
**EMPLOYEE PRODUCTIVITY DETERMINATION: IN WORK-LIFE BALANCE
(WLB), WORK FROM HOME (WFH), INFORMATION TECHNOLOGY (IT),
AND WORK FLEXIBILITY**



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Abstract

This article reviews the factors that affect the productivity of employee work, namely: Work-Life Balance (WLB) which is used as a mediating variable, Work From Home (WFH), Information Technology (IT), and Work Flexibility. The study is literature review research. The literature review is a comprehensive summary of previous research on a topic. According to the theory, the appropriate article and its discussion can be seen that some studies support the thought of the research hypothesis of this study while some do not. From the hypothesis determined, there is no research conducted to determine whether WFH, IT, and WLB together can affect work productivity through WLB. Therefore, future research especially quantitative research needs to be conducted to prove the theory.

Keywords: Work Productivity, WLB, WFH, IT, Work Flexibility

INTRODUCTION

At the end of 2019, the world was shocked by the global pandemic Corona Virus Disease (Covid-19). This virus attack has a major impact on human life in the world and has changed many important aspects of life such as health, society, and the economy. Education and employment were also heavily affected. The outbreak of the Covid-19 virus that has hit almost all countries in the world has put the world's population in deep anxiety (Mahase, 2020). Social distancing or social restrictions also called physical distance restrictions have been designed in such a way as to reduce direct interaction in the wider community because every individual has the potential to be a carrier or transmit the virus and even become an infected patient without symptoms (Wilder-Smith & Freedman, 2020; Priyono, 2021). It is very dangerous considering that the transmission of the virus is relatively easy, namely by various kinds of physical contact. However, it is still being prevented, one of which is an appeal to work, study and worship from home (Darmalaksana, 2020).

A serious impact is experienced by the world of education. Many factors are affected by this pandemic situation. Education, which is the basis for providing human resources, is faced with big challenges. Human resources (educators and educational staff) must be ready to face work situations that require an appropriate system or method. The education process must not stop because of the pandemic. Dugan & Farrell (2017) refers to work from home as teleworking. Teleworking occurs when employees complete work within a different geographic distance from the place where the work is traditionally done. Other terms that can also be used are remote working, teleworking, telecommuting, and e-working. It is also referred to as a change organization or a change in the organization in assigning duties and responsibilities to employees by "forbidding" employees to work in the office and gather in the room so that employees have to work at home. This is called Work from Home (WFH) or work from home (Mustajab et al., 2020)

In fact, in many regions in Indonesia, especially eastern Indonesia, there are many people who are not able to enjoy the internet smoothly. In addition, the lack of teacher knowledge and limited skills in using limited facilities in using technology will affect the quality of teaching and learning programs. Limited access to technology such as networks and facilities, in the form of laptops, computers, and smartphones will make it easier for

teachers to provide materials and students to receive materials online (Nuryakin et al., 2019).

According to Mulyasana et al. (2020), teacher work productivity is the ability and effort of teachers to carry out learning tasks as well as possible in planning teaching programs, implementing learning activities, and evaluating learning outcomes. The work productivity of a teacher will be seen in everyday work situations and conditions. Work productivity can be seen in the aspect of running activities and the quality of carrying out these tasks. In relation to teacher work productivity during the pandemic, there are several influencing factors, including the application of Work from Home (WFH) which involves information technology (IT) facilities and work flexibility in adjusting the situation in the implementation of online learning.

There is a lot of disagreement about whether employee performance or productivity is better through telecommuting. Mustajab et al. (2020) state that employee productivity decreases while working from home. This is due to the lack of facilities to support the work, such as computers, internet networks, and other disturbances, such as boredom from being in the same environment for a relatively long time, and social life must be limited, for example, social distancing to reduce the spread of Covid-19. Furthermore, Mustajab, et al. (2020) conducted research through interviews via telephone, facetime, WhatsApp, and Zoom Cloud Meeting (ZCM) in several locations in Indonesia.

Bloom et al. (2015) also conducted research on the relationship between telecommuting and employee productivity. The study involved a call center agent of a travel agency in China by comparing the work productivity of employees assigned to work in the office and at home based on the number and duration of calls made. The result is that working from home increases the overall work productivity of employees. The productivity of employees who work from home was found to be higher than those who work from the office because it is associated with a calmer work atmosphere. Telecommuting is beneficial for organizations because it can increase productivity, as retention, strengthen organizational commitment, and increase work productivity in organizations.

