The Mediating Effect of Organizational Culture and Work Fatigue on Work Life Balance in the Context of Work from Home among Indonesian Workers

Abstract – *Remote work has existed for quite some time but has gained popularity with the onset of the Covid-19 pandemic, as all activities had to be conducted from home. The research gap lies in the scarcity of empirical evidence on how organizational culture and work fatigue mediate the relationship between Work From Home (WFH) and work-life balance (WLB), especially in the Indonesian context. This study examined whether organizational culture and work fatigue mediate the impact of WFH on WLB among Indonesian workers. This study sought to understand how work-life balance is affected by organizational culture and work fatigue among Indonesian remote workers. Using purposive sampling, the study gathered data from 112 respondents and analyzed them with Smart PLS. The findings indicate that the direct relationship between work-from-home and work-life balance as well as work fatigue is not significant. Similarly, the mediation effect of organizational culture and work fatigue on the relationship between work-from-home and work-life balance was not significant. Furthermore, the link between organizational culture and work-life balance is not significant. A significant relationship is only observed between work fatigue and work-life balance and between work-from-home and organizational culture. This research is crucial because while remote work offers flexibility, it also poses challenges such as fatigue and blurred boundaries that may jeopardize employees' well-being. Understanding these dynamics aids organizations in developing supportive cultures and strategies to enhance employee work-life balance in the post-pandemic digital-first era.*

I. INTRODUCTION

The proliferation of remote work, particularly accelerated by the COVID-19 pandemic, has substantially transformed the manner in which employees balance their professional and personal lives (Hongdiyanto et al., 2022). Work engagement is crucial in shaping employees' dedication, enthusiasm, and involvement in tasks (Abdulrahman et al., 2022; Bakker et al., 2023). It serves as a positive predictor of job satisfaction and overall well-being. In the context of remote work, engaged employees often experience a stronger connection to their tasks, maintain higher job performance, and achieve an enhanced work-life balance. Remote work provides employees with the autonomy and flexibility to manage their work hours, leading to improved work engagement, a trend anticipated to continue (Franken et al., 2021). Several factors have contributed to the increasing trend of working from home (WFH) in Indonesia. The advancement of digital infrastructure—such as enhanced internet connectivity and the widespread use of smart devices—has rendered remote work more practical and accessible for a broader range of employees (Ibrayev, 2022). The shift to WFH has conferred numerous benefits upon Indonesian workers. Employees have gained the flexibility to organize their work hours around personal commitments, resulting in improved work-life balance (Pratiwi and Wahyuningsih, 2023). Reduced commuting stress and associated expenses contribute to enhanced job satisfaction and well-being.

Moreover, organizations have experienced increased operational resilience and access to a wider talent pool, particularly for roles that do not necessitate physical presence. Additionally, the desire for greater work-life balance, increased autonomy, and reduced commuting time has encouraged both employees and employers to explore remote work options. Conversely, extended remote work can lead to increased work fatigue due to prolonged screen time, blurred boundaries between work and personal life, and reduced face-to-face interactions (Trougakos et al., 2020). Work fatigue has been associated with decreased job satisfaction, burnout, and impaired work-life balance. Factors such as the pressure to be constantly available and difficulties in disconnecting from work contribute to work fatigue among remote workers. The transition to WFH in Indonesia has highlighted both positive and negative effects on work-life balance. While WFH offers employees the flexibility to balance personal responsibilities and work tasks, it can also blur the boundaries between these two domains (Berg et al., 2021). This blurring can result in longer working hours, making it difficult for employees to disengage from work-related tasks, thereby affecting their personal lives. Additionally, employees experiencing high levels of work fatigue may find it challenging to fully engage in non-work activities, further straining their work-life balance.

The practice of working online outside the traditional office environment is commonly referred to by several terms, including "remote work" and "Work from Home." Remote work entails performing tasks outside the office with flexible hours, allowing for task completion at any time, whereas Work from Home maintains the same hours as conventional office work. According to Nagel (2020), both companies and employees have acknowledged that the Covid-19 pandemic has accelerated the transition towards digital work patterns. Organizations are encouraged to promote the adoption of new working methods and the independent use of technology among their employees. Global Data indicates that a majority of workers wish to incorporate remote working as part of the new normal following the lockdown phase. Approximately 47% of respondents expressed a preference for a combination of remote and office work, while 29% favored the full implementation of remote work. Several global companies have permanently adopted work-from-home arrangements for some employees. For instance, Twitter, a social media company, permits certain employees to work permanently from home, a decision influenced by the pandemic and internal employee requests. Similarly, Facebook has instituted permanent Work from Home policies. Mark Zuckerberg, Facebook's founder and CEO, announced that 50% of Facebook employees could work from home for the next 5 to 10 years. He explained that this decision was based on employees' aspirations and efforts to promote broader economic equality. "Limiting hiring to those living in big cities or willing to relocate reduces opportunities for people from diverse environments, backgrounds, and perspectives," Zuckerberg stated on his personal Facebook page.

Discussions regarding remote work and telecommuting have been prevalent well before the onset of the Covid-19 pandemic. Anderson and Kelliher (2020) observe that over the past two decades, flexible work arrangements, such as remote working, have been perceived as a strategy to improve work–life balance by affording employees greater autonomy over their work schedules and locations. Additionally, a World Economic Forum article entitled "The Future of Jobs: Employment, Skill, and Workforce Strategy for The Fourth Industrial Revolution," published in January 2016, identifies the evolving work environment and flexible work arrangements as the primary global trend influencing socioeconomic

demographic changes. This article further emphasizes that recent technological advancements enable remote working, co-working spaces, and teleconferencing. This emerging norm is being experienced by various organizations.

Staniec et al. (2023) highlight that although numerous organizations have embraced Work from Home (WFH) due to its cost-saving and productivity benefits, this shift has also presented certain challenges. They observe that despite the efficiency gains, the indistinct boundaries between work and personal life associated with WFH can exacerbate work–life balance issues. This perspective aligns with broader research on remote work, which indicates that while flexible arrangements can be beneficial in specific contexts, they frequently complicate the management of work-life boundaries, thereby increasing stress and impacting overall well-being.

