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*Jephthah Alvin PRANATA, Shania HENDRAWAN,  
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# The Effect of Work-Life Balance and Work Motivation towards Intention to Work from Home in the Future with Job Satisfaction as a Mediator

Jephtah Alvin PRANATA<sup>1</sup>, Shania HENDRAWAN<sup>2</sup>,  
Muhammad Raihan PUTRA RIYANTO<sup>3</sup>, Willy GUNADI<sup>4</sup>

## Abstract

This study aims to find Indonesian workers' decision whether to continue Working from Home (WFH) in the future by measuring how well their job satisfaction is fulfilled by the fulfillment of work-life balance and work motivation. The data from this study was collected from 208 office workers respondents who underwent WFH for the first time during the COVID-19 pandemic by distributing an online questionnaire in Indonesia. The study results indicate that office workers feel that work-life balance and work motivation directly affect their job satisfaction. In conclusion, Indonesian workers choose to continue their WFH in the future due to the increase in their job satisfaction during WFH.

*Keywords:* work-life balance, work motivation, job satisfaction, work from home (WFH), work from office (WFO), continuance intention.

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<sup>1</sup> Business Management Program, Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, INDONESIA. E-mail: jephtah.pranata@binus.ac.id

<sup>2</sup> Business Management Program, Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, INDONESIA. E-mail : shania.hendrawan@binus.ac.id

<sup>3</sup> Business Management Program, Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, INDONESIA. E-mail : muhammad.riyanto002@binus.ac.id

<sup>4</sup> Business Management Program, Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, INDONESIA. E-mail : wgunadi@binus.edu

## Introduction

Implementation of the Working from Home (WFH) system is very unfamiliar for office workers in Indonesia. The change in the WFH system in Indonesia occurred very suddenly due to the policy prohibiting working from the office to overcome the spread of COVID-19, causing the unpreparedness of workers and companies to operate optimally with this WFH system. However, several survey results show that office workers are less interested in returning to Working from Office (WFO) and prefer a hybrid or full WFH system (Arbar, 2021; Fatimah, 2021).

The fulfillment of job demands during WFH produces a feeling of pleasure for employees with their work, which increases the desire to engage in WFH sustainably (Marinković *et al.*, 2020). The WFH system that applies in Indonesia allows workers to save time and costs they usually spend traveling to the office, and office workers can manage their working conditions, especially their working schedule and environment which creates satisfaction. These advantages make the WFH system attractive to office workers in Indonesia (Petriella, 2021).

The flexibility offered by WFH also increases the productivity and office workers' performance due to the suitability of working conditions to their preferences which increases job satisfaction and work motivation of these office workers (Aziz-Ur-Rehman & Siddiqui, 2019; Rozlan & Subramaniam, 2020; Salma Sultana *et al.*, 2021). WFH also improves the balance of work and personal lives of workers without reducing the supervision and coordination that occurs between superiors and subordinates, which also contributes to maintaining the motivation of workers (Ramadhan *et al.*, 2021).

Previous research has examined the positive effects of working from home on job satisfaction (Irawanto *et al.*, 2021) and work-life balance (Putri & Amran, 2021). Job satisfaction is often associated with job performance (Loan, 2020). In addition, past research has explored the association between work-life balance and job satisfaction, organizational commitment, job engagement, and turnover intention (Arif & Farooqi, 2014; Jaharuddin & Zainol, 2019). Performance is also simultaneously correlated with work-life balance and work motivation (WOLOR *et al.*, 2020). Apart from the previously mentioned, no study has raised these factors as the basis for the desire of office workers in Indonesia to undergo WFH sustainably.

Therefore, research incorporating the continuous intention variable of office employees in Indonesia may provide practitioners and academics a better knowledge of the elements influencing office workers' willingness to continue working from home. Using the WFH method, this research tries to determine how work-life balance and work motivation influence job satisfaction, influencing employees' desire to continue working.

## Literature review

### *Work-Life Balance*

Work-Life Balance (WLB) refers to the balance between work and non-work activities (Sirgy & Lee, 2018), including family, friends, work, and responsibilities that are useful for achieving prosperity (Khoury, 2021). In considering work-life balance, this is not only influenced by how much time is spent both at work and home (Jensen *et al.*, 2017). However, time is scarce and needs to be properly allocated to achieve a goal (Campo *et al.*, 2021). In addition to time, involvement in sharing roles with the same level of attention, involvement, and commitment needs to be appropriately allocated to work-life balance (Sirgy & Lee, 2018). There is no definite reference to everyone's work-life balance because the achievements and pleasures influence the work-life balance felt by each person, which changes over time (Bird, 2019).