The flexibility of telecommuting or WFH is proven to provide balanced and quality time for employees to enjoy time with family and save time in completing work, unlike when employees have to do work in the office, employees cannot combine time for family

and work. In essence, work-life balance has become a major concern for everyone who wants to have a high quality of life. In fact, the current workforce emphasizes work-life balance rather than income alone (Chavan et al., 2021).

According to Greenhaus et al. (in Bintang and Astiti, 2016), the imbalance is the inability of individuals to achieve work-life balance which can then cause higher stress, and reduce passion and work motivation. Balance occurs because of a life that is less disciplined and individuals who feel life is less harmonious. Teacher work productivity will certainly be influenced by the balance between personal life and work life, which is called work-life balance. Work-life balance is the alignment of the state of a worker who is able to complete and divide time between the world of work and personal and family needs. Research conducted by Thevanes & Mangaleswaran (2018) on private banks in the Batticaloa region, Sri Lanka found that there is an effect of work-life balance on employee productivity.

Many people work long hours, and as a result, they face conflicts between family and work. Especially women do not have the time they want for a family because of long and uncomfortable working hours (Hill, 2005). Working flexible hours allows people to better organize their daily lives and reduce work-family conflict. People who are allowed to choose what time they can start and finish work tend to be more satisfied with their work. Work flexibility is one of the reasons that can create a positive environment and will have an impact on increasing employee motivation which directly affects the increase in work productivity in the organization, with flexible work workers can arrange a time to carry out tasks directly can give a good time to family and loved ones (Cooper & Baird, 2015).

The intersection between personal life at home and work is called the work-home interface which can have two sides, namely, work can interfere with personal life, and personal life can interfere with work (Mea & Hyronimus, 2020). Currently, the implementation of Work From Home and Work-life balance has not been implemented properly, so it is necessary to map the obstacles faced in its implementation at the same time it is hoped that practical solution steps for improvement are needed in order to increase employee productivity during the Covid-19 pandemic. Thus, theoretically and in some previous research results, employee work productivity during the Covid-19 pandemic can be influenced by several variables including Work from Home and Work-life Balance.

REVIEW OF LITERATURE

Work Productivity of Employee (Y)

Work productivity is a skill expected by the agency or company from its employees in order to develop and expedite the company's work attitude so that the company's or agency's goals can be achieved. It is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not violating the law, and not contrary to morals or ethics. It is a result of work achieved by someone in carrying out skills, experience and sincerity, and time. It is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Work productivity is a person's level of proficiency in tasks that include his work (Elqadri & Wardoyo, 2015).

By looking at these limits, it can be concluded that work productivity is the result of work that can be achieved by an employee in carrying out the work assigned to them. Work productivity reflects success or failure in human resource management activities. If work productivity is poor or not as expected by the company, then the possibility of these human resource management activities must be reviewed by conducting research on employee productivity (Hanasya, 2016).

Work Productivity Indicators

There are three things that are included in the assessment of work productivity, namely the level of discipline, the level of ability, and innovative and spontaneous behavior. Measures or indicators that need to be considered in work productivity include (Kencana et al., 2021): a) Honesty assessment of employee discipline in complying with existing regulations and carrying out their work in accordance with the instructions given to them; b) Discipline assessment of employee discipline in complying with existing regulations and carrying out their work in accordance with the instructions given to them; c) Creativity rater assesses the ability of employees to develop creativity to complete their work; d) Cooperation assessment assesses the willingness of employees to participate and cooperate with other employees so that work results will be better; e) Leadership assessment assesses the ability to lead, influence, have a strong personality, are respected, authoritative, and can motivate other people or their subordinates to work effectively; e)

Experience assessment assesses work experience and shows the ability or skill that a person has; f) The appraiser's Initiative assesses the ability to think based on his own initiative to analyze, assess, create, give reasons, draw conclusions, and make decisions to solve problems he faces; g) Skills appraiser assesses the employee's ability to unite and harmonize various elements that are all involved in policy making and in management situations; h) Responsibilities appraiser assesses the willingness of employees to take responsibility for their policies, work, and work results, the facilities and infrastructure they use, and their work behavior. From the description above, it can be concluded that the indicators of work productivity are loyalty, honesty, discipline, creativity, collaboration

Work-life Balance/ WLB (Z)

Work-life Balance can be interpreted as how a person seeks balance as well as comfort in work and outside of work and have content both on and off the job by minimizing conflict. Work-life balance gives employees the freedom to use their working hours to carry out their personal activities such as family, hobbies, arts, and studies, which are not only focused on their work (Kim, 2014). Work-life balance is something that every individual needs to achieve and manage in a balanced way between his work life and life outside of work. The word balance here does not necessarily mean that there is a division between work and daily life, on the contrary, balance means successfully managing all the responsibilities that belong to both employees' lives.

