

Work from Home Arrangements May Boost Employee Happiness

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ABSTRACT

COVID-19 has caused the global community to modify its efforts across all sectors, including corporations. People now "work from home" instead of in an office. This modern, technology-enabled remote job is analogous to telework.

This study uses causality-based quantitative research. The goal is to build a conceptual model empirically proving how the balance between work and personal life mediated the impact of work from home on employee happiness. The population of this study is employees of startup companies in Jakarta. The Cochran formula specifies a sample size 96 for huge populations or when the population is unknown. The sampling method was incidental, taking into account location affordability to assure population coverage. The chosen sample consists of employees who engaged in remote work during the COVID-19 pandemic. The analysis method utilized is Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0.9.6 application.

The study found that working from home considerably improves employee happiness. Work-life balance improves significantly with working from home. Maintaining a work-life balance boosts employee happiness. Working from home improves employee happiness by balancing work and personal life. Increasing

telecommuting and prioritizing work-life balance will boost employee happiness. The results of this study are used to inform the development of guidelines for startup enterprises or similar organizations seeking to implement remote work arrangements after the COVID-19 era.

Keywords: work from home, work-life balance, and employee happiness

INTRODUCTION

The global COVID-19 outbreak has compelled people worldwide to alter how they conduct business in several sectors, including organizations that deal with businesses ^[1]. One of the changes is the transition from office-based work to remote work or "working from home" ^[2]. There are similarities between working from home and the telework trend of the 1970s. Working at home with technology is becoming less familiar with the rise of telework ^[3]. The phrase "telework" has evolved to include other terms like "flexible work" and "remote work."

According to several research findings, work-from-home policies will persist when the Covid-19 outbreak is over.

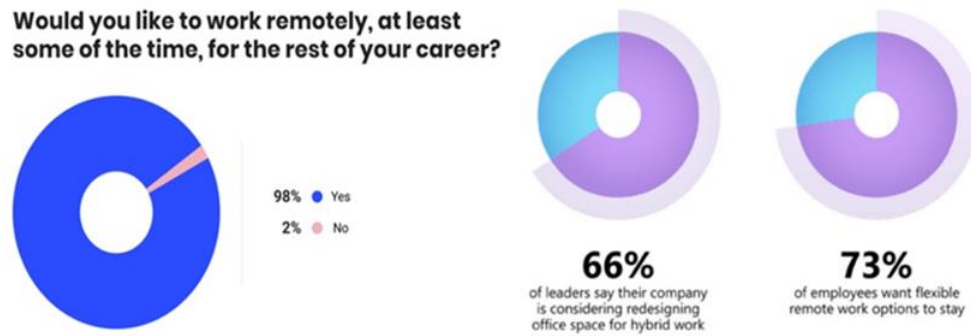


Figure 1. Employees' Desire to Maintain Remote Work
Source: Buffer & AngelList^[4] and Microsoft Work Trend Index^[5]

The Buffer & AngelList poll^[4] and the Microsoft Work Trend Index^[5] results explain why employees strongly choose to continue working remotely because it is advantageous and more flexible than traditional on-site work arrangements. Since

employee satisfaction tends to decline when the remote work method is used during the COVID-19 pandemic, several factors need to be considered when weighing the possible benefits and losses that may arise if remote work is permanently mandated.

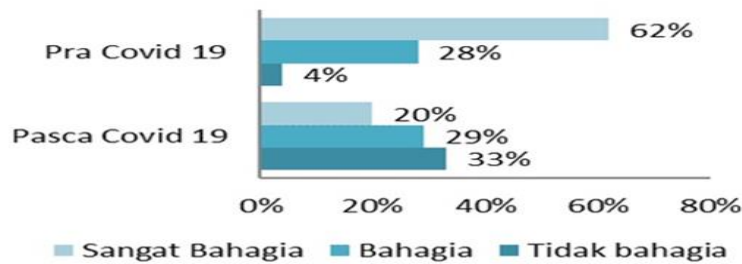


Figure 2. Employee happiness Level
Source: JobStreet^[6]

The COVID-19 outbreak may have caused most Indonesian enterprises to adopt work-from-home policies for the first time. However, this is different for startups whose operations rely heavily on technology. Before the COVID-19 outbreak, they already possessed the fundamental skills and technology infrastructure required for remote labor. Because of the numerous behavioral

changes in employees brought on by the pandemic, working remotely before the pandemic is undoubtedly different from what it was during the pandemic^[7]. Employees of startup companies still face significant challenges when working from home due to family and work-related issues, which might negatively impact their emotional well-being while working^[8].

