

THE RELATIONSHIP BETWEEN AUTONOMY, WORKLOAD, AND WORK-LIFE BALANCE TO JOB PERFORMANCE OF FEMALE LECTURERS AT PRIVATE UNIVERSITIES DURING PANDEMIC COVID-19

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Abstract: The urgency of this research is to see the performance of female lecturers during the COVID-19 pandemic. This study aimed to analyze the relationship of each variable, namely autonomy, workload and work-life balance, to the job performance of female lecturers at private universities during pandemic covid-19. This type of research is quantitative research. The object of this research is female lecturers at private universities in Tangerang, Indonesia. The sampling used purposive sampling techniques. The analytical tool used is the multiple regression used program SPSS. The results show a positive relationship between autonomy and job performance. Then, the workload has a negative relationship with job performance. Also, work-life balance has a positive relationship with job performance. The managerial implication found in this study shows that this research can give input to private university managers to manage female lecturer performance during pandemic Covid-19. Future researchers are expected to research lecturers at private and nonprivate Universities. The contribution of this research expected can give input to private university managers to manage female lecturer performance during pandemic Covid-19.

Keywords: Autonomy, Workload, Work-Life Balance, Job Performance, Covid-19

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The good quality of higher education in Indonesian determine by the quality of lecturers. Lecturers can provide quality services to students, and lecturers can create a special attraction for students. Kuswandi et al. (2015)

stated that the quality of lecturers could create an image and positive effects to attract students into private higher education. Astuti et al. (2019) discovered a significant impact between motivations on the performance of female teachers. Mugimu et al. (2013), in explain of Motivation System Theory (MST), said that the actual achievement of someone refers to skill and the motivation of that person.

Thus, performance results from lecturers carrying out their assigned tasks and becomes the lecturer's responsibility based on skills, experience, and sincerity within a specific period.

Ahuja et al. (2007), Sukirno and Shengthai (2011), and Trisnangsih (2011) stated that several studies have focused on the relationship between autonomy and workload on performance. Still, there has not been much research on work-life balance and performance, especially for female lecturers. This study aims to see a positive relationship between autonomy and performance, a negative relationship between workload and performance, and a positive relationship between work-life balance and performance. Research on the work-life balance of lecturers has been conducted in Malaysia by Husin et al. (2018) showed that health factors as a mediator, family factors, work factors, and flexible hours factor have significant effects on work-life balance. However, this research has not explained the relationship between work-life balance and lecturer performance. Moreover, there are not many studies on the relationship between autonomy, workload and work-life balance in the performance of female lecturers. So there is a need for research on the relationship between autonomy, workload and work-life balance of female lecturers on performance, especially during the covid-19 pandemic, where female lecturers need to be managed for their best performance as a novelty of this research.

Indonesia's context believes lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service. Female lecturer performance assessment should include lecturer performance in education, research, and community service. Law of the Republic of Indonesia number 14 of 2005 concerning Teachers and Lecturers, and Regulations Government of the Republic of Indonesia Number 37 of 2009 concerning Lecturers, stated lecturers are professional educators and with the main task of transforming, developing and spreading expand science, technology, and art through education, research and community service (Tridarma). There has been a lot of research on the impact of

the Covid-19 pandemic on women in line with the trend of research on the increasing pandemic lately. A study in the United States stated that the pandemic caused at least two changes: first, changing work regulations to become more flexible; second, changes in social norms at home regarding the roles of wife and husband (Alon et al., 2020). Andersen et al. (2020) also stated that there was a decrease in the number of publications on job performance by female lecturers during the Covid-19 pandemic.

Job performance is one of the imperative developments that has consistently been given genuine consideration in organizational psychology and HRM. Job performance is characterized as a person's capacity to effectively perform errands by utilizing assets accessible at work. Then again, job performance is an idea that incorporates both task performance and contextual performance. Task performance is characterized as the viability of performing exercises that add to the technical core. Contextual performance is characterized as performance that isn't formally required but shapes the social and mental setting of the association.