Work-life balance aims to guide employees in achieving a balance between their work at work and their personal lives. Work-life balance is an important factor for every individual in terms of balancing work and family relationships so that employees have a balanced quality of life. The work-life balance in question is in the form of individual perceptions that work and non-work activities are compatible and able to encourage employee development (Cintantya & Nurtjahjanti, 2018).

Indicator of Work-life Balance

According to Zivcicová et al. (2017), the indicators to measure the work-life balance are as follows: a) **Time balance** refers to the amount of time that an individual can give, both for his work and for things outside his job, such as time for his family. The balance of time owned by employees determines the amount of time allocated by employees in their work and personal life with family, various office activities, family, or

other social places that can only be owned by employees. The balance of time achieved by employees shows that the demands from families on employees do not reduce professional time in completing work, and vice versa; b) **Involvement balance** refers to the amount or level of psychological involvement and commitment of an individual in his work and things outside his job. The time that is allocated properly is not necessarily sufficient as a basis for measuring the level of employee work-life balance, but must be supported by the number or capacity of quality involvement in every activity that the employee undertakes. Thus, employees must be physically and emotionally involved in work, family, and other social activities, so then a balance of involvement will be achieved; c) **Satisfaction balance** refers to the total level of satisfaction of an individual with his work activities and things outside his job. Satisfaction will arise by itself if the employee considers what he has done so far is good enough to accommodate the needs of work and family. It can be seen from the conditions that exist in the family, relationships with friends and coworkers, as well as the quality and quantity of work completed.

Work from Home (WFH) (X1)

The work from home system, or what is commonly referred to as working from home, is a government recommendation for the people of Indonesia in particular. So, one of the ways that can be taken during the Covid-19 emergency in the world of education is to learn to use online media. Online learning is learning that uses the internet network with the ability to bring up various types of learning interactions. From here, it is considered that there are still many ways that should be developed by teachers in order to optimize the learning process. Regarding this, there are two important keywords, namely the productivity of teaching work and education during a pandemic (Firman and Rahayau, 2020).

It is also called Telecommuting Work or Telework. Telework is defined as an alternative work arrangement in which employees work from an alternate location (for example, away from the main office) for at least a large part of their work schedule and use electronic media to interact with other members of their office while doing the work. People who work outside the home experience less of an impact from work on their personal lives. Those who live at a home experience many tensions associated with the interpenetration of private and public spaces under one roof. Telework ultimately becomes

a continuity to constantly work to establish and negotiate the boundaries between the outside world and the home world (Gądecki et al., 2018).

There are three dimensions of application or realization of work from home proposed by (Gądecki et al., 2018) namely: a) **Space**. The transformation of the private space of the house (as a place of realization of favors and self-expression) into a pseudo-public space; b) **Time**. The use of personal space by the workspace leading to the collision of two different time systems: cyclic time (household chores) and linear time (professional tasks), which overlap; c) **Social role**. A narrative about oneself as a worker from home, a constant emanation of roles and teleworker positions performed.

Information Technology (X2)

Technology can be expected to be a facilitator and interpreter. Originally, information technology was used only limited to data processing. The development of information technology used only limited to data processing. With the development of information technology, almost all organizational activities today have been entered by the application and automation of information technology. The notion of information technology can be varied even though each definition has the same core (Frey & Osborne, 2015).

From some of the research, it can be stated that information technology is a combination of computing and communication technology in the form of a system of software and hardware used to process, process, obtain, compile, store, and manipulate data in various ways to produce information quality, that is, relevant, accurate and timely information, which is used as an organizational means to reduce uncertainty and personal, business and government needs, in addition to which information technology can generate information that is strategic for decision making (Holland & Bardoel, 2016).

