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The Influence of Internal Locus of Control And Work Overload On Employee Performance Through Work-Life Balance In The Teleworking Era (Study On Consultant Sector Freelancers in Indonesia)

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Abstract

The purpose of this study is to analyze the effect of internal locus of control and work overload on employee performance through work-life balance in the teleworking era for freelancers in the consulting sector in Indonesia. This research is explanatory quantitative research using SEM-PLS as an analytical tool. Questionnaires were distributed via g-form with a total of 154 respondents. Internal locus of control has no significant effect on work-life balance. Work overload has a significant effect on work-life balance. internal locus of control has a significant effect on employee performance. Work overload has no significant effect on employee performance. Work-life balance has no significant effect on employee performance. There is no significant effect between internal locus of control on employee performance through work-life balance. There is no significant effect between work overload on employee performance through work-life balance. The theoretical implication of this research is that freelancers in the consulting sector in Indonesia can improve their internal locus of control to improve performance and be able to manage work, so they don't experience work overload. In addition, this research is expected to be able to contribute to future studies related to internal locus of control, work overload, work-life balance, and employee performance.

Keywords: Internal Locus of Control, Work Overload, Work-Life Balance, Employee Performance, Consulting sector Freelancers.

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INTRODUCTION

Technological developments have driven the adoption of online remote work in many organizations (Choi., 2021). Teleworking is a choice of new methods that involve technology to complete work remotely. (Pordelan et al., 2021) argues for teleworking as a method for organizing and carrying out work using information technology and enabling employees to carry out their duties outside the workplace. However, (Buomprisco et al., 2021) explain that there is no consensus on the exact definition, there are also many terms used for this, namely telework, telecommuting, remote work, work-from-home, smart working, and e-work. More (Pordelan et al., 2021); (Buomprisco et al., 2021) revealed that the implementation of teleworking will benefit both companies and workers by increasing productivity and creating a work-life balance. However, (Rodríguez-Modroño & López-Igual, 2021) revealed several disadvantages of implementing teleworking, namely work intensification and longer working hours.

According to (Supriyatin et al., 2021) high production demands and long working hours often cause employees to experience overload. More specifically (Wang et al., 2021) states that teleworking can increase the workload of employees. Work overload will also cause a low work-life balance (Bhende et al., 2020). An imbalance between work and personal life can have an impact on low productivity and decreased performance for an organization (Cohen & Liani, 2009). (Michel et al., 2011) implies that individuals with a high internal locus of control effectively create work-life balance in their lives. internal locus of control is a situation where a person will feel that job success depends on his hard work (Karkoulian et al., 2016). Research (Fransiska & Tupti, 2020) states that work overload has a partially significant effect on employee performance. In addition, work overload will create stress which can cause dissatisfaction and can affect performance (Mittal & Bhakar, 2018). (Arfani & Luturlean, n.d.) and (Fransiska & Tupti., 2020) stated that work overload had a significant effect on employee performance, while (Yuwanda., 2020) and (Rolos et al., 2018) stated that work overload had a negative effect and was not significant to employee performance.

Workload has a positive effect on work-life balance, which means that a high workload affects achieving work-life balance (Inggraeni., 2021), although according to (Nurwahyuni., 2019) there is a negative influence between workload and work-life balance. Internal locus of control significantly influences employee performance (Chen & Silverthorne, 2008); (Amalini et al., n.d.); (Wardhana, 2020). However (Khushk et al., 2019) states that locus of control and employee performance have a medium relationship and does not show sufficient evidence. Therefore, this study links internal locus of control

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and work overload to employee performance through work-life balance so the title taken is the influence of internal locus of control and work overload on employee performance through work-life balance in the teleworking era (studies on Consulting sector freelancer in Indonesia).

LITERATURE ANALYSIS

Employee performance

Good employee performance will have a good impact on company development (Safitri., 2021). (Abun et al., 2021) emphasized that company performance will not be achieved without employee performance. (Iskamto., 2021) also agrees that employee performance is very important for achieving company goals. Employee performance serves as a benchmark in measuring the achievement of an organization (Yuwanda., 2020). So it can be concluded that employee performance is one of the most important components of employee survival. Performance is the potential possessed by employees to carry out the duties and responsibilities given by the company. There are 3 dimensions of employee performance namely task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2012); (Abun et al., 2021).