Johari et al. (2018) stated that the performance of an individual is controlled by three elements, specifically condition at work, inspiration, and the capacity to carry out the responsibility. Chandrasekar (2011) indicated that working environment condition firmly impacts representative spirit, profitability, and employment performance. Based on the exploration conducted on 30 female lecturers of private universities in Tangerang who have worked as permanent lecturers for two years, the factors that can affect the performance of female lecturers during pandemic Covid-19 respondents mentioned are autonomy, workload, and work-life balance. Thus, those variables are suitable for this research because of the factors mentioned by the female lecturers. Previous studies also have relevance to the influence of autonomy, workload, and work-life balance on job performance.

Pramudyo (2010) stated that workload is related to lecturer performance. High workload performance is less. The high workload causes less opportunity for female lecturers to prepare materials and prepare methods, and media for teaching.

Trisnaningsih (2011) mentioned that workload is one factor that affects lecturers' performance. Based on previous research, there is a gap in work autonomy, which allows employees to have the freedom and flexibility to manage workloads to minimize stress, fatigue and conflict (Ahuja et al., 2007). This freedom is usually associated with schedules, work procedures (Azim et al., 2012), development initiatives, and opportunities to contribute to decision-making (Mauno et al., 2006).

Not many studies link workload, autonomy and work-life balance to performance, especially among female lecturers. So the novelty of this research is to see how the performance of female lecturers on the three antecedents, namely workload, autonomy and work-life balance, especially during the Covid 19 pandemic, where the workload of lecturers increases because teaching is mostly done online and offline or hybrid. Likewise, research and community service are also mostly done online. Autonomy in the implementation of work has also changed because it has to adapt to the demands of learning technology which requires different abilities compared to onsite teaching. These three factors are antecedents that can explain how female lecturers perform during the pandemic Covid 19. This study aimed to analyze the relationship of each variable, namely autonomy, workload and work-life balance, to the job performance of female lecturers at private universities during pandemic covid-19.

LITERATURE REVIEW

Autonomy

Burcharth et al. (2017) stated that employee autonomy is a fundamental component of the inside association that is seen to help pioneering conduct and a focal component of estimating innovative introduction, which in turn is connected to the performance. Enabling the employee, including the lecturer, to seek after their thoughts amid work hours gives time to watch, explore and speculate with others. Urging representatives to self-governing their work just as furnishing them with the skills and resources to do so is relied upon to help their capacity to implement open inbound practices that are

finally connected with the higher development of innovation (Burcharth et al., 2017).

Workload

The workload is regularly just portrayed as occupied without a direct reference to a particular target. Many investigations showed high workload with pressure evoked by either the amount of work stood up to or by the given task. The quantity or the quality of tasks can be expanded to increase the workload and, in this manner, augment the dimension of workers' job stress (Bruggen, 2015). Workload measure of work which an individual needs to complete within a given timeframe. The workload is related to numerous sorts of negative results. Instances of that incorporate nervousness, weakness, migraine and gastrointestinal issues (Nixon et al., 2011; Ganster and Rosen, 2013). Johari et al. (2018) stated that long working hours because of additional workload might inverse affect work fulfilment as this condition meddles with one's prosperity at work and in teachers' homes.

Work-Life Balance

Work-life balance can define as the degree to which an individual is included and similarly happy with their work and individual jobs. Accomplishing harmony between work and life can convey different advantages to bosses since representatives are increasingly persuaded, gainful, and less distressing. Work-life balance additionally may result in improved efficiency and diminished non-attendance and turnover rate for female lecturers. Potential workers most favor organizations that grasp the work-life balance idea, and they will be in favor of being chosen as the favorite institutions to work for (Johari et al., 2018). No "balance" between life and work will also affect burnout (Greenhaus et al., 2003).

Job Performance

Job performance is characterized as a person's capacity to effectively utilize assets accessible at work. The performance of each individual is a significant factor related to organization results and

achievement (Bruggen, 2015). Hamid (2014) also stated that a lecturer’s performance has specific

characteristics, such as a strong need for work and skills in planning class syllabus management.

