

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

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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. The research aimed to understand how WLB is affected by organizational culture and work fatigue among Indonesian remote workers. Using purposive sampling, the research gathered data from 112 respondents and analyzed them with Smart PLS. The findings indicate that the direct relationship between WFH and WLB, as well as work fatigue is not significant. Similarly, the mediating effect of organizational culture and work fatigue on the relationship between WFH and WLB were not significant. Furthermore, the link between organizational culture and WLB is not significant. A significant relationship is observed only between work fatigue and WLB, and between WFH 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 helps organizations in developing supportive cultures and strategies to enhance employee WLB in the post-pandemic digital-first era.

Keywords: work from home (WFH), work-life balance (WLB), organizational culture, work fatigue, COVID-19 pandemic

I. INTRODUCTION

The proliferation of remote work, particularly accelerated by the COVID-19 pandemic, has substantially transformed how 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 WLB. 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 WFH in Indonesia. The advancement of digital

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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 WLB (Pratiwi & Wahyuningsih, 2023). Reducing commuting stress and associated expenses contributes to enhanced job satisfaction and well-being.

Moreover, organizations have experienced increased operational resilience and access to a broader talent pool, particularly for roles that do not necessitate physical presence. Additionally, the desire for greater WLB, 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 (Trogakos et al., 2020). Work fatigue has been associated with decreased job satisfaction, burnout, and impaired WLB. 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 WLB. 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). The blurring lead to longer working hours, making it difficult for employees to disengage from work-related tasks and 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 WLB.

The practice of working online outside the traditional office environment is commonly referred to as "remote work" or "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), 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. A majority of workers wish to incorporate remote work into the new normal following the lockdown phase. Approximately 47% of respondents prefer for a combination of remote and office work, while 29% favor the full implementation of remote work (Matsh, 2024).

Several global companies have permanently adopted WFH 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 WFH 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. Zuckeberg also states that "Limiting hiring to those living in big cities or willing to relocate reduces opportunities for people from diverse environments, backgrounds, and perspectives," (Rodriguez, 2020).

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, World Economic Forum (2016) identifies the evolving work environment and flexible work arrangements as the primary global trend influencing socioeconomic demographic changes. The article further emphasizes that recent technological advancements enable remote working, co-working spaces, and teleconferencing. Various organizations are experiencing this emerging norm.

Staniec et al. (2023) highlight that although numerous organizations have embraced WFH for its cost-saving and productivity benefits, this shift has also posed certain challenges. They observe that despite the efficiency gains, the indistinct boundaries between work and personal life associated with WFH can exacerbate WLB 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 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 WFH dynamics in Indonesia. Work encompasses all activities undertaken by employees within an organization. In contrast, life includes all non-work-related activities, such as household routines, family care (including children and spouses), caring for parents, and social life. WLB fosters increased work productivity. Moreover, content employees tend to be more productive than others. Satisfied workers endeavor to maintain a balance between work and life (Aruldoss et al., 2020).

While existing literature elucidates various facets of WFH arrangements, a comprehensive understanding of the influence of organizational culture and work fatigue on WLB remains limited. Previous research works have examined the positive and negative effects of remote work. However, a comprehensive overview of the interconnected factors affecting WLB, particularly in the Indonesian context, remains lacking. Although the benefits of remote work are well documented, there is a gap in understanding how these benefits are mitigated or enhanced by organizational culture and work fatigue, especially in Indonesia. The research aims to address this gap by synthesizing existing research and examining the mediating effects of organizational culture and work fatigue in shaping WLB, thereby contributing to a more holistic understanding of the impact of remote work.

The research gap identified in this research concerns the lack of a comprehensive analysis regarding the mediating roles of organizational culture and work fatigue in the relationship between WFH and WLB, particularly in 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 compared 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 the gap, the research is designed to empirically investigate these mediating variables within the distinct cultural and occupational context of Indonesia. The research objective is to examine the impact of WFH arrangements on WLB in Indonesia, with a particular emphasis on the mediating roles of organizational culture and work fatigue. Moreover, the research 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 WLB. By analyzing these elements, this research seeks to address the existing gap in the literature regarding the complex dynamics among WFH, organizational culture, and work fatigue, specifically in the Indonesian context. Ultimately, this research aims to offer insights that inform policy recommendations for organizations seeking to optimize WFH practices and enhance employee well-being.