Employees' work-life balance during the COVID-19 pandemic was drastically altered by a new WFH strategy that urged employees to adjust to a new working environment (Alfatihah *et al.*, 2021). Work-life balance can improve the WFH process as it allows the opportunity for workers to be able to manage work flexibly anywhere and anytime, which allows workers to align time management with personal and work tasks and has more opportunities to be able to manage life in a family environment (Irawanto *et al.*, 2021).

### *Work Motivation*

Work motivation is an urge to achieve something and the capacity to act in achieving the goals to be achieved with the support of individuals' thoughts, feelings, and desires in the motivation process (Diana *et al.*, 2021). Work motivation is based on a motivation that can direct humans to achieve the desired work pattern, improve performance standards, and maintain a behavior from time to time that is believed to be able to satisfy the needs of office workers (Tan & Rajah, 2019). Work motivation was created to provide emotional attachment and loyalty to office workers so that they can bind someone in an orderly manner and work optimally (Sitopu *et al.*, 2021). During the COVID-19 pandemic, job motivation may be increased by rewarding employees for their accomplishments and meeting their needs on a regular basis (Diana *et al.*, 2021). Extrinsic motivation and intrinsic motivation comprise the two elements of motivation (Putra *et al.*, 2017).

### *Extrinsic Motivation*

Extrinsic motivation is when someone does something because there are results to be achieved (Demircioglu & Chen, 2019). This is driven by subjective reasons with an approach to controlling and regulating that affects the morale of office

workers in achieving a contingent reward or avoiding punishment when carrying out an activity or action (Siyal *et al.*, 2021). With extrinsic motivation, someone is encouraged to do an excellent job because they believe they will receive the desired results such as job promotions, bonuses, or an increase in wages or salaries (Putra *et al.*, 2017). It is a challenge for managers to increase worker motivation during the COVID-19 pandemic by establishing rules based on extrinsic incentive elements and paying attention to worker safety and security (WOLOR *et al.*, 2020).

### *Intrinsic Motivation*

Intrinsic motivation is defined as someone doing something because it is interesting (Demircioglu & Chen, 2019). Intrinsic motivation can support someone because of the interest, challenge, and meaning that can be obtained (Putra *et al.*, 2017). Self-Determination Theory (SDT) explains that the intrinsic motivation possessed by office workers in the work environment is caused by encouragement from within themselves despite pressure (Ryan & Deci, 2000). In this era of the COVID-19 pandemic, it is challenging for workers to adapt (Campo *et al.*, 2021). The desire of office workers to solve all these challenges will create a positive response from within office workers in the form of increased motivation which will affect their work (Nurdiansyah *et al.*, 2020).

### *Job Satisfaction*

Job satisfaction results from people's emotions about how well their performance results meet their desired expectations (Khoury, 2021). In the process, this is done by managing a person's talents, interests, and personal qualities and how well the person can manage these things to achieve a goal (Diana *et al.*, 2021). Based on the evaluation results they get, the management ability of each individual can have an impact on their work. Individuals with high job satisfaction will have positive attitudes towards their work, whereas those with low job satisfaction will have negative feelings (Robbins & Judge, 2019).

Through understanding the Basic Need Satisfaction (BNS), the need for autonomy of office workers which is related to free will in managing their activities, along with the need for attachment, which is related to the interaction of individuals and their environment, and the need to feel competent which is related to increasing self-confidence will increase job satisfaction of office workers (Tiwari & Garg, 2019). With the employees' self-confidence and opportunities to innovate and self-actualize, job satisfaction can increase (Jensen *et al.*, 2017). Thus, office workers who have more creativity and control over tasks tend to have higher job satisfaction (Cahill *et al.*, 2015). Maximizing job satisfaction can be done during the COVID-19 pandemic by enabling employees to improve their skills and carry out their tasks under any circumstances (Irawanto *et al.*, 2021).

