

## Influence of Barriers to Organizational Communication on Employees' Work-Life Balance

Muhammad Bilal Asshogiri<sup>1\*</sup> and Elly Yuliawati<sup>2</sup>

<sup>1,2</sup> Faculty of Communication Science, Mercu Buana University, Jakarta

### ABSTRACT

*Work From Home (WFH) has been implemented for more than one and a half years in Jakarta, yet only 14% of employees in Jakarta were very satisfied with their quality of life. Work-life balance becomes an important topic to discuss since failure to achieve a work-life balance can result in low job satisfaction, low happiness, work-life conflict, and stress for employees. As WFH altered how to communicate with other employees by fully using digital-based communication media, the implementation of WFH does not mean that WFH can be implemented easily and without any obstacles. The purpose of this research is to know how big barriers to organizational communication can influence employees' work-life balance. This research was conducted using a quantitative research approach through surveys and was distributed to 233 employees in Jakarta who meet the criteria. Based on the result of this research, barriers to organizational communication influence 45.2% of employees' work-life balance, and the remaining 54.8% are influenced by other factors or relationships that are not listed in this research. The equation of the simple linear regression can be written as  $Y = 14.477 + 0.882X$ . The result of the F-test is 190.675 while the statistic of the F-table with  $\alpha = 5\%$  is 3.88, the test can be written as  $190.675 > 3.88$ , and the decision is rejecting the  $H_0$  and accepting the  $H_1$ . Thus, it is to be stated that there is a significant influence from barriers to organizational communication on employees' work-life balance.*

**Keywords:** Barriers to organizational communication, Employee, Organizational communication, Work from home, Work-life balance

### 1. INTRODUCTION

Organizational communication refers to a communication process that developed on an organizational scale, both formal and informal, and takes place in a network larger than group communication (Mulyana, 2017). Nathania investigated the relationship between organizational communication flow and employee performance, the result proves that a good flow of organizational communication will be directly proportional to employee's performance (Nathania, 2014).

Another study conducted by Bucăța and Rizescu prove that organizational communication is a useful tool to facilitate the relationship between employees to build a mutually beneficial environment, especially in developing the. Based on both studies, effective organizational communication must be built and be a priority to be able to achieve organizational goals (Bucăța & Rizescu, 2017).

Joseph, Jayakar, and Babu tried to prove how professional communication can affect employees' work-life balance which is also related to their well-being and success. The result stated that the provision of professional communication strategies like face-to-face communication may benefit organizations by increasing employee work-life balance rate where employees can perform to the best of their potential and helps policymakers to frame

---

<sup>1</sup>Corresponding Author: [m.bilalasshogiri@gmail.com](mailto:m.bilalasshogiri@gmail.com)

professional communication strategies to employees in achieving work-life balance (Joseph et al., 2012).

But in 2020, there are a lot of organizations around the world that have been affected by the Covid-19 pandemic, either directly or indirectly. The Covid-19 pandemic that spreads to all countries in the world has also made significant changes in various aspects of human life, including aspects of work and organization. The high number of Covid-19 cases worldwide has made the World Health Organization (WHO) call for the implementation of policies to limit the physical space of the community to reduce and stop the spread of the Covid-19 pandemic.

In response to the WHO's instruction, the Indonesian government implemented the social distancing policy to prevent the spread of Covid-19 in Indonesia. As the social distancing policy was implemented in Indonesia, various companies and organizations in Indonesia applied for a Work from Home (WFH) system to minimize the number of social contacts in the workplace environment.

WFH altered how to communicate with other employees by fully using digital-based communication media. The implementation of WFH does not mean that WFH can be implemented easily and without any obstacles. The inequality of internet access and geographical conditions were the biggest problems in implementing WFH (Chimote & Srivastava, 2013 as cited in Putri & Irwansyah, 2020).

There are many disadvantages and impacts of the implementation of WFH for workers which are: (1) the difficulties in coordination with colleagues for workers who are accustomed to a conventional office atmosphere; (2) neat scheduling is needed for both working online and regular meeting at the office; (3) working time seems to be limitless because there is no clear boundary between working time and time outside of the work; (4) difficulties in adjusting to the division of work and responsibilities; and (5) limited flexibility in working together because all job responsibilities are carried out online (Mungkasa, 2020). Despite the disadvantages and impacts of WFH for workers, the implementation of WFH is a must during the pandemic of Covid-19.

