

Organisational communication towards work-life balance in achieving working homeostatic at JOOX Indonesia

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Abstract This study aims to observe the implementation of internal communication within the company and how the company implements the work-life balance of its employees. This study utilises the Organisational Control Theory from Phillip Tompkins and George Cheney in Littlejohn and Foss, which is stated in four ways: simple control, technical control, bureaucracy, and conservative control, and uses the concept of work-life balance from Fisher et al., where there are four dimensions of forming a work-life balance: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. The results of the study found that employees' work-life balance is obtained unequally by all employees. A hierarchy within the company shows no equal position in the organisation. The managerial position levels and above feel like they have more work-life balance than ordinary employees.

Keywords: internal communication; millennial; organisation; work-life balance

INTRODUCTION

Every individual experiences different situations in work environments. They will experience an ability to manage their schedule, whether it is on or off-site office. Their ability to manage their time in dynamic work conditions is vital for their mental health. This is not only determined by an individual's achievements but also by their overall physical and psychological health state.

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A study on the work-life balance among housewives by Pratiwi (2021) identified that they have managed to maintain their work and life balance in their work time. Their success in this balance lies within time, involvement, and satisfactory balance in house chores. Four strategies are used to achieve this balance: simplifying, bundling, tech-flexing, and alternating.

Another study by Dennira and Ekowati (2020) implied several conflicts within the role of work-life balance. Several individuals attempting to maintain this lifestyle are manifesting numerous issues, such as their limitations in distributing personal resources to their other activities. Millennial employees have used this "Work-Life Balance" terminology. It is interpreted differently, such as dividing resources, quality of life, and domain separation in clarity and equality for their lifestyle.

Communication is also important to execute organisational activities to inform accurate data. Romli (2018) stated that internal communication is a distribution process between members of the group to be involved in an organisational activity that benefits them and their external community. An effectively-executed internal communication can reduce the flow of employees going in and out and improve their overall productivity (Luss & Nyce, 2008; Mulyana & Yaputra, 2020).

Internal communication between the organisation and its members will affect the distribution of assignments and their quantity because it will affect the quality of life of each member both in the formation of education, culture, discipline, and manners (Marta et al., 2020). Positive relationships will be strengthened among organisational members because they can get to know other organisational members more personally, especially in their work-life balance. Therefore, internal communication is essential in maintaining employees' quality of life while working in a company or organisation. The "Work-Life Balance" terminology is strongly connected to millennials. This generation, born around the 80s and 90s, is said to have an innovative, brave, modern, and creative character to support their career (Prasetyanti & Prasetyo, 2017). Millennials generally grew and developed as communication technologies emerged around the 2000s, making them one of the first generations to be acquainted with technology and highly optimistic in their line of work. Millennials, also dubbed the "Y Generation", are infamous for their creativity and work focus to develop their characters. They have tendencies to follow what they like as a form of their careers, albeit they also tend to live their own life without any supervision (Tim Majalah Femina, 2013).

Millennials are encouraged by new opportunities and challenges, supported by their passion to open new paths of careers for future generations. Howe & Strauss (2000) mentioned that Millennials are currently at their productive age at this timeline, comprising around 70.72% of Indonesia's total population, accumulating as many as

191,085,440 citizens. This amount of workers indicated the notably high productivity rate of Indonesia itself. Productivity itself, as stated by Devi (2009), consists of mental attitude and perspective of life and how they can change other people's quality of life.

Community Relations are to be maintained at all times by every company. This involves internal and external communications to keep their connections to the public being intact. Internal communication consists of creating a positive interaction among members of the organisation, namely employees (Ruslan, 2016). Internal communication occurs horizontally or vertically. Horizontal Internal Communication consists of interactions among members of the same ranks, whereas Vertical Internal Communication consists of interactions among members of differing ranks (Chinmi et al., 2021).

Welch and Jackson (2007) illustrate internal communication as a management strategy to interact and connect stakeholders within an organisation's internal members, such as the manager, teams, and senior management. Communication is also essential for executing organisational activities to give accurate information regarding the activities and the members involved.