Suriyanti (2024) and Bhende et al. (2020) define Work-Life Balance (WLB) as the equilibrium between professional responsibilities and personal life roles, including those related to home and family. Aruldoss et al. (2020) further elucidate that WLB is attained when there is harmony between work and personal life, devoid of conflict, which subsequently enhances productivity and improves employee well-being. This alignment underscores the significance of both organizational culture and external factors, such as work fatigue, in shaping employees' capacity to manage work-life integration—a critical theme in comprehending Work From Home (WFH) dynamics in Indonesia. Work encompasses all activities undertaken by employees within an organization, whereas life includes all non-work-related activities, such as household routines, family care (including children and spouses), caring for parents, and social life. Work-Life Balance fosters increased work productivity. According to Aruldoss et al. (2020), content employees tend to be more productive than others. Satisfied workers endeavor to maintain a balance between work and life.

While existing literature elucidates various facets of work-from-home arrangements, a comprehensive understanding of the influence of organizational culture and work fatigue on work-life balance remains limited. Previous studies have explored both the positive and negative effects of remote work; however, a thorough overview of the interconnected variables affecting work-life balance, particularly within the Indonesian context, is still lacking. Although the benefits of remote work are well-documented, there exists a gap in understanding how these benefits are either mitigated or enhanced by organizational culture and work fatigue, especially in Indonesia. This study aims to address this gap by synthesizing existing research and examining the mediating effects of organizational culture and work fatigue on work-life balance, thereby contributing to a more holistic understanding of the impact of remote work.

The research gap identified in this study concerns the lack of comprehensive analysis regarding the mediating roles of organizational culture and work fatigue in the relationship between Work From Home (WFH) and work–life balance (WLB), particularly within the Indonesian context. The novelty of this research is its emphasis on the Indonesian setting, where socio-cultural factors, such as household assistance, may uniquely influence work-life dynamics in contrast to developed countries. Additionally, it explores the relatively underexamined intersection of organizational culture and work fatigue as mediators in the WFH-WLB relationship.

To address this gap, the present study is designed to empirically investigate these mediating variables within the distinct cultural and occupational context of Indonesia. The objective of this research is to examine the impact of work-from-home (WFH)

arrangements on work-life balance (WLB) in Indonesia, with a particular emphasis on the mediating roles of organizational culture and work fatigue. This study aims to identify key factors influencing WLB for Indonesian remote workers, providing insights for both employees and employers in managing work-life dynamics. Additionally, it explores how work fatigue, resulting from extended remote work hours, affects workers' ability to maintain a healthy work-life balance. By analyzing these elements, this study seeks to address the existing gap in the literature regarding the complex dynamics among WFH, organizational culture, and work fatigue, specifically within the Indonesian context. Ultimately, this research aims to offer insights that can inform policy recommendations for organizations striving to optimize WFH practices and enhance employee well-being.

Building upon this objective, the study further investigates how the lived experiences of remote workers—particularly their exposure to work fatigue and the influence of organizational culture—affect the practical attainment of work-life balance. The phenomenon of work fatigue in the context of remote work was highlighted by the pre-survey data collected by the researchers. Adapting to new habits necessitates time and process to ensure optimal functioning. The pandemic, a novel experience for most individuals, has resulted in varied adjustment processes for those working from home. While remote work offers flexibility and convenience, reducing commute times and granting more control over schedules, it can also blur the boundaries between work and personal life. This can potentially lead to burnout, overwork, and a decline in work-life balance (WLB). This tension underscores the importance of examining the mediating role of organizational culture. Organizational culture encompasses shared values, beliefs, norms, and behaviors within an organization, influencing how employees perceive their work environment, interact with colleagues, and interpret policies

and practices. A positive culture can enhance employee well-being, whereas a toxic culture can undermine it. Organizational culture can mediate the relationship between working from home (WFH) and WLB in several ways: (1) Communication and Collaboration: A robust culture of communication and collaboration can alleviate feelings of isolation and disconnection that remote workers may experience. Regular check-ins, virtual team-building activities, and a sense of belonging fostered by culture can improve WLB. (2) Flexibility and Trust: An organization that values trust and offers flexible work arrangements sends a positive signal to remote employees. A culture of trust empowers employees to manage their time effectively, reducing the likelihood of burnout and enhancing WLB. (3) Workload Expectations: Organizational culture plays a crucial role in setting these expectations. A culture that encourages employees to take breaks, set boundaries, and prioritize self-care can counteract remote workers' tendency to overwork. (4) Leadership and Role Modeling: Leaders set the tone for remote work practices. A culture of supportive leadership that models healthy work-life integration can positively influence employees' perceptions of WLB.

Remote work, as opposed to traditional office-based employment, presents both advantages and disadvantages. According to Pattnaik and Jena (2020), telecommuting contributes to a reduction in greenhouse gas emissions by decreasing the necessity for commuting. It also offers increased flexibility in time management, enhances quality of life, and allows individuals to concentrate more effectively on task completion. From an organizational standpoint, these factors can lead to increased productivity and reduced office-related expenses. However, remote work also poses challenges, such as feelings of isolation and insecurity among employees. Extended periods of solitary work may lead to decreased morale and concentration, potentially impacting

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productivity negatively. Managers are tasked with the challenge of ensuring employee engagement in a remote work setting. The work-from-home model may become increasingly prevalent in the future, as it enables individuals to establish personalized work patterns, potentially enhancing productivity. Nonetheless, a critical issue is the ability of remote workers to balance professional and personal responsibilities to achieve work-life equilibrium. This concern arises because work may extend beyond conventional hours, such as during evenings or holidays, adversely affecting the balance between professional and social life. As previously noted, while high work dedication can mitigate fatigue, it may also result in an imbalance.

The influence of remote work on the work-life balance of Indonesian employees is a multifaceted issue influenced by elements such as organizational culture and work fatigue. A supportive organizational culture can facilitate the transition to remote work, improve well-being, and mitigate potential adverse effects on work-life balance. Nevertheless, the risk of work fatigue associated with prolonged remote work may counteract these advantages and negatively impact work-life balance. It is imperative for organizations to implement strategies that establish clear work-life boundaries, promote regular breaks, and provide resources to manage work fatigue. Drawing on previous studies, the researcher sought to examine the impact of remote work on work-life balance, taking into account the roles of organizational culture and work fatigue.