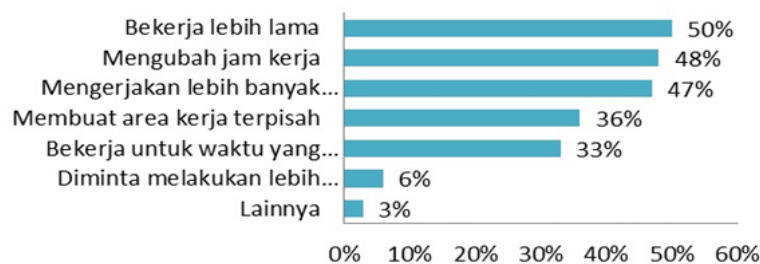


Figure 3. Impact of Work from Home
Source: JobStreet^[6]

According to the findings of a JobStreet survey [6], work-life balance is a factor that can influence how happy employees are in startups. Approximately half the workforce believes working from home usually results in more extended workdays.

According to the findings of other studies, working from home can promote flexibility in the workplace, assist staff in better time

management, lower expenses and commute time, and increase the likelihood of a work-life balance [9], [10], [11]. Working from home has drawbacks and side effects, such as family members' diversions and a blurring of work and personal life [11], [12]. The findings of a poll conducted by Buffer & AngelList [4] illustrate the benefits and drawbacks of working from home.

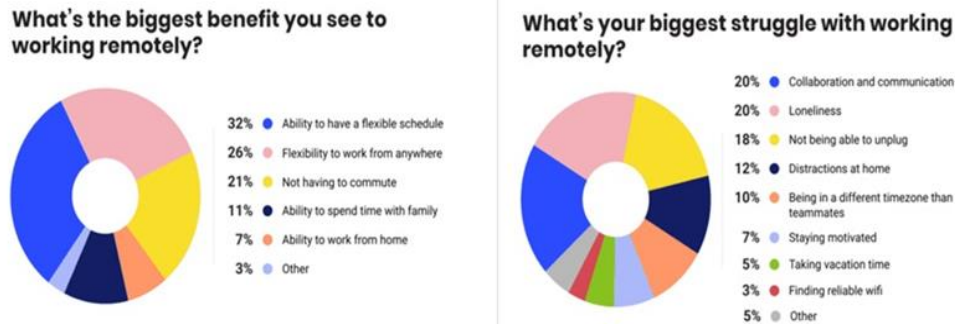


Figure 4. Advantages and Difficulties of Remote Work
Source: Buffer & AngelList [4]

The primary challenge that several employees have amidst remote work is the struggle to maintain a harmonious equilibrium between their home life and the disruptions caused by work. Toniolo-Barrios & Pitt [13] asserted that remote work often leads to increased working hours and an excessive workload. Companies express concern over the performance of their employees due to their physical absence from the office, prompting the implementation of rules aimed at increasing workload and work hours [14]. This working-hour discrepancy results in employees being unable to cease work beyond their regular working hours [13]. The disruption of employees' work-life balance during remote work leads to a decline in job satisfaction among employees [15].

Given the information provided and the ongoing presence of disparities in profitability and the emergence of other issues stemming from remote work, it is necessary to investigate the impact of working from home on work-life balance and how this affects employee happiness.

LITERATURE REVIEW

The Relationship between Work from Home and Employee Happiness

Remote work, commonly called "work from home," is doing job duties from one's residence, eliminating the requirement for physical presence at the office and in-person interactions with colleagues [16]. Working from home is working outside the conventional workplace [1].

Work from home is measured by four dimensions (productivity, attitude, social, and situational factors in the form of resources and distractions) adopted from measurements developed by Neufeld & Fang and adapted by Irawanto et al. [1]. The productivity dimension has two indicators: productivity during work from home and time efficiency. The attitude factor dimension has two indicators: perception/belief during work from home and overall attitude towards work. The social factor dimension has two indicators: relationships with co-workers and family members. The situational factor dimension in the form of resources and distractions has six indicators: access to information, work authority, clarity of responsibility, leadership

support, assistance and facilities that support work, and distraction of family members to break concentration.

Happiness is a positive emotion that a person has. In contrast, happiness at work is defined as a feeling of joy and meaning associated with various aspects of employee life, such as personal life, career, and social life [17]. Happiness at work can be explained through a combination of job, workplace, and worker characteristics [18].

Employee happiness is measured by two dimensions, namely job environment and worker factors, adopted from measurements developed by Del Junco and adapted by Ramirez-Garcia et al. [19]. The job environment dimension has five indicators: professional stability, fair rewards, good organizational climate, well-managed leaders, and exemplary job design. The worker factors dimension has four indicators: enjoying work, internal stability, objectively feeling good, and high work motivation.

Several previous studies have proven that working from home affects employee happiness. Research by Kazekami [12], Mehta [20], Elnanto & Suharti [21], and Uresha [22] shows a significant positive influence between telecommuting and employee happiness. The more work from home is done, the higher the employee happiness. Thus, implementing work-from-home will increase employee happiness.

H1: Work from home has a significant positive effect on employee happiness.

