

The Effect of Work from Home on Employee Productivity in The Banking Industry

Clivensen Heryanto

Business Management Master Program
Binus Business School, Binus University
clivensen.heryant@binus.ac.id

Nadia Fasha Nurfauzi

Business Management Master Program
Binus Business School, Binus University
nadia.nurfauzi@binus.ac.id

Sugiharto Bangsawan Tanjung

Business Management Master Program
Binus Business School, Binus University
sugiharto.tanjung@binus.ac.id

Sekar Wulan Prasetyaningtyas

Business Management Master Program
Binus Business School, Binus University
sekar.p@binus.edu

ABSTRACT

Recent pandemic has pushed employee of banking industry in Indonesia, especially Greater Jakarta Area, to adapt to WFH arrangement. This sudden adoption of WFH has influenced employee productivity in number of ways. Furthermore, multiple news reported narrative such as mental health deterioration among employee in banking industry and productivity boost experienced by banking company adopting WFH. Therefore, this study aimed to investigate the intervening effect of WLB, job satisfaction, and mental health between WFH arrangement and productivity of employee in the banking industry located in Greater Jakarta Area. To test the hypothesis which WLB, job satisfaction, and mental health among employee can increase productivity on WFH arrangement, survey was conducted through online questionnaire with 314 respondents of banking employee located across Greater Jakarta Area. Our investigation has shown positive impact of job satisfaction and mental health on productivity of banking employee adopting WFH arrangement. However, the investigation also highlights the negative correlation between WFH arrangement and WLB. These results suggest that in order to increase employee productivity in current WFH arrangement, practitioners need to pay attention in nurturing employee job satisfaction while introducing mental health awareness in work environment as well. Also, further research can address the question as to what specific factors of current WFH arrangement which may decrease employee WLB.

Keywords - Work from Home, COVID-19 Pandemic, Productivity, Work-Life Balance, Job Satisfaction, Mental Health, Banking Industry

Introduction

COVID-19 pandemic has transformed how business is conducted globally by bringing new social behaviors and ways of life (Ratten, 2020). Hence, it is changing workplace dynamics and the structure of companies (Lane et al., 2020). Consequently, it has prompted all enterprises to adjust their current work system, resulting in the introduction of work from home (WFH) arrangements (Kniffin et al., 2020). Admittedly, significant change to the WFH arrangement is a novel experience for most firms, indicating a radically different working manner (Al-Tawfiq & Memish, 2020). Nevertheless, according to Shareena & Shahid (2020), the current survey shows that the idea of a workplace is starting to move away from physical locations toward WFH or telecommuting. People do not have to commute to the office. Consequently, the WFH arrangement has been adopted by approximately 200 million people and more than one million companies operating in various countries worldwide (ILO, 2020). While the WFH arrangement may not be something new for the workforce of developed countries, that is usually not the case in developing countries in an emerging economy (Gottlieb et al., 2020). Undoubtedly, the adoption of the WFH arrangement is more challenging in developing countries because of infrastructure and human capital reasons (Saltiel, 2020). As one of the biggest emerging economies in South East Asia, Indonesia is an excellent representation of how thriving developing countries handle WFH adoption. As Indonesia's capital city, Jakarta has around 5.1 million people who had to adopt full or mixed WFH arrangements (Putra, 2020). Especially since the pandemic state of emergency had been declared, non-essential offices were forced to close, leaving most of the workforce to adopt the WFH arrangement (The Jakarta Post, 2020).

Despite banking companies being forced to adopt WFH arrangement suddenly, study by Bidari et al. (2020) showed how performance in the banking industry is still categorized as positive. Furthermore, various countries have reported a surge in employee productivity in the banking industry (Daniel, 2021; Marcu, 2021). Specifically, one banking company in Indonesia reported a 699%

increase in employee productivity on an annual basis valued from billion in December 2019 to Rp. 145.49 billion in December 2020 (IDX Channel, 2021).

