

Factors Affecting Employee Performance When Company Adopting Work from Home Policy

Khoirul Amri, Hanura Ilham Sujatmoko, Rafika Luthfi, Anita Maharani

Master Program, Binus Business School

Bina Nusantara University

Jakarta, Indonesia

khoirul.amri@binus.ac.id, hanura.sujatmoko@binus.ac.id, rafika.luthfi@binus.ac.id,
anita.maharani@binus.ac.id

Abstract

The goal of this research was to identify the characteristics that have a substantial impact on employee performance. The literature on which the study hypothesis is based is literature on managerial support, work motivation, job satisfaction, and employee performance. This study's research approach is quantitative, and the sample is drawn using the convenience sampling methodology. In this research, survey approaches were used to obtain data. A partial least squares technique was used to examine the data. According to the data analysis findings, employee job satisfaction positively and substantially influences work motivation. When job happiness is mediated by work motivation, it has a favorable and considerable influence on employee performance. Job satisfaction has a strong and favorable influence on job motivation. If management support is mediated by work motivation and job satisfaction, it will have a favorable and considerable influence on employee performance. Management assistance has a strong beneficial influence on work satisfaction. If job happiness is mediated, management assistance will have a favorable and considerable influence on work motivation. Work motivation has a big and favorable influence on employee performance. The firm may make many recommendations considering the study's findings. Companies must concentrate on enhancing job satisfaction, which will improve employee work motivation, with management support.

Keywords

Support, Management, Motivation, Satisfaction, Performance

1. Introduction

Countries throughout the globe have faced challenging challenges since the COVID-19 epidemic began in early 2020. The COVID-19 pandemic, according to Choudhury et al. (2020) and Margherita et al. (2021), is one of the most destructive catastrophes in contemporary times, as seen by the massive ramifications for economies, organizations, and employees worldwide. To combat the spread of the COVID-19 virus, several governments have implemented closure rules and contact limitations. According to Lane et al. (2020), this circumstance modifies the system in the company, which results in changes in the organizational cultural dynamics. One of the initiatives implemented by the company in response to interaction constraints is to alter the work system to Work from Home (WFH). Organizations adopt the WFH idea as a tactic to keep staff working and productive throughout the epidemic. The WFH work idea is completely implemented in the organization's many forms of work. According to Oswar (2020), the WFH policy is not a new idea; it is one of the telecommuting notions established in the 1970s. Initially, the WFH idea was a flexible work arrangement as part of the organization's attempts to assist the attainment of Work-Life Balance (WLB) for workers (Dockery and Bawa, 2014). However, many firms have now widely accepted the notion of WFH and telecommuting (Alon et al., 2020, p.17). According to Dayaram and Burgess (2021), the WFH policy has been implemented comprehensively in all sorts of labor, including professions previously inconceivable for the policy. This tendency will result in changes leading to workplace flexibility long after the COVID-19 epidemic is over. According to Lyons and Kuron (2014), the WFH notion has become a source of optimism for the younger generation since it allows them to work from home. However, WFH is a complex procedure that burdens management or businesses (Hartel & Fujimoto, 2014).

With this shift in work philosophy, businesses must recognize the essential success elements and problems they encounter to adopt WFH successfully. Employee performance, often known as employee performance, is critical for

businesses to succeed, particularly in today's fast-paced corporate climate (Gridwichai et al., 2020). More flexible work ideas, such as WFH, are often speculated to boost employee performance, yet the opposite may be true. Many studies have revealed that internet communication has flaws compared to direct communication, such as workers who feel underappreciated for their accomplishments (Zhang, 2016); this is problematic since digital communication is restricted. According to Donny (2020), these problems and limits might affect employee work satisfaction and, as a result, employee performance. Employees that are satisfied with their jobs will perform better (Khan et al., 2016). Furthermore, organizational support is critical in effectively implementing work with the notion of telecommuting, according to Aboelmaged et al. (2012). According to Allen et al. (2015), the notion of teleworking will be fully applied if the work is flexible or can be done online. This shift in work ideas will also affect the degree of supervision provided by the company. According to Madell (2019), the WFH idea will influence a lower degree of supervision and increase misunderstandings inside a company, which will probably affect employee and organizational performance.