To contextualize these challenges and opportunities, it is imperative to examine flexible work arrangements (FWA) as a comprehensive framework through which remote work can either support or impede work-life balance. Shifrin and Michel (2022), along with Willett et al. (2024) and Augustine et al. (2024), characterize flexible work arrangements as a distinctive system that transcends traditional organizational boundaries, encompassing various elements such as work quantity, time distribution, and workplace location. FWA typically includes flexible hours, part-time jobs, job sharing, shifts, overtime, weekend work, hourly work, temporary jobs, remote work, full or temporary contracts, pay-per-contract, years, paid maternity leave, and working from home. FWA enables employees to manage their time effectively, thereby achieving a work-life balance that can mitigate stress and fatigue, and fostering a desire to reciprocate positively towards their employer. When this reciprocation is coupled with the ability to manage time according to personal needs, it can enhance work productivity and benefit companies. Tavares et al. (2020) note that remote work is a form of FWA that workers embrace to enhance their performance and social life, eliminate work constraints, and gain the freedom to plan their work more independently.

According to toBellman and Hubler (2021), Barrero et al. (2023), Work From Home, also referred to as remote work, telecommuting, teleworking, homework, home office, outwork, and flexible work, pertains to arrangements where employees do not physically attend the company office. Tavares et al. (2020) elucidated that teleworking enables employees to perform their duties from any location and at any time while fulfilling the company's requirements. This involves establishing workspaces outside the company premises and maintaining communication through software. Companies must develop both formal and informal communication patterns with remote workers and regularly evaluate remote working conditions. From the perspective of employees, effective communication skills, intrinsic motivation, and a willingness to work remotely are crucial. Remote workers must also ensure reliable Internet connectivity. From an organizational perspective, remote workers require mentoring, communication with

superiors, and guidance for effective time management. Key indicators of Work From Home include the work environment/location, internet-based communication, and working independently without the physical presence of co-workers. The term 'telework' originates from 'electronic' and 'homework,' referring to low-level office workers, whether on full-time or part-time contracts. The concept, also known as 'flex work' or flexible working, emphasizes adapting work to existing conditions. According to Mungkasa, telework involves tasks performed by an employee, homeworker, or self-employed individual, away from the office, for a specified period using communication media as a work tool. The four indicators are (1) work location, (2) remote work activity, (3) technology availability, and (4) working alone.

Organizational culture exerts a substantial impact on employees' work-life balance and the overall work environment (González-Rodríguez et al., 2019; Keesler, 2020; Lee and Jang, 2020; Marcos et al., 2020). Although the culture of an organization is initially established by its founder, it inevitably undergoes transformation as the organization expands, subcultures emerge, and management undergoes changes. To fortify a company, it is crucial to continuously evaluate and adapt to this evolving culture. As the significance of a balanced organizational culture between work and life has grown, research has increasingly focused on understanding its components and assessment methods. Thompson et al. (1999) identified measures of work-life balance (WLB) organizational culture, including management's support for employees' family lives (managerial support factor), awareness of career consequences when utilizing such programs (career consequences), and the organization's emphasis on work over home (organizational time demands), based on previous studies. These were categorized into the use of a family-friendly system, organizational culture, and managerial support. However, earlier studies

have limitations due to their arbitrary and subjective criteria for evaluating WLB organizational culture. To address this, Yu et al. (2022) developed a measurement tool comprising five factors: (1) the company's commitment to WLB, (2) the boss's consideration of WLB, (3) empathic communication with colleagues, (4) material support from colleagues for WLB, and (5) the ease of accessing WLB programs.

Powell and Copping (2016) together with Cao and Chen (2021) characterize fatigue as a chronic condition marked by drowsiness and sleep deprivation, which are primary contributors to fatigue disorders. These disorders have significant safety implications for individuals. According to a study by Johnston et al. (2018), Norlander et al. (2021), and Alroomi and Mohamed (syndrome, a stress syndrome develops gradually due to prolonged exposure to physical, mental, and emotional stress. The inability to manage excessive pressure and demands, characterized by dissatisfaction, low energy, fatigue, frustration, depersonalization, and a sense of inadequacy, can lead to burnout. Work-related fatigue manifests through the following indicators: (1) subjective feelings of tiredness, (2) diminished concentration, (3) decreased motivation, and (4) reduced physical activity.

Jaharuddin and Zainol (2019), Brough et al. (2022), and Fan et al. (2021) define work–life balance as a state of equilibrium among work, home activities, and other life aspects. Achieving this balance is essential for employees' psychological, emotional, and cognitive stability, which, in turn, enhances overall organizational performance. Conversely, an imbalance between work and personal life can induce stress and lead to diminished productivity. Aruldoss et al. (2020), Lee and Jang (2020), Vyas (2022), and Shirmohammadi et al. (2022) emphasize that work–life balance involves managing emotional, behavioral, and

time demands between paid work and personal and family responsibilities. Organizational changes have heightened the focus on maintaining this balance. Shifts in labor conditions, employee demographics, increased working hours, and home environment factors necessitate a more favorable work–life balance. Stoilova et al. (2020) highlight work–life balance as a vital quality integral to work and a key determinant of societal welfare. It also encompasses aspects of parenting and work. In the European Union, work–life balance is a political priority, promoting initiatives to support working parents through leave policies and flexible work arrangements.Staniec et al. (2023) suggest that having a home office might

enhance work–life balance, although it remains uncertain whether working from home truly improves it. For instance, some individuals extend their work into personal time or breaks due to the pressure to complete tasks in their formal workplace. Indicators of work–life balance include: (1) the ability to engage in activities outside of work, (2) control over one's time, and (3) receiving compensation for work done beyond regular hours.

The analysis model in this study considers work-from-home and work-life balance as independent variables, with Organizational Culture and Work Fatigue serving as intermediary variables. This is represented visually in Fig. 1.