Following recent phenomena, banking companies need to pay greater attention to employees since integrating the correct human capital policy can enhance profitability (Cherif, 2020). Thus, Management has to pay attention to WFH policy to maintain employee performance and productivity at all levels (Partono Prasetyo et al., 2017). And for the time being, most bank professionals in Indonesia are working remotely under WFH agreements. This chain of events made analyzing the topic of WFH and productivity in Indonesia's banking industry more prevalent.

While WFH relevance has increased dramatically ever since the pandemic began, it plays an important role in for the work arrangement (Bai, 2020). A report from PricewaterhouseCoopers (2020) shows how the majority of stakeholders involved in the WFH arrangement have started to become more comfortable with the arrangement, with 83% of employers saying the shift to WFH has been successful for their company and around 68% of the worker have a strong preference towards the arrangement. Nevertheless, the fact remains that WFH was once regarded to be ineffective across many developing nations as a flexible working arrangement. For instance, developing nations' attitudes, working conditions, and infrastructure aid in understanding this trend (Flores, 2019; Saltiel, 2020). These arguments are valid, particularly for companies in Indonesia that have yet to fully adjust to the new work structure and technology needed to support the WFH arrangement (Purwanto et al., 2020; Setyawan & Lestari, 2020). However, because of the virus outbreak, companies and employees across the globe, including those in Indonesia, are obligated to adopt WFH solutions in their daily operations (Xiao et al., 2020). Slowly but surely, Indonesian workers and employers are starting to become more comfortable with the idea of WFH arrangements in the future.

While WFH has become a new rules priority for the majority of companies, this uncertainty situation may provide a new information about how well WFH works and take a part as an important role for future working arrangement. Due to instability

brought on by the COVID-19 outbreak, companies must consistently maintain and increase performance in order to survive (Jääskeläinen, 2010). Consequently, productivity is seen as a critical component of performance as it improves the overall efficiency (Nick Bloom et al., 2006; Smith & Gardner, 2007). Since many companies are now adopting WFH, especially in the new normal era of the pandemic, it is critical to determine whether WFH impacts productivity (Kniffin et al., 2020; Thorstensson, 2020).

While it is not only limited to the effect between WFH and productivity, it is also important to consider other constructs that might influence productivity regarding the current situation. Whereas the majority of research only focuses on the direct effect of WFH on productivity, this study tries to analyze other factors that might influence both variables to fill the research gap. Therefore, this study includes three intervening variables relevant in the COVID-19 era and may affect the relationship between WFH and productivity, such as WLB, job satisfaction, and mental health.

Many firms that implement WFH policies are driven by the promise of improved work-life balance (WLB), which will lead to higher productivity (De Cieri et al., 2005). Initially, the WFH arrangement was part of a flexible working arrangement which may support workers with their WLB (Dockery & Bawa, 2014). A study by Lingard et al. (2007) showed how WLB programs enhance productivity by minimizing individual friction to be able manage their work and personal life, so they can get a better work life balance. Furthermore, It is assumed that WLB should exist when there is normal functioning at work and in life with minimal role conflict (Maharani et al., 2020). As a result, the WLB concept and flexible working arrangements are introduced as a benefit for employees to help them fulfill their work and life responsibilities (Wood et al., 2020).

Besides WLB, job satisfaction is also the main reason for implementing flexible working arrangements such as WFH (Mohite & Kulkarni, 2019). A report from Schall (2019) showed how people who engage in WFH practice are more involved, motivated, and devoted to their jobs, consequently increasing their job satisfaction. Furthermore, employees who are satisfied with their jobs

tend to have a solid emotional attachment to the organization and are glad of their accomplishments. This offers a chance to keep the corporate integrity and work ethic intact, hence, their increased performance (Rahayu et al., 2018). Therefore, many studies have substantially suggested how improved job satisfaction can promote worker productivity (Halkos & Bousinakis, 2010; Mohite & Kulkarni, 2019).