Based on the findings of multiple previous journals that investigated the elements that influence employee performance among those who use the WFH work concept, it is vital to assess which factors substantially impact employee performance. As a result, this research will conduct an in-depth study of the factors that affect employee performance to determine: 1) what factors affect employee performance and (2) the most significant factors that affect employee performance among those who implement the WFH work concept. It is believed that this study would be useful to organizations now adopting or implementing WFH policies in the future.

Objectives

This research objective is to explore factors affecting employee performance: job satisfaction, work motivation, and management support.

2. Literature Review

2.1 Employee Performance

Employee performance is commonly described as an employee's conduct while fulfilling certain responsibilities given to him by his supervisors. Employee performance is important in the advancement and growth of any company since it reflects the employee's contribution to the organization's success and effectiveness (Korkaew and Suthinee, 2012). According to Anitha (2014), employee performance is a financial or non-financial indication that workers will acquire, and it has a direct link between organizational performance and the individual's success. Many elements may influence employee performance, including leadership considerations, teamwork and coworker relationships, career development opportunities, and working environments (Anitha, 2014).

2.2 Job Satisfaction

According to Ozkalp and Kirel (2010), job satisfaction is one of the most often investigated concepts since it is directly tied to other key work-related phenomena. *Job satisfaction* is an employee's sense of a good or bad emotional state toward his job, influencing an employee's performance (Thoni et al., 2017). Job satisfaction is critical in every contemporary firm (Paracha et al., 2012). According to Robbins (2006), work satisfaction is a general attitude toward job performance when adequate incentives and accomplishments are present. In theory, work happiness is related to job performance; a company with more pleased employees is more successful and productive. According to Ahmad et al. (2012), workers would perform better if they were happy with their jobs. According to Achieng'Odumbo (2013), this occurs because people who are content with their jobs will try to foster innovation and creativity at work, eventually impacting their performance. The firm also believes increased employee enthusiasm for their work will improve performance (Gupta, 2014).

H1: Job satisfaction has a large and favourable influence on work motivation.

H2: Job happiness has a large and favourable influence on employee performance.

2.3 Work Motivation

Work motivation is an impulse that occurs in a person, consciously or intuitively, to do action with a particular goal in mind, and this becomes a significant factor in a job, education, and lifestyle (Setyo et al., 2021). According to Wang et al. (2016), motivation is an emotional state that increases a person's desire to do particular actions to attain objectives. *Motivation* is a process that influences an individual's intensity, direction, and tenacity in pursuing their objectives. So motivation is an attempt inside a person to satisfy his wants to attain organizational objectives. Good

job motivation will undoubtedly impact their performance. Measurable work motivation also impacts the organization's intended objectives, behavioural perseverance, and job-related intensity (Virgiawan et al., 2021). In keeping with prior research findings, the following hypotheses are proposed in this study,

H3: Work motivation has a large and favorable influence on employee performance.

2.4 Management Support

According to Grant et al. (2019), managerial support will impact WFH implementation. The previous study has also shown a link between managerial support and work happiness (Attiq, Saman, et al., 2017). Attiq, Saman, et al. (2017) discovered in their study that businesses might boost job satisfaction and creative behavior by adding human resources with a high core self-evaluation or by maintaining a culture of coworker support and management support to manifest behavior. According to Aboelmaged et al. (2012), efficient WFH adoption requires defined telework regulations, IT infrastructure, and suitable training. According to Vina et al. (2020), effective technological support includes the necessary technology infrastructure, technology training, and financial assistance for telecommunications expenditures. However, using this IT infrastructure requires active management assistance in cash, staff incentive, and corresponding rules. According to Ismail et al. (2019), with management assistance, workers are obligated and motivated to apply their knowledge and talents to enhance elements of their job. Following the explanation provided, this research provides the following hypothesis:

H4: Management support has a large and favorable influence on job motivation.