### *Continuance Intention to WFH*

Intention is based on feelings that arise from someone's willingness to do something or fight for a plan to be achieved through an action (Sheeran & Abraham, 2003). The emergence of a continuous intention is due to the benefits and satisfaction of the results of actions felt by a person (Rahman *et al.*, 2017). During the COVID-19 pandemic, office workers are required to carry out WFH work, which requires workers to adapt (Alfatihah *et al.*, 2021). During WFH, continuance intention can occur when there is satisfaction with the fulfillment of someone's expectations, which encourages them to continue to do so (Zhu *et al.*, 2022). With the fulfillment of workers' expectations in the COVID-19 pandemic era during WFH, it is decisive for workers to continue to carry out WFH in the future (Caligiuri & de Cieri, 2021).

### *Hypothesis Development*

In fulfilling the work-life balance during the working from home (WFH) process in the pandemic era, every office worker is supported by the right to flexibility and autonomy to regulate and balance work and non-work life (Irawanto *et al.*, 2021). This triggers the strength and confidence they have in meeting the needs between family and work roles and is supported by the right to flexibility and autonomy, which can lead to positive feelings about their job satisfaction level (Qiu & Dauth, 2022). This is confirmed by prior research indicating that work-life balance has a positive and substantial impact on job satisfaction (Irawanto *et al.*, 2021; Khoury, 2021; Qiu & Dauth, 2022). With the right to flexibility and autonomy supporting WFH during the COVID-19 pandemic, office workers can coordinate all aspects of their lives without forcing one aspect on other aspects (Campo *et al.*, 2021). Based on the statement above, proposed hypotheses in the form of

*H1: Work-life balance has a positive effect on job satisfaction.*

To improve job satisfaction, office employees' work motivation must be increased. When the motivational factor is met, it will affect job satisfaction. The factors can be in the form of external or internal rewards, namely external rewards involving money, promotions, and profits; meanwhile, inherent rewards are awards that come from a sense of achievement, team success, appreciation for good performance results, and a sense of recognition (Panagiotopoulos *et al.*, 2018). According to prior studies, work motivation significantly and positively impact job satisfaction (Alfatihah *et al.*, 2021; Nurdiansyah *et al.*, 2020; Panagiotopoulos *et al.*, 2018). Motivation may boost job satisfaction in WFH during the COVID-19 pandemic if office employees are enthusiastic about their work and get recognition for their initiative and creativity (Salma Sultana *et al.*, 2021). Based on the statement above, proposed hypotheses in the form of

*H2: Work motivation has a positive influence on job satisfaction.*

Job satisfaction of workers is described as an emotional state that occurs from the experience and results of job appraisals that are beneficial to achieving the values in their work (Alfatihah *et al.*, 2021). Job satisfaction can be fulfilled through appropriate awards, supportive co-workers, and suitable working conditions that will impact the workers' decisions (Diana *et al.*, 2021). Since the COVID-19 pandemic, a policy for Work from Home (WFH) has emerged that changed the work system that affects changes in the performance of workers (Alfatihah *et al.*, 2021). The WFH system can provide flexibility for office workers to harmonize their time management, personal tasks, and work (Irawanto *et al.*, 2021). When the fulfilling factors expected by office workers during the COVID-19 pandemic era are met, then workers have positive feelings towards work (Robbins & Judge, 2019) and high job satisfaction, which also encourages workers' decisions to be willing to continue WFH on an ongoing basis (Caligiuri & de Cieri, 2021). Based on the statement above, proposed hypotheses in the form of

*H3: Job satisfaction has a positive influence on continuance intention to WFH.*



*Source: Author's own*

*Figure 1. Research Model*

## Methodology

### *Population and Sample*

This study population was all office workers who underwent WFH in Indonesia. In obtaining data that follows the research needs, the authors use a judgmental sampling technique where the sample must meet certain criteria to play a role. This study's sample criteria included office workers who underwent WFH for the first time during the COVID-19 pandemic. The method used to determine the sample size in this study is the Lemeshow equation using a value of 0.5 to represent the assumption of the proportion of the research population with a 95% confidence level. Based on the calculations, the minimum sample size for this study was 100 people. However, 208 samples were collected for this study to anticipate errors in data collection.