Besides WLB and job satisfaction, mental health has increasingly become an important factor affecting productivity (Vanroelen, 2019). In this COVID-19 pandemic era, mental health crises among workers, including Indonesia's banking industry, have become a new phenomenon (BBC Indonesia, 2021; Carnevale & Hatak, 2020). Furthermore, research conducted by Tempo (2021) showed that 72.4 percent of the 2,700 employees in some industries, including banking took part in the survey admitted to having mental health problems, mainly because of the COVID-19 pandemic. In the banking industry itself, a survey conducted by DBS Bank showed that employees worked an average of 95 hours a week and slept five hours per day, which affected their mental health condition (BBC Indonesia, 2021). Therefore, these phenomena make a strong case to analyze further the role of mental health in deciding workers' productivity. As the data mentioned above, the consequences of pandemic-related restrictions have made WFH a new kind of work arrangement for most employees. In addition, mental health issue becoming a concern of different level. According to (Rusilowati, 2020), mental health problems experienced by employees, if not addressed immediately, can lead to a decrease in their productivity. However, the fact remains that mental health is still often overlooked and rarely discussed in human capital research and WFH (Phadnis et al., 2021).

Literature Review

Many researchers have confirmed that WFH enhances WLB (Bellmann & Hübler, 2020; Gajendran & Harrison, 2007; Hilbrecht et al., 2008). WFH is often seen favorably because it promotes feelings of autonomy while also decreasing job and family friction,

contributing to job satisfaction (Bellmann & Hübler, 2020; Gajendran & Harrison, 2007). However, WFH can also put extra pressure on combining work and home tasks leading to reduced WLB in an employee, according to Kazekami (2020). Thorstensson (2020) has a similar viewpoint, examining how COVID-19 specific characteristics might reduce WLB in persons who engage in WFH arrangements. Some studies above have shown how WFH can decrease WLB. However, more researchers still discover a favorable effect of WFH on WLB. We came up with the following hypothesis based on this discussion.

H1: WFH has a positive impact on WLB

Previous research in the human resource field has discovered a considerable influence on employee productivity when WLB is implemented (Adekunle, 2018; Ansari et al., 2015; Beauregard & Henry, 2009; Isamu & Toshiyuki, 2012). One research looked at how higher WLB among employees led to a lower turnover rate and increased productivity in a company (Beauregard & Henry, 2009; Isamu & Toshiyuki, 2012). Other research looked at how WLB techniques, such as the Flexi – work, can increase employee productivity (Adekunle, 2018; Ansari et al., 2015). We came up with the following hypothesis based on this discussion.

H2: WLB has a positive impact on employee productivity

Most studies have found that WFH substantially affects employee job satisfaction (Bhattarai, 2020; Gajendran & Harrison, 2007; Sarit Prava Das, 2014; Schall, 2019). A study by Rahayu et al. (2018) found that WFH had a favorable and substantial impact on job satisfaction, but only when combined with activities, policies, or rules to support it. There is a favorable affiliate among WFH and job satisfaction indicators based on the level of involvement between workers and supervisors (Mohite & Kulkarni, 2019). WFH also represents the firm's openness to change the workplace in response to employee requirements, promoting their satisfaction (Gajendran & Harrison, 2007). We came up with the following hypothesis based on this discussion.

H3: WFH has a positive impact on job satisfaction

Businesses seeking to gain an edge have long

emphasized job satisfaction as one of the most important determinants of productivity (Böckerman & Ilmakunnas, 2012; Fisher, 2010). It is costly for business if job dissatisfaction is high since it raises staff turnover, resulting in additional costs for the firm regarding recruitment and hiring (Halkos & Bousinakis, 2010; Halpern, 1999). Numerous scientific research has found that job satisfaction significantly impacts staff productivity (Halkos & Bousinakis, 2010; Hussain Khan et al., 2012; Senyamator et al., 2019; Yaya et al., 2016). We came up with the following hypothesis based on this discussion.