Tompkins and Cheney (2019) noted that developing internal communication benefits organisational communication. There are four ways for organisations to maintain their internal communications, horizontally or vertically: (1) Simple Control, which uses member's power in the organisation directly; (2) Technical Control, which uses several tools of technology to interact with members; (3) Bureaucracy, which determines the formal rules and regulations for the organisation in order to keep running; and (4) Concertive Control, which allows interpersonal connections to collaborate in the organisation's activity (Li et al., 2021).

Organisation Control Theory explains how communication forms a specific control within group members. Controls presented by the group provide the rights for the higher-ranked members to maintain order within all parts of the group to create a working synergy. This is correlated with the Work-Life Balance study, where a company can control their employee's quality of life while performing assignments there. This behaviour counts as Homeostatic Work Environment where an individual can balance work and daily activities.

Homeostasis is a health-related term where particular creatures create an order that balances their physiological condition. Zajicek (1934) stated that Homeostasis Theory is adapted through Work-Life Balance, where humans identify their balance through the first leg of their career. Siagian (2004) explains Homeostasis Theory as a behavioural process to find a balance or remove any imbalances within the system. Humans will try to remove any imbalances to achieve their life accomplishments. This theory also correlates with Work-Life Balance, where individuals would find themselves less stressed once they discovered how to manage their time during work and daily

activities. Homeostasis Theory also focuses on an individual's emotional and mental state, which the author uses to analyse JOOX Indonesia's employees regarding Work-Life Balance terminology.

Poulose and N (2018) point to four factors that affect Work-Life Balance: (1) Individual Factors, which covers personality, psychology, and emotions; (2) Organisational Factor, which covers flexible work management, work policy, career support, stress, technology, and the individual's role during their line of work; (3) Social Factor, which covers individuals the responsibility of themselves and others that are related to them such as family or friends; and (4) External Factors, which is defined as other non-personal factors that were influencing individual's Work and Life Balance during their line of work such as population, industrial evolution, advancement in technology, globalisation, and worker's immigration.

An experiment by Fisher et al. (2009) discovered four dimensions of Work-Life Balance: (1) Work Interference with Personal Life, which identifies how an individual's career can influence their activities or time; (2) Personal Life Interference with Work, which explains how an individual's personal life is influencing their performance in the line of work; (3) Personal Life Enhancement of Work, which discusses an enhancement of individual's performance based on their personal life; and (4) Work Enhancement of Personal Life, which is defined as an improvement of individual's quality of life-based on their career. These dimensions displayed that Work-Life Balance is viewed from different perspectives. On the one hand, it will benefit the individual to improve their work performance, but on the other hand, some individuals use this terminology to disrupt their career (Lestari et al., 2021).

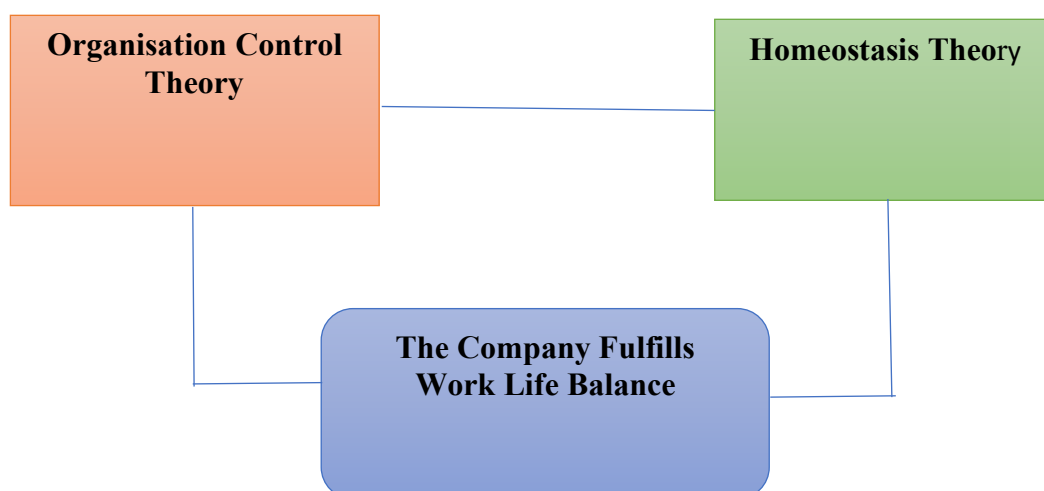


Figure 1. Correlation between Organisational Control and Homeostasis Theory
Source: Author (2023)

The study uses Organisational Control Theory and Homeostasis Theory to analyse how JOOX Indonesia manages its organisation, followed by Work and Life Balance terms. Organisational Control Theory will discover how a company rewards its employees based on past performance. In contrast, Homeostasis Theory will analyse the balance between employees' work performance and daily activities, as shown in Figure 1.