### *Measurement*

This research comprises four variables that will be examined using questionnaire questions adapted from prior studies and modified to the study's context and objectives. The four variables covered are job satisfaction, work-life balance, work motivation, and continuance intention to WFH. Job satisfaction used the Job Satisfaction Scale (JSS), consisting of a six-item questionnaire (Dartey-Baah *et al.*, 2020; Taylor & Bowers, 1974). Work-life balance was measured using a six-item questionnaire adapted from The Industrial Work-Life Checklist (Dex & Bond, 2005). Work motivation consists of two dimensions, i.e., intrinsic work motivation was measured using a four-item questionnaire adapted from (Ryan & Deci, 2000; Tremblay *et al.*, 2009), and the extrinsic work-motivation dimension using a three-item questionnaire adapted from (Hanaysha & Majid, 2018). Continuance intention to WFH used a four-item questionnaire adapted from Rahi & Ghani (2019) and Verneau *et al.* (2019). All question items from each variable are measured using a 5-point Likert scale, where point one states that the respondent strongly disagrees and point five states that the respondent strongly agrees with the item.

### *Data Collection*

The data is collected through online questionnaires conducted from April to May 2022 in major cities in Indonesia. This questionnaire is made up of three sections. The first section provides screening questions, the second section poses profile-related questions, and the third section comprises questions linked to study variables that respondents will answer.

### *Data Analysis*

This study's collected data will be examined using the Partial Least Squares (PLS) approach in conjunction with the Structural Equation Modeling (SEM) analytical method and Smart PLS software version 3. First, PLS-SEM is used in this study for several reasons: first, the score of latent variables both in the form of reflective and formative indicators can be calculated directly in PLS-SEM (Mehmetoglu, 2012). Second, this technique can perform statistical analysis with a small sample size and complex research model (Hair *et al.*, 2014). Thirdly, PLS-SEM is among the suitable data analysis methods for the development of new theories (Oyewobi *et al.*, 2019). Therefore, PLS-SEM data analysis is applied to test the hypothesis.

### *Respondents' Characteristics*

Based on the questionnaire results, as many as 208 respondents were involved in the questionnaire via Google form in May 2022. The selected respondents had been screened and were confirmed to meet the criteria we needed. The majority



of the respondents were male (51%), aged less than 24 years (92.8%). The last education is generally a bachelor's degree (57.2%), is unmarried with no children (97.6%). The dominance of respondents working in the retail industry (22.6%), sales/marketing (32.7%), with a duration of work in the company less than 1 year (66.3%), with a position as a staff (office worker) (70.2%).

Table 1. Demographics

Demography	Category	Total	
		Frequency	Percentage (%)
Gender	Man	106	51%
	Woman	102	49%
Age	Less than 25	193	92.8%
	25-34	11	5.3%
	35-44	1	0.5%
	More than 44	3	1.4%
Last Education	Senior / Vocational High School	77	37%
	Associate Degree	6	2.9%
	Undergraduate	119	57.2%
	Graduate	6	2.9%
Marital Status	Married	5	2.4%
	Unmarried	203	97.6%
Having children	Have children	5	2.4%
	Not yet	203	97.6%
Recent Company's Industry	Retail	47	22.6%
	Health	9	4.3%
	Education	16	7.7%
	Transportation	6	2.9%
	Technology	39	18.8%
	Construction	11	5.3%
	Entertainment	9	4.3%
	Manufacture	13	6.3%
	Others	58	27.8%

Field of Work	Sales / Marketing	68	32.7%
	Information Technology	26	12.5%
	Design	26	12.5%
	Finance	18	8.7%
	Human Resource	17	8.2%
	Others	53	25.4%
Working Duration in Recent Company	Less than 1 year	138	66.3%
	1-3 years	63	30.3%
	4-6 years	4	1.9%
	7-10 years	1	0.5%
	More than 10 years	2	1%
Position	Director	2	1%
	Senior Manager	4	1.9%
	Manager	11	5.3%
	Staff (Office Worker)	146	70.2%
	Officer (Field Worker)	17	8.2%
	Others	28	13.4%

Source: Author's own

## Results

### *Reliability and Validity Analysis*

Each instrument employed in this research was subjected to validity and reliability tests. In order to fulfill the validity test, the factor loading value of an indicator must be at least more than 0.5 (Bagozzi & Yi, 1988). Additionally, the reliability test is determined by the composite reliability (CR) value should be more than 0.60 (Mas-Machuca *et al.*, 2016) and the average variance extracted (AVE) value greater than 0.50 (Hair *et al.*, 2014). From a total of 24 questionnaire items distributed, one item did not pass the validity test on the work-life balance variable, so that item was not continued to the next test. A total of 23 items were

then retested, and all items showed the results passed the validity test with a factor loading value ranging from 0.639 - 0.872.