H4: Job satisfaction has a positive impact on employee productivity

WFH arrangements change the whole work system in organizations (Ozdamar & Giovanis, 2020). Specialized jobs characteristics of knowledge workers allow more frequent WFH and autonomy, which help maintain good mental Health (Kitagawa et al., 2021). Even though studies on WFH's impact on mental health are still rare, some have shown how WFH has positively impacted workers' mental Health (Anderson et al., 2015; Bosua et al., 2019; Kitagawa et al., 2021; Tavares, 2017). Employees with WFH arrangements have a greater sense of well-being combined with less stress (Bosua et al., 2019). An alternative explanation of how WFH influences mental health is that standard guideline for work practices have been evaluate adequate and deployed to manage employee mental Health (Callinan et al., 2021b). However, several studies also mentioned how WFH has negative factors which decrease employee mental health (de Sio et al., 2021; Niu et al., 2021). Factors such as isolation and lack of communication with colleagues may negatively influence employee mental health (Callinan et al., 2021). While regarding research context in Indonesia, Prabowo (2021) finds that WFH does not strengthen the COVID-19 pandemic's harmful impact on people's mental health. Besides some mixed findings, the overall conclusion is that WFH is more likely to positively than negatively affect employee mental health, even in a COVID-19 pandemic. Therefore, we came up with the following hypothesis based on this discussion.

H5: WFH has a positive impact on mental health

Mental Health has been identified as a new and significant job market concern by the Organization for Economic Co-operation and Development (OECD, 2012). Studies have shown how poor mental health or so-called "mental illness" can be very costly and expensive (Kessler et al., 2008; Whiteford, 2021). Productivity loss makes up the vast majority of the financial cost of mental illness (Bubonya et al., 2017). In relation to productivity, most studies have found that good mental health conditions among employees contribute strongly to productivity gain (Bailey, 2019; Bubonya et al., 2017; Burton et al., 2008; L. Holden et al., 2011). Employees enjoying good mental health can manifest in many alternatives, such as having positive energy and being more engaged in their job (Haq et al., 2021). Regarding study in the banking sector, good mental health among employees has proven to increase their productivity and innovative behavior (Amponsah-Tawiah et al., 2020; Ochieng', 2020). Therefore, we came up with the following hypothesis based on this discussion.

H6: Mental Health has a positive impact on employee productivity

WFH approach has been shown in many studies to improve productivity levels considerably (Nicholas Bloom et al., 2015; Kazekami, 2020a; Revenio C. Jalagat & Jalagat, 2019; Ulloa-Bermudez, 2018). A significant study on the subject of WFH on 16,000 staff at Ctrip, a NASDAQ-listed Chinese travel operator, found that WFH enhanced performance by 13%. (Nicholas Bloom et al., 2015). Similar conclusions are seen in a study of productivity in La County (Ulloa-Bermudez, 2018). According to Glenn Dutcher (2012), WFH practice can also boost efficiency in creative activities, which is vital for knowledge workers. Kazekami (2020) and Revenio C. Jalagat & Jalagat (2019) conducted an additional study and discovered that the proper WFH policy enhances productivity. Therefore, we came up with the following hypothesis based on this discussion.

H7: WFH has a positive impact on employee productivity

The suggested study framework is depicted in the Figure 1, which demonstrates the link

between WFH as an independent variable and employee productivity as a dependent variable. At the same time, WLB, job satisfaction, and mental health become intervening variables.

Research Methodology

This study uses a quantitative method since the information and data would be collected and analyzed by numerical application to explain the phenomenon. Primary data source was used. The survey was conducted through Google Forms to distribute the questionnaire and reach the respondents using a one-time survey method. This study uses PLS-SEM because the purpose is to perform predictive analysis to explain and confirm complex relationships (Hair, 2010).

At the structure level, PLS estimates the path coefficients and correlations between latent variables and the individual R^2 and AVE (Extracted Mean Variance) of each latent item. T-value of the path loadings were calculated using the bootstrap method. A well-fit model is established with a significant path coefficient, a sufficiently high R^2 , and an internal consistency greater than 0.70 for each item.

Result and Discussion

Structural Model

The hypothesis testing is completed by using SmartPLS and showed that there are 5 accepted hypotheses and 2 rejected hypotheses from the test results in Table 1.

