The Effect of Work-From Home on Burnout during COVID-19 Disease: The Mediating Effect of Organizational and Family Support

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Abstract

Coronavirus (COVID-19), which hit in early 2020, changed the way people live and work, and affected industries and organizations all over the world. Many organizations have begun to deliver a new way of working to adapt to these shifts effectively using teleworking or a work from home policy. The purpose of this study was to fill the gaps by investigating several potential predictors of job satisfaction during working from home from the impact of COVID-19 such as work–life balance and work stress. Using a quantitative approach, 136 workers who were forced to work from home all over Indonesia participated, and the responses were analysed using PROCESS macro software. The results supported hypothesis that family support and organizational support mediate the relationship of work–life balance and burnout. It is imperative for the organizations to take substantial steps to reduce burnout on employees during COVID-19 disease, nurture decision autonomy at all levels of hierarchy and encourage amiable relationships of employees with their supervisors and peers based on mutual trust and support.

I. Introduction

In early 2020, the impact of the global spread of the coronavirus (COVID-19) created economic and social shocks, particularly in organizations that are reshaping the way people live and work and the way industry and organizations operate. One of the most visible changes as a result of the COVID19 pandemic is the work-from home (WFH) policy (Kramer & Kramer 2020). WFH is implemented by governments and organizations around the world as a new work innovation to prevent the spread of the virus as well as a solution so that work can be carried out as usual. It refers to a flexible work approach that is not limited by time, place, type of technical communication, and use of information.

The world health agency (WHO) has also announced that the corona virus, also called COVID-19, is a global threat worldwide. The outbreak of this virus has an impact especially on the economy of a nation and globally. These unforeseen circumstances automatically revised a scenario that was arranged in predicting an increase in the global economy. (Ningrum, P. et al. 2020)

The Covid-19 pandemic caused everyone to behave beyond normal limits as usual. One of the behaviors that can change is deciding the decision to choose a college. The problem that occurs in private universities during covid 19 is the decrease in the number of prospective students who come to campus to get information or register directly to choose the department they want. (Sihombing, E and Nasib, 2020)

Many organizations have begun to offer new ways of working (Fedáková and Išto nová 2017) to respond effectively to these innovations, both in terms of the work and

personal lives of workers. The possibility of working from home has been considered as a means to improve individual work-life balance as working from home provides opportunities to take care of family members (Ammons & Markham 2004; Johnson et al. 2007). A work from home policy has several potential benefits and risks that must be considered. Working from home is effective for improving quality of life (Azarbouyeh and Jalali Naini 2014), employee happiness, job satisfaction (Kazekami 2020), and openness to creativity that will lead to innovation (Ellis and Webster 1998).

A side effect and risk to consider in WFH is social isolation which can be a serious problem. This can cause workers to become detached and lead to decreased motivation and performance (Martin & MacDonnell 2012). WFH often makes workers not have clear boundaries between work and personal life so that it has an impact on work overload which will increase stress (Liu and Lo 2018) and anxiety, and affect their job satisfaction.

The aim of this study is to fill a gap in the literature by investigating several potential predictors of job satisfaction while working from home according to the impact of COVID-19. Therefore, the aim of this study was first to examine the effects of working from home, work-life balance, and work stress on job satisfaction, and secondly to investigate whether work-life balance and work stress play a moderate role in the relationship between working from home and job satisfaction work in the context of Indonesian workers.

This study makes theoretical and practical contributions. For theoretical contributions, this study provides a proposed model to explain the relationship between working from home, work-life balance, work stress, and job satisfaction. As a practical contribution, this study suggests the importance of work-life balance and how to manage work stress during the work from home policy that was implemented in the first year of COVID-19 hitting the world, especially in the context of Indonesia.

II. Review of Literature

2.1 Job Demand-Theory (JDC) Theory

Karasek (1979) explains the theory of job demand-control (JDC), that with the presence of high jobs and low jobs, a person's coping abilities are affected, so that it will increase psychological strength. An extension of the basic JDC theory (Searle et al., 2001), the latest JDC model includes social support which refers to collaborative resources that help individuals cope with the negative effects of work challenges (Karasek and Theorell, 1990) such as stress, ultimately, burnout.

JDC theory states that work situations with high demands, low control and low support are very dangerous for employees, because they need to put in extra effort to be able to cope with job demands. Such a process, if prolonged for too long, leads to feelings of hopelessness and hopelessness and ultimately, job burnout (Castanheira and Chambel, 2010a). On the other hand, employees who have high job control and high support are given the opportunity to apply different mechanisms to solve work problems, preventing them from feeling tired and exhausted (Castanheira and Chambel, 2010a).