H5: Management support has a considerable and favorable influence on work satisfaction.

H6: Management assistance has a large and favorable influence on employee performance.

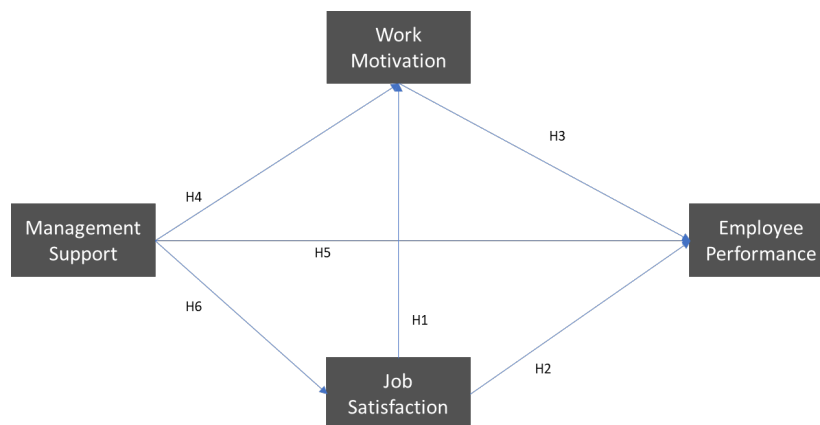


Figure 1. Research Visualization

3. Methods

This research uses quantitative approaches to determine which independent factors influence the dependent variable most. The researcher aimed to determine the influence of job happiness, work motivation, work environment, and management support on employee performance who performed WFH in this study. According to (Robert L Harrison, 2020), quantitative research is often conducted using descriptive analysis in the form of correlation or regression to determine the connection in the data.

Most businesses are actively engaged in WFH concept development, indicating that the population of this research is relatively vast. Based solely on statistics from the DKI Jakarta Manpower Office, the number of offices adopting WFH as of May 26, 2020, is 4,057, with a total workforce of 1,068,589 people (Lokadata 2020). The researcher used survey data collecting approaches to get information that defines the features of a big sample promptly. The person, namely the employee who performs WFH, is the unit of analysis in this research. A cross-sectional survey approach was used in this research, with a questionnaire issued to workers who did WFH at a specified moment in time. The researcher did not interfere in this study. Hence there was no manipulation of the assessed variables. Data were gathered from

workers who performed WFH. Because the data collecting strategy was a survey, the study setting for this research was typical ambient settings or field studies.

WFH was chosen as the research environment for this study since this tendency will result in changes that will lead to workplace flexibility in the future (Titan Alon, 2020). The personnel who do WFH in Jakarta are the study's target group. The city of Jakarta was selected as the focus of this study because it has a WFH implementation rate of up to 75% and is the hub of office activity in Indonesia. As a result, during the Covid-19 epidemic, many workers from different firms in Jakarta are using WFH. According to statistics from the Central Statistics Agency (2021), in the fourth quarter of 2021, the island of Java is still the greatest contributor to the Indonesian economy, accounting for 57.89 percent, with DKI Jakarta contributing the most GDP (Rp. 2.91 quadrillion).

The sample for this study was chosen using a non-probability model and a convenience sampling technique with the following criteria: (i) private WFH employees; (ii) work base in Jakarta; (iii) have worked for the company for at least six months; and (iv) have performed WFH for at least the last six months. Private workers were selected because the city of Jakarta is known to have numerous national and global private enterprises, which influences the proportion of the people with the status of private employees. According to statistics from the Population and Civil Registration Office of DKI Jakarta Province, the bulk of DKI Jakarta's population worked as private workers in 2020, accounting for 31.98 percent of the total population of 2,703,000 individuals. Because the components in the population to be sampled are not known with certainty, the non-probability sampling approach was used. Non-probability sampling, according to Naresh K Malhotra (2010), is a sampling strategy that does not give equal possibilities for every member of the population to be picked as a sample member. The convenience sampling approach was utilized since the sampling was based on the availability of elements and the simplicity of acquiring samples in this study's population. This approach is regarded as appropriate for this research since the population is so homogenous that the findings will be the same whether the sample is taken from a random sample, a close sample, a cooperative sample, or a sample gathered in an unreached area of the community.