WFH also forces companies and organizations in Indonesia to carry out digital-based organizational communication with the various parties, inside and outside the organization. Moreover, WFH is also impacting companies and organizations as well. The study Putri & Irwansyah conducted stated that Computer-Mediated Communication (CMC) is considered less effective and efficient than face-to-face communication. CMC is the only way to communicate during the implementation of the WFH policy by fully utilizing the internet, social media, emails, etc.

Putri and Irwansyah (2020) stated that the usage of CMC is directly proportional to the decline in employee productivity, job satisfaction, loyalty, and mental health. Therefore, it plays a significant role during the implementation of the WFH policy and become one of the problem Indonesian companies & organizations and even in whole world need to face.

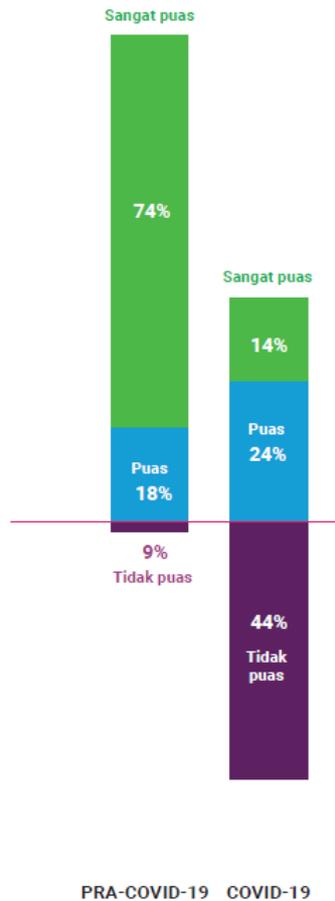


Figure 1. Employees' quality life comparison before and after Covid-19 pandemic in Indonesia  
Source: JobStreet Indonesia (2020)

JobStreet Indonesia published a report related to changes in the work situation in Indonesia. Their findings stated that before the pandemic happened 74% of employees were very satisfied with their quality of life, 18% of them were satisfied, and only 9% were dissatisfied. However, their quality of life drastically decreased after the Covid-19 pandemic. The graph showed that only 14% of employees were very satisfied with their quality of life, 24% of them were satisfied, and there were 44% of them were very dissatisfied.

Although there is a limitation in organizational communication, employees still need to work efficiently to reach organizational goals. Employees' satisfaction needs to be considered by the companies that hired them even though the WFH policy is applied. Employees' satisfaction can be shown as employees' work-life balance just like Joseph, Jayakar, and Babu's findings in which employees can perform to the best of their potential when the work-life balance is achieved (Joseph et al., 2012). If the situation of employees' work-life balance does not meet, it can lead the condition in which there is an incompatibility between employees' personalization and the repressive nature of the formal (Pace & Faules, 1994).

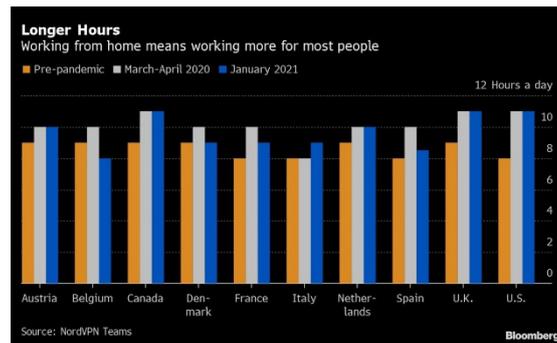


Figure 2. Employees working hours before and after Covid-19 pandemic  
Source: Bloomberg (2021)

A survey conducted by NordVPN on February 2nd, 2021, stated that remote working results in increased working hours in several countries such as Austria, Belgium, Canada, Denmark, France, Italy, Netherlands, Spain, UK, and US. Before the Covid-19 pandemic, the average working hours of employees were between 8-9 hours per day, but after the Covid-19 pandemic, employees' working hours increased by 1-2 hours per day up to 11 hours per day on several countries like Canada, UK, and the US.

