

The Effect Of Work From Home On Job Satisfaction: The Mediating Roles Of Work-Life Balance And Work Stress And The Moderating Role Of Gender

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Abstract

This study examines the effect of Work From Home on Job Satisfaction through the mediating roles of Work-Life Balance and Work Stress, as well as the moderating role of Gender among employees in the telecommunications industry in South Jakarta. A quantitative approach with a causal research design was employed. Data were collected through questionnaires from 150 employees selected using purposive sampling and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that Work From Home has a positive and significant effect on Job Satisfaction and Work-Life Balance, while it has a negative and significant effect on Work Stress. Work-Life Balance has a positive and significant effect on Job Satisfaction, whereas Work Stress has a negative and significant effect on Job Satisfaction. The findings also confirm that Work-Life Balance and Work Stress significantly mediate the relationship between Work From Home and Job Satisfaction. Furthermore, Gender significantly moderates the effect of Work From Home on Job Satisfaction. These findings indicate that effective Work From Home arrangements, supported by better work-life balance and lower work stress, can contribute to higher employee job satisfaction in the telecommunications industry.

Keywords: Work From Home, Job Satisfaction, Work-Life Balance, Work Stress, Gender.

INTRODUCTION

The rapid development of digital technology has changed how organizations design and manage work, particularly through the adoption of Work From Home (WFH)

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and hybrid working arrangements (Handayani et al., 2024). Work From Home refers to a flexible work arrangement that allows employees to perform their job responsibilities outside the conventional office by relying on information and communication technology. For organizations, WFH can reduce commuting demands and provide greater autonomy over work schedules, while for employees it can create greater flexibility in managing professional and personal responsibilities (Mustika et al., 2023) (Wulida et al., 2022). However, the effectiveness of WFH cannot be assessed solely from the flexibility it provides because employees may experience different levels of productivity, psychological pressure, social interaction, and satisfaction while working remotely. Job Satisfaction is therefore an important outcome in human resource management because it reflects employees' evaluation of their work and the extent to which their expectations and needs are fulfilled (Bolli & Pusterla, 2025). Suryaningtyas et al. (2022) showed that working from home in the Indonesian context is closely related to employees' work experiences and the effectiveness of work arrangements (Suryaningtyas et al., 2022). Kismono et al. (2023) further demonstrated that Work-Life Balance and Job Stress play important roles in explaining employee satisfaction under a Work From Home regime (Kismono et al., 2023).

The relationship between WFH and Job Satisfaction can be explained through Work-Life Balance and Work Stress as two important psychological mechanisms (Nasution, 2026). Work-Life Balance reflects an employee's ability to manage work responsibilities and personal life without excessive interference between the two domains, whereas Work Stress occurs when job demands exceed the resources or capacity available to employees (Orešković et al., 2023) (Ghifari et al., 2024). These relationships are consistent with Job Demands-Resources Theory, which explains that job resources such as flexibility, autonomy, and organizational support can support employee well-being, while excessive job demands may result in psychological strain and stress. Boundary Theory further explains that employees continuously manage the boundaries between their work and personal lives (Tsen et al., 2023). Consequently, WFH may facilitate balance when employees are able to manage these boundaries effectively, but it may also create conflict when working time and personal time become increasingly blurred. Layuk Ada et al. (2023) identified Work-Life Balance as an important mechanism in explaining the consequences of Work From Home for employee outcomes (Ada et al., 2024). Ahdianita and Setyaningrum (2024) also showed that work flexibility and Work-Life Balance are closely associated with Job Satisfaction (Ahdianita & Setyaningrum, 2024).