In this context, the Organisational Control Theory will view how communication can control group members. This is connected with how a company distributes each member's assignments equally to balance work and personal life. Homeostasis Theory will also analyse humans' tendency to balance everything, which involves balancing individual work and personal activities. The two theories will identify how JOOX Indonesia can control their employees to find a balance between their professional work and personal life. The balance of the two human sides in living life is essential, especially for producing knowledge and optimising the function of human presence in society (Marta et al., 2022).

METHODOLOGY

The research uses a case study method to illustrate how employees balance professional work and personal life during their careers. A case study will investigate a phenomenon, program, activity, and process that were executed within a group. The research on Work and Life Balance is a case where two important human life aspects affect each other. All employees wanted their work and personal affairs balanced with one another in accordance with their ideal standard of balance. This goes to JOOX Indonesia's employees (Khaerunnisa, 2021). A company's control through their employee's quality of life creates a balance within their assignment distribution, which will be looked at further by Organisational Control Theory. Creswell (2012) explained that case studies have limitations, such as in timelines and activities. The researchers must collect the complete data within a limited period to ensure consistency throughout the analysis. Yin (2006) defines a case study as an empiric inquiry to investigate a phenomenon based on real-life context. The limitations of phenomena are looked at through several invisible contexts, where external sources may be necessary to prove the research's data. The problem that was going to be analysed is that JOOX Indonesia's employee's work and life balance through the company's control in assignment distributions creates a homeostatic work environment within the employee's circle. The informants in this study, namely employees and ex. Employees from PT JOOX Indonesia, as follows in the table 1.

Table 1. The Eight informants who participate in this study

No.	Name	Position	Task
1.	Ruly	Managerial	Manage advertising / advertisements in the application; Responsible for increasing brand awareness and sales; Manage in-app traffic.
2.	Ockta	Managerial	Organise employee recruitment and selection; Provide employee compensation; Evaluate performance; and Train employees.
3.	Aldy	Employee	Tidy up the existing library in the application; Customise the ID of each song in the library.
4.	Michelle	Apprentice employee	Help create content contained in the application; Participate in organising events.
5.	Azizah	Ex. Employee	Help create content (Indonesian or Western songs) contained in the application.
6.	Novi		
7.	Fina	Ex. Employee	Provides lyrics for the application.
8.	Andari	Ex. Employee	Help manage the content contained in the application; Create a narrative for the content contained in the application; Edit content narration.

Source: Author's (2023)

The researchers interviewed the informants by asking several questions about their respective tasks and workloads and adjusting them to the dimensions of Organisational Control Theory, Homeostasis Theory and the concept of Work-Life balance. Several ex-employees were used as informants to find out their experiences when they were employees, so the data obtained could be cross-checked with informants who were still PT JOOX employees.

RESULTS AND DISCUSSION

Internal Communication of JOOX Indonesia

The effectiveness of internal communication relies on the organisation's management as well as the support of all employees. Andari and Ockta posit that effective communication is not necessarily a maximised implementation. Technically speaking, communication can also be done online, though several details may be missing, and can only be conducted through a physical meeting. This causes several miscommunications among employees during the online internal communication process. Andari mentioned that every piece of information is better off distributed conventionally. However, Novi argues that JOOX Indonesia's employee circle is insufficient to require conventional communication. Azizah also added that there is a 30-minute meeting to distribute assignments among each company member.

Despite the smooth internal communication process, Azizah and Ruly noted that Work from Home (WFH) is still not implemented effectively within JOOX Indonesia's management, which caused several

drawbacks during the pandemic. A lot of new employees in a team require direction during their first day of work, which causes several difficulties for seasoned, more experienced employees to explain how to manage their work online without much physical contact with them.

Michelle has also added that her internship program is not as effective in JOOX Indonesia during the pandemic because everything is done online. She claims to have had several challenges in learning how the company's system works, which affects her performance during her internship period. Despite the concerns about internal communication, she considered the communication process of JOOX Indonesia to have been implemented effectively. That being said, there is some room for improvement for them. According to Michelle, the number of employees in JOOX Indonesia may not be much. However, the work distribution can be proven too much for some employees as several repeated questions about their work in progress exist.