Work-life balance is closely related to working time, flexibility, welfare, family, demographics, leisure time, quality of life, and so on. Disruption of work-life balance can have an impact on disrupting the balance of time, engagement, and employee satisfaction, even the failure to achieve a work-life balance can result in low job satisfaction, low happiness, work-life conflict, and stress for employees (Bataneh, 2019; Greenhaus et al., 2003). Work-life balance also had a positive and significant effect on organizational commitment (Hutagalung et al., 2020). That's why work-life balance is such an important topic to be concerned for any company in the world.

Based on the problem that has been described, this research investigates the influence of barriers to organizational communication on employees' work-life balance. The aim of this research is to know how big barriers to organizational communication can influence employees' work-life balance.

## 2. LITERATURE REVIEW

### 2.1. Organizational Communication

Organization is considered as a complex network of communication habits, where the organization is the factual structure and the collective communicative behaviors of the employees make the organization (Mumby & Kuhn, 2019; Zito et al., 2021). Communication helps the employee of the organization achieve both individual and organizational goals, implement and respond to organizational changes, coordinate activities and virtually interact with all behaviors relevant to the organization (Winarso, 2018). Messages shared within the organization can be both vertical and horizontal, namely messages exchanged between people who hold a different position within the organization or between people who occupy the same position. In both cases, communication can be formal or informal (Zito et al., 2021).

### 2.2. Fusion Theory

Fusion theory was introduced by Bakke in 1950 and was perfected by Argyris in 1954. Fusion theory saw an incompatibility between growth and development of the individual's maturing personality and the repressive nature of the formal organization (Argyris, 1954 as cited in Pace and Faules, 1994).

The assumptions of fusion theory are: (1) there is a fundamental incompatibility between growth and development of the individual's maturing personality and the repressive nature of the formal

organization; (2) organizations have goals that are contrary to the personal goals of individuals; and (3) Adapting to the demands imposed by the organization is not easy and cannot be expected to happen just like that.

Thus, the fusion process implies that the goals and aspirations of individuals and organizations will change over time due to the pressures they receive when trying to balance their social status. If there is no mutual adjustment, then individuals and organizations will not achieve the goals that are mutually expected. Moreover, the responsibility of the organization is to match the personal goals of every individual with the goals of the organization, and individuals within the organization must be able to adapt to the formal requirements and demands of the organization. Hence, the process of fusing the two different incompatibilities is called a fusion process.

### **2.3. Barriers to Organizational Communication**

Wursanto (2005) stated that there are 3 kinds of barriers to organizational communications, which are: (1) technical barrier, which is caused by technical factors such as the use of communication media, inadequate facilities and infrastructures, and sending-and-receiving signal; (2) semantic barrier, which is caused by the inability of a human to interpret the message, such as language differences, cultural differences, and differences in perception; and (3) behavioral barrier, which is caused by the attitude and behavior that have been internalized since childhood, such as egocentricity, a priority judgment, and unwillingness to change. Barriers to the use of digital communication media are what caused the limitations of organizational communication in running WFH.

### **2.4. Work-Life Balance**

Fisher (2002) stated that the concept of work-life balance can be seen based on the components of time, behavior, tension, and energy balanced between the demands of roles in work and personal life. Disruption of work-life balance can have an impact on disrupting the balance of time, engagement, and employee satisfaction, even the failure to achieve a work-life balance can result in low job satisfaction, low happiness, work-life conflict, and stress for employees (Bataineh, 2019; Greenhaus et al., 2003).

Fisher, Bulger, and Smith suggested a measurement to quantify work-life balance, namely: (1) work interference with personal life (WIPL); (2) personal life interference with work (PLIW); (3) personal life enhancement of work (PLEW); and (4) work enhancement of personal life (WEPL) (G. G. Fisher et al., 2009).

As PLEW and WEPL have a positive implication in enhancing work and personal life, this study only uses WIPL and PLIW which have a negative implication as the dimension of this research. This action is taken to measure how big the influence of barriers to organizational communication on both work interference with personal life and personal life interference with work.

### **2.5. Employee**

Employee is defined as one employed by another usually for wages or salary and in a position below the executive level (Merriam-Webster, 2021). The context of employee in this research is employees in Jakarta who work during Covid-19 pandemic and is working with Work from Home (WFH) condition.

