

# Turnitin Meytri 3

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# THE INFLUENCE OF TELEWORKING, WORK STRESS, AND WORKLOAD TOWARD WORK-LIFE BALANCE DURING WFH (CASE STUDY IN SOUTH JAKARTA)

## ABSTRAK

Wabah COVID-19 memaksa karyawan untuk bekerja dari rumah sebagai salah satu tindakan pemerintah untuk meminimalisir penyebaran virus corona. Namun menerapkan WFH menjadi tantangan tersendiri bagi sebagian karyawan. Penelitian ini memilih Teleworking sebagai X1, Stres Kerja sebagai X2, Beban Kerja sebagai X3, dan Work-Life Balance (Y) sebagai variabel untuk dianalisis karena peneliti ingin mengetahui pengaruh Teleworking terhadap Work-Life Balance, Stres Kerja terhadap Work-Life Balance, dan Beban Kerja terhadap Work-Life Balance, serta pengaruh simultan Teleworking, Stres Kerja, dan Beban Kerja terhadap Work-Life Balance. Metode yang digunakan dalam penelitian ini adalah kuantitatif dan analisis statistik dilakukan dengan menggunakan software SPSS Versi 28.1. Data dari 179 pekerja di wilayah Jakarta Selatan yang telah atau sedang bekerja dari rumah diperoleh melalui kuesioner. Hasil dari penelitian menunjukkan semua variabel berpengaruh signifikan terhadap work-life balance. Jadi, penting untuk menjaga keseimbangan kehidupan kerja semua pekerja dan faktor-faktor yang mempengaruhinya untuk kepentingan semua pihak.

Keywords: **Teleworking, Stres Kerja, Beban Kerja, Work-Life Balance**

## ABSTRACT

The COVID-19 outbreak has forced employees to work from home as one of the government's actions to minimize the spread of the coronavirus. However, for some employees, implementing WFH is a challenge for them. In this study, there are Teleworking, Work Stress, Workload, and Work-Life Balance as variables to be examined because researchers want to know the influence of Teleworking on Work-Life Balance, Work Stress on Work-Life Balance, and Workload on Work-Life Balance, as well as the simultaneous influence of Teleworking, Work Stress, and Workload on Work-Life Balance. The method used in this study is quantitative and statistical analysis was carried out using SPSS 28.1. Data from 179 workers in the South Jakarta area who had or are currently working from home were obtained through questionnaires. The results show that all variables have a significant influence on work-life balance. So, it is important to maintain the work-life balance of all workers and influencing factors for the benefit of all parties.

Keywords: **Teleworking, Work Stress, Workload, Work-Life Balance**

## INTRODUCTION

Indonesia has been fighting Covid-19 since the beginning of 2020, and many people have been affected. This raises concerns in all sectors especially in business, also during this pandemic, there have been significant changes in various fields, like in the economic field, almost all industries are changing their operations as a result of the covid-19 outbreak. (Dedi & Rahadi, 2021). The strictly enforced all regulations and standards, including social distance, health procedures, working from home, travel bans, and self-isolation at home. (Azmi, A.N. & Genoveva, 2020). The concept of working from home became an odd thing for many people in early 2020. However, since the COVID-19 pandemic, conditions have drastically changed (Yoshio, 2020). In the world, the covid-19 pandemic has forced people to not only restrict movement but also change the way they work. This pandemic has changed most of the way individuals work, from the conventional way, working in the office or at work to working from home (Liswandi, 2020).

In the “Survey Angkatan Kerja Nasional” of the BPS in August 2020, the implementation of Work from Home in Java is mostly carried out by those who work with employee/labor status, which is around 17.5 percent. The five areas that are most intensively implementing WFH are in JABODETABEK (Islahuddin, 2021). Especially in the South Jakarta area because based on REPUBLIKA.CO.ID (2020) Suku Dinas Tenaga Kerja Kota Administrasi survey the percentage of work from home in this area is 33.1%, also according to the statement from Mr. Sudrajat, Suku Dinas Tenaga Kerja Kota Administrasi Jakarta Selatan recorded that 530 companies implemented a work from home (WFH) system.