Organisational control is connected with the company's workflow as they are to finish specific assignments in a certain amount of time. Ockta mentioned that daily assignments have existed in JOOX Indonesia's workflow. However, in the general condition of national companies, workflow direction sometimes could change fast. The company's management must ensure that all employees adapt to the change, no matter how urgent. The Head Department of Management will be responsible for giving a deadline to finish an assignment on time and with a clear conscience by their employees.

Ruly noted that workflow, tasks, and daily assignments have always existed. However, due to her position in the Sales Department, she constantly meets with the company's clients, even during the evening. This causes her to have some difficulties in her personal life, thanks to the client's flexible evening schedule. Andari also noted that workflow has clarified assignment deadlines and allows the employees to finish their work in a given amount of time. In the higher ranks of the company, Andari also felt that the workflow is organised and executed effectively but may cause unpredictable distractions due to external factors.

Another factor hindering JOOX Indonesia's workflow is the distribution of assignments. It is identified that there are employees assigned to more than one job by their superiors who consider the two assignments a priority. This causes employees to confuse which assignment to finish first without any further information from the supervisors. Several employees ended up self-learning or being assisted by JOOX interns, especially Michelle, who did not feel the benefits of JOOX Indonesia's workflow. Generally, their work needed to be finished on the same day to prevent assignment pileups.

Despite thinking that communication is good in every organisation, Novi considers herself never to be involved with others in the same activity. Azizah added that without work and life balance working from home, it adds further stress to employees. Working from home tends

to overwork employees, such as additional client queries that must be responded to during overtime hours. Michelle also discussed that working overtime will be considered an additional payment for employees, even in other regions. In Indonesia, JOOX specifically, overtime payments are not justified with their overtime duties.

Implementation of Work-Life Balance toward Employees

The work and-life balance between JOOX Indonesia's employees has not been implemented effectively. This accounts for over-assignments towards several workers that force them to work overtime. Their payments are also not justified for the over-assigned employees. This condition correlates with Homeostasis Theory, where JOOX Indonesia's employees try to balance their professional work and personal activities. In line with the research data, some employees stated that balance would mean they are comfortable with their work while carrying on with their own lives (Isnaini et al., 2021). Michelle added that she would be bothered by the imbalanced quality of life. Novi, Azizah, and Andari also explained that Work and Life Balance are essential aspects of their career. Numerous deadlines in JOOX Indonesia's workflow are incredibly tight, and minimum interactions within the employee's circle. It causes stress to some employees due to overworking and having too many deadlines.

Employees consider work and personal life equally important because professional work allows them to gain compensation, whereas personal life allows them to refresh and improve their past performance. Fulfilling the balance between working and individual activities are an urgency to improve employees' quality of life. This is further enforced in the working-from-home situation during the pandemic. Despite the employee's satisfaction of not driving to the office, working at home has drawbacks, such as the tendency to work overtime. Andari noted that working at home causes employers to consider employees having all the time for them, quoting, "*It does not feel like you go home, but you are actually home*" (Chinmi et al., 2021).

Novi and Azizah noted that they are unsatisfied with their work and life balance in JOOX Indonesia. The company only focuses entirely on work without any justified compensation. Ockta further mentioned that this work-and-life balance behaviour aligns with human nature. Professional work and personal life have to walk together to improve an individual, rather than forcing them to make a choice, especially those who have started their own family. This means that the implementation of work and life balance will be a determinant for each employee (Lumampauw et al., 2021).

Based on the research data by some of JOOX Indonesia's employees, it can be concluded that Indonesian companies should consider more of their employee's quality of life through different ways, such as rewarding overtime workers. This research showed that

employees have not found their work-and-life balance yet, let alone know the terminology.

Work Interference with Personal Life (WIPL)

This dimension discusses how work can affect an individual's life. The Work Interference with Personal Life dimension examines whether the work done in the office affects an individual's personal life. A person tends to get interfered with when they have too much work. Greenhaus and Beutell (1985) define WIL (Work Interference Life) as an individual's difficulty participating in events prioritising work. So that more time is spent on work than on the personal life of employees. According to Andari and Michelle, they agree that they have more time to work than time for their personal life. The productive time during the day is used for work. They often work overtime, but companies often doubt their employee's overtime schedules.