### **2.6. Work From Home**

Work From Home (WFH) is defined as working arrangement in which a worker fulfils the essential responsibilities of his/her job while remaining at home, using information and communications technology (International Labour Office, 2020). Working from home is not new, it happens even before industrial revolution (Australia Productivity Commission, 2021). The context of WFH in this research is limited to the work system that is applied in Indonesia, specifically in Jakarta, during the Covid-19 pandemic which forced Indonesian employee to work from home to prevent the spread of Covid-19.

### 3. METHODOLOGY

The method used in this research is a survey research method by distributing questionnaires as primary data collection tool using *Google Form*. The primary data was collected from September 17th - September 26th, 2021.

The data was collected using purposive sampling and the criteria of respondents are: (1) 16-64 years old; (2) working in Jakarta; (3) active as an employee, both civil servants and private workers; and (4) working with the WFH system during the Covid-19 pandemic. The questionnaire was tested on pre-sampling to find the validity and reliability using *Pearson's Product Moment* and *Cronbach's Alpha* before the questionnaire was distributed entirely and the questionnaire was passed the test.

The questionnaire was divided into five categories which are opening & general information, respondent's data, Barriers to Organizational Communication as the variable X, Work-Life Balance as the variable Y, and the closing.

Barriers to organizational communication is divided into 25 questions to measure as the variable X and work-life balance is divided into 25 question to measure as the variable Y. With this case, we can see the extent to which barriers to organizational communication influences on employees' work-life balance. There were five possible answers that respondents can fill, which are: strongly agree, agree, doubtful, disagree, and strongly disagree.

Mechanical analysis of data in this research uses linear regression of Barriers to Organizational Communication as the independent variable (X) and Work-Life Balance as the dependent variable (Y). Data measured by the *Likert's scale* method to measure social phenomenon and is used to set any answer from respondents by scoring on every answer to the questions.

All the questions which have been answered by the respondents was summed and computed to know the value of each respondent and was used as variables to be assessed. The hypothesis test will be conducted using ANOVA test to determine the result of F-value to be compared with F-table. If F-value > F-table, then  $H_0$  will be rejected,  $H_1$  will be accepted, and if F-value < F-table, then  $H_0$  will be accepted,  $H_1$  will be rejected.

### 4. RESULTS

The result of questionnaires collected from September 17th - September 26th, 2021, reached 233 respondents which eligible with the criteria this research asked. Respondents biodata can be seen on the table below.

**Table 1.** Respondents Age Range

Age Range			
No.	Age Range	Frequency	%
1.	15-19 Years Old	2	0.9
2.	20-29 Years Old	66	29.6
3.	30-39 Years Old	92	41.3
4.	40-49 Years Old	29	13
5.	50-59 Years Old	27	12.1
6.	60-64 Years Old	7	3.1
Grand Total		223	100

Based on Table 1 above, the majority of the respondents are 30-39 years old whilst the least respondents' age range is 15-19 years old.

**Table 2. Respondents Work Domicile**

<b>Work Domicile</b>			
No.	Domicile	Frequency	%
1.	North Jakarta	12	5.4
2.	East Jakarta	14	6.3
3.	Central Jakarta	52	23.3
4.	West Jakarta	28	12.6
5.	South Jakarta	117	52.5
<b>Grand Total</b>		<b>223</b>	<b>100</b>

Based on Table 2 above, the majority of the respondents are currently working in South Jakarta, whilst the least respondents are working in North Jakarta.

**Table 3. Respondents Profession**

<b>Profession</b>			
No.	Profession	Frequency	%
1.	Private Sector Employee	140	62.8
2.	State-owned Employee	14	6.3
3.	Civil Servant	22	10
4.	Nurse	1	0.4
5.	Doctor	2	1
6.	Teacher	6	2.7
7.	Lecturer	7	3.1
8.	Consultant	9	4
9.	Lawyer	3	1.3
10.	Translator	1	0.4
11.	Industry	2	0.9
12.	Freelance	4	1.8
13.	Fashion Designer	1	0.4
14.	Other Profession	11	4.9
<b>Grand Total</b>		<b>223</b>	<b>100</b>

Based on Table 3 above, the majority of respondents are currently working as a private sector employee, whilst the least respondents are working as a nurse, translator, and fashion designer.