The Relationship between Work from Home and Work life balance

Work-life balance refers to the emotional state in which individuals experience satisfaction by harmoniously managing their work responsibilities and personal lives, including family commitments. This achievement can lead to feelings of happiness and fulfillment associated with different aspects of an employee's life, such as personal relationships, career, and social interactions [17], [23]. Achieving an ideal balance between a worker's primary focus and lifestyle is known as work-life balance

[24]. Fisher et al. defined work-life balance as the employee's perception of achieving equilibrium between their job and non-work responsibilities [1].

Work-life balance is quantified using four dimensions: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. These dimensions were first devised by Fisher et al. and later adapted by Irawanto et al. [1]. The dimension of work interference with personal life encompasses three indicators: the detrimental effects of remote work on employees, the positive impact of remote work on employees' overall well-being, and the amount of time dedicated to remote work. The dimension of personal life interference with work has two indicators. Namely, employee life triggers fatigue during WFH and the impact of employee life on the WFH agenda. The dimension of work enhancement of personal life has three indicators. Namely, WFH gives positive energy to do things outside work, WFH fosters positive emotions to do personal affairs, and experience/skills during WFH help employees solve affairs in their personal lives. The personal life enhancement of the work dimension has three indicators. Namely, employee life affects mood during WFH, energy to undergo WFH, and motivation to experience WFH. Nakrošienė et al. [10] and Grant et al. [11] view work from home as a practice that can help employees balance their roles in work and non-work life. Work from home supports work-life integration, makes it easier for employees to switch roles quickly, both as a person and as a worker, and helps set boundaries between work and personal life.

The findings of the studies [21], [25], [26], [27] indicate that remote work has a notable and favorable impact on the equilibrium between work and personal life. Increased remote work leads to improved work-life balance for employees. A work-from-home policy will enhance the employee's work-life balance.

H2: Working from home has a significant positive effect on work-life balance.

The Relationship Between Work-life Balance and Employee Happiness

Previous studies have indicated a relationship between worker happiness and balance between work and personal life. The findings of the studies [21], [28], [29], [30] indicate that work-life balance exerts a substantial and favorable impact on employee happiness. Improving the employee's work-life balance directly correlates with enhancing the employee's level of happiness. Therefore, balancing employees' professional and personal lives could enhance employee happiness.

H3: Work-life balance has a significant positive effect on employee happiness.

The Relationship between Work from Home and Employee Happiness Through Work-life Balance

Remote work can enhance work-life balance by providing employees additional time with their families and the freedom to seamlessly combine their professional and personal lives [10], [11], [21]. This condition, influenced by personal life, profession, and balanced social life [17], might impact employees' happiness. Despite the limited research on the role of work-life balance in mediating the connection between remote work and employee satisfaction, deploying remote work arrangements can enhance employees' work-life balance and ultimately contribute to their happiness.

H4: Working from home has a significant positive effect on employee happiness through employee work-life balance.

Furthermore, the framework of this research is described as follows:

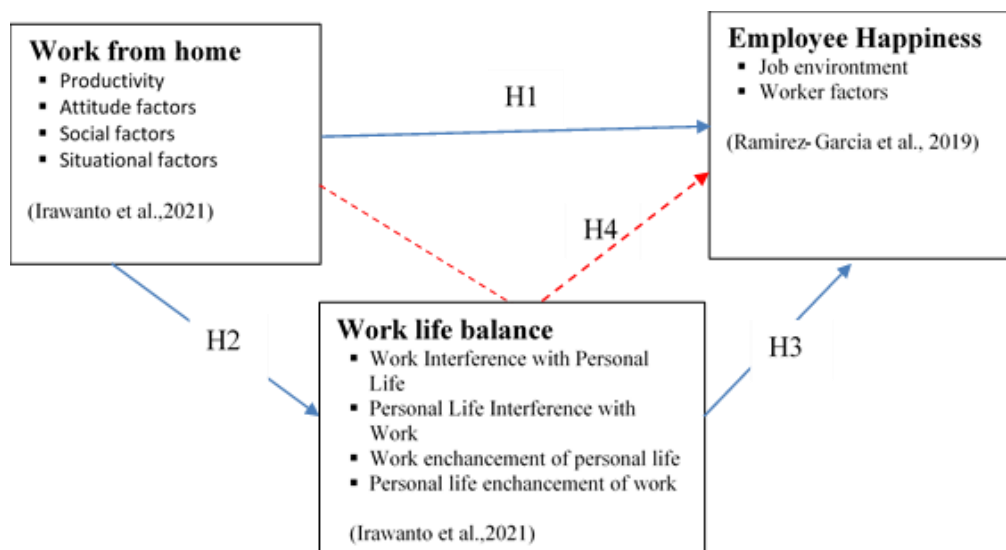


Figure 5. Research Framework
Source: Processed by researchers

MATERIALS & METHODS

This research is categorized as a quantitative study. The research population consists of personnel working at startup firms in Jakarta, characterized by a significant and unspecified number. The Cochran approach produced a sample size of 96, which meets the minimum requirements for completing SEMPLS analysis. The criterion is determined by the highest number of arrows directly linking to a construct in the study

model [31]. The sampling method used was incidental sampling, which involves establishing particular criteria to pick respondents to achieve comprehensive community coverage. The following criteria apply to employees who have participated in telecommuting during the COVID-19 pandemic.

