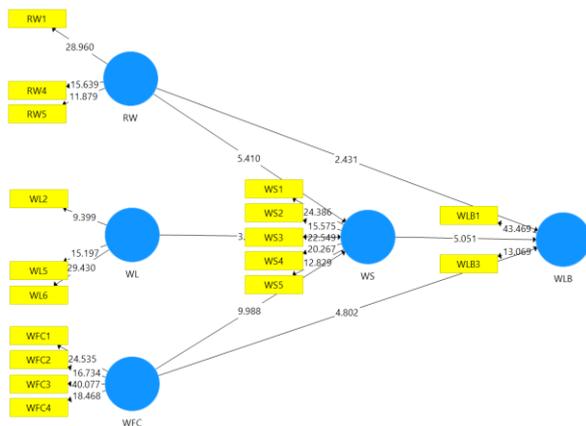


Figure 2 Inner model

Table 5 Path Coefficient

Path Diagram	Path Coefficient	T stat	P Value	Conclusion
RW → WLB	0.138	2.466	0.014	Accepted
RW → WS	-0.255	5.152	0.000	Accepted
WFC → WLB	-0.334	4.781	0.000	Accepted
WFC → WS	0.451	10.035	0.000	Accepted
WL → WS	0.201	3.882	0.000	Accepted
WL → WLB	-0.006	2.935	0.003	Accepted
WS → WLB	-0.330	5.293	0.000	Accepted
RW → WS → WLB	0.084	3.580	0.000	Accepted
WFC → WS → WLB	-0.149	4.698	0.000	Accepted
WL → WS → WLB	-0.066	2.935	0.003	Accepted

The effect of remote working on work-life balance

Based on the result in table 5, Remote Working has a significant effect on Work-Life balance with a coefficient of 0.138. In this table, the T-Statistics score is higher than 1.96, and the P Values lower than 0.05. Being physically home and bringing the responsibility to finish the work at home is not easy. It cannot be denied that if women are physically home, the demands of household needs, children’s needs, and

anything related to the family will never run out of them. Hard to balance time for work and family and hard to set boundaries between work and family were found to be the top reasons why remote working significantly influences the Work-Life Balance condition of women employees. Too much integration for a family during WFH evidently harms the work-life balance of women employees. This result is also supported by previous research done by Eddleston & Mulki [6]. This research also found that during remote working, no boundary with the family will significantly affect the quality of women’s work-life balance.

The effect of remote working on work stress

Remote Working has a significant effect on work stress with a coefficient -0.255. In this table, the T-Statistics score is 5.152 and the P Values 0.00. Remote working introduces the flexibility of work. Based on this research, if the an organization implement more flexibility in the working hours or employee can do remote working, the employees’ level of stress will be decrease. By this flexible working style, employees can set where, when, and how they going to finish their work. Besides, employee will have their own control on how to manage and make sure both work and family demands are fulfilled. This is profitable for women employees. This result is also supported by Choudhury, et.al [2]

The effect of work family conflict on work life balance

Work family conflict has a significant effect on Work-Life balance with a coefficient -0.334. In this table, the T-Statistics score is 4.781 and the P Values are 0.000. Work-Family Conflict occurs when people are unable to balance their roles. The capability to do many roles (as woman, mother, wife, and employee) at the same time brings a negative impact on work-life balance. Conflict occurs because of the problem at work and family is a serious concern for women employees. Once it piles up and cannot be resolved, women employees are going to keep stuck n these conditions, and slowly but surely it affects their quality of work-life balance. Many women employees in this research finally cannot balance their time between work and personal life.

The effect of work family conflict on work stress

Work family conflict has a significant effect on Work stress with a coefficient 0.451. In this table, the T-Statistics score is 10.035 and the P Values 0.00. Inability to handling conflict that happened in the house while they have to do work from home makes some women in this research get stress. When women can solve the conflict related with their roles the level of stress is going to decrease and they can perform well.

The effect of workload on work-life balance

Workload has a significant effect on Work-Life balance with a coefficient of -0.006. In this table, the T-Statistics score is higher than 2.935, and the P Values are 0.03. The high load of work result inability to balance women’s work and life. Some respondents reported that sometimes they have to continue their tasks at home and influencing their

personal and family time. This finding also supported by previous study conducted by Amin and Hastayu [8] also Goyal and Arora (2012). In those previous researches, they came up with the result that workload has significant influence on the work-life balance of women employees,

The effect of workload on work stress

Workload has a significant effect on Work stress with a coefficient of 0.201. In this table, the T-Statistics score is 3.882, and the P Values lower than 0.05. Since there is no specific working hour during the pandemic (WFH), the workload is increased. This situation influences the level of women employees' stress. Most of the respondents cannot handle their stress due to their work being overloaded. Some of the respondents still have to do their assignments at home. It impacts their physical and mental health such as sleepless nights, high tension, unstable emotion, insomnia, anxiety, increased blood pressure, and experiencing indigestion.

The effect of work stress on work-life balance

Work stress has a significant effect on Work-Life balance with a coefficient of -0.330. In this table, the T-Statistics score is 5.293, and the P Values lower than 0.05. When female workers become stressed due to their work, they are unable to manage their work and personal life effectively. It is hard for them to enjoy their family time, spiritual, volunteer, community service, and vacation.

The effect of Remote working on work-life balance through work stress

There is an indirect effect of remote working on work-life balance through work stress with a coefficient of 0.084. When women employees are doing their jobs in a remote working system, they will face several conflicts affecting their stress levels. Adaptation to new situations during remote working causes many mental and physical reactions such as unstable emotions, anxiety, and lack of sleep, sometimes it also influences blood pressure. This kind of stress that occurs during remote working will surely affect the Work-Life Balance condition of the women employee.

The effect of work-family conflict on work-life balance through work stress

There is an indirect effect of work-family conflict on work-life balance through work stress with a coefficient of -0.149. During the pandemic, most women workers face big conflicts involving both work and family. Putting too much focus on family will lead to the occurrence of work conflicts while putting more focus on work will lead to the occurrence of family conflicts. This kind of conflict that occurs during the pandemic will surely affect their level of stress and the Work-Life Balance condition of the women employee.

The effect of workload on work-life balance through work stress

There is an indirect effect of workload on work-life balance through work stress with a coefficient of -0.066. Women who struggle with the type of work given, effective

working hours, and educational background are those who face the workload. Once married women unable to manage the work given, unable to optimize the working hour, and think that their educational background is not adequate for them to finish their work, it is going to trigger the occurrence of work stress and finally influence the work-life balance.

IV. CONCLUSION

The purpose of this research is analysing the Work-Life Balance of women employees during the pandemic COVID-19. All three independent variables, Remote Working, Work Family Conflict and Workload have significant direct effect to work life balance. Those independent variables also have indirect effect to work life balance through work stress. Management in organization is the one who has responsibility to create policies that can increase women's work life balance in the workplace. By maintaining the workload and provide comfortable working system, women employees are able to enjoy their activities and reducing their stress. This harmonious environment and situation also will increase the effectiveness of employees' productivity.

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