Work From Home (WFH) Doesn't Have a Positive Impact on Work Life Balance (WLB)

Table 1. Hypothesis Results

Hypothesis	Path	Path Coefficients	T-statistics	P-values	Conclusion
H1	WFH -> WLB	-0.751	28.438	0.000	Rejected H1
H2	WLB -> P	-0.041	1.085	0.278	Rejected H2
H3	WFH -> JS	0.84	35.381	0.000	Accepted H3
H4	JS -> P	0.168	2.406	0.0017	Accepted H4
H5	WFH -> MH	0.868	37.368	0.000	Accepted H5
H6	MH -> P	0.755	11.892	0.000	Accepted H6
H7	WFH -> P	0.253	3.159	0.002	Accepted H7

Looking up on the hypothesis testing, WFH doesn't have a positive impact on WLB. Contradicting the hypothesis, the finding has shown a strong and negative correlation between WFH and WLB. Consequently, this result doesn't align with earlier studies that mentioned that WFH arrangement could significantly improve WLB (Bellmann & Hübner, 2020; Gajendran & Harrison, 2007; Hilbrecht et al., 2008). However, a study by Irawanto et al. (2021) in the Indonesian banking industry also found that WFH has a negative impact on employee WLB. Furthermore, given the flexibility of "doing the work" anywhere, WFH implementation might hinder employees ability to separate the priority between job and personal life (Kazekami, 2020b; Thorstensson, 2020). In addition, stress because of the workload is also a factor that leads to lower WLB, specifically due to the pandemic (Xiao et al., 2020). Mismatch between perceptions from workers and employers side about the reality and time management on work from home practices also hinder the work life balance (Kapasi & Galloway, 2015).

To summarize, the study explains how WFH arrangement doesn't positively impact the WLB of the banking industry employees in the Greater Jakarta Area. Our result showed that people with WFH arrangement have worked long hours even on holiday which may affect their WLB. A low level of nationwide attention regarding the policies and digital work setting might hinder the work life balance (Kniffin et al., 2020). The existence of work from home practices especially in the pandemic era seems to be the future work but still questionable in terms of managing the

conflict regarding the work life balance when the need of quality of life; self-development; power in the work domain; and the overall of work-life from family support are not met.

Work Life Balance (WLB) Doesn't Have a Positive Impact on Employee Productivity

The hypothesis result indicates that WLB doesn't have a positive impact on employee productivity. Contradicting the hypothesis, the finding has shown a weak and negative correlation between WLB and employee productivity. Consequently, this result doesn't align with earlier studies that mentioned that WLB could significantly improve employee productivity (Adekunle, 2018; Ansari et al., 2015; Beauregard & Henry, 2009; Isamu & Toshiyuki, 2012). However, a recent study in the Indonesian banking industry conducted by Prasetyaningtyas et al. (2021) found no significant impact of WLB on productivity. Moreover, pandemic-specific factors related to WLB, such as home disruption and isolation, may affect productivity (Fapohunda, 2014). Moreover, companies implementing the WLB practices have difficulties building a new culture and changing the guide for employees' sense of belonging to increase productivity (Wolor et al., 2020).

In conclusion, this study provides an understanding of how WLB doesn't positively impact employee productivity in the banking industry located in the Greater Jakarta Area. Different employees will have different grades and predictions of WLB especially its all based on organization rules, vision and mission (Bataineh, 2019). While this study was done under the pandemic context, employee striking for healthy WLB was