The data collection technique utilizes an online questionnaire distributed via social media sites. The work-from-home variable

questionnaire consists of 13 items that correspond to four aspects. The work-life balance questionnaire consists of 15 items that encompass four aspects. The employee happiness variable questionnaire consists of 11 items that represent two aspects.

The data underwent analysis using the SEM-PLS version 4.0.9.6 computer tool, which employed structural equation modeling. The study comprised two unique phases, each employing different methodologies and protocols. Two models are available: the measurement and structural models [31].

RESULT

Description of Respondents

The study participants comprised 96 employees working in startup enterprises located in Jakarta. The survey indicates that a significant proportion of participants are women (64%) who are unmarried (75%) and fall between the age range of 20 to 30 years (94%). Furthermore, most respondents possess a bachelor's degree (83%) and have been employed for 1 to 5 years (92%). Additionally, many participants have been working remotely for over a year due to the COVID-19 pandemic (68%). The distance between home and work exceeds 5 kilometers, which accounts for 72%.

Table 1. Description of Respondents

Characteristic	Profile	Amount	Percentage
Gender	Male	35	36%
	Female	61	64%
	SUM	96	100%
Age	20-25	48	50%
	26-30	42	44%
	31-35	5	5%
	36-40	1	1%
	SUM	96	100%
Marital Status	Single	72	75%
	Marry	24	25%
	SUM	96	100%
Recent Education	High School	5	5%
	Diploma	6	6%
	Bachelor	79	83%
	Master	6	6%
	SUM	96	100%
Years of Service	1-5 years	88	92%
	6-10 years	6	6%
	> 10 years	2	2%
	SUM	96	100%
Types of Startup Businesses	E-commerce	22	23%
	Edutech	12	13%
	Fintech	24	25%
	Healthtech	10	10%
	Other	28	29%
	SUM	96	100%
Long Time Undergoing WFH	6 months	8	8%
	1 year	23	24%
	> 1 year	65	68%
	SUM	96	100%
Distance from home to office	1-5 km	27	28
	5-10 km	37	39
	>10 km	32	33
	SUM	96	100%

Source: Results of data processing by researchers (2023)

Measurement Model (Outer Model)

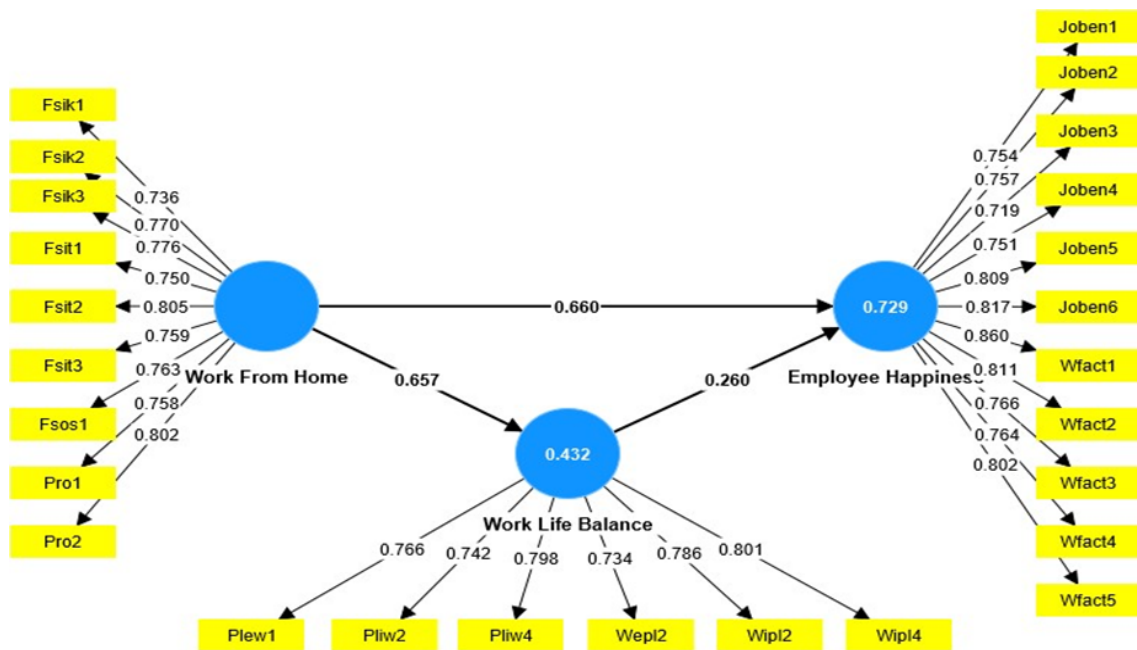


Figure 6. Outer Model Final Result
 Source: Data processing results by SmartPLS 4.0.9.6 (2023)

Convergent Validity Test

An indication is valid if its loading factor value equals or exceeds 0.70. A loading factor between 0.50 and 0.60 might be sufficient [31]. The loading factor value utilized in this study is set at a minimum of 0.70. Consequently, any loading factor below this threshold will be eliminated from the model.