Gender may also shape how employees experience flexible working arrangements. Social Role Theory explains that differences in socially constructed roles and responsibilities can produce different work and family experiences for men and



women (Damaihati et al., 2025). Within a WFH setting, flexibility may help employees allocate their time more efficiently, but household responsibilities and caregiving roles may influence the extent to which such flexibility generates Job Satisfaction (Missiliana et al., 2025). Consequently, the same Work From Home arrangement may not produce identical outcomes for male and female employees. Aiswarya and Perwez (2023) demonstrated that men and women may experience Work-Life Balance differently while working from home, particularly because of differences in work demands and domestic responsibilities (P & Perwez, 2023). Berger Ploszaj et al. (2025) also emphasized the relevance of gender in understanding the relationship among Work From Home, Job Satisfaction, Work-Life Balance, and Work Stress. Gender is therefore relevant not merely as a demographic characteristic but as a potential moderating factor that can alter the strength of the relationship between Work From Home and Job Satisfaction (Helena et al., 2025) (Kowalski et al., 2022).

The relevance of flexible work arrangements remains evident in Indonesia after the pandemic. PwC Indonesia (2024) reported through the Hopes and Fears Survey involving 1,000 Indonesian workers that 58% of respondents considered their jobs capable of being performed remotely or from home. Among employees whose jobs could be conducted remotely, 70% worked under hybrid arrangements, while 10% worked fully remotely (Wijaya et al., 2025). The Technology, Media, and Telecommunications sector showed particularly strong compatibility with remote working, with 81% of respondents indicating that their jobs could be performed remotely and 76% of eligible employees working under hybrid arrangements. These figures indicate that remote and hybrid working are no longer merely temporary responses to the pandemic but have developed into established working arrangements, particularly in technology-intensive industries. This development makes it increasingly relevant to examine whether WFH improves Job Satisfaction directly or whether its effects occur through changes in Work-Life Balance and Work Stress (Rustan et al., 2024).

At the local level, South Jakarta provides a relevant context for examining these relationships because of its substantial workforce and high level of digital connectivity. BPS Provinsi DKI Jakarta (2024) recorded approximately 1.10 million employed persons in South Jakarta in 2023, while the labor force participation rate reached 64.81% in 2024. BPS Provinsi DKI Jakarta (2024) also reported that 97.58% of South Jakarta residents who accessed the internet in 2023 did so from their own homes, indicating strong supporting conditions for technology-based work arrangements. Preliminary identification of the research setting further indicated that the telecommunications company selected for this study had consistently implemented a hybrid working policy as part of its adaptation to digital transformation. The research therefore focused on active telecommunications employees in South Jakarta who had experience working from home



for at least two days per week, either through full remote or hybrid arrangements. This setting provides an appropriate organizational context for examining Work From Home, Work-Life Balance, Work Stress, Gender, and Job Satisfaction within a technology-intensive industry.

Previous Indonesian studies have provided important evidence regarding the relationship between flexible work arrangements and employee Job Satisfaction. Suryaningtyas et al. (2022) examined the mediating role of Work-Life Balance in the relationship between Work From Home and Job Satisfaction. Their findings showed that Work From Home influenced Work-Life Balance and that Work-Life Balance affected Job Satisfaction, while the direct effect of Work From Home on Job Satisfaction was not significant. These findings indicate that Work-Life Balance plays an important role in explaining how employees respond to remote working arrangements (Suryaningtyas et al., 2022). Dewi et al. (2026) examined Hybrid Work and Work Stress in relation to Job Satisfaction by positioning Work-Life Balance as a mediating variable and Job Security as a moderating variable. Their study showed that Hybrid Work and Work Stress affected Work-Life Balance and Job Satisfaction, while Work-Life Balance also affected Job Satisfaction. The two studies confirm the relevance of flexible work arrangements, Work-Life Balance, Work Stress, and Job Satisfaction in the Indonesian context, although they employ different structural models and organizational settings (Dewi et al., 2026).