Because the overall population of this research is unknown, the sample-to-variable ratio calculation technique is utilized to determine the number of samples to be used. Hair et al. (2018) proposes a sample ratio of 5:1; however, it is preferable to utilize a ratio of 15:1 or 20:1. This is also consistent with Tabachnick and Fidell (2014)'s proposal of five subjects for each independent variable as the "minimum need" for hierarchical or multiple regression analysis; however, the number of these ratios leads to less persuasive research due to the vast number of samples employed. The ratio employed in this research is 20:1; a minimum of 80 persons are necessary for this investigation.

They were adapted from prior studies to guarantee the validity of the measurements for four (four) variables in this investigation (table 1). In this research, employee performance factors are measured using four (three) elements adapted from Robbins and Judge A (2017): quality of work, amount of work, timeliness in work, and dependability (Cronbach's = 0.953). The variable of work satisfaction will be assessed using three (three) elements adapted from (Chen, 2006), namely: the job itself; remuneration and advancement; and supervision (Cronbach's = 0.826, 0.798, 0.859). Work motivation is assessed using three (three) factors: the desire for accomplishment, the need for affiliation, and the need for power (Cronbach's = 0.802, 0.828, 0.860). According to Ng CF (2011) and Ng (2016), the work environment variable measures three (three) aspects: space and layout needs, ambient circumstances (lighting quality), and work equipment (Cronbach's = 0.941). (Cheuk Fan Ng, 2016). While the management support variable is assessed using four (four) elements adapted from (Mohamed et al., 2012), these aspects include attention, support, encouragement, and acknowledgment from management on teleworking deployment (Cronbach's = 0.865, 0.753, 0.766, 0.804).

4. Data Collection

In this research, survey approaches were used to obtain data. According to Julie et al. (2015), survey research may be employed for quantitative research techniques. Surveys are often used in social and psychological research to observe and investigate human behavior (Singleton & Straits, 2009). The data in this research were gathered by primary data collection, which was accomplished by distributing online questionnaires to respondents who fit the study's sample frame. Due to limited resources and time, an online questionnaire was prepared and will be distributed to workers who do WFH and have been identified by the study team. The questionnaire was created to help researchers understand the elements influencing employee effectiveness during WFH deployment. This questionnaire's measurements are on a 6-point Likert scale, with one being strongly disagreed and six being strongly agreed. The 6-point Likert scale is

used to discourage respondents in collectivist nations from giving clear replies to their beliefs, particularly if they disagree with the proposition (He et al., 2014). This work analyzed data using Structural Equation Modeling (SEM) using Partial Least Squares (PLS). SEM is a statistical tool for analyzing the pattern of relationships between latent constructs and their indicators, latent constructs with each other, and direct measurement errors. SEM enables direct comparisons of several dependent and independent variables (Hair et al., 2006). In this research, there are independent factors, also known as exogenous variables in SEM modeling, and dependent variables, also known as endogenous variables in SEM modeling (Alodya, 2017).

5. Results and Discussion

Respondent Characteristics

Questionnaires were given through an online Google Form to WFH personnel with offices in the Jakarta region. One hundred nine respondents who satisfied the research requirements were chosen from among the 143 who completed the questionnaire. The demographic findings of this survey are shown in Table 1. Table 2 displays respondents' data's gender, age, and education distribution. The characteristics of respondents may be found in the questionnaires given; 56 percent of respondents are female. The bulk of responders (about 67%) have an undergraduate degree, and 27.5 percent are between the ages of 25 and 30.