In the research of Yang et al. (2020), JDC theory in this study includes social support as a support system available to eliminate excessive burnout from employees. Thus, in this study there is social support consisting of organizations and families, where in organizational support includes organizational interventions and available resources to facilitate employees; Family support includes adequate facilities and resources in front of the family to take care of family problems.

2.2 Burnout

Previous research (Gupta & Srivastava, 2020) has recognized that burnout is a work-related form that results from significant work-related stress. According to Maslach (1982), burnout includes three basic premises, namely emotional exhaustion, depersonalization or cynicism, and decreased personal efficacy. Emotional exhaustion refers to the depletion of emotional resources leading to a lack of energy as the individual is left without adequate resources to complete a given task. Cynicism is a response to emotional exhaustion, which leads to work from work and disinterest in work, performance, and coworkers. The third dimension refers to employees' perceptions of their own ability to do the job in the same way as they could before.

Based on the concept of the JDC theory, this study proposes to understand burnout by seeing it as a result of the additive and interactive effects of work, which is the effort required to perform, and control of work that represents the resources available to achieve work goals, thereby providing a sense of control for achieving work goals employees feel about their work. Based on previous research, if the job is not fulfilled, it can cause psychological fatigue, namely emotional exhaustion from burnout (Demerouti et al., 2001). On the other hand, lack of job control (resources) can lead to depersonalization, which reflects the process When resources are limited, employees are cautious about investing resources in work, including helping coworkers (social support), because expectations in return from coworkers may not be met. Disappointment and the actual experience of more to lose and less to gain from as such develops into burnout.

2.3 Hypothesis Development
a. Work-life balance and Burnout

Burnout is considered an important aspect of workplace well-being and has a direct impact on work and life conflicts (Brummelhuis & Bakker, 2012). Changing work environment contexts, such as the presence of WFH will create stressful situations (Baker *et al*., 2003; Holman, 2003). Employees who are not accustomed to doing WFH will give extra effort to meet the increasing demands of work, and ultimately lead to fatigue (Castanheira & Chambel, 2010).

JDC theory states that working conditions, exhibited by the additive and interactive effects of high job demands, but low control and low support, are responsible for the reduced well-being of the workforce (de Lange et al., 2003). Work contexts with high tension or no work-life balance can create stressful situations (Bakker et al., 2003; Holman, 2003) for employees who are forced to put in extra effort to fight the increased demands of work, and this ultimately leads to burnout (Castanheira and Chambel, 2010). In addition, studies have found that supervision, as well as peer social support, which includes listening to problems and helping them solve them, greatly reduces organizational stress and leads to lower levels of burnout.

Hypothesis 1: *Work-life balance* has a negative effect on *burnout*.

b. Mediating effect of perceived organizational support

The results of a study by Allen (2001) show that organizational support can reduce burnout for employees. Some of the variables that help reduce work-life conflicts include workplace environment, flexible working hours, supportive supervisors and coworkers, etc. The concept of organizational support is seen as an employee's perception of how much support he thinks the organization provides him (Yoshimura, 2003). In other words, it expresses the quality and degree of relationship that an organization has with its employees, and values their contribution and concern for their well-being (Erickson and Roloff, 2007).

Employees' perception of organizational support is an important resource because it is very important for employees to feel valued for their efforts; it can be expanded in various ways like good working conditions, welfare programs, superior support, rewards etc. When the organization provides flexible time schedules, accommodates family commitments, etc. (Khursheed et al., 2019), it increases the possibilities, especially for female employees, to focus on their work, as well as family domains, thereby reducing work-life balance. The constant balance between work life and relentless commitment, both on a personal and professional level, leads to negative consequences for employees and employers, which can be effectively addressed by extending organizational support.

In a Turkish study conducted by Kasalak and Bilgin Aksu (2014), it was found that when there was a strong feeling of perceived organizational support, it led to a significant reduction in cognitive cynicism, an important dimension of burnout. So, if employees feel that the organization does not provide adequate support in terms of workload distribution, adequate resources to do work, pleasant environment, well-being, relaxation, recreation, etc., it can trigger employees to feel alienated from the organization, which leads to hopelessness and emotional exhaustion.