Despite these findings, a research gap remains regarding how Work From Home influences Job Satisfaction through two different mediating mechanisms simultaneously and whether the direct relationship varies according to Gender. Previous Indonesian research has generally emphasized Work-Life Balance as a mediating mechanism or examined hybrid working together with Work Stress and other moderating variables. Evidence that simultaneously positions Work-Life Balance and Work Stress as mediating pathways while examining Gender as a moderator of the Work From Home–Job Satisfaction relationship remains limited, particularly among employees in the telecommunications industry in South Jakarta. Ghifari et al. (2024) also showed that Work Stress did not mediate the relationship between Work From Home and Job Satisfaction, indicating that the mediating role of Work Stress remains empirically inconsistent and requires further examination in different organizational contexts. The urgency of this research is reinforced by the continued implementation of flexible working arrangements in technology-intensive industries, where WFH may simultaneously provide valuable job resources and generate psychological demands. The study is therefore rationalized by the need to examine both beneficial and adverse mechanisms of WFH within one integrated model and to provide context-specific evidence for post-pandemic human resource management practices.



Accordingly, this study aims to analyze the effect of Work From Home on Job Satisfaction among telecommunications employees in South Jakarta by examining Work-Life Balance and Work Stress as mediating variables and Gender as a moderating variable. The proposed problem-solving approach evaluates the direct effect of Work From Home on Job Satisfaction, the effects of Work From Home on Work-Life Balance and Work Stress, the effects of Work-Life Balance and Work Stress on Job Satisfaction, the indirect effects of Work From Home on Job Satisfaction through both mediating variables, and the moderating role of Gender. These relationships are tested simultaneously using Partial Least Squares-Structural Equation Modeling (PLS-SEM), allowing the measurement and structural components of the proposed model to be evaluated comprehensively. Through this approach, the study is expected to provide empirical evidence that can support telecommunications companies in designing flexible work arrangements that promote Work-Life Balance, control Work Stress, and ultimately strengthen Job Satisfaction while considering differences in employee experiences across gender groups.

METHOD

This study employed a quantitative approach with a causal research design to examine the effect of Work From Home on Job Satisfaction through Work-Life Balance and Work Stress as mediating variables, with Gender as a moderating variable. The research was conducted using a cross-sectional survey, in which data were collected from respondents during a specific period through an online questionnaire distributed using Google Forms. Work From Home was positioned as the independent variable, Job Satisfaction as the dependent variable, Work-Life Balance and Work Stress as mediating variables, and Gender as the moderating variable. The quantitative design was used to enable systematic measurement of the relationships among the variables and statistical testing of the proposed research hypotheses.

The population consisted of employees in the telecommunications industry in South Jakarta who had experience with Work From Home arrangements. The sample was selected using non-probability sampling with a purposive sampling technique based on predetermined respondent criteria. Eligible respondents were active telecommunications employees in South Jakarta, at least 20 years old, had experienced Work From Home for a minimum of two days per week either in full remote or hybrid arrangements, and consisted of both male and female employees to support the moderation analysis. A total of 150 respondents were included in the study. The research instrument consisted of 28 questionnaire items adapted from Irawanto et al. (2021), comprising nine items measuring Work From Home, five items measuring Job Satisfaction, eight items measuring Work-Life Balance, and six items measuring Work



Stress. All latent constructs were measured using a five-point Likert scale ranging from 1 for Strongly Disagree to 5 for Strongly Agree. Gender was operationalized as a dummy variable, with a value of 1 for male respondents and 0 for female respondents.

The data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis was conducted in two stages, beginning with the evaluation of the measurement model or outer model and followed by the evaluation of the structural model or inner model. Convergent validity was evaluated using outer loading values above 0.70 and Average Variance Extracted values above 0.50, while discriminant validity was assessed using the Fornell-Larcker Criterion, cross-loadings, and the Heterotrait-Monotrait ratio. Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability. The structural model was subsequently assessed through the coefficient of determination, effect size, predictive relevance, collinearity, and model fit. Hypothesis testing was performed through the bootstrapping procedure to obtain path coefficients, t-statistics, and p-values, with a relationship considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05. The indirect effects of Work From Home on Job Satisfaction through Work-Life Balance and Work Stress were also examined, while the moderating effect of Gender on the relationship between Work From Home and Job Satisfaction was tested using the Product Indicator Approach in SmartPLS.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 150 respondents participated in this study. The respondent characteristics were classified based on gender, age, length of employment, employment status, and educational background to provide an overview of the demographic profile of employees involved in the study.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Female	85	56.70
	Male	65	43.30
Age	< 20 years	8	5.30
	21–30 years	66	44.00
	31–40 years	52	34.70
	> 40 years	24	16.00
Length of Employment	< 1 year	22	14.70
	1–3 years	64	42.70