Information Technology Indicators

Ajami et al. (2015) provides several dimensions about the benefits of information technology. The expediency with the estimation of two factors is divided into two more categories, namely expediency and effectiveness, with the dimensions of each group as follows: a) Benefits include makes the job easier, and useful, increases productivity; b) Effectiveness includes: enhancing effectiveness; improve job performance; c) The expediency of the use of information technology itself can be known from the trust of

information technology users in deciding the acceptance of information technology with one belief that technology users such information can provide a positive contribution to its users.

Work Flexibility (X3)

Flexibility in the work environment can be said to give teachers the opportunity to make choices about how, when, and where they will be involved in work-related tasks and responsibilities. From international workplace group data sources (2019) resulting in around 80% of workers prefer to do work with flexible options. Work flexibility can be a form of variation in work so as to increase work effectiveness and attractiveness for teachers in the future so that teachers do not easily feel bored. This is one of the school's strategies in order to retain teachers. Work flexibility is a policy set by human resource management related to facilitating workers in determining policies for the selection of places, times, and durations in work (Carlson et al., 2010).

Work Flexibility Indicators

According to Carlson (2010) the indicators of work flexibility are as follows: a) Timing flexibility is the flexibility of the teacher to choose a teaching schedule; b) Place flexibility is the flexibility of the teacher in determining the place of teaching; c) Time flexibility is flexible for teachers to determine the right duration of teaching hours.

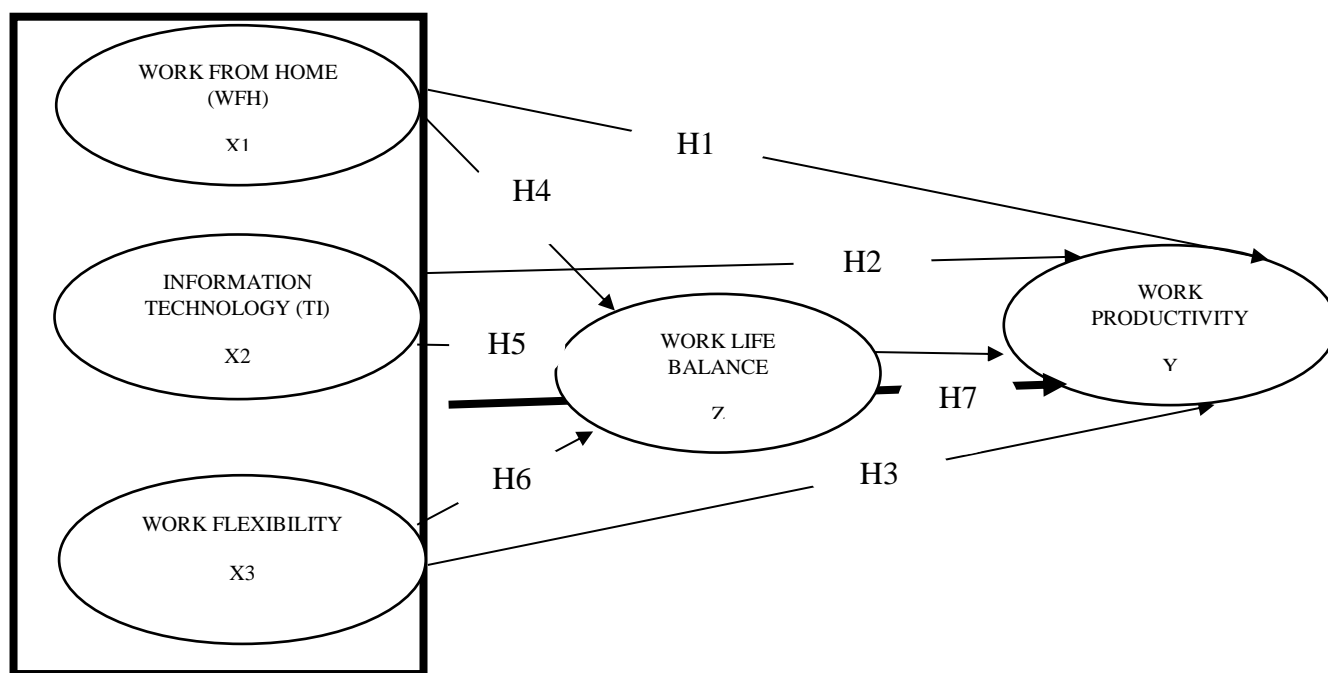
RESEARCH METHOD

The study is a literature review research. A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research for a number of research questions, a literature review may be the best methodological tool to provide answers. For example, reviews are useful when the researcher wants to evaluate a theory or evidence in a certain area or to examine the validity or accuracy of a certain theory or competing theories. This approach can be narrow, such as investigating the effect of or relationship between two specific variables, or it can be broader, such as exploring the collective evidence in a certain research area. In addition, literature reviews are useful when the aim is to provide an overview of a certain issue or research problem (Snyder, 2019).