Building upon this objective, the research 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 WLB. The phenomenon of work fatigue in the context of remote work is highlighted by the pre-survey data. 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 among 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 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 WFH and WLB in several ways. First, 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. Second, 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. Third, organizational culture plays a crucial role in setting workload expectations. A culture that encourages employees to take breaks, set boundaries, and prioritize self-care can counteract the tendency of remote workers to overwork. Fourth is leadership and role modeling. A culture of supportive leadership that models healthy work-life integration can positively influence employees' perceptions of WLB.

Remote work, unlike traditional office-based employment, has advantages and disadvantages. According to Pattnaik and Jena (2020), telecommuting reduces greenhouse gas emissions by decreasing the need 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 can lower morale and concentration, which may potentially reduce productivity. 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, enabling individuals to establish personalized work patterns and 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 WLB 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 WLB. Nevertheless, the risk of work fatigue associated with prolonged remote work may counteract these advantages and negatively impact WLB. Organizations must implement strategies that establish clear work-life boundaries, promote regular breaks, and provide resources to manage work fatigue. Drawing on previous research, the researcher sought to examine the impact of remote work on WLB, while accounting 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 WLB. 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 WLB 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 in planning their work more independently.

According to Bellman and Hubler (2021) and Barrero et al. (2023), WFH also refers to as remote work, telecommuting, teleworking, homeworking, home office, outwork, and flexible work, refers to arrangements in which employees do not physically attend the company office. Tavares et al. (2020) elucidate 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 employees' perspective, 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 WFH include the work 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 (2020), telework involves tasks performed by an employee, homemaker, 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' WLB and the overall work environment (González-Rodríguez et al., 2019; Keesler, 2020; Lee & Jang, 2020; Marcos et al., 2020). Although organization's culture is initially established by its founder, it inevitably evolves as the organization expands, subcultures emerge, and management undergoes changes. To fortify a company, it is crucial to evaluate and adapt to this evolving culture continuously. 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) identify three measures of 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). These are categorized into family-friendly system use, organizational culture, and managerial support. However, earlier research has limitations due to its 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 Johnston et al. (2018), Norlander et al. (2021), and Alroomi and Mohamed (2022), 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 WLB as a state of equilibrium among work, home activities, and other aspects of life. 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 cause stress and reduce productivity. WLB involves managing emotional, behavioral, and time demands between paid work and personal and family responsibilities (Aruldoss et al., 2020; Lee & Jang, 2020; Shirmohammadi et al., 2022; Vyas, 2022). 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 WLB. Stoilova et al. (2020) highlight WLB 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, WLB 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 WLB, 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 WLB 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 research considers WFH and WLB as independent variables, with organizational culture and work fatigue serving as intermediary variables. This is represented visually in Figure 1.

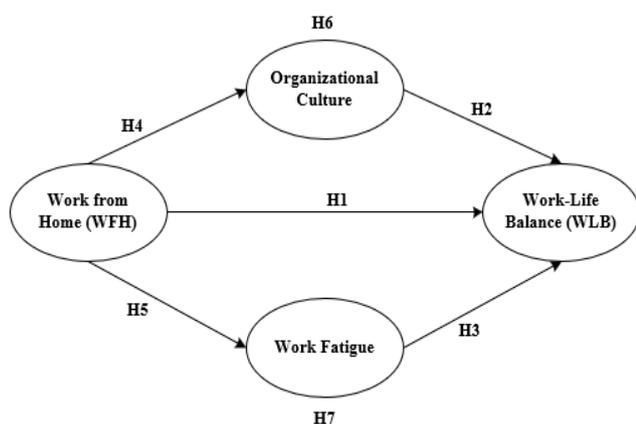


Figure 1 Model of Analysis

II. METHODS

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

The research employs a non-probability sampling method, specifically a purposive sampling. The criteria for inclusion are: (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 is guided by Hair et al. (2017), who recommend 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 \times 8 = 112 respondents. The questionnaire uses a 5-point Likert Scale.

The selection of respondents is facilitated through social media platforms and the researcher's professional networks. The questionnaire was distributed between August and October 2024. An attention check was used to ensure participants remain 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 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 the research.