	3–5 years	38	25.30
	> 5 years	26	17.30
Employment Status	Contract	83	55.30
	Permanent	67	44.70
Educational Background	Senior High School/Vocational School	66	44.00
	Diploma	25	16.70
	Bachelor's Degree	55	36.70
	Postgraduate Degree	4	2.70
Total		150	100.00

Table 1 shows that the respondents were predominantly female, accounting for 56.70% of the sample. The largest age group was 21–30 years at 44.00%, while most respondents had worked for 1–3 years, representing 42.70%. In terms of employment status, contract employees constituted the majority at 55.30%, while permanent employees accounted for 44.70%. Regarding educational background, the largest proportion of respondents had completed senior high school or vocational school at 44.00%, followed by bachelor's degree holders at 36.70%. Overall, these characteristics describe a respondent profile dominated by female employees, employees aged 21–30 years, employees with 1–3 years of service, contract workers, and senior high school or vocational school graduates.

Measurement Model Assessment

The measurement model was evaluated to assess the validity and reliability of the constructs used in the study. The assessment included outer loading, internal consistency reliability, convergent validity, and discriminant validity. All indicators of Job Satisfaction, Work Stress, Work From Home, and Work-Life Balance obtained outer loading values above 0.70, indicating that all indicators met the required convergent validity criteria and were retained in the model.

Table 2. Measurement Model Assessment

Construct	Outer Loading Range	Cronbach's Alpha	rho_A	Composite Reliability (rho_C)	AVE
Job Satisfaction	0.875–0.918	0.940	0.941	0.954	0.807
Work Stress	0.845–0.897	0.936	0.939	0.949	0.757

Work From Home	0.887–0.917	0.970	0.970	0.974	0.805
Work-Life Balance	0.822–0.879	0.951	0.952	0.959	0.744

Table 2 shows that all constructs met the required measurement model criteria. The outer loading values ranged from 0.822 to 0.918, indicating that all indicators exceeded the minimum threshold of 0.70. Cronbach's Alpha values ranged from 0.936 to 0.970, while Composite Reliability values ranged from 0.949 to 0.974, demonstrating a high level of internal consistency for all constructs. In addition, the Average Variance Extracted values ranged from 0.744 to 0.807, all exceeding the minimum criterion of 0.50. Therefore, Job Satisfaction, Work Stress, Work From Home, and Work-Life Balance were considered reliable and demonstrated adequate convergent validity.

Discriminant validity was further assessed using the Heterotrait-Monotrait ratio. All HTMT values were below 0.90, with the highest value of 0.824 found between Work From Home and Job Satisfaction. These results indicate that each construct was empirically distinct from the other constructs in the model.

Table 3. Discriminant Validity (HTMT)

Construct	Job Satisfaction	Work Stress	Work From Home	Work-Life Balance
Job Satisfaction	–			
Work Stress	0.752	–		
Work From Home	0.824	0.727	–	
Work-Life Balance	0.793	0.532	0.759	–

Overall, the measurement model results confirm that all constructs in the study satisfied the requirements for indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Therefore, the measurement model was considered adequate for further evaluation of the structural model.

Structural Model Assessment

The structural model was evaluated to determine the explanatory power of the endogenous constructs, the magnitude of the relationships among the constructs, and the overall model fit. The assessment was based on the coefficient of determination (R^2), adjusted R^2 , effect size (f^2), Standardized Root Mean Square Residual (SRMR), and

Normed Fit Index (NFI). The structural model also illustrates the direct relationships among Work From Home, Work-Life Balance, Work Stress, and Job Satisfaction.