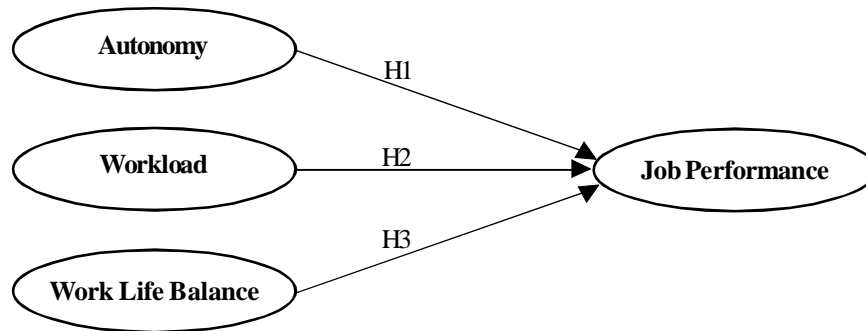


Figure 1. Research Model

HYPOTHESIS DEVELOPMENT

Autonomy and Job Performance

The degree of individual opportunity and task in work demonstrates autonomy. More autonomy prompts a more noteworthy sentiment of moral duty regarding the task given (Mathis and Jackson, 2008). Burcharth et al. (2017) stated that autonomy eventually affects performance positively. Chen and Zheng (2018) also stated that autonomy does affect performance. In the context of pandemic Covid-19, where female lecturers at several universities in Tangerang are working from home, autonomy is needed. It’s because female lecturers do teaching, research and community service from home, not from the campus.

H1: There is a relationship between autonomy and job performance of female lecturers during pandemic Covid-19.

Workload and Job Performance

Workload has a positive relationship with job performance. It can be explained that people need a specific dimension of pressure or test to be initiated and to perform getting it done. Employee performance is low at a low dimension of workload, medium dimension at a moderate workload, and most astounding at an abnormal workload (Bruggen, 2015). Raza et al. (2017) and Johari et al. (2018) also stated that more workload leads to decreased employee performance. This fact can happen to

female lecturers during the Covid-19 pandemic.

H2: There is a relationship between workload and job performance of female lecturers during pandemic Covid-19.

Work-life Balance and Job Performance

Soomro et al. (2018) argued that work-life balance is a mix of collaborations among various aspects of one’s life, the focal points and detriments and can impact individual performance or a positive relationship between work-life balance and individual performance. Talukder et al. (2018) also supported that work-life balance impacts an employee’s job performance. The accumulated workload and the absence of a work-life balance make female lecturers find it difficult to achieve happiness in their lives that can relate to job performance (Darmawan et al., 2016; Demir and Budur, 2022).

H3: There is a relationship between work-life balance and job performance of female lecturers during pandemic Covid-19.

METHOD

The development of each private university in Tangerang is growing rapidly due to being the closest city to Jakarta as the country’s capital city. Thus, currently, there are 40 Private Universities in Tangerang. The number of permanent female lecturers who have functional positions is due to the

dynamics of recruitment, and turnover, which cannot be known with precision when this research was conducted, then the population can be categorized as unknown. The sampling technique used purposive sampling with criteria of respondents is full-time female lecturers, with a minimum two years work period, who have functional positions minimum *Asisten Ahli* and *Sertifikasi Dosen*. Masters and Doctoral education levels. Sekaran and Bougie (2017) stated that the rule of thumb method is used in determining the number of samples. Namely, the sample size is more than 30 and below 500 samples. This research used 250 respondents with a response rate of 80%, then 220 respondents applied to this study. Demographics of respondents are determined by gender, age, marital status, education, working periods, and salary. Most respondents are male, 41-50 years of age, married, educated Magister, working period 7-11 years, salary 8-10 million.

Table 1. Demographics of Respondents

Classification	Information	amount
Gender	Male	56%
	Women	44%
Age	30 - 40 years	10%
	41 - 50 years	39%
	51 - 60 years	36%
	60 years	15%
Marital Status	Single	32%
	Married	68%
Level of education	Masters	74%
	Doctor	26%
Working periods	2 - 6 years	35%
	7 - 11 years	45%
	> 12 years	20%
Salary	< 5 million	5 %
	5 - 7 million	23%
	8 - 10 million	47%
	> 10 million	25%

Source: Processed Data, 2021

Measurement of autonomy adopted from Johari et al. (2018) consists of control over the scheduling of work, setting own work pace, deciding when to take a break, deciding the length of the break, and

setting own working hours (flexitime). Then the workload measurement model adapted from Hoonakker et al. (2011) consists of a lot of mental activity required to perform the job, a lot of physical activity required to perform the job, feel a lot of time pressure due to the rate or pace when working, have to work hard to accomplish the level of performance. Measurement of workload adapted from Yusuf (2018) that consists of personal life suffers because of work, and job makes personal life difficult, neglect personal needs because work, put personal life on hold for work, have a better mood at work because of private life, struggle to juggle work and personal life (nonwork). Then, for measurement of job performance adapted from Johari et al. (2018). That consists of adequately fulfilling the assigned job, fulfilling responsibilities specified in the job description, performing expected tasks, give advance notice when unable to come to work. Data from primary data (questionnaires) used five Likert scales and were analyzed using descriptive statistics on the average respondents' answers. Furthermore, the data is processed using a multiple regression model to test the validity and reliability of this study; A computing software called SPSS will be used.

