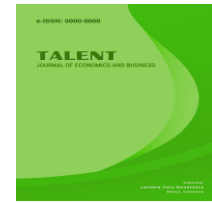




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The Influence of Work Culture and Work-Life Balance on Workforce Agility in Cleaning Service Companies

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Abstract

This study aims to analyze the influence of work culture and work-life balance on workforce agility in cleaning service companies in Jakarta. In an industry context that often faces high pressure, a positive work culture plays an important role in improving employee performance. This study uses a quantitative method with the population of cleaning service employees who have worked for at least one year, involving 97 respondents. The results of the analysis show that work culture does not have a significant influence on labor agility, while work-life balance is proven to have a positive and significant effect. These findings indicate that work-life balance contributes more to the workforce's ability to adapt to change, especially in a dynamic work environment. Practical recommendations from the study include the importance of companies prioritizing policies that support work-life balance, such as flexible working hours and wellbeing programs, to improve workforce responsiveness to changing customer needs. This research is expected to provide insight for company management in creating effective strategies to improve organizational performance and employee welfare.

Keywords : Work Culture, Work Life Balance, Work Force, Agility, Cleaning Service Company

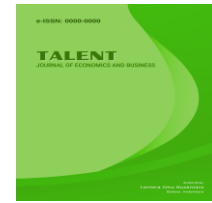
Introduction

A positive and supportive work culture in cleaning service companies plays an important role in increasing workforce agility. Research shows that a good organizational culture can create an environment that is conducive for employees to adapt quickly to changes and challenges in their work. A study by (Ananda and Sari, 2023) identified that workforce agility is defined as the ability of workers to adapt to a rapidly changing, flexible, and uncertain work environment. An inclusive and collaborative work culture not only increases employee satisfaction but also strengthens dimensions such as proactivity, adaptability, and resilience that are essential to facing dynamic situations in the cleaning service industry. This study emphasizes that factors such as individual personality, work environment, and organizational structure greatly affect workforce agility (Ananda and Sari, 2023).



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Work-life balance is also a crucial element that affects workforce agility. When employees feel that they have time for their personal lives, they are better able to deal with work pressures and adapt to changing demands. Research shows that effective time management and task delegation can help cleaning service business owners achieve this balance, thereby reducing the risk of burnout and improving employee mental health. A study by (Purnomo, 2014) confirms that the implementation of a good work-life balance strategy not only increases job satisfaction but also contributes to increasing workforce agility. Thus, creating a supportive work culture and implementing an effective work-life balance strategy is a key step to increase workforce agility in the cleaning service industry (Wijaya, 2023).

The influence of work culture and work-life balance on workforce agility in cleaning service companies is an increasingly relevant topic in today's business context. Research shows that work-life balance has a significant impact on employee performance. A study conducted by (Larasati and Hasanati, 2019) found that the work-life balance variable had a positive and significant effect on employee performance with a total influence of 85.1% (Arifin and Muharto, 2022). This indicates that when employees feel balanced between their work and personal lives, they tend to perform better, which in turn can increase the agility of the workforce in the face of market changes and demands.

Organizational culture also plays an important role in influencing performance. Research conducted at Sinar Kasih Hospital Toraja shows that organizational culture has a significant influence on employee performance with a significance value of $0.005 < 0.05$, as well as work-life balance which also has a significant effect with a value of $0.011 < 0.05$ (Diana Paembong et al., 2023). This shows that the combination of a positive work culture and work-life balance can create a supportive work environment, thereby increasing the adaptability and responsiveness of the workforce in cleaning service companies. Thus, companies need to pay attention to these two aspects to improve overall workforce agility.

A positive work culture and work-life balance have a significant influence on workforce agility, especially in the context of cleaning service companies. Research by (Anugrah and Priyambodo, 2021) shows that the implementation of a good work-life balance can prevent burnout and increase employee productivity and job satisfaction. In a demanding industry like cleaning services, where employees often work in uncertain conditions, it is important for companies to create a work culture that supports a work-life balance. Thus, employees will feel more engaged and motivated to adapt to existing changes, thereby increasing their agility in carrying out tasks (Antara and Komalasari, 2023).