The final findings of the test revealed that four indicators (Fsos2, Fsit4, Fsit5, and Fsit6) were excluded from the model due to

their loading factor being below 0.7. These indicators were part of the 13 work-from-home variable statement items. The variables Wipl1, Wipl3, Wipl5, Pliw1, Pliw3, Wepl1, Wepl3, Plew2, and Plew3 were excluded from the model because their loading factors were below 0.7 in the work-life balance variable. This was accomplished with a collection of fifteen declarative items. Furthermore, the loading factor for each of the 11 indicators in the employee happiness variable exceeds 0.7.

Table 2. Outer Model Final Result

Variable	Indicators	Loading Factor	Minimum Requirements	Information
Work from home	Pro1	0.758	0.7	Valid
	Pro2	0.802		Valid
	Fsik1	0.736		Valid
	Fsik2	0.770		Valid
	Fsik3	0.776		Valid
	Fsos1	0.763		Valid
	Fsit1	0.750		Valid
	Fsit2	0.805		Valid
	Fsit3	0.759		Valid
Work-life balance	Wipl2	0.734	0.7	Valid
	Wipl4	0.734		Valid
	Pliw2	0.742		Valid
	Pliw4	0.798		Valid
	Wepl2	0.734		Valid
	Plew1	0.766		Valid
Employee happiness	Joben1	0.754	0.7	Valid
	Joben2	0.758		Valid
	Joben3	0.723		Valid
	Joben4	0.755		Valid

	Joben5	0.812		Valid
	Joben6	0.819		Valid
	Wfact1	0.857		Valid
	Wfact2	0.809		Valid
	Wfact3	0.764		Valid
	Wfact4	0.760		Valid
	Wfact5	0.799		Valid

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

According to the concurrent validity test, 26 indicator statement items have loading factor values that meet the condition of being > 0.70. This information is presented in Figure 6 and Table 2 above. These findings demonstrate the validity of these indicators and their use in models.

Discriminant validity testing entails evaluating the cross-loading value, the correlation coefficient between an indicator and its construct, compared to the correlation coefficient with other constructs. The correlation coefficient value of the indicator should demonstrate a greater statistical significance towards its construct than any other construct.

Discriminant Validity Test

Table 3. Cross loading value

Variable	Work from home	Work-life balance	Employee happiness	Information
Indicators				
Pro1	0.758	0.447	0.544	Valid
Pro2	0.802	0.493	0.656	Valid
Fsik1	0.736	0.471	0.570	Valid
Fsik2	0.770	0.507	0.649	Valid
Fsik3	0.776	0.557	0.591	Valid
Fsos1	0.763	0.362	0.532	Valid
Fsit1	0.750	0.521	0.739	Valid
Fsit2	0.805	0.551	0.727	Valid
Fsit3	0.759	0.585	0.681	Valid
Wipl2	0.436	0.786	0.510	Valid
Wipl4	0.418	0.801	0.517	Valid
Pliw2	0.378	0.742	0.425	Valid
Pliw4	0.470	0.798	0.490	Valid
Wep12	0.619	0.734	0.591	Valid
Plew1	0.627	0.766	0.617	Valid
Joben1	0.684	0.451	0.754	Valid
Jiben2	0.674	0.476	0.757	Valid
Joben3	0.509	0.429	0.719	Valid
Joben4	0.556	0.457	0.751	Valid
Joben5	0.670	0.471	0.809	Valid
Joben6	0.719	0.504	0.817	Valid
Wfact1	0.735	0.697	0.860	Valid
Wfact2	0.625	0.523	0.811	Valid
Wfact3	0.634	0.675	0.766	Valid
Wfact4	0.649	0.646	0.764	Valid
Wfact5	0.662	0.593	0.802	Valid

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

According to the discriminant validity testing results presented in Table 3, the cross-

loading values of all indicators are higher with their corresponding construct compared

to other constructs, which indicates their validity. Evidence demonstrates that working from home, maintaining a healthy work-life balance, and employee happiness have solid discriminant validity.

Evaluating the discriminant validity requires analyzing each construct's Average Variance Extracted (AVE) value. Average Variance Extracted (AVE) over 0.50 is acceptable [31].

Table 4. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Work from home	0.614
Work-life balance	0.592
Employee happiness	0.595

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

The test results in Table 4 indicate that the Average Variance Extracted (AVE) values for work-from-home, work-life balance, and employee happiness are 0.614, 0.592, and 0.595, respectively. These values indicate that all constructs have an AVE value of more than 0.50. This shows that all

constructs have effectively met the requirements for strong discriminant validity.