RESULTS

Descriptive Analysis

Descriptive analysis of each research variable using the average answer to each item is detailed as follows: 1) Autonomy of 5 statement items obtained by an average score of 3.98-4.25 with a good category; 2) workload of 4 statement items obtained an average score of 3.80 - 3.96 in the medium category; 3) Work life balance with 6 statement items obtained an average of 3.71-4.10 with a medium category. Then, five items of the Job performance variable statement with an average score between 3.73-3.93 in the medium category. Thus, it can be concluded that each statement item on the indicators describing the research variables studied according to the respondents' perceptions is in a medium until good category so that it explains the problems that occur for private universities lecturers' respondents in Tangerang.

Test Instruments

Instrument testing uses several ways: Validity, Reliability, classical assumption test (Normality, Multicolleniariry, Heteroscedasticity), R-Square measurement, F- test and T-test. Validity of autonomy variable for each item more than r table 0.17 categorized as valid. Item A1 (0.778), A2 (0.628), A3 (0.413), A4 (0.412), A5 (0.761) meaning all items of autonomy are valid. Validity of workload variable for each item more than r table 0.17 categorized as valid. WL1 (0.607), WL2 (0.540), WL3 (0.637), WL4 (0.477), meaning all items of workload are valid. Validity of work-life balance variable for each item more than r table 0.17 categorized as valid. WLB1 (0.639), WLB2 (0.569), WLB3 (0.595), WLB4 (0.544), WLB 5 (0.622), WLB 6 (0.502) meaning all items of work-life balance are valid. Then, the validity of job per-

formance for each item more than r table 0.17 is categorized as valid. JP1 (0.671), JP2 (0.733), JP3 (0.495), JP4 (0.721), meaning all items of job performance are valid.all items of the question for the Job Performance variable are valid. Reliability tests that all variables are reliable. The value showed that Cronbach’s alpha was more than 0.7. Cronbach alpha of autonomy is 0.791, workload is 0.734, work-life balance is 0.827 and job performance is 0.851, so it is reliable. The normality tests used graph analysis to detect whether residuals can be distributed either normally or not. The graph below shows that the distribution of data is scattered around a straight line and not scattered away from the diagonal line, scattered away from the diagonal line so that from the graph image, the normality test can be declared fulfilled.

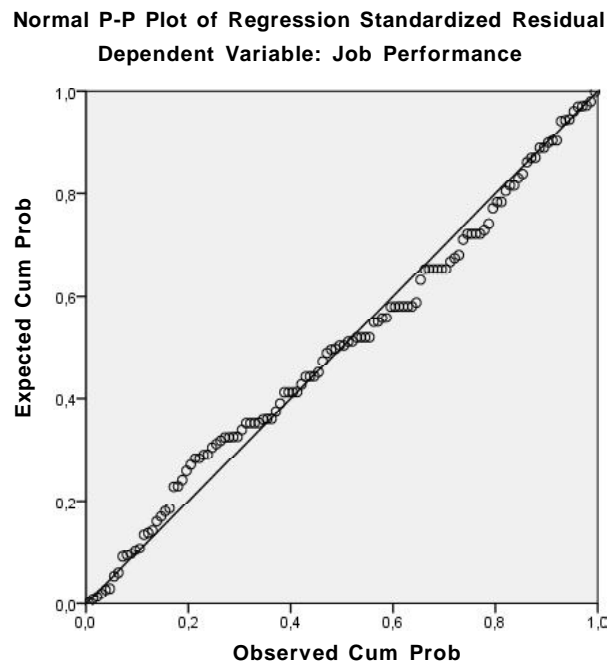


Figure 2. Normality Graph

Normality testing using graphics can provide less accurate results if not done carefully. Therefore, it needs to be supplemented by the Kolmogorov-Smirnov non-parametric statistical test; if the sig-