Internal Locus of Control

An internal locus of control is a situation where a person will feel that job success depends on his hard work (Karkoulian et al., 2016). (Putra., 2015) writes that internal locus of control refers to the perception of both positive and negative events as a consequence of one's actions or actions and is under his control. Individuals with an internal locus of control think that their abilities and actions can influence their situation (Toti et al., 2021). Individuals with a high internal locus of control expect that situations are under their control (Kim & Lee, 2018). (Murti & Utami, 2021) Individuals who have an internal locus of control show a competitive attitude, like to work hard, and want to always try to be better which leads to achieving better performance. (Rotter., 1966) defines individuals who have an internal locus of control based on the beliefs and everyday behavior of everyone. (Levenson, 1973) writes that individuals with an internal locus of control see events that happen to them because of their behavior.

Work Overload

According to (Gitosudarmo et al., 2012) work overload is the large number of job demands that must be done with not enough time. (Marliani., 2015) states that the

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condition of work overload is a condition of tension that affects emotions, thought processes, and a person's condition so that he is forced to respond beyond his ability to adapt to external demands (environment). Work overload occurs due to an imbalance between environmental demands and individual abilities (Cao & Sun., 2018). The negative impact that is experienced with work overload is that the work done feels longer because of being chased by time, lack of rest, and causes energy and endurance to decrease so you tire more easily. In addition, work overload also makes employees more tired than usual, have less time to rest, more work is done, and if overtime is too frequent the body has health complaints such as dizziness, aches, and chills (Supriyatin et al., 2021). (Bolino & Turnley, 2005) explains that the overload felt by employees is influenced by 3 things namely available time, employee ability, and other constraints.

Work-Life Balance

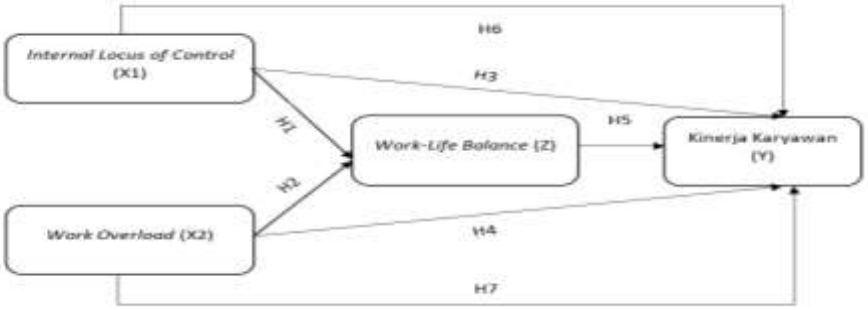
The concept of work-life balance refers to the idea that personal life and work life are complementary components of one's life (Irawanto et al., 2021a). Work-Life Balance is a construct that leads to low-stress levels and employee well-being (Bhende et al., 2020). In addition, work-life balance refers to the ability of every individual, regardless of gender, to balance work and family obligations (Hjálmsdóttir & Bjarnadóttir, 2021). The concept of work-life balance is built on the idea that work-life and personal life complement each other in presenting perfection in one's life (Irawanto et al., 2021b). (Omar et al., 2015) argues that one of the factors that affect company productivity is work-life balance. The imbalance between work and personal life can have an impact on low productivity and decreased performance of a person for an organization (Cohen & Liani., 2009). according to (Fisher., 2009) there are 4 main aspects of work-life balance namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), Work Enhancement of Personal Life (WEPL)

METHODOLOGY

This research is explanatory research with a cross-section design. The research design made in this study is to determine the effect of internal locus of control and work overload on employee performance through work-life balance in the teleworking era, which can be seen in the following figure.

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Picture 1. Research Cross-Section Design

The population in this study is infinite, namely freelancers in the consulting sector in Indonesia. The sampling technique used in this study was purposive sampling using a sample size calculator to determine the number of samples. The number of samples in this study was 154 respondents using the g-form to distribute questionnaires. The measurement scale used in this study is a Likert scale of 5 with data analysis techniques using SEM-PLS.