Figure 1. Model of Analysis

II. METHODS

According to Sekaran and Bougie (2016), the term "population" refers to the entirety of phenomena, individuals, and objects that capture the interest of researchers, from which they aim to derive conclusions based on statistical analysis. In the context of this article, the researchers lack complete knowledge of the entire population, rendering it unknown. This study concentrates on employees working from

home in Indonesia. To obtain a comprehensive understanding of the conditions in Indonesia, the researchers are distributing online surveys via Google Forms. Their objective is to reach a diverse array of workers across various regions, specifically targeting the five major islands of Indonesia: Java, Sulawesi, Sumatra, Kalimantan, and Papua. The aim is to ensure the representation of workers from each island.

In this study, the researchers utilized a non-probability sampling method, specifically employing a purposive sampling technique. The criteria for inclusion were as follows: (1) individuals who have engaged in remote work for

a cumulative duration of three months, (2) those working between 20 and 40 hours per week, (3) intrapreneurs, and (4) office workers or desk-based employees. The determination of the sample size was guided by Hair et al. (2017), who recommended multiplying the number of indicators by a factor ranging from 5 to 10. The researchers selected a factor of 8, resulting in the following calculation: sample = 14 indicators × 8 = 112 respondents. The questionnaire employed a 5-point Likert Scale.

The selection of respondents was facilitated through social media platforms and the researcher's professional networks. The questionnaire was distributed between August and October 2024. An attention check was employed in this study to ensure that participants were attentive while completing the surveys or experiments. This measure aids in identifying careless or inattentive responses, thereby enhancing data quality and reliability. Researchers utilize attention checks to filter out invalid responses and maintain the integrity of their findings. Of the 285 questionnaires distributed, 145 were collected. In accordance with the sample size, 112 initial data points were directly utilized. To protect the respondents' identities, the questionnaire included a statement assuring that their information would remain confidential and be used solely for this study.

The questionnaire items were sourced from journals that served as references. All measurement items in this study were adopted or adapted from established instruments in previous research to suit the Indonesian remote work context. Work From Home items were based on Tavares et al. (2020), while Organizational Culture items were adapted from Yu et al. (2022) and Thompson et al. (1999). Work Fatigue was measured using scales from Powell and Copping (2016) and Johnston et al. (2018), and Work-Life Balance from Aruldoss et al. (2020) and Brough et al. (2022). Items were modified for clarity and cultural relevance, and a pre-test was conducted to ensure appropriateness for Indonesian respondents. Hypothesis testing was conducted using the partial least squares structural equation modeling (PLS-SEM) method facilitated by the SmartPLS software program. As noted by Hair et al. (2017variance-based), PLS is a variance-based multivariate data analysis method (variance-based) designed to estimate SEM structural equation models without relying on distribution assumptions. SEM can measure the relationships between latent variables, which cannot be directly measured and require indicators as measurement tools. According to Hair et al. (2017), the internal model (PLS-SEM) is divided into two models: the structural model (inner model) and measurement model (outer model). In PLS-SEM, the structural model involves latent variables (both dependent and independent) and their path relationships, aiming to optimize the variance explained by latent endogenous variables. Additionally, the measurement model, or external model, is a component of the path model that includes indicators and their relationships with constructs (latent variables).

III. RESULTS AND DISCUSSION

Based on the collected data, the majority of respondents who completed the questionnaire had experienced working from home for a cumulative period of three months or more. The data further reveal that these respondents were primarily engaged in remote work for 20-40 hours per week, identified as intrapreneurs, or occupied white-collar positions. Among the demographic information collected, age distribution was predominantly within the 25-34 years age group. Additionally, the research successfully captured the geographical distribution across major islands in Indonesia, with a notable concentration in Java. The study utilized a sample size of 112 respondents.

In this model, all constructs—work from home, organizational culture, work fatigue, and

work-life balance—are conceptualized as reflective constructs. Validity assessments can be conducted by examining both convergent and discriminant validity(Hair et al., 2017). Convergent validity is considered satisfactory if the outer loading is 0.70 or higher, and the average variance extracted (AVE) value exceeds 0.50. Conversely, cross-loading is deemed valid if the value exceeds 0.70 in the discriminant validity test. Consequently, any indicator with an external loading value below 0.70 should be excluded, considering the AVE valueHair et al. (2017). The results of the second convergent validity test are presented in Table 1 for the outer loading values and in Table 2 for the AVE values.

Table 1. Second Test Outer Loading Value

Indicator	Organizational Culture	Work Fatigue	Work From Home	Work Life Balance
OUTER LOADING VALUE				
OC 1.2	0.717			
OC 1.3	0.835			
OC 1.4	0.854			
OC 1.5	0.733			
WF 1.1		0.840		
WF 1.2		0.733		
WF 1.5		0.726		
WF 1.6		0.758		
WFH 1.1			0.850	
WFH 1.2			0.837	
WFH 1.4			0.906	
WFH 1.5			0.750	
WLB 1.1				0.834
WLB 1.2				0.893
WLB 1.3				0.798

Table 2. Second Test Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Average Variance Extracted Value	
Organizational Culture	0.619
Work Fatigue	0.586
Work From Home	0.702
Work Life Balance	0.711

As shown in Table 1, each indicator value must satisfy the minimum value of the outer loading of 0.70. This means that the provisions of the AVE value can reach 0.50 or greater, as indicated in Table 2. Thus, all the

indicators used in this study can be considered valid, and convergent validity can be used to measure each variable.

Table 3. HTMT for Discriminant Validity

	OC	WF	WFH	WLB
OC				
WF	0.623			
WFH	0.533	0.649		
WLB	0.378	0.589	0.595	

Table 3 displays the outcomes of the discriminant validity test, specifically highlighting the HTMT test. All values are under 0.9, indicating that the indicators among variables are distinct (Hair et al., 2017). Table 4 shows the findings of the reliability test, which utilizes Composite Reliability and Cronbach's alpha assessments sequentially. These assessments are considered acceptable if the values lie between 0.60 and 0.70, and satisfactory if they range from 0.70 to 0.90. Each variable in Table 4 is regarded as satisfactory, as all exceed 0.70 in both the composite reliability and Cronbach's alpha evaluations.