Table 2. Factor Loading, AVE, and Composite Reliability (CR)

Variable	Dimension	Indicator	Mean	Factor Loading	AVE	Composite Reliability
Work Motivation (WM)	Extrinsic (WME)	WME1	4.192	0.741	0.623	0.832
		WME2	4.173	0.852		
		WME3	4.312	0.771		
	Intrinsic (WMI)	WMI1	4.591	0.676	0.509	0.805
		WMI2	4.149	0.650		
		WMI3	4.341	0.757		
		WMI4	4.380	0.763		
Work-Life Balance (WLB)	-	WLB1	4.394	0.653	0.533	0.872
		WLB2	4.351	0.713		
		WLB3	4.197	0.754		
		WLB4	3.760	0.678		
		WLB5	4.178	0.832		
		WLB6	4.154	0.738		
Job Satisfaction (JS)	-	JS1	4.284	0.809	0.544	0.877
		JS2	4.250	0.714		
		JS3	4.346	0.762		
		JS4	4.245	0.690		
		JS5	4.255	0.712		
		JS6	4.409	0.732		
Continuance Intention (INT)	-	INT1	4.053	0.865	0.664	0.886
		INT2	3.822	0.872		
		INT3	3.995	0.859		
		INT4	2.736	0.639		

Source: Author's own

In addition, a discriminant validity test was conducted following the Fornell-Larcker criteria, which stipulates that discriminant validity is proven if the square root of the AVE of each association is greater than the other components (Fornell & Larcker, 1981). It can be seen in the table below that all AVE square root values for each correlation are higher than the AVE square root values in other constructs, so this study also fulfills the discriminant validity test.

Table 3. Discriminant Validity (Fornell-Larcker) Criterion

	INT	JS	WLB	WME	WMI
INT	0.815				
JS	0.435	0.737			
WLB	0.401	0.587	0.730		
WME	0.219	0.545	0.524	0.789	
WMI	0.341	0.673	0.574	0.558	0.714

Source: Author's own

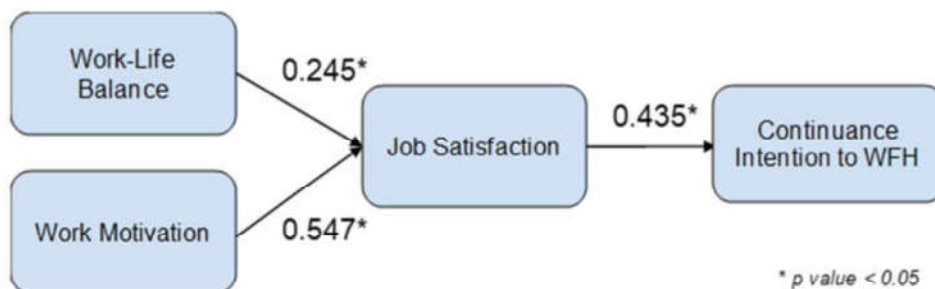
### Hypothesis Test and Results

From the hypothesis testing, the study model demonstrates an  $R^2$  value of 0.527 for job satisfaction and an  $R^2$  value of 0.189 for the continuance intention to WFH. In testing the hypotheses that have been proposed previously, the results showed that all the tests carried out showed significant results. Work-life balance of office workers positively influences their job satisfaction (path coefficient = 0.435;  $t > 1.96$ ;  $p < 0.05$ ), which supports H1. In addition, the work motivation of office workers also positively influence job satisfaction (path coefficient = 0.245;  $t > 1.96$ ;  $p < 0.05$ ), supporting H2. The study results also describe a strong and positive influence between the extrinsic (path coefficient = 0.613) and intrinsic (path coefficient = 0.511) dimensions of work motivation on work motivation as a whole. Job satisfaction from office workers themselves is proven to positively influence continuance intention to WFH perceived by office workers (path coefficient = 0.547;  $t > 1.96$ ;  $p < 0.05$ ), which supports H3.