Work from home (WFH) is a type of telecommuting (working from home), which is popular in the workplace and in urban planning. This concept, on the other hand, is commonly used in normal situations, not just because of the present pandemic (Kurniawan & Huda, 2021). While working from home, employees must work independently. They even have to prepare the technology infrastructure to support the process of working effectively. Not only that, employees are required to work without physical presence in the office and minimal interaction with colleagues. In fact, some strategic activities such as brainstorming or idea penetration and problem solving often require intensive interaction and collaboration, which of course is very difficult if it has to be carried out continuously virtually. Furthermore, not a few employees end up feeling stressed because work pressure is getting higher, but ironically, stress relief cannot be done as easily as usual because employees are only allowed to stay at home and make them feel isolated.

Legal & General conducted a survey of 1000 employees from the UK regarding work life balance. The survey results reveal that there are a variety of factors that have an impact in a person's poor level of work life balance, including working longer hours than they should, working even on holidays, and working at night. This low level of work life balance certainly has an unfavorable impact on employees who experience it, such as no time to relax, no time for hobbies or exercise, and lack of quality sleep.

The work-life balance concept asserts that an individual's life outside of work is as important as the individual's work life. This means that time spent by individuals working must be balanced by doing things such as spending time with family, friends, doing hobbies and so on (Yahya & Laura, 2020). Work-life balance refers to a person's capacity to establish a balance between work and personal and family obligations. Companies that do not support their employees in achieving a balance between work and life outside of work will find it increasingly difficult to attract and retain competent employees. Good companies must be aware of their obligations by ensuring employees do not work too hard so that it interferes with life outside of work which can have an impact on the emergence of workloads that lead to stress due to work.

Work-life balance can also contribute on the occurrence of work stress. Employees' view of work-life balance in general is a choice to manage work and personal obligations or family responsibilities. Every employee has different abilities in an effort to harmonize his life with his work. Sometimes they mix up the two factors. Many employees who when experiencing household problems, their problems are involved in their work activities. This will have an impact on decreasing productivity and not achieving work targets, so it is not impossible if this condition lasts for a long time, it will have an impact on termination of employment. Finally, employees become more stressed than previously imagined. The existence of a factor in the inability to balance causes stress that colors their lives in the future (Jaeni, 2020). The occurrence of employee stress in a company can be caused by a workload that is too heavy and the inability of employees to maintain work-life balance. Employees have different abilities in accepting the workload they receive. There are those who have more abilities so that they can do many jobs that others may not be able to do. There are low-skill employees with light workload capacities.

According to Sunyoto in Maharani & Budianto (2019) a lot of workload can cause a person to become tense, resulting in stress. This can occur when the level of expertise demanded is too high, the work speed may be too fast, the work volume may be too large, and so on. If employees are given more work than they can handle, they will become overwhelmed, stressed, and their performance will suffer as a result.

The spread of COVID-19 in Indonesia has changed several things, including for employees who usually come and work in the office, now having to adjust to working from home conditions. Several surveys stated that teleworking-work from home had a good impact on employees, but it was also found in several surveys such as from Buffer & AngelList which stated that there were several disturbances that occurred during work from home and it can give impact to employee's work-life balance.

According to the pre-survey and literature, the researcher concludes that work-life balance occurs when a person can balance their work life and personal life. Employees in today's world of work are likely to have a heavy burden. Employees who work from home must constantly carry out their strategic duties at home in addition to their work obligations. Because the absence of employee in the office causes the company to be concerned about the productivity of worker who work from home, the workload is increased to ensure that no employee is negligent with his/her work. Employees who work from home, unsurprisingly, spend more time working than usual. As a result, implementing work from home, particularly in the middle of present pandemic, might be difficult to reconcile with attaining a work-life balance.

Work-Life Balance was chosen as the dependent variable, with Teleworking, Work Stress, and Workload as the independent variables, based on the preceding description, because the researcher wants to find the influence of all independent variable on work-

life balance, also the simultaneous influence of Teleworking, Work Stress, and Workload toward Work-Life Balance, in this case in South Jakarta Area.

## **METHODS**

### **Research & Sampling Design**

In this research, the researcher will use a quantitative method to analyze the influence of teleworking, work stress, and workload on work-life balance during covid-19 pandemic. The quantitative research method is a technique for addressing research questions including numerical data and statistical programs. A thorough understanding of each of these issues is essential to properly specify the approach and type of research, research instruments, population and sample, data collection techniques, and data analysis in a research proposal. This is critical to guarantee that the study proposal and report follow the required principles of scientific writing from the type of research to the analysis of the data. Quantitative research uses numbers as the main data, so the analysis uses statistical principles (Dianna, 2020).