Conceptual Framework

Based on the above explanation, the frame of mind in this article is obtained, as follows.

Figure 1
Research Framework



Based on the explanation above, the hypothesis is as follows.

- H1:** Work from Home (X1) positively and significantly affects employee work productivity (y)
- H2:** Information Technology (X2) positively and significantly affects employee work productivity (Y)
- H3:** Flexibility (x3) affects positive and significant employee work productivity (Y)
- H4:** Work from Home (X1) positive and significantly affects employee work productivity (Y) through WLB (Z)
- H5:** Information Technology (X2) positively and significantly affects employee work productivity (Y) through WLB (Z)
- H6:** Work Flexibility (X3) affects positive and significantly on employee work productivity (Y) through WLB (Z)

H7: WFH, IT and Work flexibility have a positive and significant impact on employee work productivity (Y)

RESULTS AND DISCUSSION

Based on theoretical studies and previous studies, the discussion of this literature review article in the concentration of human resource management is defined in the following.

WFH (X1) Affects Work Productivity (Y)

Based on the research by Galanti et al. (2021), it can be concluded that WFH can affect productivity. In addition, findings suggest that organizations and employees should consider these factors and develop guidelines on how to better manage them to observe the positive outcomes typically expected from remote work. In particular, increasing opportunities to communicate with colleagues and superiors represents the first strategy for organizations, HR officers, and employees, because communications can decrease social isolation perceptions. The available technological resources can do a lot in this direction: although lean communications, such as e-mails, allow an exchange of information often functional for work, the social exchange between human beings takes place through “richer” forms of interactions, among which the face-to-face interaction represents the “gold standard.”

Many companies accelerated the acquisition and use of technologies and software that offer interactive experiences that imitate face-to-face or group interactions among people. The other side of the coin, however, concerns the issue of the digital privacy defense and the fear of digital surveillance that the massive use of technologies may increase. At the same time, managers and HR officers should also effectively reflect on the frequency, timing, and structure of such communicative exchanges to avoid the risk of excessive interruptions and distractions of workers.

However, research conducted by Bao et al. (2022), who conducted a research study case on the developer in Baidu, stated that the individual developers whose WFH productivity is significantly different from ONSITE productivity in terms of at least one aggregation metric. Out of 139 developers in the whole dataset, the productivity of 21 developers when WFH is significantly different from when working onsite. On the other

hand, the productivity of the majority of developers (84.8%) in terms of all the metrics is not significantly different from when working onsite.

In addition, the feedback from Baidu developers also shows that there is much other stuff (e.g., looking after children or pets, cooking by themselves) to interrupt developers' work and takes a lot of their time, some developers without self-discipline cannot focus on work when working from home. Unlikely onsite, they might be too relaxed at home since there is no colleague around them, and although video conferencing tools or telephone are now very convenient for communication, the efficiency of collaboration still decreases due to WFH.

TI (X2) Affects Work Productivity (Y)

Dutz et al. (2018) stated in their research that it has been widely reported that most of the productivity slowdown is concentrated in the service sector. Meanwhile, services have dramatically increased as a share of total employment and, to a lesser extent, as a share of total output. Because services use up to 80% of computer capital, the slow growth of productivity in the service sector has been taken as indirect evidence of poor information technology productivity.

In addition, Pierce et al. (2015) stated that the use of information technology can both substantially improve the productivity of employees and organizations as well as reduce the corrupt behavior of employees. Furthermore, our results suggest that the majority of improvement in organizational performance and productivity stems from the improved behavior of existing employees, not from the firing of those engaged in theft. Although worker selection may also play a role in our setting, systematic attrition (whether voluntary or termination) cannot explain our results. We argued that a combination of four individual-level mechanisms might explain our results on productivity and service quality improvements: economic multitasking, cognitive multitasking, motivation from improved fairness, and perceptions of increased productivity monitoring.