The questionnaire items are sourced from journals. All measurement items are adopted or adapted from established instruments in previous research to suit the Indonesian remote work context. WFH items are based on Tavares et al. (2020), while organizational culture items are 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 WLB from Aruldoss et al. (2020) and Brough et al. (2022). Then, items are modified for clarity and cultural relevance, and a pre-test was conducted to ensure appropriateness for Indonesian respondents. Hypothesis testing is

conducted using the partial least squares structural equation modeling (PLS-SEM) method facilitated by the SmartPLS software program. As noted by Hair et al. (2017), PLS is a variance-based multivariate data analysis method designed to estimate SEM structural equation models without relying on distribution assumptions. SEM can measure the relationships among 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 the 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). This research has seven hypotheses.

- H1: WFH significantly affects WLB.
- H2: Organizational culture significantly affects WLB.
- H3: Work fatigue significantly affects WLB.
- H4: WFH significantly affects organizational culture.
- H5: WFH significantly affects work fatigue.
- H6: Organizational culture mediates the relationship between WFH and WLB.
- H7: Work fatigue mediates the relationship between WFH and WLB.

III. RESULTS AND DISCUSSIONS

Based on the collected data, the majority of respondents who completed the questionnaire have worked from home for a cumulative period of 3 months or more. The data further reveal that these respondents are 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 is predominantly within the 25-34 years age group. Additionally, the research captures the geographical distribution across Indonesia's major islands, with a notable concentration in Java. The research utilizes a sample size of 112 respondents.

In this model, all constructs—work from home, organizational culture, work fatigue, and WLB—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 value (Hair 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	WFH	WLB
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

Notes: Organizational Culture (OC); Work Fatigue (WF); Work from Home (WFH); Work-Life Balance (WLB)

Table 2 Second Test AVE

Variable	AVE
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 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 3 Heterotrait-Monotrait (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 4 Test Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	VIF
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	

Notes: Variance inflation factor (VIF)

Table 4 presents the results of the reliability test, assessed using Composite Reliability and Cronbach's Alpha. 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 a 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 is applied to ascertain the standard error for each model parameter (Hair et al. 2017). This bootstrapping involved 5,000 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, 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 WLB, work engagement and WLB, and work fatigue and WLB are 1.365, 0.855, and 7.408, respectively. Furthermore, the t-statistic values for the relationships between work from home and work engagement and work from home and 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.

Table 5 presents the impact of remote work on WLB, with a t-statistic of 1.365, indicating the effect is not statistically significant. The results reveal that the Hypothesis 1 (H1), which asserts that remote work affects WLB, 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.

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 research's findings necessitate the rejection of H2, which asserts that "Organizational Culture has an effect on WLB." In the context of remote work, employees in Indonesia may have well-defined expectations for their work arrangements and may prefer employers that align with their WLB preferences. This situation can lead to a self-selection effect, in which organizations with less favorable WLB cultures may struggle to attract talent.