The primary data for this study was gathered using a Google form questionnaire that was sent via social media to respondents who are currently working or have previously worked with the Work from Home approach and have an office in South Jakarta. For ease of comprehension, questions are available in both Indonesian and English.

The samples of this research are people who work in South Jakarta area. In this study, the researcher uses the sample calculation formula according to Hair et al. (2010), namely if the number of research samples is not known, the exact population is at least five times the analyzed variables or indicators.

$$N = \text{Number of questions} \times 5-10$$

$$N = 35 \times 5$$

$$N = 175$$

In this research, there are 35 questions, so  $35 \times 5 = 175$ . Results from the calculations shows it can be obtained the minimum number of samples are 175 respondents, and the maximum number of samples are 350 respondents. This research is using non-probability sampling. The target population in this research are people who work at South Jakarta. In this research, researcher uses snowball sampling to spread the questionnaires. According to Sugiyono in Apolinaris (2020), snowball sampling is a method that starts with a small sample size and then asks the sample to choose its friends to be used as samples.

## **RESULT AND DISCUSSION**

### **Respondent's Profile**

In conducting this research, researcher has achieved to gather 179 respondents through questionnaire that ever or currently doing work from home. Demographic data of respondents are gender (female 56%, male 44%), age (19-24 35%, 25-30 32%, 31-36

17%, >37 16%), education background (bachelor degree 69%, senior/vocational high school 17%, master degree 9%, diploma 5%), current position (staff 43%, assistant 13%, manager & supervisor 11%, CEO 1%, and others like admin, secretary, internship, cashier 21%), length of work (<1 year 29%, 1-3 year 25%, 3-5 year 16%, >5 year 30%).

### Descriptive Statistic Analysis

Table below shows the results of the analysis using the descriptive statistical analysis method:

**Table 1 Descriptive Statistic**

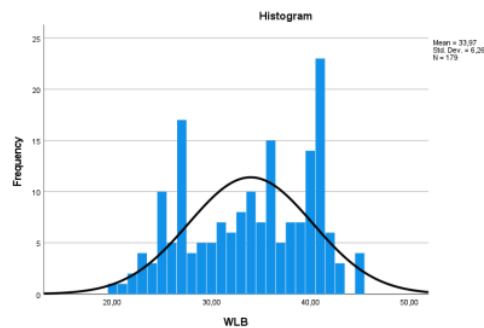
|                    | N   | Minimum | Maximum | Mean  | Std. Deviation |
|--------------------|-----|---------|---------|-------|----------------|
| TE                 | 179 | 2       | 4       | 3.840 | 0.518          |
| WS                 | 179 | 2       | 5       | 3.653 | 0.728          |
| WL                 | 179 | 2       | 5       | 3.980 | 0.574          |
| WLB                | 179 | 2       | 5       | 3.775 | 0.696          |
| Valid N (listwise) | 179 |         |         |       |                |

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

The value of minimum, value of maximum, value of mean, and value of standard deviation of 179 responders are shown in table 1. The most prominent variable, with a mean of 3.980, is workload, which includes teleworking (X1), job stress (X2), workload (X3), and work-life balance (Y). Five-point scales are used to measure all variables according to Joshi et al., (2015), and workload is the most significant variable that influence work-life balance in the range of 4.21 – 5.00.

### Normality Test

The dependent and independent variables are checked the normality test to see if they have a regular distribution model or not. The normal P-P plot graph can be used to test the data's normality. The data is said to be normal in a histogram graph if the residual data forms a perfect bell. When the Kolmogorov-Smirnov test of normality yields a sig value > 0.05, the data are considered normally distributed.



**Figure 1 Histogram Chart**

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

The data is in the shape of a perfect bell curve. This indicates that the data is distributed normally.

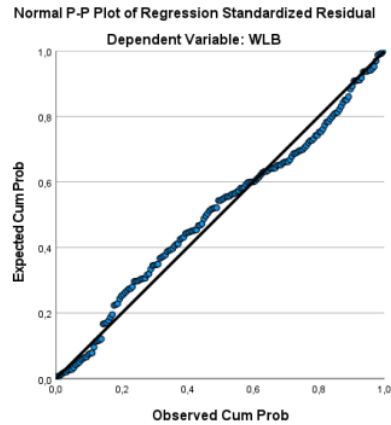


Figure 2 Normal P-P Plot

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

Because there is a dispersion of points approaching the line, the regression meets the assumption of normality, and the regression model is inferred to meet the assumption of normality.