Research by (Paembong et al., 2023) confirms that an organizational culture that supports work-life balance can improve overall employee performance. In the context of cleaning service companies, where the demands to adapt to client needs are very high, having an agile workforce is a must. When companies create a positive work environment and provide support in terms of work-life balance, employees are more likely to feel cared for and valued. This not only increases job satisfaction but also strengthens their commitment to the company, thus creating a more responsive and efficient workforce in facing challenges (Diana Paembong et al., 2023).

The relationship between work culture variables and workforce agility in the context of cleaning service companies shows that a positive work culture can increase employees'

adaptability and responsiveness to change. Research by (Haerudin et al., 2022) revealed that there is a significant influence between organizational culture and work-life balance on employee performance, which in turn contributes to workforce agility. This research shows that employees who feel supported by a good work culture and have a work-life balance tend to be more productive and able to adapt quickly to changing job demands. In addition, a study by (Dirga Purnakara, 2023) also supports this finding, showing that work-life balance has a positive effect on employee engagement, which is an important factor in creating workforce agility (Shelemo, 2023).

Not all studies show consistent results. In a study by (Lailatul Hikmah, 2023), it was found that although there was a positive influence of work-life balance on employee performance, organizational culture variables did not show a significant influence on overall employee performance. The results of the partial test show that the calculated t value for organizational culture does not exceed the t table, so the hypothesis that there is a significant influence is rejected (Wisdom, 2023). These findings highlight the importance of considering the specific context in which the work culture is applied, as well as how other factors such as company policies and the work environment can influence the expected outcomes in improving workforce agility.

In a study entitled "The Role of Work-Life Balance and Organizational Culture on Employee Engagement," (Anugrah and Priyambodo, 2021) emphasized that balance between work and personal life is very important to increase employee engagement. The study shows that employees who are able to achieve a good balance tend to be more positively engaged in their work, which in turn increases productivity and job satisfaction. Organizational culture also plays an important role in creating a supportive work environment, by encouraging collaboration, open communication, and recognition of employee contributions. The results of this study indicate that companies need to conduct regular engagement surveys to understand how organizational culture and work-life balance can support each other in increasing employee engagement (Antara and Komalasari, 2023).

Research by (Lailatul Hikmah, 2023) shows that although work-life balance has a significant effect on employee performance, organizational culture variables do not have the same impact. In this study, it was found that organizational culture did not have a significant influence on employee performance among working women in East Java. This research underscores the importance of focusing on the implementation of effective work-life balance policies, because while organizational culture can provide support, the results do not always have an immediate impact on performance improvement. These findings suggest that in certain contexts, other factors may be more dominant in influencing employee performance outcomes (Wisdom, 2023).

This study aims to explore the influence of work culture and work-life balance on workforce agility in cleaning service companies. In the context of the cleaning service industry, which often faces high pressure and demands to improve service quality, a positive work culture can contribute to improving employee performance. A work culture that supports collaboration, open communication, and personal development has the potential to create an environment that encourages employees to be more adaptive and responsive to

change. Additionally, a good work-life and personal balance can reduce stress and burnout levels, allowing employees to be more focused and productive in their tasks.

This study will also assess how these two factors interact in shaping workforce agility. Workforce agility refers to the ability of employees to adapt quickly to changing business needs and a dynamic work environment. In the cleaning service industry, where demand can change rapidly, having an agile workforce is critical. By understanding the relationship between work culture, work-life balance, and workforce agility, this research is expected to provide insights for company management in creating effective strategies to improve organizational performance and employee well-being.

The purpose of this study is to analyze the influence of work culture and work-life balance on labor agility in cleaning service companies. In the context of the cleaning service industry, a positive work culture and a balance between work and personal life are essential to increase employee productivity and satisfaction. The study aims to identify how these two factors can contribute to a company's ability to adapt to changing market demands and operational challenges, as well as improve employee engagement and retention.

This research also aims to provide insight for cleaning service company management in formulating effective strategies to create a supportive work environment. By understanding the relationship between a healthy work culture, work-life balance, and workforce agility, companies can develop policies that not only improve operational efficiency but also employee well-being. The results of this research are expected to be a reference for the company in creating a more flexible and responsive work system to employee needs, so that it can ultimately improve the overall performance of the company.