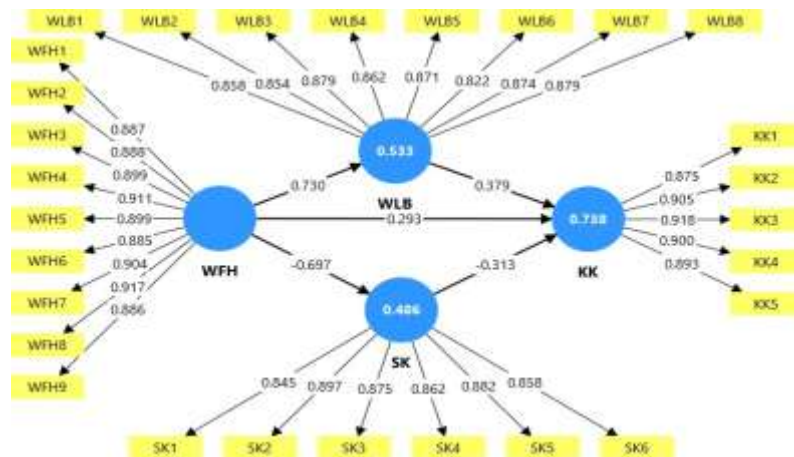


Figure 1. Structural Model Results for Direct and Mediating Paths

The structural model shows that Work From Home has a positive path coefficient toward Job Satisfaction of 0.293 and toward Work-Life Balance of 0.730, while its path coefficient toward Work Stress is -0.697. Furthermore, Work-Life Balance has a positive coefficient of 0.379 toward Job Satisfaction, whereas Work Stress has a negative coefficient of -0.313 toward Job Satisfaction. The figure also shows R^2 values of 0.738 for Job Satisfaction, 0.486 for Work Stress, and 0.533 for Work-Life Balance. The Gender moderation effect is not displayed in this structural model figure and is therefore reported separately in the hypothesis testing results.

Table 4. Structural Model Assessment

Assessment	Relationship / Construct	Value
R^2	Job Satisfaction	0.738
Adjusted R^2	Job Satisfaction	0.732
R^2	Work Stress	0.486
Adjusted R^2	Work Stress	0.482
R^2	Work-Life Balance	0.533
Adjusted R^2	Work-Life Balance	0.530
f^2	Work From Home → Job Satisfaction	0.106
f^2	Work From Home → Work Stress	0.945
f^2	Work From Home → Work-Life Balance	1.144
f^2	Work Stress → Job Satisfaction	0.192
f^2	Work-Life Balance → Job Satisfaction	0.255

SRMR	Saturated Model	0.040
SRMR	Estimated Model	0.040
NFI	Saturated Model	0.909
NFI	Estimated Model	0.909

Table 4 indicates that 73.8% of the variance in Job Satisfaction was explained by Work From Home, Work Stress, and Work-Life Balance. Work From Home explained 48.6% of the variance in Work Stress and 53.3% of the variance in Work-Life Balance. Regarding effect size, the largest values were found for the effect of Work From Home on Work-Life Balance at 1.144 and on Work Stress at 0.945, while the effect sizes on Job Satisfaction were 0.255 for Work-Life Balance, 0.192 for Work Stress, and 0.106 for Work From Home. The model also produced an SRMR value of 0.040 and an NFI value of 0.909 for both the saturated and estimated models, indicating that the structural model had an adequate fit with the empirical data and could proceed to hypothesis testing.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. A hypothesis was considered supported when the t-statistic was greater than 1.96 and the p-value was below 0.05. The results show that all direct, mediating, and moderating relationships proposed in the study were statistically significant.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	β	STDEV	t-statistic	p-value	Decision
H1	Work From Home → Job Satisfaction	0.293	0.065	4.490	<0.001	Supported
H2	Work From Home → Work-Life Balance	0.730	0.039	18.687	<0.001	Supported
H3	Work From Home → Work Stress	- 0.697	0.038	18.198	<0.001	Supported
H4	Work-Life Balance → Job Satisfaction	0.379	0.052	7.267	<0.001	Supported
H5	Work Stress → Job Satisfaction	- 0.313	0.056	5.620	<0.001	Supported
H6	Work From Home → Work-Life Balance → Job Satisfaction	0.276	0.041	6.806	<0.001	Supported