Hypothesis 2: Organizational support mediates the negative effect of work-life balance on employee burnout.

c. Mediating effect of perceived social support

Social support is a general or specific source of support that individuals receive from other people or social networks (Turner *et al*., 1990), especially from the support of family, friends, colleagues and neighbors, which can help individuals deal with problems and crises in their work and life. Household-related factors such as household responsibilities, amount of support from family members, children's needs by age, etc. play an equally important role. Although partner support is considered prominent in studies of work-family support, contributions from other sources of support, such as help from parents, friends, neighbors and paid housemaids, should also be considered important (Van Daalen et al., 2006). , a study by Keith and Schafer (1980) found that husband's working hours also cause work-life conflict problems for wives, because husbands cannot share responsibility for family maintenance.

There is evidence from previous studies that social support at work, identified as supervisory and co-worker support, has been recognized as a significant factor in reducing the negative consequences of work tension and stress (Brough and Pears, 2004; Schirmer and Lopez, 2001). Similarly, Tengah and Otieno (2019) found that lack of support led to dissatisfaction and burnout among nurses in Kenya. Based on previous research into the JDC theory, it was proposed that high organizational support could reduce the role of high job demands in stress and tension which can ultimately lead to burnout. Cohen and Wills (1985), Haines et al. (1991) and Bakker et al. (2005) propagated this buffer hypothesis in assessing the role of job control and support, in jointly changing the relationship between job demand (such as workload) and job burnout.

Hypothesis 3: Social support mediates the negative effect of *work-life balance* on employee *burnout*.
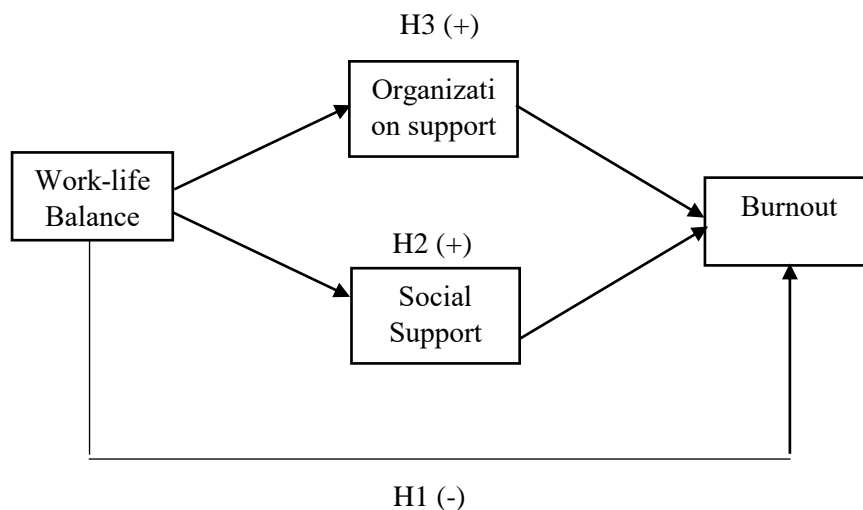
Figure 1. *The conceptual model in this research.*

III. Research Method

Measurements using a questionnaire with a scale measured on a five-point rating scale with 1 measurement strongly disagree and 5 measurements strongly agree. Work-life balance is measured through nine items (Hayman, 2005) with items such as "my workload makes it difficult for me to live my personal life" and "time to work limits me in my daily life". Organizational support was measured 8 items through a scale developed by Roades et al. (2001), with items such as "When I have problems, my organization can provide help", "If I need special help, my organization is willing to help me". Social support is measured through three items (Zimet et. al., 1988); "I have a special person who can share happiness and sad- ness with me", "I have a special person around me who always considers how I feel". Burnout was measured through nine items (Natanen, 2003) with items such as "I feel inspired at work and I think of leaving my job" and "I often sleep poorly because of the circumstances at work".

The population of this study is all employees affected by WFH during the COVID-19 pandemic and working in companies from various industries. The selection of companies from various industries was carried out to increase the generalizability of the research findings. To fulfill the purpose of generalizing the findings, questionnaires were distributed in companies and agencies from various sectors, namely, government, private, education, health, and others. The sample of this study uses one sample source, namely employees who work in organizations. The sample was selected using the purposive sampling method, in which the sample must meet several criteria set for research needs (Cooper & Schidler, 2014). The tenure of subordinates in the organization also needs to be considered because it can affect the impact of employee habits from WFO to WFH. Therefore, this study uses certain criteria, namely as follows:

a. Respondents are employees who work both WFO and WFH.
b. Respondents have a minimum of 2 (two) years of service in the organization.