Table 4. Test Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	VIF
Composite Reliability, Cronbach's Alpha and Multicollinearity			
OC	0.796	0.866	1.529
WF	0.778	0.849	1.261
WFH	0.857	0.904	1.614
WLB	0.796	0.880	

Table 4 presents the results of the reliability test, assessed using Composite Reliability and Cronbach's alpha in sequence. Both assessments are deemed acceptable if the values fall between 0.60 and 0.70, and satisfactory if they range from 0.70 to 0.90. As shown in Table 4, each variable's value was considered satisfactory, as each exceeds 0.70 in both the composite reliability and Cronbach's alpha assessments. In addition, Table 4 also provides multicollinearity test.

The assessment of the structural model, also known as the inner model, is facilitated by several criteria: path coefficient, coefficient of determination (R2), and effect size (f2). Initially, a bootstrapping procedure was utilized to ascertain the standard error for each model parameter (Hair et al. 2017). This bootstrapping involved 5000 subsamples and employed a bias-corrected and accelerated (BCa) confidence interval approach. Regarding the standard error, the significance level of each model parameter can be determined using the t-statistic value, which evaluates the weights between variables in the contribution of constructors (Hair et al., 2017). The results of the structural model (inner model) testing in this research are depicted in the following figure. Hypotheses were accepted if the t-value exceeded 1.96 and the p-value was below 0.05, indicating statistical significance at the 5% level.

As depicted in Figure 2, the t-statistic values for the associations between work from home and work-life balance, work engagement and work-life balance, and work fatigue and work-life balance are 1.365, 0.855, and 7.408, respectively. Furthermore, the t-statistic values for the relationships "Work From Home to Work Engagement" and "Work From Home to Work Fatigue" are 4.712 and 1.815, respectively. A t-statistic value exceeding 1.96 indicates a significant influence between the variables. These t-statistic values, along with the mean, standard deviation, and p-values, are comprehensively detailed in the table of path coefficients, as presented in Table 5.

The influence of organizational culture on work–life balance is not statistically significant, as evidenced by a t-statistic value of 0.855, which falls below the critical threshold

of 1.96. Consequently, the study's findings necessitate the rejection of Hypothesis 2, which asserts that "Organizational Culture has an effect on Work-Life Balance." In the context of remote work, employees in Indonesia may possess well-defined expectations regarding their work arrangements and may prefer employers that align with their work-life balance preferences. This situation can lead to a self-selection effect, whereby organizations with less favorable work-life balance cultures may encounter difficulties in attracting talent.

Table 5. Path Coefficients

Path Coefficients				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WFH -> WLB	0.124	0.125	0.091	1.365	0.173
OC -> WLB	0.089	0.084	0.104	0.855	0.393
WF -> WLB	0.523	0.542	0.071	7.408	0.000
WFH -> OC	0.440	0.451	0.093	4.712	0.000
WFH -> WF	0.191	0.189	0.105	1.815	0.070

Table 5 presents the impact of remote work on work-life balance, as indicated by a t-statistic of 1.365, suggesting that the effect is not statistically significant. The results of this study reveal that the hypothesis (H1), which asserts that remote work affects work-life balance, is not substantiated. Despite the distinctions between remote work and office-based work, it appears that other essential skills, such as time management, play a pivotal role in sustaining life balance. Furthermore, sociocultural factors may also contribute, as the affordable wages of household assistants in Indonesia facilitate their ability to support workers.
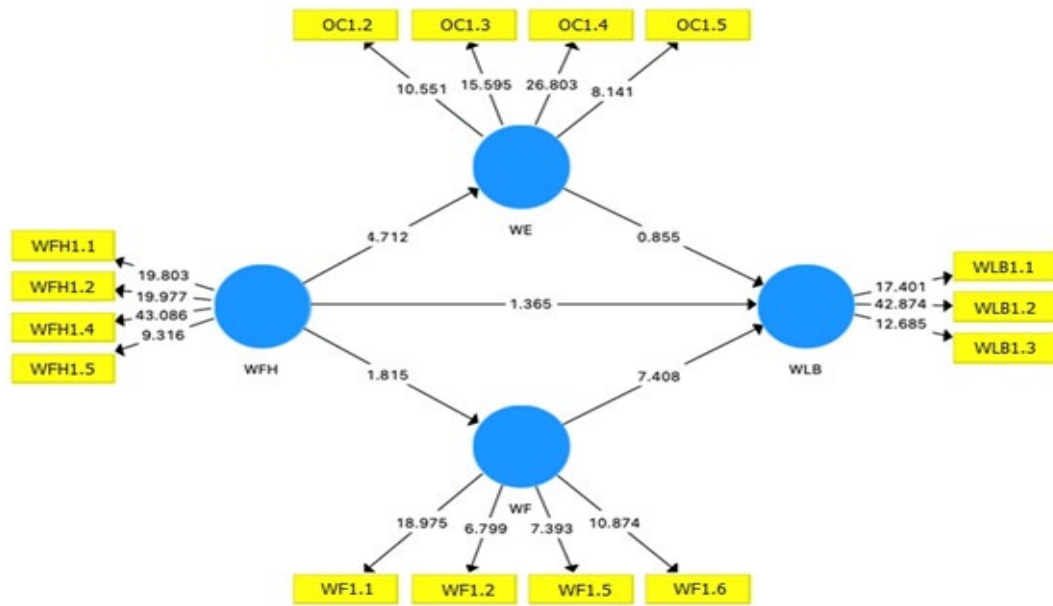
Figure 2. Inner Model Test

The impact of work fatigue on work-life balance is substantial, as evidenced by the t-statistic value of 7.408. These findings confirm H3, indicating that work-related fatigue can influence work-life balance. Excessive work often leads to fatigue, lack of mental enthusiasm, and diminished performance. Additionally, fatigue can hinder social interactions, reduce interest in hobbies, and weaken intimate relationships with the family, as it brings about emotional tension and exhaustion.

The impact of working from home on organizational culture is substantial, as evidenced by the t-statistic value of 4.712, which exceeds the threshold of 1.96. This study confirms that H4, "Work From Home affects Organizational Culture," is valid. When employees work remotely, they are distanced from the traditional office setting, which can alter their interactions with their colleagues and supervisors. This shift may lead to changes in communication patterns and the overall work environment. Remote work often grants employees greater flexibility and autonomy in managing their tasks, fostering a culture that values their independence and trust. While this can positively affect work-life balance, it may

necessitate adjustments in management styles and expectations.