Novi hoped that when employees worked overtime, the supervisor had to report to management because Novi's position, in which at that time as an intern, thought that it would be more effective to give tasks and tell management than the employees themselves had to report. It is hoped that this flow will be improved and superiors will become more sensitive. Andari also added about this compensation; for instance, employers will not count overtime for certain reasons. This creates dissatisfaction within the worker's ranks. JOOX Indonesia's employees hope that the management can overcome this by creating a list of overtime work so that everything is recorded and makes it easier for management to record employees who work overtime (Septiarysa et al., 2021).

Michelle considers that the most significant factor in the absence of work-life balance is procrastination on work and its difficulty separating between working time and when to rest because she has to send messages to clients immediately, even after working hours. This is her initiative, and her duty does not justify the compensation. For this reason, it is vital to balance work and personal life. Primarily sharing 'space' between the personal layer and other layers, such as the enactment-relational-communal (Marta, 2018).

Personal Life Interference with Work (PLIW)

In this dimension, Personal Life Interference with Work examines how an individual's personal life can interfere with their work. Aldy mentions that personal matters can interfere with work. Occasionally, he feels unable to concentrate at work regarding his relationship. Meanwhile, Fina thinks that her personal affairs do not affect work matters because she is still not married, while Fina feels that she has no dependents, so her work is not a burden. The figure of a woman at work does have her portion, the resistance that she can display is an

image of a complete human self that needs to be respected (Tjajadi et al., 2021).

Andari also noted that his personal life could disturb his work and vice versa. He considered that no distraction is more distractive than personal affairs. Andari stated that no matter how professional an individual is at work, they will always be affected by their affairs, even a tiny portion (Hou et al., 2020). Aldy and Fina consider this a different way of taking a break if their mental state takes a turn for the worse.

In correlation with Homeostasis Theory, individuals must balance working and personal affairs (Siagian, 2004). They would make many attempts to achieve a balanced life. Fina and Aldy took a different approach to this. Fina mentioned that she would look for a new job if she could not find a balance within her current work. On the other hand, Aldy prefers to take a temporary break from his work if his life gets too hard for him. He also added his schedule titled "Need Space", which mentions that it is his schedule to rewind himself. Michelle stated that being financially stable is where an individual needs to pause and look for companies that pay more attention to employees' quality of life. As long as an individual's financial state is not fulfilled, Michelle would prefer having a temporary unbalanced work and life.

Personal affairs and work are connected due to their urgency for every individual. Personal affairs can affect professional careers and vice versa depending on the situation, which explains why several people have a hard time deciding whether to prioritise work or personal life, as are the responses from the author's sources. Ockta answered that both work and life have the same priority as the two aspects are essential. Ruly, Andari, and Michelle consider work a responsibility rather than a burden, which explains their tendency to prioritise work over their personal affairs. Aldy had a different opinion regarding work and life prioritisation. Michelle and Fina considered that work affairs are more important than personal affairs.

In contrast, Aldy would prioritise his personal affairs over his work because he could inspire others to his family or relatives. This depends on the ideology or culture that exists in each individual (Harry et al., 2021). Some individuals feel that their personal life is not affecting their work performance as much due to their capabilities of managing what is more important to them.

Personal Life Enhancement of Work (PLEW)

Personal Life Enhancement of Work explains how an individual's personal affairs can improve their working performance. Andari supports this statement because he considers his life experience as a new way to improve his life based on his attitude. In another case, Aldy and Fina expressed that personal affairs significantly affect their work performance. Fina mentioned that she has tendencies to correlate her personal life with work, which results in several burdens weighing on her.

Aldy and Azizah added that personal life is vital to improving their work. If they enjoy their life, they will work at a better pace, despite facing difficulties in their line of work. The working environment can also consider suggestions and ideas that help employees in their assignments to improve their overall performance. Novi, on the other hand, refuted this statement. She stated that her life has nothing to do with her work performance. Ockta, Ruly, Andari, and Michelle expressed that their personal affairs significantly affect their work performance. This is supported by employees' moods in correlation to performance (Samiaji et al., 2022).