H7	Work From Home → Work Stress → Job Satisfaction	0.218	0.040	5.392	<0.001	Supported
H8	Gender × Work From Home → Job Satisfaction	0.125	0.050	2.500	0.013	Supported

Table 5 shows that Work From Home had a positive and significant effect on Job Satisfaction and Work-Life Balance, while it had a negative and significant effect on Work Stress. Work-Life Balance positively affected Job Satisfaction, whereas Work Stress negatively affected Job Satisfaction. The indirect effect through Work-Life Balance was significant with a coefficient of 0.276, while the indirect effect through Work Stress was also significant with a coefficient of 0.218, confirming the mediating roles of both variables. Gender also significantly moderated the relationship between Work From Home and Job Satisfaction, as indicated by a coefficient of 0.125, a t-statistic of 2.500, and a p-value of 0.013. Therefore, all eight hypotheses proposed in the study were supported by the empirical results.

DISCUSSION

The findings demonstrate that Work From Home plays an important role in shaping Job Satisfaction among telecommunications employees in South Jakarta. Work From Home had a positive effect on Job Satisfaction and Work-Life Balance, while it had a negative effect on Work Stress. These results indicate that a well-implemented flexible work arrangement can provide employees with greater control over their working conditions, support the management of work and personal responsibilities, and reduce pressures associated with conventional office-based work. Work-Life Balance also positively affected Job Satisfaction, whereas Work Stress negatively affected Job Satisfaction. This pattern is consistent with the logic of Job Demands-Resources Theory, in which flexibility and autonomy function as job resources that can support employee well-being, while excessive psychological demands can reduce positive evaluations of work. Boundary Theory also helps explain the importance of maintaining manageable boundaries between professional and personal responsibilities, as employees who are better able to manage both domains are more likely to experience higher satisfaction with their work.

The indirect effects further show that Work-Life Balance and Work Stress both significantly mediate the relationship between Work From Home and Job Satisfaction. The indirect coefficient through Work-Life Balance was 0.276, while the indirect coefficient through Work Stress was 0.218, indicating that both pathways contribute to

explaining how Work From Home is associated with higher Job Satisfaction, with the Work-Life Balance pathway showing a numerically larger indirect effect. In addition, Gender significantly moderated the relationship between Work From Home and Job Satisfaction, confirming that the effect of flexible working arrangements on employee satisfaction may differ according to gender. This finding is consistent with the perspective of Social Role Theory, which recognizes that work and non-work responsibilities may be experienced differently by male and female employees. However, because the available results do not present a simple-slope or conditional-effect comparison, the findings should only be interpreted as evidence that Gender changes the strength of the Work From Home–Job Satisfaction relationship, without concluding which gender group experiences the stronger effect. Overall, the results show that the effectiveness of Work From Home is closely linked to employees' ability to maintain Work-Life Balance, reduce Work Stress, and accommodate differences in employee experiences across gender groups.

CONCLUSION

This study concludes that Work From Home significantly influences Job Satisfaction among telecommunications employees in South Jakarta, both directly and through Work-Life Balance and Work Stress. Work From Home positively affects Job Satisfaction and Work-Life Balance, while negatively affecting Work Stress. Work-Life Balance also has a positive effect on Job Satisfaction, whereas Work Stress has a negative effect. Both Work-Life Balance and Work Stress significantly mediate the relationship between Work From Home and Job Satisfaction, indicating that flexible work arrangements can improve employee satisfaction by supporting a better balance between work and personal life and by reducing work-related pressure. Gender also significantly moderates the relationship between Work From Home and Job Satisfaction, showing that the effect of Work From Home may vary across gender groups. Overall, the findings emphasize that the effectiveness of Work From Home depends not only on the flexibility of the work arrangement itself but also on employees' ability to maintain Work-Life Balance, manage Work Stress, and respond to different work experiences associated with gender.

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