The impact of working from home on work fatigue was 1.815, which is not significant in this study, as it falls below the threshold of 1.96. These findings suggest that Hypothesis H5, "Work From Home affects Work Fatigue," can be rejected. Working from home offers flexibility to some individuals who may not find it overly exhausting. Although working from home can lead to a busy schedule, it allows for breaks and other activities such as resting during available intervals. In addition, working from home eliminates commuting time, which can help alleviate fatigue.

Tabel 6. Coefficient of Determination (R2)

Coefficient of Determination (R^2)	
Variable	R-Square
Organizational Culture	0.194
Work Fatigue	0.036
Work Life Balance	0.316

A higher R^2 value indicates greater prediction accuracy, making it valuable to understand how well the independent variables explain the dependent variable (Hair et al., 2017). Table 6 reveals that the R^2 value is 0.194

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for Work Engagement, 0.036 for Work Fatigue, and 0.0316 for Work Life Balance. Analyzing the R^2 results for each endogenous variable, it is evident that all independent variables collectively account for 19.4% of Organizational Culture, 3.6% of Work Fatigue, and 3.16% of Work Engagement. The remaining variance was attributed to other variables not included in this study. These data suggest that the prediction accuracy was low, indicating the potential presence of other, more influential variables in this study.

Table 7. Specific Indirect Effect

Specific Indirect Effect				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WFH -> OC -> WLB	0.039	0.038	0.048	0.815	0.415
WFH -> WF -> WLB	0.100	0.102	0.058	1.717	0.087

Table 7 illustrates that the association between remote work and work-life balance is influenced by Organizational Culture; however, this effect is not statistically significant, as indicated by a t-statistic value of 0.815, which is below the critical threshold of 1.96. Similarly, the impact of Work Fatigue on the relationship between remote work and work-life balance is also statistically insignificant, with a t-statistic value of 1.717, again falling short of the 1.96 threshold. Consequently, based on the outcomes of both direct and indirect influence assessments, the variables Work Engagement and Work Fatigue in these two relationships are considered statistically insignificant, as both values are below 1.96.

The findings of this study indicate that there is no significant correlation between remote work and work-life balance. The primary factor contributing to elevated stress levels is the nature of work, which often necessitates time beyond regular hours, such as overtime. Therefore, a more flexible arrangement that

grants workers greater autonomy in managing their time is essential. Based on the respondents who completed the research questionnaire, all of whom had engaged in remote work for a minimum of three months, it is plausible that they had already adapted and did not perceive a substantial difference between working in an office and working from home. Many individuals express comfort with remote work, which may account for their lack of perceived impact on work-life balance. Different outcomes might emerge if the research targeted individuals who are newly adjusting to remote work. Another consideration is that the respondents may have primarily been desk workers. These office employees often perform similar tasks, such as handling data on a computer screen, regardless of whether they are in the office or at home. If one can establish a work-life balance beforehand, the transition between working environments may not be as noticeable.

Tabel 8. Effect Size

	OC	WF	WLB
WFH	0.24	0.05	0.10
OC			0.18
WF			0.03

Table 8 shows that work From Home (WFH) has a moderate effect on Organizational Culture (0.24), a small effect on Work Fatigue (0.05), and a moderate effect on Work Life Balance (0.10). Organizational Culture also shows a moderate effect on Work Life Balance (0.18), while Work Fatigue has small impact (0.03).

Upon examining the results of this study, a critical analysis of the findings yields several significant insights when compared with existing literature and grounded in theoretical frameworks. Notably, the lack of a significant relationship between Work From Home (WFH) and Work-Life Balance (WLB) contrasts with studies such as Pratiwi and Wahyuningsih (2023) and Aruldoss et al. (2020), which suggest that WFH enhances WLB through increased

autonomy and time flexibility. This divergence may be attributed to sociocultural factors in Indonesia, such as the availability of affordable household assistance, which may mitigate the negative impacts typically associated with remote work.

The non-significant effect of organizational culture on work-life balance (WLB) stands in contrast to the findings of González-Rodríguez et al. (2019) and Yu et al. (2022), who highlighted the crucial role of supportive cultures in promoting employee well-being and balance. This discrepancy may be attributed to the underdevelopment of formal remote work policies within Indonesian companies or the self-selection of employers who already align with employee WLB preferences, thereby reducing the perceived impact.

Conversely, the substantial impact of work fatigue on work-life balance (WLB) is strongly corroborated by the findings of Palumbo (2020) and Powell and Copping (2016), which reinforce the perspective that extended screen time and indistinct work-life boundaries can lead to burnout and diminish the quality of personal time. The notable influence of working from home (WFH) on organizational culture aligns with Beckers et al. (2015), indicating that remote work arrangements alter communication patterns and autonomy, potentially cultivating a more flexible culture. However, the non-significant mediation effects suggest that neither organizational culture nor fatigue fully elucidate the manner in which WFH impacts WLB in this context, underscoring the necessity to investigate other mediating variables, such as leadership support or the adaptation of digital infrastructure.

The rejection of hypotheses H1 and H2—specifically, that Work From Home (WFH) influences Work-Life Balance (WLB) and that Organizational Culture impacts WLB—

necessitates further examination. Initially, the non-significant effect of WFH on WLB contrasts with numerous global studies indicating that remote work enhances WLB by offering autonomy and reducing commute-related stress (Aruldoss et al., 2020; Pratiwi & Wahyuningsih, 2023). Within the Indonesian context, this lack of significance may be attributed to a socio-cultural adaptation wherein household assistance alleviates domestic burdens, allowing remote workers to manage responsibilities without experiencing a work-life imbalance. Additionally, the respondents in this study had been engaged in remote work for over three months, suggesting adaptation and routine stabilization, which may mitigate perceptions of imbalance compared to individuals newly transitioning to WFH.