Reliability Test

Reliability testing examines the values of Cronbach's alpha and composite reliability. Cronbach's alpha quantifies the minimum level of construct reliability, whereas composite reliability quantifies the actual level of construct reliability. A construct is considered reliable if the value of Cronbach's alpha exceeds 0.70, and the composite's dependability must also exceed 0.70. A Cronbach's alpha value greater than 0.7 is considered satisfactory [31]. Table 5 displays the composite reliability values for each variable, with Cronbach's alpha exceeding 0.7. These findings indicate that all constructs examined in this study are considered reliable, as they satisfy the reliability thresholds for composites and Cronbach's alpha.

Table 5. Composite Reliability and Cronbach's alpha Value

Variable	Composite Reliability	Cronbach's Alpha	Information
Work from home	0.917	0.914	Reliable
Work-life balance	0.871	0.866	Reliable
Employee happiness	0.940	0.937	Reliable

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

Evaluation of Structural Model (Inner Model)

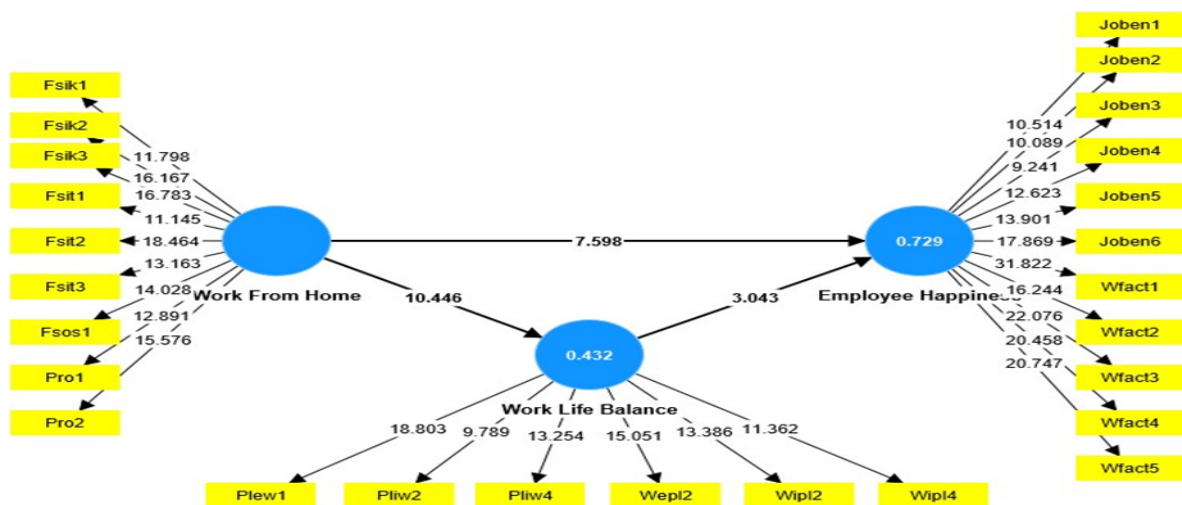


Figure 7. Inner Model Results

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

Coefficient of Determination /R Square (R2) Test

The inner model is evaluated by examining the coefficient of determination. The coefficient of determination is a valuable metric for quantifying the extent to which the model can account for the variability of endogenous latent variables. The variation in the R-Square value can be utilized to elucidate the impact of a specific exogenous latent variable on the extent to which the endogenous latent variable exerts a significant influence. The model is robust, moderate, and weak based on R-squared values of 0.75, 0.50, and 0.25, respectively [31].

Table 6. Coefficient of Determination/R Square (R2)

Variable	R Square
Employee happiness	0.729
Work-life balance	0.432

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

The employee happiness variable's coefficient of determination (R square) is 0.729. This indicates that around 72.9% of the variability in employee happiness factors may be reasonably attributed to work-from-home and work-life variables. The remaining 27.1% can be accounted for by other variables not included in the study. The coefficient of determination (R square) for the variable work-life balance is 0.432. This indicates that the work-from-home variable has a moderate substantive explanatory power of 43.2% about the variation in the work-life balance variable. An additional set of variables not considered in the study may account for the remaining 56.8%.

Goodness of Fit Index (GoF)

The Goodness of Fit Index (GoF) assessment is employed to validate the overall performance of both the outer and inner models. The computation utilized average (AVE) values from three research variables: work-from-home, work-life balance, and employee happiness. Additionally, R2 values produced from dependent and mediation factors, expressly employee happiness and work-life balance, were incorporated. The GoF category includes three provisions: a small GoF value of 0.1, a medium GoF value of 0.25, and a high GoF value of 0.36 [31].

$$GoF = \sqrt{AVE \times R^2}$$

Noted:
 $GoF = \sqrt{0.6003 \times 0.581}$ AVE =
 $(0.592 + 0.595 + 0.614) / 3$
 $GoF = \sqrt{0.3486}$ AVE =
 0.6003
 $GoF = 0.5904$ R² =
 $(0.729 + 0.432) / 2 = 0.581$

The GoF Index of 0.5904 falls inside the large Goodness of Fit category as it is above the threshold of 0.36, indicating that the entire model is suitable.