**Table 4. Respondents Education**

<b>Education</b>			
No.	Education	Frequency	%
1.	Elementary School	1	0.4
2.	Junior High School	0	0
3.	Senior High School	21	9.4
4.	Diploma	13	5.8
5.	Bachelor	131	58.8
6.	Master	49	22
7.	Doctor	8	3.6
<b>Grand Total</b>		<b>223</b>	<b>100</b>

Based on Table 4 above, the majority of respondents are having a bachelor's degree whilst the least respondent is a graduate from elementary school.

The collected data then processed using IBM SPSS Statistics 26 to determine the result of correlations test, regression test, and ANOVA test.

**Table 5. Result of Correlations Test**

		X	Y
Barriers to Organizational Communication (X)	Pearson Correlation	1	.672**
	Sig. (2-tailed)		.000
	N	233	233
Work-Life Balance (Y)	Pearson Correlation	.672**	1
	Sig. (2-tailed)	.000	
	N	233	233

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the table of correlation test, the correlations between Barriers to Organizational Communication (X) and Work-Life Balance (Y) is as high as 0.672 According to Sugiyono (2012), correlation have interval coefficient, namely: Very Low Correlation ( $0.00 \leq r \leq 0.19$ ); Low Correlation ( $0.20 \leq r \leq 0.39$ ); Moderate Correlation ( $0.40 \leq r \leq 0.59$ ); High Correlation ( $0.60 \leq r \leq 0.79$ ); and Very High Correlation ( $0.80 \leq r \leq 1.00$ ). The relationship between barriers to organizational communication as the variable X with work-life balance as the variable Y lies in the region between 0.60 to 0.79, which means there is a high correlation. The value of 0.672 has a positive value, therefore the correlation is a conjunction in a positive direction. This might imply that the more barriers to organizational communication happen, the more employees' work-life balance will be less balance.

**Table 6. Result of Determination Coefficient Test (R Square)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 <sup>a</sup>	.452	.450	14.658

a. Predictors: (Constant), Barriers to Organizational Communication

The method used in this research is a simple linear regression with Barriers to Organizational Communication as variable X and Work-Life Balance as variable Y. The processed data is 233, the result of the Summary R (correlation) is 0.672 which has a strong relationship between X and Y, and the great R square value is 0.452 or 45.2%. This result means that 45.2% of employees' work-life balance is influenced by the barriers to organizational communication, while the remaining 54.8% are influenced by other factors or relationships that are not listed in this research.

**Table 7. ANOVA Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40966.083	1	40966.083	190.675	.000 <sup>b</sup>
	Residual	49629.909	231	214.848		
	Total	90595.991	232			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Barriers to Organizational Communication

**Table 8. Coefficient on Independent and Dependent Variable**

Coefficients <sup>a</sup>						
Model		B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta		
1	(Constant)	14.477	3.738		3.872	.000
	X	.882	.064	.672	13.808	.000

a. Dependent Variable: Work-Life Balance

Based on the ANOVA test above, the result of the F-test is as high as 190.675 and the probability value (sig) is 0.000. As the value of probability (sig) is lower than 0.05, then the equation of the simple linear regression model is accepted. The result can be concluded that the simple linear regression equation  $Y = a + bX$  is accountable. The result of the test stated the coefficient constant value ( $a$ ) = 14.477 and  $\beta = 0.882$ .

With the influence of Barriers to Organizational Communication on employee's Work-Life Balance, the equation can be written as  $Y = 14.477 + 0.882X$ . This equation shows that if there is an increase of 1 point in Barriers to Organizational Communication ( $X$ ), the score of Work-Life Balance ( $Y$ ) will increase by 0.882.

The conclusion resulting from the F-test is as follows:

$H_0: \beta = 0$  (there is no influence of barriers to organizational communication on employees' work-life balance).

$H_1: \beta \neq 0$  (there is an influence of barriers to organizational communication on employees' work-life balance).

The test criteria for  $H_0$  in testing the hypothesis is as written below:

(1) If  $F\text{-value} > F\text{-table}$ , then  $H_0$  will be rejected,  $H_1$  will be accepted, and if  $F\text{-value} < F\text{-table}$ , then  $H_0$  will be accepted,  $H_1$  will be rejected.

As the result of the F-test is as high as 190.675 while the statistic of the F-distribution table with  $\alpha = 5\%$  is 3.88, the test can be written as  $190.675 > 3.88$ , and the decision is rejecting the  $H_0$  and accepting the  $H_1$ . The acceptance of  $H_1$  means that there is an influence of barriers to organizational communication on employees' work-life balance, moreover it has a significant influence of barriers to organizational communication on employees' work-life balance.