Methods

This study aims to analyze the influence of work culture and work-life balance on workforce agility among employees of cleaning service companies in Jakarta who have worked for at least one year. The method used was a quantitative study with the population of cleaning service employees, and a sampling technique using non-probability sampling with a purposive sampling approach, where the number of respondents was determined as many as 95 people based on the formula from Hair et al. which recommended sampling 5-10 times the number of indicators. The research instrument is in the form of a questionnaire with a Likert scale format, where variable X consists of work culture and work-life balance, while variable Y focuses on workforce agility indicators. The data collection process was carried out through the distribution of questionnaires to predetermined respondents. Distribution of questionnaires to respondents in this research was carried out via direct (offline) and online methods. Directly, questionnaires can be given in printed form to cleaning service employees at their work locations, such as office buildings, world centers, or public facilities, with permission from company management. Meanwhile, boldly, questionnaires can be distributed via Google Forms or other survey platforms and distributed via WhatsApp, email, or internal company groups. Data analysis using Smart PLS to test the relationship between variables. This research is expected to provide in-depth insights into the factors that affect workforce agility in the context of cleaning services in Jakarta.

Results and Discussions

Respondent Profile

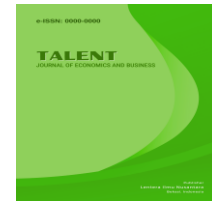
The respondent profile provides a clear overview of the demographic characteristics of the respondents involved in the study, such as gender, age, length of work, education level, and position.

Table 1. Respondent Profile

Items	Type	Respondents	Percentage
Types of Kelamis	Male	70	72,20%
	Woman	27	27,80%
Age	16-25 years	8	8,20%
	26-35 years old	47	48,50%
	> 36 Years	42	43,30%
Length of Work	1-3 Years	4	4,12%
	4-6 Years	43	44,33%
	> 9 Years	50	51,55%
Education	JUNIOR	8	8,25%
	High School/Vocational School	85	87,63%
	D3	0	0,00%
	S1	4	4,12%
	S2	0	0,00%
Position/Position	Cleaning Service	61	62,89%
	Tealady	7	7,22%
	Messenger	23	23,71%
	Supervisor	5	5,15%
	Manager	1	1,03%

Source: Data Processed by Researchers (2024)

The respondent profiles in this study provide a clear picture of the demographic and professional characteristics of the participants. Of the total respondents, the majority are men, with a percentage of 72.20% (70 respondents), while women account for 27.80% (27 respondents), showing the dominance of men in this group. Regarding the age distribution, most of the respondents were in the age range of 26-35 years, which included 48.50% (47 respondents), followed by the age group > 36 years old with a percentage of 43.30% (42 respondents), and the youngest age group of 16-25 years only covered 8.20% (8 respondents), which showed that respondents tended to be in the productive age. In terms of work experience, the majority of respondents have worked for more than 9 years, with a percentage of 51.55% (50 respondents), while those who worked between 4-6 years reached 44.33% (43 respondents), and only 4.12% (4 respondents) had work experience between 1-3 years, indicating that most of the respondents had significant work experience. In terms of education, most of the respondents were high school/vocational school graduates with a high percentage reaching 87.63% (85 respondents), while junior high school graduates only



accounted for 8.25% (8 respondents), and S1 and S2 graduates only amounted to 4.12% (4 respondents) each and there were no S2 graduates. In terms of positions or positions in the workplace, the majority of respondents served as Cleaning Service with a percentage of 62.89% (61 respondents), followed by Messenger positions (23.71%, 23 respondents), Tealady (7.22%, 7 respondents), Supervisor (5.15%, 5 respondents), and Manager (1.03%, 1 respondent), indicating that most of the study participants were in operational positions. Overall, the respondents' profiles show that they are dominated by men of productive age with considerable work experience and secondary education backgrounds. The majority work in operational positions such as Cleaning Service. This data provides important insights for further analysis regarding the characteristics and needs of the group studied.

Validity Test

The results of the validity test on the research instrument, which is carried out to ensure that the indicators used are able to accurately measure latent variables. The validity analysis is carried out using the value of outer loadings, where all indicators meet the required minimum thresholds. These findings show that the instruments used in the study have met the criteria of convergent validity.