Hypothesis Testing

The hypothesis testing was conducted by utilizing T-statistics values derived from the output of SmartPLS 4.0.9.6 through the bootstrapping technique. The table t value used in this investigation was 1,967, with a significance level (α) of 0.05 and a confidence level of 95%. The test requirements are as follows: reject the null hypothesis (H0) if the value of the T statistics is more than or equal to 1.967, or reject H0 if the P-value is less than or equal to 0.05.

Table 7. Path Coefficient, T-statistic, and P-values

Direct Effects	Path coefficients	T statistics	P values
Work from home -> Employee happiness	0.660	7.598	0.000
Work from home -> Work-life balance	0.657	10.446	0.000
Work-life balance -> Employee happiness	0.260	3.043	0.002
<i>Indirect Effects</i>			
Work from home -> Work life balance -> Employee happiness	0.171	2.793	0.005
<i>Total Effects</i>			
Work-From-Home -> Employee happiness	0.831	19.331	0.000

Source: Data processing results by SmartPLS 4.0.9.6 (2023)

The results of testing the research hypothesis are as follows:

Hypothesis 1: Work from home has a significant positive effect on employee happiness

The data presented in Table 7 indicates that the impact of working from home on employee happiness is represented by a path coefficient of 0.660. This coefficient is associated with a statistical T value of 7.598, more than the critical value of 1.967. Additionally, the P value of 0.000 is less than the significance level of 0.05. Therefore, Hypothesis 1 (H1), which states that working from home significantly positively affects employee happiness, is acceptable. The path coefficient value of 0.660 indicates that the work-from-home variable significantly and positively affects employee happiness by 66%.

Hypothesis 2: Work from home has a significant positive effect on work-life balance

According to the data in Table 7, it is evident that working from home has a significant impact on work-life balance. The path coefficient for this effect is 0.657, with a high statistical T value of 10.446, which exceeds the critical value of 1.967. Additionally, the P value associated with this effect is 0.000, indicating a strong level of statistical significance (less than the threshold of 0.05). Therefore, Hypothesis 2 (H2), which asserts that working from home considerably impacts work-life balance, is acceptable. The path coefficient value of 0.657 indicates that the work-from-home variable significantly positively affects work-life balance by 65.7%

Hypothesis 3: Work-life balance has a significant positive effect on employee happiness

Table 7 shows that the relationship between work-life balance and employee happiness is statistically significant. The path coefficient is 0.260, indicating a positive influence. The T statistics value is 3.043, which is larger than the critical value of 1.967, confirming

the significance of the relationship. Additionally, the P value is 0.002, less than the significance level of 0.05. Therefore, Hypothesis 3 (H3), which asserts that work-life balance considerably impacts employee happiness, is acceptable. The path coefficient value of 0.260 indicates a significant positive relationship between the work-life balance variable and employee happiness, with a 26% increase.

Hypothesis 4: Work from home has a significant positive effect on employee happiness through work-life balance

Based on the data shown in Table 7, we have computed a T statistics value of 2.793, above the threshold value of 1.967. In addition, the P value is 0.005, below the significance level of 0.05. Thus, Hypothesis 4 (H4), which claims that working from home significantly affects employee happiness by enhancing work-life balance, is deemed valid. The path coefficient of 0.171 signifies a substantial influence of the work-from-home variable on employee happiness, specifically by exerting a 17.1% effect on work-life balance.

The indirect effects of working from home on employee happiness, comprising 17.1%, are less significant than the direct effects, which are 66%. The association between work-from-home and employee happiness is significantly positive, both directly and indirectly, by enabling a better work-life balance. Therefore, it can be inferred that work-life balance is a mediator variable, leading to a partial mediation effect.

Total effect of working from home on employee happiness

Based on the data shown in Table 7, the work-from-home variable has a direct effect of 0.660 on employee happiness. Furthermore, the impact of working from home on employee happiness, as mediated by work-life balance, is quantified at 0.171. Hence, the overall impact of working from home on employee happiness is 0.831. The overall effect value is 0.831, with a T statistics value of 19.331, which exceeds the critical value of 1.967. In addition, the P

value is 0.000, which indicates statistical significance at a significance level of 0.05. The presence of work-life balance greatly amplifies the influence of work-from-home on employee happiness.

DISCUSSION

The Effect of Working from Home on Employee Happiness

The study's findings demonstrate a notable enhancement in employee happiness due to working from home, implying that this approach effectively increases employee happiness. The study's structural model analysis revealed that situational circumstances, resources, and distractions are the most crucial aspects of working from home. The strongest indicator was work authority, identified by item code Fsit2. The worker factor is the most significant determinant of employee happiness; item code Wfact1 is the strongest indication of enjoying one's job. It demonstrates that employees will love their work more if they have greater authority to complete tasks at home.