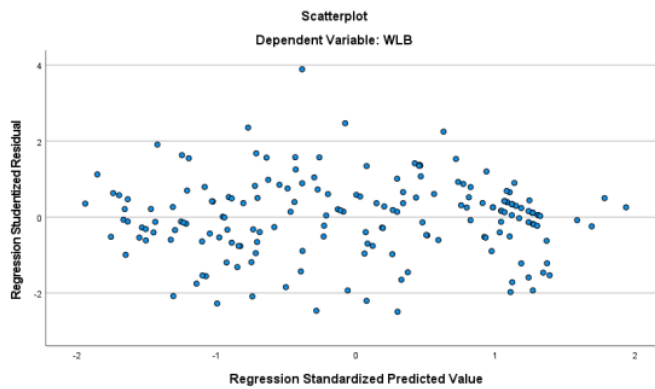
Table 2 Kolmogorov-Smirnov Test

| One-Sample Kolmogorov-Smirnov Test  |                | Unstandardized Residual |
|-------------------------------------|----------------|-------------------------|
| N                                   |                | 179                     |
| Normal Parameters <sup>a,b</sup>    | Mean           | .0000000                |
|                                     | Std. Deviation | 3.42981752              |
| Most Extreme Differences            | Absolute       | .060                    |
|                                     | Positive       | .055                    |
|                                     | Negative       | -.060                   |
| Test Statistic                      |                | .060                    |
| Asymp. Sig. (2-tailed) <sup>c</sup> |                | .200 <sup>d</sup>       |

The value of Asymp. Sig. (2-tailed) 0.200 > 0.05 was calculated from table 2. As a result of the findings of this normality test, it may be inferred that the data obtained is normally distributed.

### Heteroscedasticity Test

The heteroscedasticity test was used to ensure that there was no residual variance inequality from one observation to the next in the regression model. The results are as follows:



**Figure 3 Heteroscedasticity Test**

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

Based on the scatterplots output in figure 3, it is known that the spread points do not accumulate at one point, such as only above or only below, so that the data that has been processed by the researcher does not have heteroscedasticity problems, until the good and ideal regression model can be met.

### Multicollinearity Test

To detect the occurrence of intercorrelation<sup>8</sup> between the independent variables, a multicollinearity test is carried out on the basis that there is a multicollinearity problem if there is a correlation. This can be found in the table below:

**Table 3 Multicollinearity Test**

| Model |            | Collinearity Statistics |       |
|-------|------------|-------------------------|-------|
|       |            | Tolerance               | VIF   |
| 1     | (Constant) |                         |       |
|       | TE         | .480                    | 2.085 |
|       | WS         | .402                    | 2.485 |
|       | WL         | .521                    | 1.919 |

Source: Primary Data, Processed with SPSS v. 28.0<sup>23</sup> (2022)

In determining whether there is<sup>24</sup> multicollinearity or not, it can be seen from the tolerance and VIF values. In table above it can be seen that the teleworking tolerance value is 0.480, work stress is 0.402, and workload is 0.521. Because all tolerance results are between 0.01 and 1, there is no multicollinearity. Also, the VIF value of the work



stress is 2.085, work stress is 2.485, and workload is 1.919. The VIF value is greater than 0.1 but not greater than 10. As a result, there is no high correlation between the independent variables.

### Autocorrelation Test

In a regression model, the autocorrelation test is used to see if there is a link between the confounding error in period t and the error in period t-1. To find out whether the residual value of a regression analysis contains autocorrelation, the Durbin Watson test is carried out. If the results of the Durbin Watson test meet the requirements of  $du < d4 - du$ , then the regression is free from autocorrelation.

**Table 4 Autocorrelation Test**

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .837 <sup>a</sup> | .700     | .695              | 3.45909                    | 1.972         |

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

The result the evaluation of the autocorrelation assumption using the Durbin-Watson method in table 4, the DW value is 1.972, which is between the value of  $du$  (1.789) and the value of  $4 - du$  (2.211), indicating that autocorrelation does not occur in this regression model.