Table 5 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

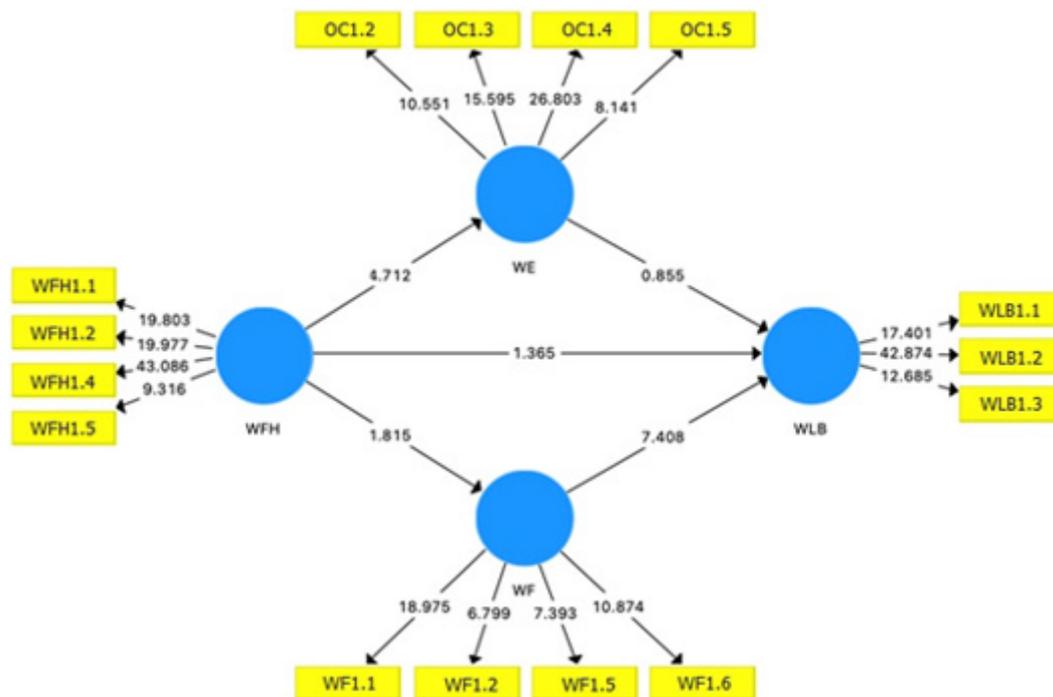


Figure 2 Inner Model Test

The impact of work fatigue on WLB is substantial, as evidenced by the t-statistic value of 7.408. The findings confirm H3, indicating that work-related fatigue can influence WLB. 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 family, as it leads emotional tension and exhaustion.

The impact of WFH on organizational culture is substantial, as evidenced by the t-statistic value of 4.712, which exceeds the threshold of 1.96. This research confirms that H4, WFH 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 WLB, it may require adjustments to management styles and expectations.

The impact of WFH on work fatigue is 1.815, which is not significant, as it falls below the threshold of 1.96. The finding suggests that H5, WFH affects Work Fatigue, can be rejected. WFH 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, WFH eliminates commuting time, which can help alleviate fatigue.

A higher R2 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 shows that the R2 value is 0.194 for Work Engagement, 0.036 for Work Fatigue, and 0.0316 for WLB. Analyzing the R² 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.

Tabel 6 Coefficient of Determination (R²)

Variable	R-Square
Organizational Culture	0.194
Work Fatigue	0.036
WLB	0.316

Table 7 illustrates that the association between remote work and WLB 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 WLB 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

Table 7 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

relationships are considered statistically insignificant, as both values are below 1.96.

The findings indicate that there is no significant correlation between remote work and WLB. 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 have already adapted and do 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 WLB. 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, whether in the office or at home. If one can establish a WLB beforehand, the transition between working environments may not be as noticeable.

Table 8 shows that WFH has a moderate effect on Organizational Culture (0.24), a small effect on Work Fatigue (0.05), and a moderate effect on WLB (0.10). Organizational Culture also shows a moderate effect on WLB with an effect size of 0.18, while Work Fatigue has small impact with 0.03.

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 WFH and WLB contrasts with Pratiwi et al. (2023) and Aruldoss et al. (2020), who suggest that WFH enhances WLB through increased autonomy and time flexibility. The 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.

Tabel 8 Effect Size

	OC	WF	WLB
WFH	0.24	0.05	0.10
OC	-	-	0.18
WF	-	-	0.03

The non-significant effect of organizational culture on 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 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 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 need to investigate other mediating variables, such as leadership support or the adaptation of digital infrastructure.

The rejection of H1 and H2—specifically, that WFH influences 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). In the Indonesian context, this lack of significance may be attributed to a socio-cultural adaptation in which household assistance alleviates domestic burdens, allowing remote workers to manage responsibilities without experiencing a WLB. Additionally, the respondents in the research suggest adaptation and routine stabilization, which may mitigate perceptions of imbalance compared to individuals newly transitioning to WFH.

The negligible impact of Organizational Culture on WLB stands in contrast to existing literature, which highlights the importance of supportive and flexible cultures in enhancing employee well-being (González-Rodríguez et al., 2019; Yu et al., 2022). The 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 WFH arrangements and organizational culture with 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.

Furthermore, the findings can be critically interpreted through several theoretical frameworks. Job Demands–Resources (JD-R) theory offers a robust foundation for comprehending the significant relationship between work fatigue and WLB (Bakker et al., 2023). 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, WFH is anticipated to blur boundaries and induce inter-role conflict. Nevertheless, the non-significant direct relationship between WFH and WLB challenges this expectation. The 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 (1980) or Thompson et al.'s (1999) models in fully capturing the dynamics of remote work. This underscores the need for updated cultural frameworks that account for digital work environments and their impact on employee well-being.