Table 4. Hypothesis Test and Results

Path	Path Coefficient	T-Value	P-Value	Result
WLB → JS	0.435	7.291	0.000	Supported
WM → JS	0.245	3.039	0.002	Supported
JS → INT	0.547	7.823	0.000	Supported

Source: Author's own



Source: Author's own

Figure 2. Hypothesis Test Results

## Discussion

In general, this research findings center on the preferences of office employees who choose to continue using the Work from Home (WFH) system, which is relatively new in Indonesia compared to the Work from Office (WFO) system. In reaction to these occurrences, this research identifies job satisfaction as influencing office employees' preference for the WFH system. This research also identifies work motivation and work-life balance during WFH as the two primary determinants of office employees' job satisfaction throughout the WFH period. This study deepens the discussion about work motivation by raising two dimensions that form work motivation which include extrinsic and intrinsic motivation. Overall, the results obtained in this study are directly influenced by the characteristics of the respondents who participated in the study, namely office workers belonging to generation Z (under 25 years).

The findings of this research indicate that the amount of job satisfaction experienced by office employees directly affects their continuance intention with WFH. This correlates with Caligiuri & Cieri (2021) and Tiwari (2019), which state that meeting the needs felt by office workers is a significant contributor to the desire of office workers to continue to undergo WFH. The results of this study prove that fulfillment is felt by office workers during the WFH period. However, Generation Z has different needs to fulfill than the previous generation. Like the social need to communicate, Generation Z is more accustomed to communicating digitally so that their social needs are still met during WFH. This is supported by Scotch (2019), who states that Generation Z performs 74% digital communication and only 26% direct communication. Therefore, his need to communicate with co-workers can still be fulfilled by using communication media in the world of work, such as Slack or other social networking tools. These social skills may assist Generation Z in gaining self-assurance, coping with stress, and minimizing workplace anxiety, sadness, and dissatisfaction (Schroth, 2019).

For job satisfaction, the results demonstrate the respective impacts of work motivation and work-life balance on the job satisfaction of office employees. The results indicate that employees' perceived work-life balance directly affects job satisfaction. Most respondents are unmarried office workers, so they have lighter responsibilities and roles than workers who are married and have children. Therefore, they can focus more on their work because their role mainly revolves around it. Office workers who do not have multiple roles tend to have goals to focus on work performance and personal well-being, while workers who have multiple roles tend to have more difficulty in dividing time in each role (Campo *et al.*, 2021). Each worker's work-life balance level depends on their respective values and priorities in life (Haar *et al.*, 2014).

Furthermore, the WFH system implemented in Indonesia offers flexibility for office workers to manage their time, balancing their work and personal lives, which creates a sense of satisfaction with the work they are currently doing. With the WFH system, companies can improve their performance through increased employee satisfaction due to a better work-life balance, reduced distractions, and increased time efficiency due to the absence of commuting (OECD, 2020). The majority of respondents work in marketing and sales, which incidentally has high flexibility in terms of place and schedule. This makes the respondents feel more comfortable when WFH due to the flexibility of the schedule, which allows them to arrange their schedule according to the priorities they need. Of course, this is also supported by the generation and education level of the majority of respondents who can respond to technology, so that the subject of WFH is not something new for them, and they have sufficient ability to adapt quickly. Thus, this makes the respondent's work-life balance level high, which is supported by the adaptive level of the respondents. Similar to prior research, this study confirms that work-life balance significantly affects job satisfaction (Irawanto *et al.*, 2021; Khoury, 2021; Qiu & Dauth, 2022).

Similarly, this study's results show that office employees' work motivation directly affects job satisfaction (Alfatihah *et al.*, 2021; Salma Sultana *et al.*, 2021). Respondents in this study were office workers who had just started working during the pandemic (duration of work < 3 years), so they had only experienced working and interacting through technological means but were not necessarily able to adapt to the work environment and their co-workers. With these obstacles in adapting, the motivation to stay in the job can come from the type of work that office workers themselves enjoy. Most of the respondents work in staff positions, so the space for personal and career development is still vast, which contributes to the motivation felt by office workers while working. Office workers who are still relatively new to the job have a desire to achieve something in their work and the achievements obtained by office workers as well. This is in line with Kirchmayer & Fratričová's (2018) research, which states that enjoying work, self-development, and achieving career achievements encourage generation Z's motivation to work.