RESEARCH AND RESULTS

Respondents in this study are freelancers in the consulting sector in Indonesia. Based on the questionnaire that has been distributed along with the general characteristics of the respondents in this study

Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage (%)
Gender		
Man	39	25%
Woman	115	75%
Respondent's age		
17-25 Years	132	85%
26-33 Years	20	13 %
34-41 Years	2	2 %
42-48 Years	-	-
49-55 Years	-	-

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Characteristics	Frequency	Percentage (%)
56-63 Years	-	-
64-70 Years	-	-
Engaged consulting sector		
Management Consultant	37	24%
Project Consultant	9	5.8%
Accounting Consultant	38	24.6%
Tax consultant	31	20.13%
Government Consultant	37	24%
law consultant	1	0.6%
Other	1	0.6%
Working hours in 1 week		
Have working hours in 1 week >40 hours	100	100%
Have working hours in 1 week <40 hours	-	-

Descriptive analysis in this study based on the results of the answers of 154 respondents who had previously been distributed can be seen in Table 2. The data collection criteria specified in the research questionnaire used a Likert scale of 1 to 5

Table 2. Results of the respondents

Variable	Mean	Interpretation
Kinerja Karyawan	4.16	Baik
Internal Locus of Control	4.07	Baik
Work Overload	3.04	Sedang
Work-Life Balance	3.46	Sedang

Analysis of the measurement model (outer model) is carried out to prove that the measurement used is feasible to be used as a measurement.

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Table 3. Analysis of the measurement model (outer model)

Item Variable	Outer Loadings	Cross Loading	Fornel Loker	AVE	CR	Cronbach's alpha
Employee performance (Y)			*0.916*	*0.839*	*0.940*	*0.904*
task performance	*0.860*	*0.860*				
Contextual performance	*0.942*	*0.942*				
Counterproductive work behavior	*0.944*	*0.944*				
Internal Locus of Control (X1)			*1.000*	*1.000*	*1.000*	*1.000*
Own Behavior	*1.000*	*1.000*				
Work Overload (X2)			*0.845*	*0.713*	*0.832*	*0.801*
Available time	*0.833*	*0.833*				
Employee capabilities	*0.918*	*0.918*				
Another obstacle	*0.777*	*0.777*				
Work-Life Balance (Z)			*0.876*	*0.767*	*0.945*	*0.901*
Work Interference Personal Life	*0.847*	*0.847*				
Personal Life Interference with Work	*0.767*	*0.767*				
Personal Life Enhancement of Work	*0.943*	*0.943*				
Work Enhancement of Personal Life	*0.934*	*0.934*				

Overall the variables in this study are the internal locus of control work overload, work-life balance, employee performance can be said to be valid because it has an AVE value on all variables of more than 0.5 (> 0.5) and a loading factor value on all indicators of more than 0.7 (>0.7). besides that, the locker formal value for each variable is also above the threshold and the cross-loading value for each indicator is more than 0.7 (> 0.7) which means that all variables and indicators are valid. Meanwhile, the value of Cronbach's alpha and Composite reliability in this study were above the threshold set so it can be concluded that the variables in this study were reliable. The smallest value of Cronbach's alpha and Composite reliability in this study is found in the work overload variable with values of 0.801 and 0.881.

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The R Square value in this study is to determine the predictive power of the structural model of each endogenous latent variable. The R Square value in this study can be seen in Table 4

Tabel. 4. The R Square value

Variable	*R-Square*
Employee performance	0.472
Work-Life Balance	0.281

The R-square value on the employee performance variable is 0.472 or 47.2%, which means moderate. This shows that employee performance variables can be explained by an internal locus of control variables, employee performance, work overload, and work-life balance of 47.2%, and the remaining 52.8% is explained by other variables not discussed in this study. Meanwhile, for the work-life balance variable, the R-square value is 0.281 or 28.1%, which means low. This shows that the variable work-life balance can be explained by the internal variable locus of control and work overload of 28.1% and the remaining 71.9% is explained by other variables not discussed in this study. The results of the analysis of hypothesis testing in this study can be seen in Table 5