Table 2. Validity Test

Variable	Statement	Outer Loadings	Information
Workforce Agility	WA3	0.768	VALID
	WA4	0.862	VALID
	WA5	0.879	VALID
	WA6	0.748	VALID
	WA9	0.767	VALID
	WA10	0.820	VALID
	WA11	0.806	VALID
	WA12	0.828	VALID
	WA13	0.740	VALID
	Work Culture	BK2	0.849
BK3		0.884	VALID
BK4		0.703	VALID
BK5		0.848	VALID
BK6		0.807	VALID
BK7		0.849	VALID
BK8		0.778	VALID
BK9		0.829	VALID
BK10		0.841	VALID
Work Life Balance		WLB1	0.802

WLB2	0.869	VALID
WLB3	0.890	VALID
WLB4	0.818	VALID
WLB5	0.830	VALID
WLB8	0.798	VALID

Source: Data Processed by Researchers (2024)

The results of the validity test presented in Table 2 show the level of validity of the variables studied, namely Workforce Agility, Work Culture, and Work Life Balance. This validity test is important to ensure that each indicator used in this study is reliable and relevant to the concept being measured. For the Workforce Agility variable, nine statements were tested, and all showed valid outer loadings values, with the highest value in WA5 being 0.879 and the lowest in WA6 being 0.748. This shows that all indicators contribute significantly to the measurement of the workforce's ability to adapt and innovate, which is an important aspect in a dynamic work environment.

Work Culture variables, ten statements were also tested with the results of all valid indicators. The value of outer loadings ranges from 0.703 for BK4 to 0.884 for BK3. Although BK4 has the lowest score, remaining above the threshold necessary to be considered valid, all statements can be used to describe aspects of work culture in an organization. Which shows that a positive work culture can support productivity and collaboration between employees.

The Work Life Balance variable, six statements were tested and all showed valid outer loadings values, with the highest value at WLB3 being 0.890 and the lowest at WLB8 being 0.798. These indicators effectively reflect the balance between work and personal life, which is crucial for employee well-being as well as organizational productivity.

Overall, the results of this validity test show that all variables and statements tested have a high level of validity, with all outer loadings above the 0.7 threshold. signifies that the research instruments used are reliable to measure these concepts, providing a solid basis for further analysis in this study. Thus, the results of the research are sure to reflect the reality in the field and can provide valuable insights for the development of managerial policies and practices in organizations.

Reliability Test

The results of the reliability test are presented to assess the internal consistency of the research instrument. Using Cronbach's alpha value, all research variables showed a high level of reliability, above the threshold of 0.7. This ensures that research instruments can be relied upon to produce consistent and valid data.

Table 3. Reality Test

Variable	Cronbach's alpha	Information
Workforce Agility	0.931	Reliable

Work Culture	0.940	Reliable
Work Life Balance	0.913	Reliable

Source: Data Processed by Researchers (2024)

The results of the reliability test presented in Table 3 show the level of reliability of the variables studied, namely Workforce Agility, Work Culture, and Work-Life Balance. For the Workforce Agility variable, Cronbach's alpha value obtained is 0.931, indicating that this instrument is very reliable and consistent in measuring the concept. The Work Culture variable has a Cronbach's alpha value of 0.940, which also indicates an excellent level of reliability, indicating that all statements in this variable support each other and provide consistent results, for the Work-Life Balance variable, Cronbach's alpha value reaches 0.913, indicating that the indicators used to measure the balance between work and personal life have strong internal consistency. Overall, all the variables in the study showed Cronbach's alpha value above **0.9**, which indicates that the research instrument is not only valid but also very reliable. These results provide confidence that the data obtained from this study can be relied on for further analysis as well as support data-driven decision-making in managerial and organizational contexts.

R Square Test

The results of the determination coefficient analysis (R Square) to measure the ability of independent variables to explain the variability in dependent variables.

Table 4. R Square Test

Variable	R-square	R-square adjusted
Workforce Agility	0.523	0.513

Source: Data Processed by Researchers (2024)

Based on the results of the R Square test, the R Square value for *the Workforce Agility* variable is 0.523, while the *R Square Adjusted* value is 0.513. This shows that as much as 52.3% of the variation that occurs in *Workforce Agility* can be explained by the independent variables in this research model. Meanwhile, the remaining 47.7% were influenced by other factors outside the model that were not included in the study.

A slightly smaller *R Square Adjusted* value than *R Square* indicates that the adjustment is made to correct possible bias due to the number of predictors in the model. With this value, it can be concluded that the model has a fairly good level of ability to explain dependent variables, although there is still room to explain other factors outside this study.