Michelle stated that mood also indirectly affects her work and life balance, which influences the employee's psychological state. WLB (*work-life balance*) and increasing performance correlate, which is related to a person's mental health and well-being. A task conducted by a person with better mental health and well-being would be better than someone experiencing burnout. According to Michelle, if someone is too focused on work, their performance will not be as good as someone with a work-life balance. That effort to provide space for work-life balance is not infrequently, then, a significant business investment to support the quality of life (Menayang and Marta, 2020). In summary, by sourcing people's voices, it is discovered that an individual's quality of personal affairs affects most of their working performance.

Work Enhancement of Personal Life (WEPL)

Work Enhancement of Personal Life examines how a professional career can improve an employee's quality of life. Fina felt that JOOX Indonesia was not providing her with a work-life balance. However, she agreed that she felt comfortable working at JOOX Indonesia. Furthermore, she explained that the company has done its best for its workers, but only at specific points. Michelle supports Fina's point that her work-life balance may not be optimised in JOOX Indonesia. Aldy interprets work-life balance more towards how individuals manage their work and personal time.

Generally, companies can reward their workers by giving them bonuses such as vouchers or mental health seminars. Ockta and Ruly point out that JOOX Indonesia has provided their employees with enough work-life balance. The company's cooperation proves to fulfil some of the employee's requests. Aldy also added that he had felt numerous benefits by working at JOOX Indonesia, stated that he met new people, was able to solve new issues, found a field of work and figured out their roles.

Novi, Azizah, and Andari mentioned that Work and Life Balance has not been implemented effectively in JOOX Indonesia. This considers that the company has too many deadlines they could handle, which forces several employees to work overtime due to piling assignments.

This phenomenon may also be caused by the appearance of recruits in JOOX Indonesia, which causes a dramatic shift in their workflow.

Based on the source people's information above, JOOX Indonesia has provided them with skills that will expand the employee's knowledge and social circles within their field of work. This has proven extremely helpful for employees to find their future careers.

Work Enhancing Knowledge and Rewards Control

During the COVID-19 Pandemic, there are significant changes in the communication process compared to some of the author's previous conventional methods. Almost every activity was done in each individual's house and enacted the term "Work from Home". It has so far proven effective in preventing the virus from further spreading and managing the world economy altogether, albeit some miscommunications were not explained in detail.

In the research interview, employees considered that Work and Life Balance becomes even more critical during a pandemic. Working from home gives them freedom of time management. However, some employees tend to work overtime thanks to their inability to rewind from their work at home. Millennials have been prioritising their balance in work and personal time over forcing themselves to get more compensation (Buzza, 2017). The author has a work-and-life balance scheme, illustrated in Figure 2.

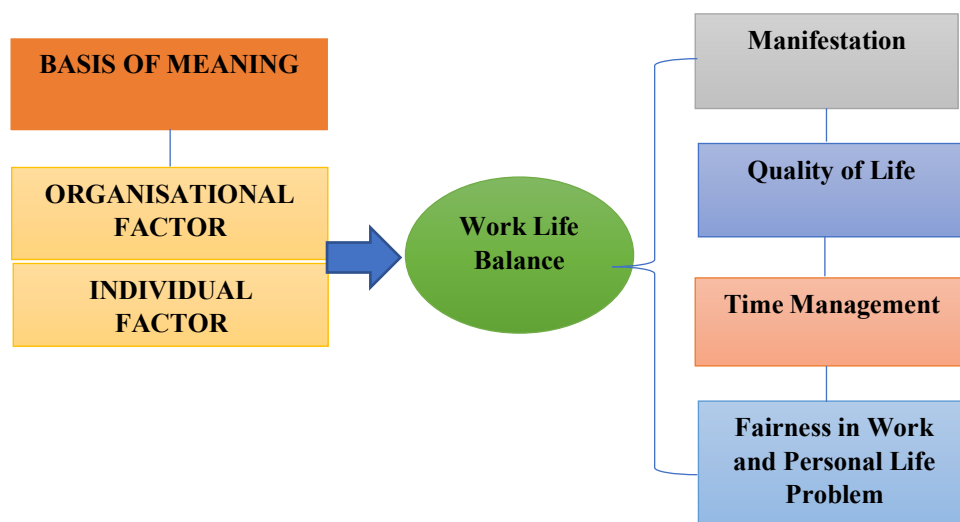


Figure 2. Work and Life Balance Scheme
Source: Author's Material (2023)

The scheme is adapted through research conducted by Dennira and Ekowati (2020). This study illustrates that two factors influence work and life balance: individual and organisational factors. Individual factor consists of an individual's capability to manage their time during work and personal affairs. In contrast, the Organisational factor consists of any organisational affairs to improve the employee's quality of life

during their period in the company. The author has discovered that work and life balance will improve an individual's lifestyle, resulting in improved work performance.