Table 5. The Analysis of Hypothesis Testing

Hypothesis	*Path Coefficient*	*Indirect Coefficient*	*P-value*
Internal Locus of Control -> Work-Life Balance	-0.125		0.073
Work Overload -> Work-Life Balance	0.529		0.000
Internal Locus of Control -> Employee Performance	0.690		0.000
Work Overload -> Employee Performance	-0.072		0.280
Work-Life Balance -> Employee Performance	-0.006		0.936
Internal Locus of Control -> Work-Life Balance -> Employee Performance		0.001	0,945
Work Overload -> Work-Life Balance -> Employee Performance		-0.003	0.941

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H1: The Effect of Internal Locus of Control on Work-Life Balance in the Teleworking Era for Freelancers in the Consulting Sector in Indonesia

There is no significant effect between internal locus of control (X1) on work-life balance (Z1) for freelancers in the consulting sector. In Table 4.20 it can be seen that the path coefficient value in this hypothesis is -0.125 with a P value of 0.073 or > 0.05. Therefore H_1 is rejected. These results contradict the results of research (Karkoulian et al., 2016) and (Bano et al., 2020) which write that the internal locus of control influences work-life balance, where the level of internal locus of control in a person can influence creating a work-life balance in their lives. There is no significant influence between the two variables indicating that a person's internal locus of control is not enough to make that person have a work-life balance.

H2: The Effect of Work Overload on Work-Life Balance in the Teleworking Era for Freelancers in the Consulting Sector in Indonesia

Based on the path coefficient value in this hypothesis of 0.529 with a P value of 0.000 or <0.05, it can be stated that there is a significant influence between work overload (X2) on work-life balance (Z) for freelancers in the consulting sector. So that H_2 in this study is accepted. The results of testing this hypothesis support the results of research (Omar et al., 2015) and (Inggraeni, 2021) which state that there is a positive effect between Work overload on Work-life balance which means that the work overload experienced by a person will affect the creation work-life balance in their lives). In this case, freelancers in the consulting sector in Indonesia think that if they experience work overload it will affect the work-life balance in their lives where the creation of a work-life balance can reduce their stress levels and improve their welfare.

H3: The Effect of Internal Locus of Control on Employee Performance in the Teleworking Era for Freelancers in the Consulting Sector in Indonesia

There is a significant influence between internal locus of control (X1) on employee performance (Y1) in the consulting sector freelancers in Indonesia. The path coefficient value in this hypothesis is 0.690 with a P value of 0.000 or <0.05. so it can be concluded that H_3 in this study was accepted. This is in line with research conducted by (Mahmudah & Asytuti, 2021); (Wardhana, 2020); and (Chen & Silverthorne, 2008) which states that there is a positive and significant influence between internal locus of control and employee performance. This means that the higher the internal locus of control in a person, the better the performance they will have. In this case, it means that when

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freelancers in the consulting sector in Indonesia have a good internal locus of control, it will encourage them to perform better where which will have an impact on their sustainability at work.

H4: The Effect of Work Overload on Employee Performance in the Teleworking Era of Freelancers in the Consulting Sector in Indonesia

There is no significant effect between work overload (X2) on employee performance (Y1) for freelancers in the consulting sector. In Table 4.20 it can be seen that the path coefficient value in this hypothesis is -0.072 with a P value of 0.280 or > 0.05. so that in this study H_4 was rejected. These results contradict the results of research (Fransiska & Tupti, 2020) and (Arfani & Luturlean, 2018) which state that there is a positive and significant effect between work overload (X2) on employee performance (Y1). The results of testing the hypothesis in this study break the results of previous research because it shows no significant effect of work overload on employee performance. Where this means that work overload cannot be the only variable that can affect employee performance.