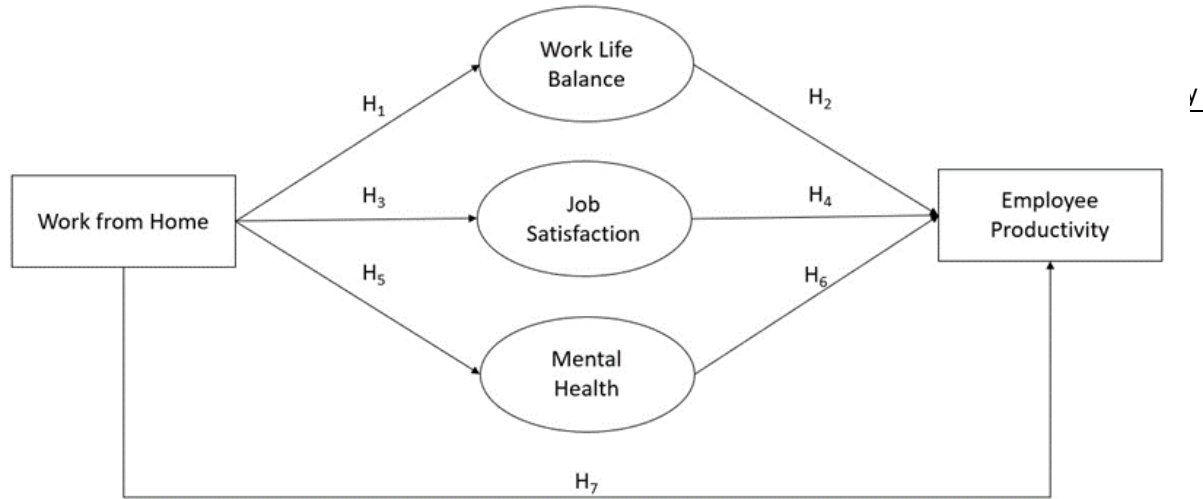


Figure 1. Research Framework

challenging during this time. It may have different effects on employee productivity (Adekunle, 2018; Fapohunda, 2014; Kapasi & Galloway, 2015). Moreover, more than half of the respondent are gen-z bankers who entered into the world of work was during the pandemic (Yuniawan et al., 2021). These

workers value different things about WLB than older generations, most of them are focus on their new career path, having less responsibilities and enough time than older generations (Rachmadini & Riyanto, 2020).

Work From Home (WFH) Has a Positive Impact on Job Satisfaction

Based on the results in this study indicate that WFH has a positive impact on job satisfaction. In line with the hypothesis, the finding has shown a strong and positive correlation between WFH and job satisfaction. This theory of the hypothesis result lines up with the past review, which expressed how WFH will emphatically impact the job satisfaction variable (Davidescu et al., 2020; Fonner & Roloff, 2010; Schall, 2019). A recent study from Fonner & Roloff (2010) in the banking industry found the concept of WFH is expanding worker's impression of independence and adaptability of their work which brought about more noteworthy such as recognition, advancement, and also growth (Lee et al., 2017; Weiss et al., 2018). Higher workers' relationships with their bosses, peers, and benefits might lead to higher job satisfaction (Koustelios & Bagiatis, 2016). Thus, employees who implement the WFH have an opportunity to advance the job and do the job well, and be motivated because there is some space for growth to accept the difficult work and challenges (Sarit Prava Das, 2014).

However, similar study in banking industry by Bhardwaj et al. (2020) found that WFH has a negative correlation with job satisfaction. In this context, banking employees mostly feel dissatisfied due to their clients' working hours and pressure. This may be the case when the workplace and the work conditions are not supportive for an employee in a WFH arrangement (Salma Sultana et al., 2021). To summarize, the study provides an understanding of WFH arrangements in the banking industry in the Greater Jakarta Area, which can significantly influence job satisfaction. People with WFH arrangement usually get positively recognized in their work team. Furthermore, factors such as low level of work design, motivation, and absence may reduce job satisfaction (Davidescu et al., 2020). There are also a lot of different factors of situation and condition for the working environment that needs to be considered while researching WFH on job satisfaction (Bhattarai, 2020).

Job Satisfaction Has a Positive Impact on Employee Productivity

This study demonstrates a correlation between job satisfaction and employee productivity. It showed that job satisfaction has a positive impact on employee productivity. In line with the hypothesis, the finding has shown a weak and positive correlation between job satisfaction and employee productivity. Moreover, this is supported by the previous research that mentioned how job satisfaction could give positive impact employee productivity (Fitrian et al., 2021; Hussain Khan et al., 2012; Lucille et al., 2018; Sarit Prava Das, 2014; Singh et al., 2017). A recent study in the Indonesian banking industry conducted by Prasetyaningtyas et al. (2021) mentioned that job satisfaction significantly

increases employee productivity. Since job satisfaction aspects such as work conditions and benefits programs have empirically proven to support employee productivity (Daniels & Grinstein-Weiss, 2018; Davidescu et al., 2020; Halkos & Bousinakis, 2010; Lee et al., 2017). Furthermore, the fit between organizational culture and employee can assist in employee recognition, resulting in more efficient work (Siengthai & Pila-Ngarm, 2017).