Source people of this research stated that work and life balance reflects an individual's time management. Each employee has their standards in time balance, which can be difficult to generalise. Fairness in work and personal affairs can distract employees during their work period. Work and life balance can also affect these factors if an individual achieves them.

The research has discovered that an interpersonal connection between employees is critical to improving their work and life balance. Employees consider these connections a more comfortable way to engage in a meeting. Employees felt that achievement and reward become essential for a company's way to appreciate their hard work, especially towards overtime workers. This is a common issue in Indonesia's work environments, where overtime employees are not adequately rewarded (Chrysanthini et al., 2018). The interview concluded that work and life balance had not been implemented in JOOX Indonesia, despite its room for improvement. Table 2 will explain the differing opinions between source people who worked at JOOX Indonesia regarding their work and life balance.

Table 2. Work and Life Balance in JOOX Indonesia's Employees

Aspects	Managerial	Intern	Former Employee
Importance of WLB	Important	Important	Important
The company provides WLB.	Provides	Does not provide	Does not provide
Compensation	Yes (in the form of leave)	Yes, but not worth it	Yes, but could not feel the benefit

Source: Author's (2023)

The table 2 explained that Work and Life Balance terminology can be interpreted differently. In Managerial levels, work and life balance is considered to be achieved. However, employees, especially interns, felt the opposite way. Further interview analysis has proven the employee's complaints regarding their overtime due to being overloaded with assignments. The flaws in JOOX Indonesia's working environment may be unavoidable due to organisational hierarchy (Hartono et al., 2021). Every company needs authority to keep order among employees. However, the administration division should also pay attention to employees' welfare. Interacting with workers is one meaningful way to achieve work-life balance in the company's work environment.

The research has discovered that work and life balance cannot be distributed equally between employees due to each individual's interpretation of balancing their work and personal affairs (Morissan, 2020). Table 2 shows no perfect balance between working and

personal time. Higher-level management of JOOX Indonesia considered their employee's welfare sufficient, whereas the employees feel like they are being overworked. On the other hand, employees need to be more competent in managing work proportions by giving time to enjoy themselves while earning additional income (Syarnubi et al., 2020). This is also pointed out in Homeostasis Theory, where the employees are the ones who must find their balance between professional work and personal affairs.

The author discovered two novelties that were connected to the research. Interviews between source people have opened a new dimension of Work and Life Balance, a Work Enhancement Individual's Knowledge concept. This dimension explains that employees should be able to balance work and personal time. This will expand their knowledge and experience to manage their lifestyle and improve their overall welfare in time management. Figure 3 below elaborates on how the author is interpreting the new dimension of Work and Life Balance through Organisational Control Theory.