The findings of this study are consistent with the research conducted by [21], which shows a notable and favorable impact of remote work on employee well-being. In addition, remote work can enhance employees' capacity for time management and allow them to allocate more time to their families [10]. Employees who work from home also save money and time by not traveling to the office for lodging [32]. Nevertheless, while work-from-home policies generally benefit employees, how individuals perceive their work-from-home circumstances greatly influences how positive or negative those conditions are. Variations in work environments (including working from home) suggest variations in employees' working conditions. Therefore, each employee will have a unique perspective on working from home.

The Effect of Working from Home on Work-life Balance

The results of this study demonstrate that working from home substantially positively impacts work-life balance, implying that it is a practical approach to achieving work-life balance. The results of the structural model analysis in this study suggest that situational circumstances, resources, and distractions are the most influential factors in remote work. Work authority, specifically item code Fsit2, is identified as the most powerful predictor. Enhancing one's personal life within the work context is crucial in achieving work-life balance. An excellent indicator of this phenomenon is the impact of an employee's personal life on their mood while working remotely, as represented by item code Plew1. It illustrates that individuals will willingly work from home when they possess increased autonomy to carry out duties in such a setting.

The findings of this study align with previous research conducted by Dua & Hyronimus [33], which revealed a significant advantage of remote work in achieving a healthy work-life balance. Toniolo-Barrios & Pitt [13] agree that maintaining a work-life balance can be challenging while working from home. Therefore, factors such as marital status, number of children, and roles outside of work should be considered [34]. Collaboration between the organization and its employees is essential in setting clear boundaries between work and personal life. The corporation will establish guidelines for remote work, enabling employees to uphold their dedication to productivity by creating a work-friendly environment in their homes, primarily to ensure that family members respect their need for uninterrupted work time.

The Effect of Work-life Balance on Employee Happiness

The study's results reveal a significant enhancement in employee happiness when prioritizing work-life balance, implying that fostering work-life balance is a practical approach to increasing employee happiness. The study's structural model analysis revealed that the personal life improvement

of the work element is the most crucial component of work-life balance. The most significant indication of this relationship is the effect of employee life on mood during work from home (item code Plew1). The worker factor is the most important determinant of employee happiness; item code Wfact1 is the strongest indication of enjoying one's job. It demonstrates that employees will enjoy their work more when the home environment is conducive to a positive mood.

The results of this study align with previous investigations conducted by Uresha [22], which discovered a strong favorable impact of work-life balance on employee happiness. It is further established that employee happiness in their workplace is significantly impacted by personal life issues interfering with work-related aspects. Unquestionably, 'taking work home' implies being prepared for interruptions from our personal lives that may occur while working. Businesses should actively contribute to lessening the amount of personal life disruption that arises from employees working from home, as one issue is that high-intensity interactions between employees and their families may occur without them realizing it. Here is where the organization must allow workers to address significant issues in their personal lives before requiring them to return to work. The company's implementation of tolerance will mitigate the impact of personal life disruptions on work, enhancing employee happiness in the work environment through the company's concessions.

The Effect of Working from Home on Employee Happiness through Work-life Balance

As a result, implementing a work-a-home-supported work-life balance is one strategy to boost employee happiness. The study's results indicate that work-life balance partially mediates the considerably favorable effect of working from home on employee happiness. The elements that influence working from home the most include resources, distractions, and situational

circumstances, according to the findings of the structural model research. The most vital indicators are items with item code Fsit2 (work authority). The worker factor mainly determines employee happiness, whereas item code Wfact1 is the strongest indication of job satisfaction. The primary determinant of work-life balance is the personal improvement of a work factor, with item code Plew1 representing the most vital sign of employees' lives impacting their moods when working from home. Evidence suggests that employees will be more satisfied with their work if they have greater control over working from home and are provided with a positive home environment. The results of this investigation are consistent with the prior study conducted by Irawanto et al. [1], which showed that the impact of remote work on employee happiness is moderated by work-life balance. The findings of this study can serve as a strategic advantage for startup companies in formulating work-from-home rules backed by resource availability and consideration of family distractions as a viable approach to enhance employee happiness.

CONCLUSION

The analysis and discussion have resulted in the subsequent conclusion:

Working from home has a substantial impact on enhancing employee happiness. If employees possess sufficient autonomy to operate remotely, they will experience job satisfaction as they can enjoy it.

Working from home has a substantial beneficial impact on the work-life balance. If employees possess sufficient autonomy to operate remotely, the domestic environment will foster a more positive work disposition among employees.

Work-life balance exerts a substantial and favorable impact on employee happiness. Employees will derive greater satisfaction from their work if the ambiance of the workplace fosters a more positive mood.

Work-life balance is a partly mediating factor in the substantial beneficial impact of work-from-home on employee happiness,

indicating that work-life balance can support and enhance work-from-home policies. Employees will like their work even more if given sufficient authority to work from home and are surrounded by a positive home environment.

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