### Multiple Regression

The preceding assumption test revealed that all variables complied with the classic requirements and assumptions. The research was carried on by determining the model's relevance and interpreting the regression model. The table below shows the findings of multiple linear regression on the influence of teleworking, work stress, and workload on work-life balance:

**Table 5 Multiple Regression Analysis**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | -2.126                      | 2.162      |                           | -.983 | .327 |
|       | TE         | .162                        | .080       | .120                      | 2.015 | .045 |
|       | WS         | .355                        | .056       | .413                      | 6.327 | .001 |
|       | WL         | .630                        | .089       | .404                      | 7.051 | .001 |

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

A regression equation was developed based on the data above to estimate the influence of teleworking, work stress, and workload on work-life balance:  $Y = -2.126 + 0.162X_1 + 0.355X_2 + 0.630X_3 + \epsilon$  that can be explained the constant value is -2.126, it

means that if the teleworking, work stress, and workload (the X1, X2, and X3 are 0) do not change, the work-life balance is -2.126. X1 shows coefficient of teleworking with value 0.162 which means there is an influence of teleworking on work-life balance by 16.2%, X2 shows coefficient of work stress with value 0.355 which means there is an influence of work stress on work-life balance by 35.5%, and X3 shows coefficient of workload with value 0.630 which means there is an influence of workload on work-life balance by 63%.

### T-Test

The T-test is used to see how the independent variable partially has an effect on the dependent variable. The following conclusions can be drawn from table 5's findings:

1. Based on calculations, it was found that T-result 2.015 is greater than T-table 1.974 with T-test significant value of 0.045 less than 0.05 and the multiple regression value is 0.162, which indicates that the teleworking has an influence to employee work-life balance in South Jakarta during the Work from Home due to COVID-19 pandemic.
2. Based on calculations, it was found that T-result 6.327 is greater than T-table 1.974 with T-test significant value of 0.001 less than 0.05 and the multiple regression value is 0.355, which indicates that the work stress has an influence to employee work-life balance in South Jakarta during WFH due to COVID-19 pandemic. In this case, the demands of work, co-workers, time off are triggers for work stress that can affect the work-life balance of workers.
3. Based on calculations, it was found that T-result 7.051 is greater than T-table 1.974 with T-test significant value of 0.001 less than 0.05 and the multiple regression value is 0.630, which indicates that the workload has an influence to employee work-life balance in South Jakarta during WFH due to COVID-19 pandemic. In this case, responsibilities, working period, and form of work become a workload that can affect the work-life balance of workers.

### F-Test

This test was conducted to simultaneously measure the influence of the independent variable on the dependent variable. Its goal is to determine the independent variable's influence at a 5% significant level. The following are the findings of the simultaneous significant tests:

Table 6 F-Test

| ANOVA <sup>a</sup> |            |                |     |             |         |                    |
|--------------------|------------|----------------|-----|-------------|---------|--------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F       | Sig.               |
| 1                  | Regression | 4890.931       | 3   | 1630.310    | 136.253 | 0.001 <sup>b</sup> |
|                    | Residual   | 2093.929       | 175 | 11.965      |         |                    |
|                    | Total      | 6984.860       | 178 |             |         |                    |

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

Based on the computations, 136.253 is the F value with a significance of 0.001. The F value (136.253) greater than F table (2.656) and Sig F (0.001) is smaller than 5% (0.05), means there is a simultaneous significant influence of teleworking, work stress, and workload toward employee work-life balance in South Jakarta during WFH due to COVID-19 pandemic.

#### Coefficient of Determination (R<sup>2</sup>)

Coefficient of determination is a calculation that shows how good an independent variable can explain dependent variable. The value of R ranges from 0 - 1, and the closer it gets to 1, the better the independent variable (X) can explain the dependent variable (Y) (Sugiyono, 2015). The result of adjusted R<sup>2</sup> can be summarized on table 7:

Table 7 Coefficient of Determination (R<sup>2</sup>)

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .837 <sup>a</sup> | .700     | .695              | 3.45909                    | 1.972         |

Source: Primary Data, Processed with SPSS v. 28.0.1.0 (2022)

According to table 7, the R value is 0.837, indicating a connection between the independent variables and work-life balance, and the adjusted R<sup>2</sup> value is 0.695, indicating that the three independent variables, teleworking, work stress, and workload, can explain 69.5% of the variation in work-life balance variables, with the rest (100% - 69.5% = 30.5%) explained by other factors.