## Conclusion

The implementation of the WFH work system, which is relatively new in Indonesia during the COVID-19 pandemic, has made office workers more comfortable working with a system that allows them to have more control over their work. This study examines the continuance intention of WFH office workers by raising the job satisfaction they feel during the WFH period as the cause. Satisfaction in the work environment, the awards they have received, and the developments they have achieved during WFH are important contributors to their job satisfaction (Irawanto *et al.*, 2021; Robbins & Judge, 2019). The satisfaction that office workers feel in their work during WFH arises from the balance they feel in sharing their roles in both work and personal life and from the motivation they feel while doing the work. The existence of a balance that office workers can achieve in their personal and work lives makes them comfortable in managing problems both concerning their personal and work lives which will lead to satisfaction with their work (Qiu & Dauth, 2022). In addition, the motivation they feel while working is also an important factor that shapes the satisfaction they feel while working. The motivation that arises from the external side, such as the salary and recognition they get as well as a comfortable and conducive work environment while working, and from the internal side, such as the interest and comfort they feel when carrying out their work, are also important factors that shape the satisfaction they feel towards their work (Panagiotopoulos *et al.*, 2018).

This research can provide managerial insights for institutions and organizations regarding the work-life balance and work motivation influence on job satisfaction for office workers who staff workers, unmarried, dominant, and has less than five years of experience, and how this influences their preferences for future work systems. Second, several things that can be considered and benchmarks to determine the level of welfare and job satisfaction for office workers can be through a focus on providing both extrinsic and intrinsic motivation. The company can give extrinsic motivation by appreciating the workers' work and providing additional compensation and security guarantees such as health and safety benefits. The company can provide intrinsic motivation by providing flexibility rights, working following the skills of the workers, as well as providing opportunities to develop self-potential.

Apart from motivation, the company can also create a healthy work environment among workers by focusing on teamwork work systems and conducting regular monitoring and evaluation. With the implementation of the teamwork system, workers are trained to communicate, exchange ideas, and establish relationships between workers. That way, when workers feel comfortable in their work and are supported by sufficient attention given by the company, workers can be motivated to do their best. When the work environment is well developed, each individual will have a sense of ownership, which will lead to more responsibility felt by each worker. Individuals who can effectively manage their work can also share their

roles at work and home (Campo *et al.*, 2021). So, companies must also care about the needs of their workers, such as having a role other than work. The company can support this by providing flexible working hours and jobs according to the agreed job description. With strong motivation and a healthy work-life balance, office employees will experience greater job satisfaction (Alfatihah *et al.*, 2021). When workers' job satisfaction while undergoing WFH is high, it will also encourage workers to be willing to continue WFH sustainably (Caligiuri & de Cieri, 2021).

In general, this research contributes to the development of theory in the work environment. First, the study provides evidence regarding the situation of office workers and their intentions with the change from the WFO system to the WFH system with certain conditions and preferring WFH in the future, namely with fulfilled job satisfaction from work motivation both external and internal, as well as work-life balance felt by office workers. Second, the study becomes a reference for researchers that certain factors and conditions make workers make their choices, such as when office workers who have lower work-load jobs choose to remain WFH because of perceived benefits such as the ability to manage time flexibly and perceived self-development. Furthermore, this study motivates academics to investigate further the aspects that influence the decision of office employees to work at WFO or WFH, depending on future situations.

### *Suggestions for Future Research*

Respondents obtained in this study cannot represent all office workers in various regions in Indonesia and provide sufficient descriptions of either married or senior office workers. Although this research contributes to managerial theory and practice, future researchers can still develop research with the support of respondents who have samples that can represent Indonesia as a whole and have different conditions and demands for meeting the needs of office workers outside the big cities in Indonesia. In addition, researchers can further evaluate the intentions of married workers who have worked for more than five years regarding the choice of working WFO or WFH, which is influenced by external factors such as the family environment. Researchers can also explore respondents by raising social factors that play a role in the decision-making of each office worker. When there are factors that meet the needs expected by office workers during the COVID-19 pandemic era, workers have positive feelings about work (Robbins & Judge, 2019) and high job satisfaction which also encourages workers' decisions to continue WFH sustainably (Caligiuri & de Cieri, 2021). Additionally, work interactions substantially affect job satisfaction (Andrade *et al.*, 2020). During WFH, office workers do not have a direct relationship with their co-workers and superiors. Therefore, researchers can explore the effect of work relations on continuance intention to WFH with job satisfaction as a mediating variable.



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