However, a similar study in the banking industry conducted by Islam et al. (2013) found that job satisfaction has no correlation with employee productivity. Since an important aspect of job satisfaction such as welfare and benefits tend to be stable or the same. At the same time, the living cost rises, hence omitting influence to employee productivity (Eliyana et al., 2018). Furthermore, Hendri (2019) study mentioned that responsibility is more important than job satisfaction itself regarding its influence on productivity. As a result, the study provides a clearer understanding of how job satisfaction among employees in the banking industry located in the Greater Jakarta Area can significantly influence their productivity. Furthermore, a good work environment and compensation program can increase productivity through job satisfaction (Esthi, 2021). Satisfied employees tend to perform well within the company and are willing to work more productively to pursue the company goals (Yusnandar, 2019).

Work From Home (WFH) Has a Positive Impact on Mental Health

The result of this study indicates that WFH has a positive impact on mental health. In line with the hypothesis, the finding has shown a strong and positive correlation between WFH and mental health. This result builds on existing studies showing how WFH arrangement in a company can increase the mental health of its employee (Anderson et al., 2015; Bosua et al., 2019; Kitagawa et al., 2021; Tavares, 2017). A recent study in Indonesia by Saragih et al. (2021) find a positive influence on mental health during WFH. Similar research in Indonesia by Marpaung (2021) also finds that employees with WFH arrangements generally have good mental well-being. Furthermore, WFH arrangement is often associated with less psychological strain among employees

resulting in better mental health (Bentley et al., 2016).

However, another study in Indonesia by Sutarto et al. (2021) and Saragih et al. (2021) found a negative correlation between WFH employee and their mental health. It revealed that employees during WFH tend to experience excessive job freedom, which gives them more work pressure and decreases their mental health (Saragih et al., 2021). These studies differ from our results because different industries may have different employee and WFH arrangement characteristics. Generally, the current result in the Indonesian banking industry provides insight into how good WFH arrangements can increase employee mental health. The result showed that WFH can make employee feel like playing a useful part in their work. Furthermore, employees in the banking industry tend to have more specialized jobs that allow for greater autonomy and frequent WFH that assist their mental health (Kitagawa et al., 2021).

Mental Health Has a Positive Impact on Employee Productivity

This study indicates that mental health has a positive impact on employee productivity. Align with the hypothesis, the finding has shown a strong and positive correlation between mental health and productivity. Furthermore, the result seems consistent with a previous study that associated good mental health with productivity gain in the workplace (Bailey, 2019; Bubonya et al., 2017; Burton et al., 2008; L. Holden et al., 2011). A recent study by Amponsah-Tawiah et al. (2020) in the banking industry found that a high level of mental health can enhance productivity and innovative behavior. A high level of mental health can manifest into workplace settings that help employees feel more engaged, thus increasing their productivity (Haddon, 2018; Imamura et al., 2017). Thus, employees enjoying good mental health in their daily activities tend to have lesser sick leave (absenteeism) and greater job performance, which explains the productivity boost (Bailey, 2019; Haq et al., 2021; R. J. Holden et al., 2011). However, a similar study in the banking industry by Ochieng' (2020) found that employee mental state has no correlation with productivity. This finding which does not fit with the result of this paper is explained by the

high pressure experienced by bankers combined with not conducive work environment led to decreased productivity within the organization (Oyewole et al., 2013). The different characteristics of employees in different industries or countries must be considered while researching the effect of mental health on productivity.

To summarize, the study provides a clearer understanding of how mental health among employees in the banking industry located in the Greater Jakarta Area can significantly influence their productivity. A high level of mental health made employees feel more engaged and innovative towards their job, yielding a productivity increase (Haddon, 2018; Imamura et al., 2017). However, the banking industry in different countries may have different work environments that can further boost up or weaken the link in the middle of mental health and employee productivity.