Test Path Coefficients

The results of the Path Coefficients test were carried out to measure the direct influence between variables in the research model.

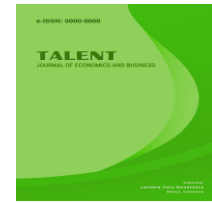


Table 5. Test Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
BK -> WA	0.095	0.122	0.137	0.695	0.487
WLB -> WA	0.665	0.656	0.111	5.989	0.000



Source: Data Processed by Researchers (2024)

Based on the results of the Path Coefficients Test, the relationship between the variables in this study shows that the influence of Work Culture (BK) on Workforce Agility (WA) is not significant statistik. ini shown by the path coefficient value of 0.095, the *t-statistic* value of 0.695 (less than 1.96), and the *p-value* of 0.487 (greater than 0.05). Thus, Work Culture has no significant influence on Workforce Agility. In contrast, the effect of Work-Life Balance (WLB) on Workforce Agility proved to be statistically significant, with a path coefficient value of 0.665, a *t-statistic value* of 5.989 (greater than 1.96), and a *p-value* of 0.000 (less than 0.05). It shows that Work-Life Balance has a positive and significant influence on Workforce Agility. Companies are advised to focus more on improving and supporting Work-Life Balance to encourage *workforce agility* in the organization.

The results of this study refer to the data of respondents who mostly work in cleaning service companies. As a workforce that faces flexible and dynamic work demands, Work-Life Balance turns out to be a more dominant factor in supporting Workforce Agility than Work Culture. Respondents may feel that the balance between work and personal life helps them be more adaptive in completing varied tasks, while aspects of Work Culture have not had a strong enough impact.

Research by Yusuf et al. (2020) found that Work Culture has a significant influence on Workforce Agility in the manufacturing industry. However, in the service context, the results of this study show that the effect is not significant, perhaps because the work culture in the service sector is more flexible so the impact is not as prominent. Apart from that, this insignificant impact occurs because the characteristics of work in the manufacturing sector are more structured, standardized and depend on standard operational procedures, so that individual flexibility in adapting to change is less dominant compared to more dynamic industries. In addition, other factors such as automation, use of technology, and strict managerial hierarchies also limit the influence of work culture on workforce agility.

A study by Kurniawan and Sari (2021) shows that Work-Life Balance significantly increases workforce agility in customer service-based companies, in line with the findings of this study which shows a significant influence of Work-Life Balance on Workforce Agility. This significant impact arises because the balance between work and personal life allows employees to maintain high levels of energy, focus and motivation in facing challenges in a dynamic work environment. When employees have sufficient time to rest, develop skills, and meet personal and family needs, they are better equipped to adapt to change, work more effectively, and respond quickly to job demands.

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Research by Widodo et al. (2022) emphasizes that the service sector tends to be more influenced by personal factors, such as Work-Life Balance, than organizational factors, such as Work Culture, which supports the finding that work-life balance has a more dominant role. In practical terms, the results of this study provide recommendations for service companies to prioritize policies that support employee work-life balance, such as flexibility in working hours, welfare support, and work-life balance programs. This is expected to increase the agility of the workforce in responding to changing customer needs. Theoretically, this study contributes to the literature on the factors that affect Workforce Agility, especially in the service sector, by emphasizing the significant role of Work-Life Balance compared to Work Culture. Further research is suggested to explore other aspects that can affect Workforce Agility, such as leadership or individual innovation.

Conclusion

The conclusion of this study shows that work culture does not have a significant influence on workforce agility in cleaning service companies, while work-life balance is proven to have a positive and significant influence. This confirms that employees who are able to maintain a balance between work and personal life tend to be more adaptive and responsive to changes in a dynamic work environment. The study also indicates that creating a supportive work culture can increase employee satisfaction and productivity, although its effect on workforce agility is not as strong as work-life balance. However, this study has certain limitations. The research was conducted within a specific sample of cleaning service employees, which may not fully represent the broader industry. Additionally, external factors such as technological advancements, leadership styles, and organizational policies that may also influence workforce agility were not examined in depth. Future research could explore these additional variables to gain a more comprehensive understanding of workforce agility in different service sectors.

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