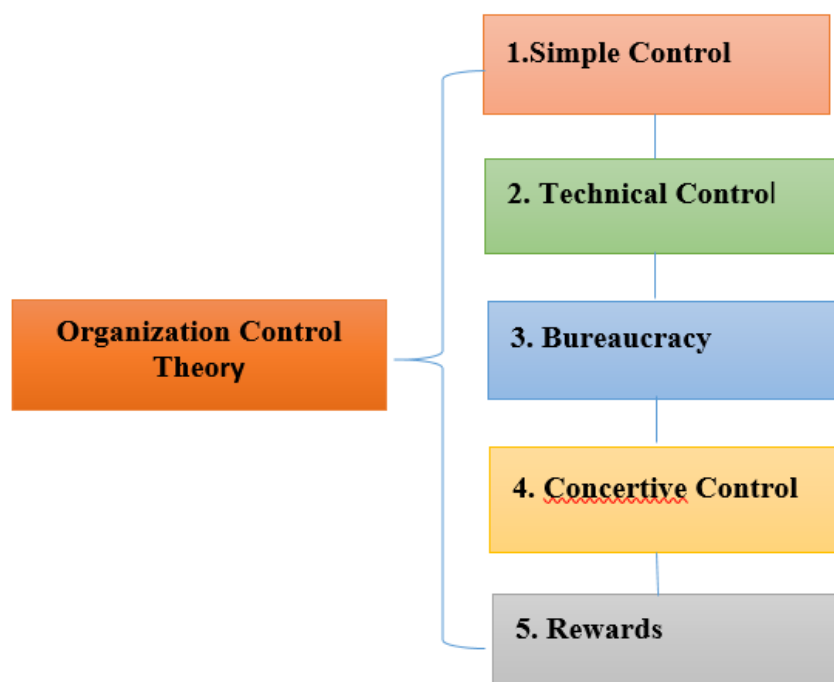


Figure 3. The Novelty of Organisation Control Theory
Source: Author (2023)

The Theory of Organisational Control examines how communication can create organisational order. The order consists of four dimensions explained in the Introduction section, with an addition of the author's novelty of Rewards. Rewards will pose an alternative point for achieving work and life balance in any work environment, where companies reward their employees as a token of appreciation for their hard work.

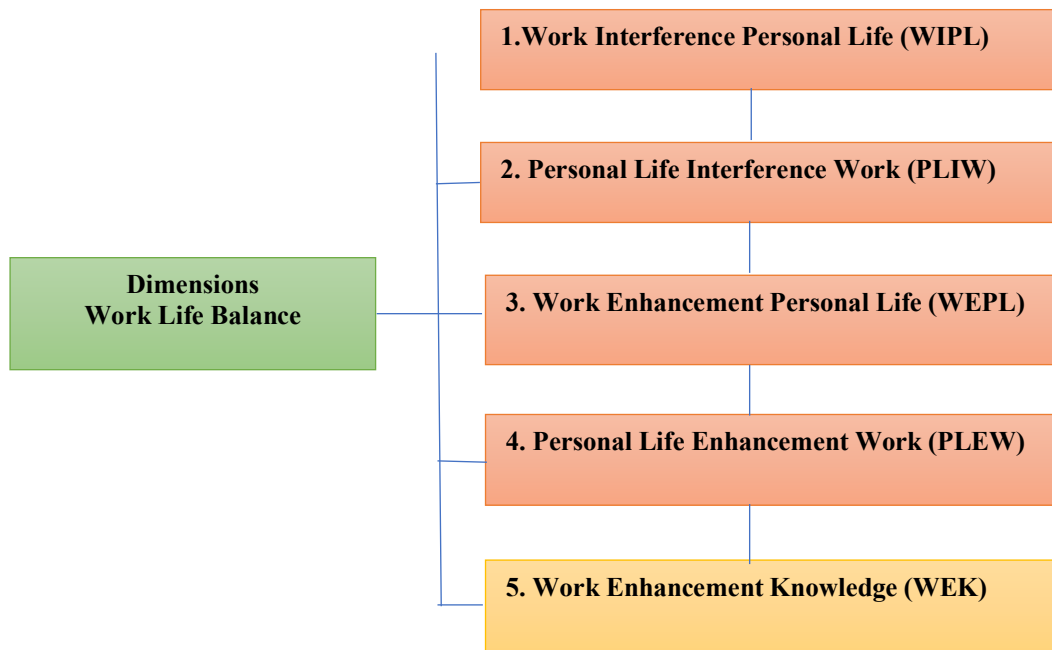


Figure 4. The Novelty of Work and Life Balance Dimension
Source: Author (2023)

As explained in Figure 4, Work and Life Balance consists of four dimensions with an additional fifth dimension based on the author's discovery through the study. The fifth dimension was work Enhancing an Individual's Knowledge, defined as an employee's way of balancing professional work and personal affairs. Even though the company is not providing employees with the necessary balance, it will expand its resources to find that balance no matter what happens.

CONCLUSION

The research concluded that the employees of JOOX Indonesia had not felt the balance between work and their own lives. This makes their welfare slightly affected, despite the management's acknowledgement of improving their quality of life. The research also discovered several new dimensions based on Organisational Control Theory and Work and Life Balance Theory, which are Reward and Work Enhancing an Individual's Knowledge, respectively. The fifth dimension of Work and Life Balance will allow employees to resource their time management in the line of work and allow the company to keep their assignments on track.

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