In addition, Yang (2022) presented an analysis focused on isolating each mechanism. Our results cast significant doubt on both the cognitive and economic multitasking mechanisms, and provide mixed evidence on fairness concerns. Although he cannot directly test for perceptions of increased productivity monitoring, this explanation seems most consistent with our results. Improved monitoring technology, by reducing the

managerial attention needed to stop theft, may free the manager to focus more on both directly monitoring and facilitating employee productivity. Management also faces a multitasking challenge, with fundamental trade-offs between misconduct and productivity. The theft monitoring system, by reducing necessary effort toward reducing theft, allows additional managerial effort to be focused on improving productivity. This highlights one of the key benefits of using technology-based solutions to address operations management problems: they can lower costs while avoiding many of the agency problems that result from solutions based on financial incentives.

Work Flexibility (X3) Affects Work Productivity (Y)

In the theory of work-life balance, it is stated that the three dimensions of work-life balance demand the ability of employees to manage time, the level of psychological involvement of employees, and the level of employee satisfaction to be able to divide their roles in work and family life. The abilities of such individuals or employees help in making employees professional. According to Soetrisno (2017), one of the factors of productivity is ability, namely the dependence on skills and professionalism of employees in completing their job tasks. Thus, if the two theories are combined, then the factors and dimensions of the work-life balance indirectly affect the factors of work productivity. If an employee has a good time balance, a stable psychological level, and a good balance of satisfaction, it will make the employee able to divide his role and become a professional individual so that his work results or productivity can increase even though it does not have a high and insignificant impact.

However, research by Jeffrey et al. (2008) stated that none of the obtained scales of performance neither self-reported nor in peer evaluation, show a significant correlation with any of the time factors. The regression analyses concerning the self-evaluated work productivity do not provide more clues to a link between time factors and performance.

WFH (X1) Affects Work Productivity (Y) through WLB (Z)

Khotimah et al. (2021) stated that WFH can affect work productivity through WLB. They stated that WLB suffers during WFH. With difficulties distancing oneself from work, increased stress, reduced social support, more overtime, etc., there is hardly quality time for personal life. Moreover, productivity is likewise reduced in WFH, despite more hours put into one's work.

In addition, Irawanto et al. (2021) also stated that with most of their employees remotely working at home, companies are interested to know its impact on productivity. Employers are blind to the activities of their employees and rely on information obtained from digital communication and online meetings. Productivity of Chinese employees suffered during the Covid-19 pandemic due to self-regulation issues and problems with technology and WLB. Evidently, not all people have the discipline to work without supervision. Interference from family and bouts of loneliness can affect the performance of tasks during WFH.

However, Tejero et al. (2021) stated that knowledge workers in Europe found that WFH is more efficient because it minimizes unproductive time on meaningless tasks at work and allows them to focus on their job. These differences support further investigation of factors affecting productivity in the WFH environment. Although productivity may suffer during WFH, it can potentially help promote work-life balance (WLB). Working at home allows parents to spend more time with their children and the high Job Autonomy (JA) and scheduling flexibility can help minimize work-family conflict. Greater autonomy in determining working hours and managing tasks improved the productivity of employees that worked from home due to Covid-19. In addition, the freedom to choose working hours minimizes the perception that the job is mentally demanding. However, autonomy has negative effects on people that do not have a high level of discipline. It caused them to slow down and not achieve their goals.

IT (X2) Affects Work productivity (Y) through WLB (Z)

Ratna & Kaur (2016) stated that IT can affect work productivity through WLB. Work-life Balance is a comfortable state of equilibrium achieved between a person's primary priorities of their employment position and their personal lifestyle. To put it in simple words, the demands of a working individual's career should not overwhelm his ability to enjoy a satisfying personal life beyond the business environment. These days, we have so many potentially labor-saving technological devices. New technology can clearly enable us to work faster and more efficiently, and it facilitates flexible and remote working e.g., working from home, preparing quick presentations and reports with the use of cell phones besides computers and laptops but it can also mean that we cannot ever really get away and switch off. Also, with work-life balance, IT will strengthen work productivity.

In addition, Puspitasari & Darwin (2021) also stated that IT can increase work productivity through WLB. The effect of mediation of Work-Life balance variables as mediation between the work productivity variable against the IT variable results in a full mediated evaluation. It is because direct and indirect influences have equally significant results.

The use of IT in the employee's activity to increase their productivity can really help them develop. However, this situation can be increased if WLB can be experienced by them. From an employee's point of view, work-life balance can be interpreted as a challenge to be able to balance the responsibility to complete the work and the responsibility to perform its role in the family, while in the point of view of the organization work-life balance becomes a challenge to create a supportive work environment so that employees can focus on their achievements in the workplace (Adisa, 2017).