The number of samples taken in this study was at least 85 samples. The calculation is based on the recommendations of Hair et al. (2010) which states that the minimum research sample in the study is 5 times the number of question items. The measurement items in this study were 17 items. The target sample in this study was 250 respondents, thus the number of respondents determined had met these requirements.

IV. Results and Discussion

From the results of the data collection process, researchers obtained as many as 292 respondents. This study uses the regression method to test the research hypotheses. In this study, all regression analysis tests used PROCES Macro. The results of data collection showed that there were 130 male respondents (45%) and 162 female respondents (55%). The majority of respondents are 101 people (35%) aged between 20-25 years, 191 people have a bachelor's degree (S1) education (65%), 79 people work in the health sector (27%), and have worked with superiors for 1-3 year as many as 136 people (47%).

Table 1.OLS Test Result

Beta Coefficient	t-value	Sig.
-0,195	-4,136	0,000
R²= 0,056 ; Adj. R²= 0,052 ; F= 17,108		

Hypothesis 1 testing was conducted to test the effect of work-life balance on burnout with regression analysis. Work-life balance has a negative effect on burnout (β= -0.195) with a significance level of p<0.5. Thus, hypothesis 1 is statistically supported. P-value shows the number 0.000 which is much smaller than 0.05 (p= 0.000 < 0.05). That is, the higher the work-life balance can reduce employee burnout. Conversely, the lower work-life balance will increase employee burnout.

Table 2.PROCESS Macro Mediation Test Results

Mediating Variables	Effect	Boot LLCI	Boot ULCI
Organizational Support	-0,13	-0,199	-0,068
Social Support	-0,20	-0,27	-0,137

Hypothesis 2 and 3 were tested by looking at the mediating effect of organizational support and social support on work-life balance and burnout using model 4 of PROCESS macro (Hayes, 2012). The condition for the mediating variable is that the BootLLCI and BootULCI ranges do not include a zero (0), so it can be concluded that the estimation is significant and a mediating effect occurs (Hayes, 2012).

The mediating variable organizational support has a BootLLCI value of -0.199 and a BootULCI of -0.068 which does not have a zero value range, so it has a mediating effect on work-life balance and burnout. The relationship between organizational support variables on work-life balance and burnout is -0.13. This relationship is negative, which means it is inversely proportional, that an increase in work-life balance will make burnout decrease. Therefore, it can be concluded that hypothesis 2 is supported. That is, work-life balance can affect subordinates' perceptions of organizational support which in turn leads subordinates to reduce subordinates' perceptions of burnout.

Meanwhile, the trait inference mediating variable has a BootLLCI of -0.21 and a BootULCI of -0.06 which does not have a zero value range, so it has a mediating effect on work-life balance and burnout. The social support mediating variable shows that it has a larger indirect coefficient of -0.20, which indicates that it has a greater negative relationship than social support mediation. Therefore, it can be concluded that hypothesis 3 is supported. This means that work-life balance can affect social support which in turn leads subordinates to reduce employee burnout.

4.1 Discussion

To overcome the COVID-19 pandemic, the Indonesian government has adopted a work from home policy. However, it can cause new job stress (Jones *et al*., 2015) and reduce their enthusiasm and work productivity (Petcovic & Nicolic, 2020). To address this problem, this study surveys workers in various industries and discusses the impact of work-form home that causes stress. Then the researchers tested the moderation of organizational support, social support, and resilience that can reduce the effects of work stress due to working from home.

The results of this study reveal that work-life balance has a negative relationship with organizational support and social support. Kossek et al. (2011) stated that supervisory support, which was extended in the form of emotional support or instrumental support from the organization, could meet the needs of employees. Allen (2001) reports that a supportive organizational climate and managerial support for employees, also results in fewer work-life conflicts. Increased household responsibilities and the need for child or parental care (Fu and Shaffer, 2001), can make it more difficult for employees to handle multiple responsibilities, resulting in a lack of work-life balance. Several previous studies reported that concerns about greater autonomy and flexibility in the workplace (job control) will result in more work-life conflict because it also increases work expectations and work pressure, which then blurs the boundaries of work-life (Glavin and Schieman, 2012). ; Moen et al., 2013).