## 5. DISCUSSION AND IMPLICATION

This research investigates the influence of barriers to organizational communication on employees' work-life balance. The result of the correlation test shows that there is a high and positive correlations between barriers to organizational communication and work-life balance. This might imply that the more barriers to organizational communication happen, the more employees' work-life balance will be less balance. The result of the determination coefficient test shows that 45.2% of employees' work-life balance is influenced by the barriers to organizational communication, while the remaining 54.8% are influenced by other factors or relationships that are not listed in this research.

The result of the F-test on the ANOVA test is as high as 190.675 (higher than the F-table of  $\alpha = 5\%$  is 3.88) and the probability value (sig) is 0.000. The equation can be written as  $Y = 14.477 + 0.882X$  and it shows that if there is an increase of 1 point in Barriers to Organizational Communication ( $X$ ), the score of Work-Life Balance ( $Y$ ) will increase by 0.882. In line with the hypothesis, this research proves that there is an influence of barriers to organizational communication on employees' work-life balance.

On the contrary with Joseph, Jayakar, and Babu's studies (2012), this research shows the otherwise. This research shows how technical, semantic, and behavioral barriers in organizational communication can lead to the decrease of Jakarta's employee work-life balance. The findings of similar studies also strengthen the dimension of barriers to organizational communication as a variable. A study conducted by Aini, Harahap, and Ganiem (2021) stated that semantic, structural, and behavioral barriers are the main cause of barriers to organizational communication, while Gani (2014) stated that technical, semantic, and behavioral barriers are the cause of barriers to organizational communication.

Internet connection seems to be one of the concerns in applying WFH in Jakarta, as it is one of the technical barrier in applying organizational communication, that there are 25.6% of Jakarta's employees who is still frequently facing an internet connection problem while working WFH, while 10.7% are sometimes facing an internet connection problem, and 63.6% are not frequently facing an internet connection problem while working WFH. This findings is in line with Rachmawati's findings that at least 60% of the respondents revealed that they agree, internet connection could be a constraint and that they could not focus on work during WFH (Rachmawati et al., 2021).

The tendency of employees to work in the place it is supposed to also seems to be the concern in this finding. 43,9% of Jakarta's employees are agreed that they feel more comfortable working in their workplace rather than at home, 20,2% are feeling that both working in the office and home can make them feel comfortable, while the rest of 35,9% disagree. This finding is contrary to a survey conducted by Economic Times India which found that eight in 10 employees prefer working from home (Sarkar, 2022). It hinted that unlike what happened in India, almost half of Jakarta's employees are preferring to work in professional-atmosphere situations such as in their company's office, but it can also indicate that Jakarta's employees start to get used to work from home as WFH was applied for more than one and a half years in Jakarta due to the high percentage of disagrees and neutral answers.

Work-life balance is closely related to working time, flexibility, welfare, family, demographics, leisure time, quality of life, and so on. Disruption of work-life balance can have an impact on disrupting the balance of time, engagement, and employee satisfaction, even the failure to achieve a work-life balance can result in low job satisfaction, low happiness, work-life conflict, and stress for employees (Bataineh, 2019; Greenhaus et al., 2003). Other findings from this research found that 60.3% of employees work for more than the working hours their company decided, 29.9% are working according to the number of working hours their company decided, and 9.8% are neutral on their working hours. It indicates that Jakarta's employees are working overtime almost all the time in comparison to working from the office, because of that 35.5% of Jakarta's employees feel that their stress level is increasing during work from home, 16.7% are neutral, and 47.9% disagree. This finding inferred that there is one-third of Jakarta's employees are stressed due to various reasons during WFH. There are also 50% of employees who are frequently thinking about their family although they are working from home, 38,4% are not, and 11.5% are neutral. It can be inferred that half of Jakarta's employees do not feel at home although they are working from home. This finding also can indicate that 35.5% of Jakarta's employees' level of stress might be increasing because of this factor.