Work flexibility (X3) Affects Work Productivity (Y) through WLB (Z)

Smith (2010) stated that millennial job candidates consider work-life balance issues very important in making career decisions. Millennials indicate that a healthy work-life balance positively affects their job satisfaction, job performance, and ethical decision-making, even, through work flexibility. While both male and female Millennials consider work-life balance issues to be important, on some questions pertaining to flexible work arrangements, females have significantly higher response scores. To help achieve a healthy work-life balance, professional services firms can offer flexible work arrangements preferred by Millennials, such as special summer or holiday hours, flex-time, and telecommuting.

In addition, Sullivan (2012) also stated that remote working has the potential to assist with work-life balance tends to be based, either implicitly or explicitly, on the idea that remote working provides greater flexibility; that is, on the assumption that employees can alter the timing, locating, or amount of paid work in order to accommodate personal preferences and increase productivity.

Other than that, Irawanto et al. (2021) stated during covid-19, the era is not only coming to work onsite that does not make employees flexibly working, but this time is the

time when every employee can do their job flexibly and increase their productivity. In addition, with the work-life balance they get, their productivity will become stronger.

WFH, IT, and Work Flexibility together Affect Work Productivity (Y) through WLB (Z)

Because there is no research that conduct research to determine whether WFH, IT, and WLB together can affect work productivity through WLB, we will define it based on the results of the research conducts relating to the effect of WFH on work productivity through WLB, IT on work productivity through WLB, and work flexibility on work productivity through WLB. Based on the research found in the previous point, it can be seen that all relationships have shown effectiveness.

New normal raises new habits in the work world, in this case, the emergence of organizational culture has a picture of a major role in the success achieved by companies. Work from home (WFH) means working from home generally defined by the way employees work outside the office. Outside the office can be interpreted that employees can work from home, from a cafe or restaurant in accordance with the wishes of employees. New normal raises new habits in the work world; in this case, the emergence of organizational culture has a picture of a significant role in the success achieved by companies. This work system has high flexibility. This work system has high flexibility because this condition is considered to be able to support the work balance of employees between work and life. But currently, WFH is a solution to reduce the risk of transmission and employee safety from the transfer of the Covid plague (Putranti et al., 2020).

The advantages and disadvantages of WFH are polemic for employees, and some think that WFH is flexible, saving transportation expenses. But currently, WFH is a solution to reduce the risk of transmission and employee safety from the transmission of the Covid plague. The advantages and disadvantages of WFH are polemic for employees, some think that WFH is flexible, saving transportation expenses (Mustajab et al., 2020).

In addition, culture also functions as a facilitator of the growth of a shared community as a mechanism for making meaning and control that guides and shapes the attitudes and behavior of employees. Organizational culture is a pattern of sharing the basic assumptions that a group has learned when solving problems of external adaptation and internal integration, which have worked well enough to be considered valid and must,

therefore, be taught to new members as the correct way to see, think, and feel in relation to the problem. These values will bring a shared consensus from the life of the members of the organization (Vyas & Butakhieo, 2021).

Consensus creates a work environment that is in line with the values espoused by members of the organization. The condition of the work environment is called good when the employee can complete work tasks optimally, healthy, safe, and comfortable. Determination and creating a good and comfortable work environment will determine the success of achieving organizational goals. Conversely, a less supportive work environment can reduce work motivation and morale, which can reduce employee performance (Afriyanti et al., 2022).

The work-life balance for each employee is different from the other. Employees have different priorities for life during the remaining time at work. Workplace flexibility is no longer just an innovative policy choice for managing employees. Still, it is also an essential requirement for companies to thrive in today's competitive and dynamic global business environment. The universal nature of work and space requires increased flexibility in schedules, hours, and locations. The best individual work-life balance will vary from time to time, and often every day can change. The right balance for today might be different tomorrow. The right balance, for now, will be different when the employees are single or when married, have children, when starting a new career and when approaching retirement (Hashim et al., 2017).

CONCLUSION

According to the theory, the appropriate article, and its discussion, it can be seen that some studies support the thought of the research hypothesis of this study while some do not. From the hypothesis determine, there is no research conducted to determine whether WFH, IT, and WLB together can affect work productivity through WLB. Therefore, future research especially quantitative research needs to be conducted to prove the theory.

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