nificance value is below 0.05, then the variable cannot be declared normally distributed (Ghozali, 2016). Based on the results, the significant value in this study is 0.177, which means that if the significance

value is greater than 0.05, the variable can be declared normally distributed. The multicollinearity test indicates a linear relationship between the independent variables in the regression model. The result can be seen from Variance Inflation Factor (VIF) <10. VIF of autonomy is 1.02, the workload is 1.26, and the work-life balance is 1.285. These results indicate that all independent variables are greater than 0.10 and smaller than 10. The regression model test results showed no multicollinearity in the regression model. Meaning that all of these variables are worthy of use as predictors of job performance. The result of figure 3 below showed no heteroscedasticity. This scatterplot graph is tested on the job performance variable. In the absence of heteroscedasticity, the data can be used to provide predictions of job performance.

Coefficient determination used R square is 0.566, which means that 56.6% of the influence that occurs on high or low job performance of lecturers in private universities in Tangerang is caused by

variables of autonomy, workload, and work-life balance. The rest is 43.4% by other variables that cannot be explained in this study, such as compensation, motivation, working environment, organization culture and others. The value of the R square shows a moderate correlation between variables. The F statistical test naturally aims to show whether all the independent variables included in the model have a joint or simultaneous influence on the dependent variable). Ghozali (2016) stated that this test is commonly referred to as the overall significance test of the regression line, which wants to test whether Y is linearly related to X1, X2, or X3. If the F count > F table is $\beta (k - 1, n-k)$, then the null hypothesis rejects. Result in the sig. F is $0.000 < 0.05$ that the model fit or the independent variables can predict the dependent variable. Statistical test F, Fcount > Ftable is $50.380 > 3.20$ it can be concluded that the model that has been used proved to be linear $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$.

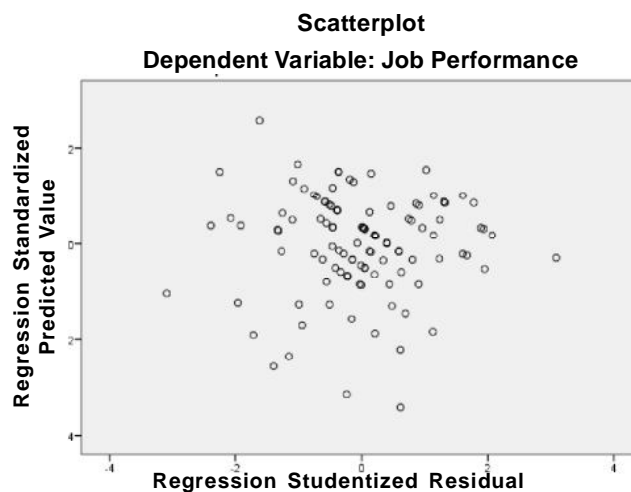


Figure 3. Heteroscedasticity Test

Hypothesis Testing

Hypothesis test using t-test, where this test shows how far the influence of independent variables individually explains the variation of the dependent variable. If the value of t count > value of t table, then H0 is rejected.

Table 2 showed that H1 is accepted. There is a relationship between autonomy and job performance, which means that higher autonomy will improve performance. H1 accepted means that there is a relationship between autonomy and job performance of female lecturers during pandemic Covid-19.

Table 2. Result of T-test

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	0.994.000	0.660.000	3.710.000	0.000.000
Autonomy	1.669.374	2.261.082	3.7384,550	0.004.620
Workload	-.418.834	0.109.079	-3.82510,625	0.000.000
Work Life Balance	351.040	0.019.800	2.620.000	0.000.000

The highest point is on variable A4: “I can decide the length of my break”. Those show that lectures of private universities in the Tangerang area feel like they have freedom at work. Due to these data, it can be stated that autonomy positively impacts female lecturers’ job performance. H2 accepted. There is a relationship between workload and job performance. That means that the higher the workload, the lower the job performance. H2 accepted that there is a relationship between workload and job performance of female lecturers during pandemic Covid-19. H3 accepted. That means there is a relationship between work-life balance and job performance. A higher work-life balance will improve performance. H3 accepted. That means there is a relationship between work-life balance and job performance of female lecturers during pandemic Covid-19.