Fusion theory by Bakke and Argyris set a role as the grand theory in this research in which sees an incompatibility between growth and development of the individual's maturing personality and the repressive nature of the formal organization. The incompatibility can be shown through the company's goal which needs to be fulfilled and the decrease of employees' life quality during the Covid-19 pandemic. Moreover, the use of digital-based communication during WFH policy is still not comparable with face-to-face communication due to barriers like internet connection and employees' tendency to work in their workplace.

One of the defining features of an organization is that it coordinates the behaviors of its members so that they can work collectively. But while coordination is a nice concept in theory, it is surprisingly complicated to achieve, one of the principal factors that limits such coordination is the tension between a human desire for autonomy and agency on the one hand, and organizational efforts to shape the will of employees to serve its goals on the other (SAGE Publishing Inc, 2019). The tension that happened is the fact that there is an incompatibility between growth and development of the individual's maturing personality and the repressive nature of the formal organization in the modern workplace. Often the goals of the organization do not match or even conflict with the goals of the employee's principles. In the end, employees feel frustrated as a result of this discrepancy and have an impact on decisions that are detrimental

to the company, such as leaving employees from the company, or there are employees who work but lower work standards and turn into apathetic and indifferent (Sitepu, 2011). It is can be seen through the Table 9 below.

**Table 9.** The Incompatibility Between Individual and Organization Goals

Tensions Between Employee Autonomy and Organization Control		
Employee Goals		Organization Goals
Maximizing Salary	↔	Minimizing Costs
Job Stability	↔	Organizational Flexibility & Change
Maximizing Leisure Time	↔	Maximizing Work Time
Behaving Spontaneously	↔	Behaving Predictably
Asserting Individual Values	↔	Asserting Collective Values
Developing Personal Relationships	↔	Developing Professional Relationships
Creativity	↔	Efficiency
Relaxing The Labor Process	↔	Intensifying The Labor Process

Source: Sage Publishing, Inc. (2019)

This research provides new insight into the relationship between barriers to organizational communication and work-life balance as this relationship has not been investigated before in the previous research, as it is turn out has a strong relationship and 45.2% of employees' work-life balance is influenced by the barriers to organizational communication. This research also contributes a clearer understanding in explaining the fusion theory that is happened in the modern workplace during the application of WFH policy in Jakarta that may cause incompatibility between the lacking of effective organizational communication due to the barriers and employees' work-life balance that may cause them in low job satisfaction, low happiness, work-life conflict, and stress for employees.

During the process of investigating the influence of barriers to organizational communication on employees' work-life balance, the researcher is limited by the sample found which is only 233. Further research is needed to investigate this relationship with a broader sum of samples, and with a more even distribution of age ranges, work domicile, profession, and education.

## 6. CONCLUSION

This research aims to know how big barriers to organizational communication can influence employees' work-life balance. Based on the result and discussion of the influence of barriers to organizational communication on employees' work-life balance, the influence of Barriers to Organizational Communication on Work-Life Balance is 45.2% and the remaining 54.8% are influenced by other factors or relationships that are not listed in this research. As the result of the F-test is as high as 190.675 while the statistic of the F-distribution table with  $\alpha = 5\%$  is 3.88, the test can be written as  $190.675 > 3.88$ , and the decision is rejecting the  $H_0$  and accepting the  $H_1$ . The acceptance of  $H_1$  means that there is an influence of barriers to organizational communication on employees' work-life balance, moreover it has a significant influence of barriers to organizational communication on employees' work-life balance.

These findings may be taken into account when considering how to implement WFH with more efficient policy as this result have implications directly to both employees and organizations. As such in implementing working hours during WFH, the organization have to consider about the condition of their employees which felt they work more than the working hours their company decided. For future research, this paper recommends researchers to investigate expand the research model by inserting the other impactful factors on work-life balance since the current research model, work-life balance is influenced by barriers to organizational communication with only 45.2%. There are remaining of 54.8% influential factors that are not investigated yet in this research.