H5: Effect of Work-Life Balance on Employee Performance in the Teleworking Era of Freelancers in the Consulting Sector in Indonesia

There is no significant effect between work-life balance (Z1) on employee performance (Y1) for freelancers in the consulting sector. In Table 4.20 it can be seen that the path coefficient value in this hypothesis is -0.006 with a P value of 0.936 or > 0.05. so that in this study H_5 can be rejected. Thus these results are contrary to the results of research (Oktafien et al., 2021) which states that there is a positive and significant effect between work-life balance (Z1) on employee performance (Y1). The results of testing this hypothesis break the results of previous research because it shows an insignificant negative effect between the work-life balance on employee performance. This means that achieving work-life balance in a person will not necessarily have an impact on their performance.

H6: The Effect of Internal Locus of Control on Employee Performance through Work-Life Balance in the Teleworking Era for Freelancers in the Consulting Sector in Indonesia

There is no significant effect between internal locus of control (X1) on employee performance (Y1) through work-life balance (Z1) for freelancers in the consulting sector. In table 4.20 it can be seen that the indirect coefficient value in this hypothesis is 0.001

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with a P value of 0.945 or > 0.05. so that in this study H_6 was rejected. Thus these results are not in line with research results (Darmawan & Widanaputra, 2022) which state that work-life balance can moderate internal locus of control. However, the results of testing this hypothesis broke the results of previous studies. So it can be concluded that work-life balance is not the only mediating variable that influences the internal locus of control (X1) on employee performance (Y1).

H7: Effect of work overload (X2) on employee performance (Y1) through work-life balance (Z1) for freelancers in the consulting sector in Indonesia

There is a negative and insignificant effect between work overload (X2) on employee performance (Y1) through work-life balance (Z1) for freelancers in the consulting sector. the indirect coefficient value in this hypothesis is -0.003 with a P value of 0.941 or > 0.05. so that in this study H_7 was rejected. Thus these results are not in line with the results of research conducted (Poulose, 2018) which states that work-life balance has a mediating role for workload and performance. However, the results of testing this hypothesis break the results of previous studies, because it shows no significant effect. So it can be concluded that for freelancers in the consulting sector in Indonesia, the work-life balance variable does not mediate work overload on employee performance.

CONCLUSION AND RECOMMENDATIONS

There is no significant influence between internal locus of control on work-life balance for freelancers in the consulting sector in Indonesia, this can be seen from the path coefficient -0.125 with a P value of 0.073 or > 0.05. There is a significant influence between work overload on work-life balance in consulting sector freelancers in Indonesia, this can be seen from the path coefficient value of 0.529 with a P value of 0.000 or <0.05. There is a significant influence between internal locus of control on employee performance in consulting sector freelancers in Indonesia, this can be seen from the path coefficient value of 0.690 with a P value of 0.000 or <0.05. There is no significant effect between work overload on employee performance in consulting sector freelancers in Indonesia, this can be seen from the path coefficient value -0.072 with a P value of 0.280 or > 0.05. There is no significant effect between the work-life balance on employee performance in consulting sector freelancers in Indonesia, this can be seen from the path coefficient value -0.006 with a P value of 0.936 or > 0.05. There is no significant influence between internal locus of control on employee performance through work-life balance for freelancers in the consulting sector in Indonesia, and the consulting sector in

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Indonesia, this can be seen from the indirect coefficient value of 0.001 with a P value of 0.945 or > 0.05. There is no significant effect between work overload on employee performance through work-life balance for freelancers in the consulting sector in Indonesia, and the consulting sector in Indonesia, this can be seen from the indirect coefficient value -0.003 with a P value of 0.941 or > 0.05.

Based on these results, it is hoped that this research can provide an overview of freelancers in the consulting sector in Indonesia to improve their internal locus of control to improve performance so that with this it is hoped that more projects will enter and ensure the continuity of the work they do. In addition, high work overload can affect work-life balance, so freelancers in the consulting sector in Indonesia are expected to have time management and management in carrying out work tasks properly to achieve a work-life balance in life. Achieving a work-life balance can improve well-being and a low-stress level. As for future researchers, it is hoped that they will be able to add samples that are used not only for freelancers in the consulting sector but also in other sectors. In addition, the distribution of questionnaires can be done offline or online to expand the reach. The results of this study are also expected to be used as a reference for developing and considering other variables that can be used or influence variables in this study such as job satisfaction, external locus of control, work quality, organizational commitment, leadership, etc.

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