DISCUSSION

Relationship between Autonomy and Job Performance

The result is supported by previous research by Mathis and Jackson (2008), Burcharth et al. (2017), Chen and Zheng (2018), Johari et al. (2018) and Jindal et al. (2022) stated that autonomy affects performance. The results are no different from previous research, but previous research has not specifically looked at female lecturer subjects during the Covid-19 pandemic. This study found that female lecturers of private universities in the Tangerang area feel like they have freedom at work. Due to these data, it can be stated that autonomy positively impacts female lecturers’ job performance.

Relationship between Workload and Job Performance

The result supported previous research by Raza et al. (2017), Yousef (2017), and Johari et al. (2018) stated that workload has a negative relationship to job performance. The connection between the workload or lecturer stress and job performance has been analyzed in numerous investigations. (Bruggen, 2015). It is expected that the lecturer needs a specific dimension of pressure or test to be initiated and performed. It means there is a relationship between workload and job performance of female lecturers during pandemic Covid-19. It can be explained that this study stated the number of assignments or the task complexity could be expanded to increase the outstanding burden and, in this way, augment the dimension of the lecturer’s stress.

Relationship between Work-Life Balance and Job Performance

This result is in line with previous research by Johari et al. (2018), Soomro et al. (2018), Talukder et al. (2018), and Aruldoss et al. (2022) stated that work-life balance had impacted individual job performance. It means there is a relationship between work-life balance and job performance of female lecturers during pandemic Covid-19. In the present regularly demanding workplace, many individuals face the issue of adjusting to work and family life. Work-life balance does not mean an equivalent equalization. It is tied in with altering the working examples to enable representatives to consolidate work with their different duties, for example, thinking about kids or old relatives. For managers, the

outcomes of poor work-life balance will be poor execution, non-attendance, wiped out leave and higher turnover, recruitment and training cost.

CONCLUSIONS

Autonomy has a positive relationship with the job performance of female lecturers during pandemic Covid-19. A positive value of the regression coefficient of the autonomy variable means that high autonomy will increase female lecturer job performance. Female lecturers in private universities during pandemic Covid-10 need more autonomy to do Tridharma, decrease workload and have a good work-life balance. Those who are married need to maintain how to achieve good performance and still can manage their family well. Then those who are single need to maintain personal life to achieve happiness as energy achieve high performance. Private universities should pay attention to giving workload wisely for teaching, research and community service and follow Government regulations. During a pandemic with conditions that can cause individual female lecturers to feel anxious more easily due to the conditions they face and have to maintain physical and mental health, there is a need for a balance of life and work. When working from home, institutional managers must still pay attention that the working hours can be given when working in the office, which does not exceed 8 hours a day. Do not let the absence of autonomy in carrying out the work of Tridharma, excessive workload, impact on stress and do not feel the balance of life and work when these negative feelings are felt to have an impact on performance that cannot be optimally carried out.

IMPLICATIONS

Management in private universities must pay attention to how to manage the performance and further pay attention to what factors can affect job performance. Workload has a negative relationship with the job performance of female lecturers during pandemic Covid-19. A negative value from the

workload variable regression coefficient means that female lecturers have many workloads to do Tridharma. The female lecturer agrees that it feels like a lot of workload in the workplace. It also means when there is an increase in workload, job performance will decrease. Work-life balance has a positive relationship with the job performance of female lecturers during pandemic Covid-19. A positive value of the regression coefficient of the work-life balance variable means that female lecturer of private Universities in Tangerang has given enough work-life balance. The results obtained show female lecturer performance will increase when work-life balance increases. It has been proved private Universities in Tangerang provide a balance between work and personal life that positively impacts job performance.

LIMITATIONS

This research area only takes the Tangerang area. Variables to see women's job performance only lecturers' autonomy, workload and work-life balance. And this model has no moderating variables.

RECOMMENDATIONS

Future research is suggested to expand the research population, which is not only in the Tangerang area, for example, in LLDIKTI region III, so that the results can be generalized to a wider population. Then can add other variables that affect the performance of female lecturers, such as compensation, organizational culture, motivation and so on. Then the following research can add respondent profiles such as age, marital status, and length of service as moderating variables.

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