The negligible impact of Organizational Culture on Work-Life Balance (H2) stands in contrast to existing literature that highlights the importance of supportive and flexible cultures in enhancing employee well-being (González-Rodríguez et al., 2019; Yu et al., 2022). This inconsistency may be attributed to the lack of well-developed remote work policies within Indonesian organizations. Employees might choose employers that already meet their work-life expectations, leading to a self-selection bias that obscures the influence of organizational culture. Furthermore, Indonesian companies may not explicitly incorporate work-life integration into their cultural values or managerial practices, thereby limiting the observable impact of culture in a remote work environment.

The findings indicate that conventional models associating work-from-home (WFH) arrangements and organizational culture with work-life balance (WLB) may not adequately capture the distinct dynamics present in emerging economies. Factors such as cultural norms, job classifications, and economic conditions (e.g., monthly versus hourly

compensation) can influence how remote work impacts employees' perceptions of balance. Future research should explore variables such as managerial support, digital readiness, and employee role autonomy as potential alternative mediators that may more effectively elucidate WLB outcomes within the context of remote work in Indonesia.

The findings of this study can be critically interpreted through several theoretical frameworks. Job Demands–Resources (JD-R) theory (Bakker et al., 2023) offers a robust foundation for comprehending the significant relationship between work fatigue and work-life balance. Within this model, work fatigue is conceptualized as a job demand that depletes personal resources, thereby impairing an individual's capacity to maintain equilibrium between professional and personal life. The absence of a significant association between WFH and work fatigue, however, indicates that WFH may not inherently elevate job demands in the Indonesian context, potentially due to sociocultural buffers such as household assistance or reduced commute stress.

From the perspective of work-home interface theories, particularly role strain theory, working from home (WFH) is anticipated to blur boundaries and induce inter-role conflict. Nevertheless, the non-significant direct relationship between WFH and work-life balance (WLB) observed in this study challenges this expectation. This finding may suggest that Indonesian workers have developed coping strategies or have benefitted from cultural norms that facilitate role integration rather than conflict. Furthermore, the limited influence of Organizational Culture, as measured in this study, could indicate constraints in the applicability of Hofstede's or Thompson et al.'s models in fully capturing the dynamics of remote work. This underscores the necessity for updated cultural frameworks that consider

digital work environments and their impact on employee well-being.

The research indicates that there is no significant correlation between organizational culture and work-life balance. Although organizational culture can substantially affect work-life balance, certain factors or circumstances may mitigate its influence, even within the context of remote work (work from home). Organizations offering remote work options may lack established policies and guidelines for remote work. These policies might not encompass provisions that promote work-life balance, such as defining expectations for working hours and availability. Furthermore, effective leadership can significantly contribute to maintaining work-life balance in a remote work environment. Organizations may not have leaders who prioritize employee well-being and cultivate a culture that values work-life balance.

The findings of the study demonstrate a significant relationship between work fatigue and work-life balance. This conclusion is corroborated by the research conducted byPalumbo (2020), which asserts that work fatigue adversely impacts work-life balance. This phenomenon is attributed to the blurring of boundaries between office hours and personal time, as well as the continuous engagement with technology, which exacerbates fatigue and subsequently affects work-life balance. In the context of the sociocultural environment, work-life balance has not yet emerged as a prominent concern in Indonesia. Consequently, many companies have not prioritized providing employees with adequate personal time. Additionally, the monthly wage system prevalent in Indonesia may contribute to this situation. The practice of monthly salary payments may lead to an expectation that employees are available for assignments beyond regular working hours. In contrast, the experience of researchers who have worked in Australia, where an hourly wage system is

employed, indicates that employers strive to optimize work efficiency within designated working hours, as exceeding these hours necessitates additional compensation..

The findings of this study reveal a significant correlation between remote work and organizational culture. Remote work arrangements, including those based at home, can indeed impact organizational culture among employees in Indonesia, similar to trends observed in other countries. In a remote work environment, communication patterns within an organization may undergo changes. The reduction in face-to-face interactions can affect informal and spontaneous communication, which often plays a crucial role in shaping organizational culture. Consequently, teams may increasingly rely on digital communication tools, resulting in a transformation in the manner in which information is disseminated and relationships are established. Organizations that adopt remote work practices may need to adapt their culture to accommodate this new mode of working. For example, they may need to implement clear remote work policies and guidelines, promote virtual team-building activities, and foster a sense of belonging among remote employees.

The findings of this study suggest that the association between remote work and work-related fatigue is not statistically significant. This result can be attributed to the work environment in Indonesia, particularly in major urban centers such as Jakarta, where commuting to the workplace demands considerable effort and time. The challenges associated with commuting surpass the drawbacks of working from home. In certain instances, individuals who work remotely have household assistants to manage domestic responsibilities, a situation prevalent in developing countries like Indonesia, which affords workers greater flexibility. This contrasts with developed nations, where the high cost of household assistance necessitates the

independent management of domestic chores. From the researcher's perspective, remote work offers flexibility and enables workers to operate in a more relaxed manner. They can rest without the constraints of a rigid schedule, thereby reducing prolonged fatigue and fostering a more relaxed interaction with their environment, as they do not experience immediate pressure.

Work-life balance refers to the equilibrium between professional responsibilities and personal life activities, a concept deeply embedded in the cultural fabric of Indonesia. In Indonesian society, family, community, and personal well-being hold paramount importance. Achieving a balance between work and personal life aligns with cultural norms and contributes to the well-being of workers. Organizational culture plays a crucial role in shaping an organization's work environment, values, and practices, significantly impacting work-life balance in the context of working from home (WFH) among Indonesian workers. According toHofstede (1980), organizational culture can be viewed as the collective programming of the mind that influences how employees perceive their work environment and their roles within it(Akpa et al., 2021; Naldi et al., 2021). An organizational culture that values collectivism and emphasizes teamwork and mutual support aligns with Indonesian cultural norms. Conversely, if a company values individualism, this can lead to a diminished sense of community among remote workers and may not support work-life balance. Organizational cultures that prioritize effective communication and collaboration can help remote workers maintain a sense of connection and belonging, thereby contributing to work-life balance(Beckers et al., 2015). Conversely, if a company does not prioritize effective communication and collaboration, work-life balance may not be achieved. The relationship between working from home and work-life balance among Indonesian workers is profoundly influenced by organizational culture.