#### Discussion

##### Teleworking toward work-life balance

In this case, employees expect hours or work patterns to match their expectations and superiors can provide adequate facilities and flexibility for workers to adapt their work to their lives in the home environment. Employees also feel that good communication and solid teamwork make it easier for them during teleworking because they use technology to connect with each other. The research is also supported by previous researcher like Khotimah (2021) "Pengaruh Work from Home (WFH) Terhadap Kinerja Karyawan Melalui Variabel Work-Life Balance (WLB) di masa COVID-19" that Work From Home has a positive and significant effect on work-life balance. Research from Sugiyono (2015) "Influence of Telecommuting on Work-Life Balance and Employee Empirical Study of Sri Lankan Employees" who found out that there is a significant positive relationship between telecommuting (teleworking) with employee work-life balance in Sri Lankan. Also added by research from Khairudin & Aziz (2020) "The Correlation Between Telecommuting and Work-Life Balance in Oil and Gas Industry" that found there is a

significant correlation between teleworking and work-life balance related to teleworking acceptance among the oil and gas industry in the East Coast Region, Malaysia.

#### **Work stress toward work-life balance**

In this case, the demands of work, co-workers, time off are the triggers for work stress can affect the work-life balance of workers. The research is also supported by previous research like Miranda (2021) “Hubungan Work-Life Balance dengan Stress Kerja pada Tenaga Pendidik” find that the lower the work life balance, the higher the work stress will be. Also according to Aifha & Suwarsi (2018) in their research “The Influence of Work Environment and Work Stress on Work Life Balance Of PT Pos Indonesia (Persero) Bandung” state that work stress has influence on work-life balance in PT Pos Indonesia Bandung. Hamna Satriansyah (2019) in “Pengaruh Work-Life Balance terhadap Kepuasan Kerja dengan Stress Kerja Sebagai Variable Mediasi” also found out high or low levels of work-life balance owned by employees will affect work stress, and Nurendra & Saraswati (2017) in “Model Peranan Work-Life Balance, Stres Kerja, dan Kepuasan Kerja pada Karyawan” also support the statement that in order for employees to get a work-life balance, work stress must be reduced. Also added by the results from Khatri (2019) “A Study on Relationship between Work Life Balance and Job Stress: A Case Study of College Teachers in Rajasthan (India)” states that Work stress is reduced in people who have a good work-life balance, proving that having a good work balance minimizes work stress..

#### **Workload toward work-life balance**

In this case, responsibilities, working period, and form of work become a workload that can affect the work-life balance of workers. The research is also supported by previous researcher like from Nurwahyuni (2019) “Pengaruh Beban Kerja Terhadap Kinerja Karyawan Melalui Work Life Balance (Studi Kasus PT. Telkom Indonesia Regional V)” that the workload has a significant negative effect on the work life balance, which means that the lower the workload felt by the employee, the higher the work life balance felt by the employee. Makhmut (2020) in “Pengaruh Beban Kerja dan Konflik Peran terhadap Kinerja Pegawai Kantor Pelayanan Pajak Pratama Jember dengan Work-life balance sebagai Variabel Intervening” found out that the high workload will reduce the work life balance of the employees of the Jember Tax Service Office, and Reynaldi et al. (2021) in their research found that 68.9% of the work-life balance variable is controlled by workload contribution, and the remaining 31.1% is impacted by other factors not analyzed in their research. Also added with the results of the research that has been done by Berlianasari (2021) “Hubungan Antara Perceived Workload Dengan Work Life Balance Pada Pekerja Working From Home” it is found that there is a significant negative relationship between perceived workload and work life balance in workers working from

home. This means that the higher the perceived workload value, the lower the work life balance or cannot be achieved

## CONCLUSION

To create a good quality work-life balance for workers while working from home, it is necessary to pay attention to the things that cause an imbalance in the personal life and work life of the workers. This study shows that teleworking, work stress, and workload affect the work-life balance of workers. More than half of the respondents in this study are millennials and Generation Z, where they have characteristics that are of course different from the previous generation in the world of work. It would be great if the company's internal could pay attention to this to create comfortable working conditions with a balance of personal and work life because in the future the company will be filled by millennials, Z, and so on. Also working too long can cause physical and mental fatigue which will make employees less focused and make mistakes in their work. After this research, the researcher hopes that employers can really pay attention to the work-life balance of their workers because it is their right, but also cannot be separated from the right rules from company so that the continuity of the company runs well and smoothly. For further researchers who may also be researching work-life balance, this research only focuses on South Jakarta, so it is hoped that further research will focus on a larger area. The researcher also hope that more respondents can be taken than those in this study and in the future, it is hoped that further researchers will be able to find different variables, because along with the development of the times, of course, new things will appear so that they can explain what cannot be explained in this research. And it is also hoped that future researchers will find more by reviewing more recent literature.

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