The research indicates that there is no significant correlation between organizational culture and WLB. Although organizational culture can substantially affect WLB, 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

WLB, such as defining expectations for working hours and availability. Furthermore, effective leadership can significantly contribute to maintaining WLB in a remote work environment. Organizations may not have leaders who prioritize employee well-being and cultivate a culture that values WLB.

The findings demonstrate a significant relationship between work fatigue and WLB. This conclusion is corroborated by Palumbo (2020), who find that work fatigue adversely affects WLB. 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 WLB. In the sociocultural environment context, WLB 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 research reveals a significant correlation between remote work and organizational culture. Remote work arrangements, including those based at home, can impact organizational culture among employees in Indonesia, as observed in other countries. In a remote work environment, communication patterns within an organization may change. 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 how 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 research suggests 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 work demands considerable effort and time. The challenges of 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. Based on 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.

WLB refers to the equilibrium between professional responsibilities and personal life, a concept deeply embedded in Indonesia's cultural fabric. 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 workers' well-being. Organizational culture plays a crucial role in shaping an organization's work environment, values, and practices, significantly impacting WLB in the context of WFH among Indonesian workers.

According to Hofstede (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 WLB.

Organizational cultures that prioritize effective communication and collaboration can help remote workers maintain a sense of connection and belonging, thereby contributing to WLB (Beckers et al., 2015). However, if a company does not prioritize effective communication and collaboration, WLB may not be achieved. The relationship between WFH and WLB among Indonesian workers is profoundly influenced by organizational culture.

Furthermore, an organizational culture that aligns with Indonesian cultural norms and values, such as family and community, can foster an environment where WLB 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 employees' work experience and well-being in Indonesia.

The findings suggest that the association between remote work and WLB, 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 WLB. The hypothesis posits that fatigue resulting from work does not invariably affect the process of WFH, which subsequently impacts WLB. Effective time management can mitigate work-related fatigue, enabling individuals to sustain a balance between their professional and personal lives. Given the respondents' experience with remote work at least three months, it is plausible that they have acclimated to this WFH arrangement. As a result, workers may not

be consciously aware of experiencing work fatigue. As a result of this adaptation, they perceive their WLB as unaffected. Moreover, hybrid work in Indonesia may align with cultural norms by reinforcing family-centric values, where enabling workers to balance their professional and personal responsibilities through flexible schedules. 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. CONCLUSIONS

The research makes several theoretical contributions that substantially enhance the existing body of knowledge on WFH arrangements, 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 JD-R theory, particularly concerning the impact of work fatigue on WLB. This research corroborates existing literature by demonstrating that work fatigue—resulting from extended screen time and blurred boundaries in remote work—can significantly impair WLB. 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. Also, this research necessitates further refinement of the JD-R theory, underscoring cultural context as a critical moderating factor.

The research also engages with work-home interface theories, which traditionally posit that WFH generates conflicts between professional and domestic roles. Although previous research has associated WFH with role conflict, the absence of a significant relationship between WFH and WLB 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 to pay closer attention to the influence of cultural norms on work-life interface.

Furthermore, this research contributes to the body of literature on organizational culture models, particularly those exploring the impact of culture on remote work dynamics. While previous research highlights the significance of organizational culture in facilitating WLB, the present study's finding that organizational culture does not significantly affect WLB 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 be sufficient to promote WLB without clear remote work policies and robust leadership support.

The hypotheses examined in this research yield mixed outcomes. Specifically, H1 (WFH affects WLB) and H2 (Organizational Culture affects WLB) are not supported, indicating that these variables do not exert a significant influence on WLB within the Indonesian context. Conversely, H3 (Work Fatigue affects WLB) was supported, consistent with the JD-R framework, and H4 (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 among Indonesian workers is constrained by the sample's specific characteristics. The majority of respondents are white-collar, desk-based employees who have been working from home for at least three months, which may have influenced their perceptions of WLB 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 research 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 WFH arrangements for employees in Indonesia. As remote work has emerged as a global trend increasingly adopted by organizations, this research offers valuable insights for future research endeavors. Potential areas for further exploration include topics related to WFH dynamics, such as organizational culture and corporate values, the impact of WLB 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. Research 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.

The research is subject to several limitations. The COVID-19 pandemic has constrained researchers' capacity to conduct an in-depth exploration of the subject. Furthermore, the use of online questionnaires introduces 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 national-scale research in Indonesia requires more time to ensure a representative sample, particularly given the diverse distribution of respondents across the various islands.

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