## REFERENCES

- Argyris, C. (1954). The Fusion of an Individual with the Organization. *American Sociological Review*, 19(3), 267–272. <https://doi.org/10.2307/2087756>
- Australia Productivity Commission. (2021). *Working from Home: Research Paper*.
- Bataineh, K. A. (2019). Impact of Work-Life Balance, Happiness at Work, on Employee Performance. *International Business Research*, 12(2), 99. <https://doi.org/10.5539/ibr.v12n2p99>
- Bloomberg. (2021, February 2). *Remote Working's Longer Hours Are New Normal for Many*. Remote Working's Longer Hours Are New Normal for Many
- Bucăța, G., & Rizescu, A. M. (2017). The Role of Communication in Enhancing Work Effectiveness of an Organization. *Land Forces Academy Review*, 22(1), 49–57. <https://doi.org/10.1515/raft-2017-0008>
- Fisher, G. (2002). Work/personal life balance: A construct development study. *Dissertation Abstracts International: Section B. The Sciences and Engineering*, 63.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Gani, J. (2014). Pengaruh Hambatan Komunikasi Terhadap Kinerja Karyawan Hotel Midtown Surabaya. *Jurnal E-Komunikasi*. <http://beritasurabaya.net/>,
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3). [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Hutagalung, I., Soelton, M., & Octaviani, A. (2020). The role of work life balance for organizational commitment. *Management Science Letters*, 10(15), 3693–3700. <https://doi.org/10.5267/j.msl.2020.6.024>
- International Labour Office. (2020). *Employers' Guide on Working From Home in Response to the Outbreak of Covid-19*. BUREAU FOR EMPLOYERS' ACT.
- Jobstreet. (2020). *Covid-19 Job Report*. <https://www.jobstreet.co.id/career-resources/covid-19-job-report-indonesia/>
- Joseph, T., Jayakar, R., & Suman Babu, S. (2012). Professional Communication for Better Work-Life Balance. *Journal of Education and Practice*, 3(6), 37–47. [www.iiste.org](http://www.iiste.org)
- Merriam-Webster. (2021). *Dictionary*. Merriam-Webster. <https://www.merriam-webster.com/>
- Mulyana, D. (2017). *Pengantar Ilmu Komunikasi* (21st ed.). PT Remaja Rosdakarya.
- Mumby, D. K., & Kuhn, T. (2019). *Organizational Communication: A Critical Introduction* (2nd ed.). SAGE Publication.
- Mungkasa, O. (2020). Bekerja dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19. *The Indonesian Journal of Development Planning*, IV(2), 126–150. <https://doi.org/https://doi.org/10.36574/jpp.v4i2.119>
- Nathania. (2014). Hubungan Aliran Komunikasi Organisasi Dengan Kinerja Karyawan di PT. Sarana Lubitama Semesta. *Jurnal E-Komunikasi*, 2(3), 1–10.
- Pace, R. W., & Faules, D. F. (1994). *Organizational Communication* (3rd ed.). Prentice Hall.
- Putri, A. V., & Irwansyah, I. (2020). Communication Patterns and Media Technology Role in Organization and Society During Pandemic. *The Journal of Society and Media*, 4(2), 228. <https://doi.org/10.26740/jsm.v4n2.p228-261>
- Rachmawati, R., Choirunnisa, U., Pambagyo, Z. A., Syarafina, Y. A., & Ghiffari, R. A. (2021). Work from Home and the Use of ICT during the Covid-19 pandemic in Indonesia and Its Impact on Cities in the Future. *Sustainability (Switzerland)*, 13(12). <https://doi.org/10.3390/su13126760>
- SAGE Publishing Inc. (2019). *What Is Organizational Communication?*
- Sarkar, B. (2022, January 18). *Eight in 10 employees prefer working from home: Survey*. Economic Times India. <https://economictimes.indiatimes.com/news/company/corporate-trends/eight-in-10-employees-prefer-working-from-home-survey/articleshow/88965754.cms?from=mdr>

- Sitepu, Y. S. (2011). *Paradigma dalam Teori Organisasi dan Implikasinya pada Komunikasi Organisasi* (Vol. 1, Issue 2).
- Winarso, W. (2018). *Organizational communication; a conceptual framework*. <https://ssrn.com/abstract=3171979>
- Wursanto, I. (2005). *Dasar-Dasar Ilmu Organisasi*. Andi.
- Zito, M., Ingusci, E., Cortese, C. G., Giancaspro, M. L., Manuti, A., Molino, M., Signore, F., & Russo, V. (2021). Does the End Justify the Means? The Role of Organizational Communication Among Work-From-Home Employees during the Covid-19 Pandemic. *International Journal of Environmental Research and Public Health*, 18(8). <https://doi.org/10.3390/ijerph18083933>