An organizational culture that aligns with Indonesian cultural norms and values, such as family and community, can foster an environment where work-life balance is not only achievable but also prioritized. As organizations continue to navigate the complexities of remote work, they should recognize the critical role of organizational culture in shaping the work experience and well-being of their employees in Indonesia.

The findings of the study suggest that the association between remote work and work-life balance, as mediated by work engagement, is not statistically significant. This conclusion is drawn from the observation that work-related fatigue does not consistently influence the dynamics of remote work and the maintenance of work-life balance. The hypothesis posits that fatigue resulting from work does not invariably affect the process of working from home, which subsequently impacts work-life balance. Effective time management can mitigate work-related fatigue, enabling individuals to sustain a balance between professional and personal life. Given the characteristics of the respondents, who have been engaged in remote work for a minimum of three months, it is plausible that they have acclimated to this work-from-home arrangement. As a result, workers may not be consciously aware of experiencing work fatigue. Due to this adaptation, they perceive their work-life balance as unaffected. Moreover, hybrid work in Indonesia may interact with cultural norms by reinforcing family-centric values, where flexible schedules enable workers to balance their professional and personal responsibilities. Additionally, Indonesia's expanding digital infrastructure may facilitate hybrid work by providing autonomy while ensuring connectivity, although challenges in digital literacy and access could impact its effectiveness across different regions.

IV. CONCLUSION

This study makes several theoretical contributions that substantially enhance the existing body of knowledge on work-from-home (WFH) arrangements, work-life balance (WLB), organizational culture, and work fatigue, particularly within the Indonesian context. The findings both affirm and challenge existing theories and frameworks, providing new insights into how hybrid work dynamics, sociocultural factors, and digital infrastructure interact to influence employee well-being and organizational outcomes.

One of the principal theoretical contributions of this research is its nuanced interpretation of the Job Demands–Resources (JD-R) theory, particularly concerning the impact of work fatigue on work-life balance. This study corroborates existing literature (e.g., Palumbo, 2020) by demonstrating that work fatigue—resulting from extended screen time and the blurring of boundaries in remote work—can significantly impair work-life balance. However, it challenges the presumption that remote work inherently leads to increased fatigue, highlighting how Indonesian workers may navigate such demands differently due to sociocultural factors, such as the availability of household assistance. This finding necessitates further refinement of the JD-R theory, underscoring cultural context as a critical moderating factor.

The study also engages with work-home interface theories, which traditionally posit that working from home (WFH) generates conflicts between professional and domestic roles. Although previous research has associated WFH with role conflict (e.g., Vyas, 2022), the absence of a significant relationship between WFH and work-life balance (WLB) in this study indicates that Indonesia's cultural norms, such as robust family support structures, may serve as mitigating factors. These findings challenge the

conventional understanding of role strain in hybrid work environments and underscore the need for increased attention to the influence of cultural norms in shaping the work-life interface.

Furthermore, this study contributes to the body of literature on organizational culture models, particularly those exploring the impact of culture on remote work dynamics. While previous research (e.g., González-Rodríguez et al., 2019) highlights the significance of organizational culture in facilitating work-life balance, the present study's finding that organizational culture does not significantly affect work-life balance in the Indonesian context underscores the critical role of organizational readiness and policy clarity in remote work environments. The findings indicate that although organizational culture is important, it may not suffice to promote work-life balance without the implementation of clear remote work policies and robust leadership support.

The hypotheses examined in this study yield mixed outcomes. Specifically, Hypothesis 1 (WFH affects WLB) and Hypothesis 2 (Organizational Culture affects WLB) were not supported, indicating that these variables do not exert a significant influence on work-life balance within the Indonesian context. Conversely, Hypothesis 3 (Work Fatigue affects WLB) was supported, consistent with the JD-R framework, and Hypothesis 4 (WFH affects Organizational Culture) was also supported, suggesting that remote work can transform organizational culture by fostering flexibility and trust.

The generalizability of the findings from this study among Indonesian workers is constrained by the specific characteristics of the sample. The majority of respondents were white-collar, desk-based employees who had been working from home for a minimum of three months, which may have influenced their perceptions of work-life balance and fatigue.

Furthermore, the predominance of respondents from Java may not accurately represent the diverse socio-economic and digital infrastructure conditions present in other regions of Indonesia. While the findings provide valuable insights into urban, digitally connected workers, caution should be exercised when extrapolating these results to blue-collar workers, newly remote employees, or individuals in rural areas with limited access to support systems and technology.

The implications of these findings are significant for both researchers and practitioners. From a theoretical standpoint, this study encourages scholars to reevaluate the examination of hybrid work arrangements, particularly within non-Western contexts. This necessitates a more comprehensive perspective that incorporates cultural variables and socio-economic factors, such as household assistance, into the research on organizational behavior and remote work. For practitioners, the study underscores the importance of establishing clear organizational policies and leadership that prioritize employee well-being, time management, and work-life integration, especially in hybrid work settings.

This research provides a foundational basis for subsequent studies, particularly those examining work-from-home arrangements for employees in Indonesia. As remote work has emerged as a global trend increasingly adopted by organizations, this study offers valuable insights for future research endeavors. Potential areas for further exploration include topics related to work-from-home dynamics, such as organizational culture and corporate values, the impact of work–life balance on married employees with children (due to childcare responsibilities), and socio-cultural factors, including the role of household assistants. Researchers are also encouraged to expand the sample size and diversify the range of research variables. Studies may be tailored to specific

industries, such as technology, architecture, or advertising. Furthermore, research could focus on gender-specific aspects, considering that women's roles are traditionally more closely associated with family responsibilities than those of men.

This study is subject to several limitations. The Covid-19 pandemic has constrained researchers' capacity to conduct an in-depth exploration of the subject matter. Furthermore, the utilization of online questionnaires has introduced the potential for respondents to provide inaccurate responses. This approach also precluded respondents from seeking clarification on questions they found ambiguous. An additional limitation pertains to the time allocated for the research. Conducting a study on a national scale in Indonesia necessitates more time to ensure a representative sample, particularly given the diverse distribution of respondents across various islands.

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