Work From Home (WFH) Has a Positive Impact on Employee Productivity

The result of this study proves that WFH has a positive impact on employee productivity. In line with the hypothesis, the finding has shown a weak and positive correlation between WFH and employee productivity. Furthermore, the result in line with the previous study on how WFH will lead to higher employee productivity (Nicholas Bloom et al., 2015; Kazekami, 2020b; Revenio C. Jalagat & Jalagat, 2019; Ulloa-Bermudez, 2018). A recent study in the banking industry was conducted by Elhawi et al. (2021) found that a flexible working environment on WFH arrangement facilitates employees in managing their own time independently, thus increasing their productivity (Alimuddin, 2021; Palvalin, 2017). As the COVID-19 pandemic offered a flexibility for employees to choose the working hours and location, with remote work becoming a necessity, organizations with their workers try to achieve the right balance by emphasizing the flexibility of workplace, work hours, and work technology that workers may employ.

However, this result doesn't fit with the recent study in the banking industry conducted by Thorstensson (2020), which found that WFH arrangements reduce employee productivity. Furthermore, WFH often breaks team dynamics and creativity,

resulting in employees being less engaged in their job. Another study by (Lund et al., 2021) highlighted how WFH arrangements may not work in industries such as medical care, security, travel or leisure, construction, and logistics. Thus, WFH practice can't be implemented in all job types, even though they give workers more flexibility.

As a result, the study provides a clearer understanding of how WFH arrangements in the banking industry located in the Greater Jakarta Area can significantly influence employee productivity. The result showed that people with WFH arrangement can increase their supervisor satisfaction towards their work. Furthermore, appropriate WFH implementation will increase employees' quality, quantity, and timeliness in doing their work. Therefore, we can assume that WFH practices as a new work arrangement in the midst of pandemic have proven to increase productivity.

Conclusion and Suggestion

Conclusion

Regarding WLB, the result showed that WFH may negatively affect WLB. And, WLB doesn't have any effect on employee productivity. Furthermore, on job satisfaction, the result showed that WFH has positive effect on job satisfaction. And, job satisfaction itself has positive effect on employee productivity. While on mental health, the result showed that WFH has positive effect on mental health. And, mental health itself has positive effect on employee productivity. Furthermore, the result showed that WFH in general have positive effect on employee productivity.

Consequently, WFH, which started as a new and challenging work arrangement, especially among employees in the Indonesian banking industry, has proven to increase productivity in this study. WFH characteristics of putting more responsibility to employees result in better job satisfaction, ultimately leading to better productivity. Furthermore, employee mental health, which is often overlooked, becomes an important aspect in determining productivity. However, the flexibility of the WFH arrangement combined with the pandemic situation may blur the line between being at work and home, resulting in lower WLB among employees.

Based on these conclusions, practitioners should consider the urgency of mental health awareness in the workplace situation, as it directly affects employee productivity. Furthermore, future study is also needed to determine the specific causes of decreasing employee WLB in WFH arrangement, especially in the pandemic.

Suggestion

Future research should include other age group with even proportion, not just heavily dominated by one demographic. Hence, the result can be generalized on banking worker with wider age group. Or, future research can focus on one age group so the result can provide new insight on certain generation.

Future research on WFH should consider examining the current research framework in a new context, such as different industries or countries. Furthermore, employees working in different industries other than banking or another country have different characteristics and cultures of responding to WFH arrangements. Thus, it can provide new insight into similar research problems of different industries or countries.

In addition, future research should utilize more sample size and wider geographical area in researching similar topics regarding WFH. Hence, the bigger sample will provide a more accurate representation of the entire population in certain industries. Also, a wider geographical area throughout a country, not just in a city or region, will better represent workers' characteristics related to WFH arrangement.

Furthermore, future research should further examine WFH factors that can decrease WLB of banking employees in the Greater Jakarta Area in the current pandemic situation. Providing more explanation as to what and why WFH arrangement can decrease employee WLB has major implications for practitioners to identify the source of the problem.

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