This study explains the negative relationship between family support and organizational support with burnout. House (1986) provides empirical evidence of organizational support (supervisory support and peer assistance) that lead to health and well-being. JDC theory specifically supports the mediating effect of job support in reducing potentially stressful situations such as boring work, excessive workload, lack of adequate resources, etc., by making people perceive the situation to be less tiring (House, 1986). . Etzion (1984) reported that although workplace support (social support) was helpful in reducing stress-saturation relationships, it was not so for women. For women, life support (family and friends) is more important than work support which helps men deal with stress and burnout. Organizational support can be seen as a guarantee that the organization will help whenever needed to cope effectively with job demands (Rhoades and Eisenberger, 2002). Furthermore, employees view the supervisor's benevolent orientation towards their contributions and well-being as an indication of organizational support (Kottke and Sharafinski, 1988). Thus, it reduces the ill effects of tension and stress like fatigue, exhaustion, anxiety, etc.

The results of this study support the view that family support and organizational support partially mediate the relationship between work-life conflict and burnout. Previous researchers have supported the hypothesis that work-life conflict increases when important resources such as time, energy, engagement, are depleted due to high job demands, low control and low support (ten Brummelhuis and Bakker, 2012; Chambel et al., 2017). . Joudrey and Wallace (2009) emphasize that the demands of work (workload) itself are less of a problem compared to the inability to prevent the spillover of work into personal life that leads to work-life conflicts. They believe that the sense of belonging gained from support and companionship through social interaction is the best antidote to stress and burnout after enduring high-level job demands. The findings suggest that family and organizational support partially mediate the relationship between work-life conflict and job burnout, also suggesting the presence of several other potential mediators as recommended in a study that refutes Baron and Kenny's mediation analysis criteria (Zhao et al., 2010). Some of the possible mediators that could explain the direct effect of work-life conflict on

burnout may be social and demographic factors such as age, income level, financial stress, marital status, maternal status and maternal wall barriers (Crosby et al., 2004; Soares et al., 2007; Shakil Ahmad et al., 2011; Rantanen et al., 2013). Thus, organizations must help reduce burnout and stress for women through appropriate organizational processes and structural interventions that support the diverse demographic sections of the female workforce. Similarly, society should also include support structures for women to reduce the impact of work-family conflict.

Our analysis is expected to confirm that resilience not only shows a negative relationship with burnout, but also moderates its relationship with organizational and family support. Many previous studies have revealed a negative relationship between endurance and fatigue (Rushton et al., 2015; Treglown et al., 2016; Zou et al., 2016). Researchers reasoned that resilience acts as a powerful personal resource that enables positive adjustments in people and the environment, and facilitates adequate adaptation to all stressors including work stressors (Windle, 2011). Resilience is one of the attributes that acts as a buffer in negative life outcomes and is therefore very helpful in overcoming stressful events that cause burnout (Kashyap et al., 2014).

V. Conclusion

In this study, we investigate whether work-from-home-related job demands and work resources are related to remote work productivity and work engagement and stress. We find that the empirical results we analyze and discuss, except for the relationship between a disruptive work environment and productivity and stress outcomes, and the relationship between autonomy and self-leadership and stress, largely confirm our assumptions.

We believe that this study contributes to the literature on remote work and the well-being of remote workers, during the COVID-19 pandemic, which is characterized by relevant emotional and health implications. In addition, the implications of this study are even more important because it provides information on the needs of workers who have to adapt to implementing full-time work-from home due to the pandemic, most of whom have no previous experience. Managers, HR officers, and workers engaged in remote activities should consider work-family conflict, social isolation, and a disruptive work environment as potential barriers and work autonomy and self-leadership as potential triggers for work-from-home engagement. In times of pandemics, such as COVID-19, where controlling the spread of disease is critical, Work-from home is a key opportunity and can provide a competitive advantage to maintain and improve organizational performance.

The findings of this study have some practice as well. Organizations need to take substantial steps to reduce workload and time pressure on employees, regulate decision autonomy at all levels of the hierarchy, and encourage friendly relationships between employees and their supervisors and colleagues based on mutual trust and support. This study proves that the absence of work-life balance causes a negative psychological state of employees (ie fatigue). So, it is very important for organizations to also plan specific interventions that facilitate the reconciliation of work roles and responsibilities of employees with their other roles and responsibilities such as parents, children, friends, students, recreational activities. Similarly, organizations should seek to provide facilities to employees not only to balance the domains of work and personal life; and also look at the extent of control an employee is allowed to exercise over and the workplace. Future research must incorporate a longitudinal design to investigate the causal effects of work–life balance on employees' experiences of burnout and whether it gets buffered by availability of workplace support and family support. It would also help in examining any reciprocal relationship between the two constructs.

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