Table 1. Respondents Profile

Characteristic	Category	Total	Percentage
Gender	Female	61	56
	Male	48	44
Age	20-25	11	10.1
	>25-30	30	27.5
	>30-35	25	22.9
	>35-40	20	18.3
	>40	23	21.1
Education	Diploma	5	4.6
	S1	73	67
	S2	28	25.7
	S3	0	0
	Other	3	2.7

An indicator is considered reliable if the outer loading value is more than 0.7 (Sarwono, 2014: 44), and it is said to be strong if the correlation with the construct to be tested is greater than 0.60. (Pardomuan, ade 2022). In addition to the loading factor value, the value of the Average Variance Extracted may be used to determine validity (AVE). If the AVE value is more than 0.5, it is legitimate. The table above shows variables with values less than 0.5, such as Employee Performance 0.449. However, entries on the employee performance variable must be removed. The following items were deleted based on the loading outside data: EP 1, EP 3, EP 9, EP 10, and EP 19.

All items used to assess the intended construct satisfied the minimal standards for convergent validity, with values more than 0.70, and the mean extracted variance (AVE) was greater than 0.50. (Hair et al., 2017). The findings of the validity and reliability tests in this research are shown in Table 3.

Table 2. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
EP	0.924	0.926	0.934	0.503
JS	0.842	0.846	0.888	0.613
MS	0.914	0.928	0.941	0.799

WM	0.767	0.764	0.842	0.516
----	-------	-------	-------	-------

These findings demonstrate that each variable's average variance extract (AVE) is more than 0.5, which is the bare minimum for convergent validity (MacKenzie et al., 2011). According to Hair et al., all composite reliability scores and Cronbach's Alpha for each variable surpass 0.7, indicating that the data has passed the reliability test (2017). As a result, the measurement model and data have passed the validity and reliability tests.

Table 3. Discriminant Validity

	EP	JS	MS	WM
EP	0.709			
JS	0.549	0.783		
MS	0.436	0.705	0.894	
WM	0.678	0.618	0.522	0.718

In the discriminant validity Table 3 above, the diagonal values reflect the square root of the AVE. All construct correlations are less than the square root of the AVE value, confirming discriminant validity. The Fornell Larcker Criterion test findings show that the AVE root value (the value on the major diagonal) is larger than the correlations between the latent variables (the value below the main diagonal). As a result, the data analysis in this research may proceed, and all items have been deemed valid and trustworthy. According to Ghazali (2016), measuring the coefficient of determination or R Square is done to analyze and quantify the model's capacity to explain the effect of the independent variables on the dependent variable. The value of R Square indicates the coefficient of determination. Chin (1998) proposes 0.67 strong, 0.33 intermediate, and 0.19 weak criteria.

Table 4. R-Square

	R Square	R Square Adjusted
EP	0.487	0.472

According to the Table 4 above, the variables Job Satisfaction, Management Support, and Work Motivation (mediation factors) impact Employee Performance by 0.487 with an adjusted value of 0.472. It can be inferred that exogenous constructions (Job Satisfaction (X1), Work Motivation (X2), and Management Support (X3) all have a 48 percent influence on Employee Performance (Y), implying that the effect of exogenous constructs X1, X2, and X3 on Y is Moderate.

After the outer model is done, we conduct statistical testing for the inner model. Three out of six hypotheses investigated were accepted, whereas three (three) were rejected. This research used a 95% confidence level with a p-value of 0.05, deemed legitimate; otherwise, it is not. The following conclusion may be drawn from examining the factors' direct effect. (Table 5)

Table 5. Hypothesis

Hypothesis	t-values	P-Values	Decision
Job Satisfaction -> Employee Performance	1.435	0,076	Not Supported
Job Satisfaction -> Work Motivation	4.854	0,000	Supported
Management Support -> Employee Performance	0.027	0,489	Not Supported
Management Support -> Job Satisfaction	11.245	0,000	Supported
Management Support -> Work Motivation	1.410	0,079	Not Supported
Work Motivation -> Employee Performance	5.047	0,000	Supported

Job satisfaction has a strong and favourable influence on job motivation. According to the data processing findings, employee job satisfaction has a favourable and considerable influence on work motivation, and this might be understood to mean that workers' job happiness has a significant impact on their work motivation, and this is consistent with prior studies (Kinicki et al., 2002), which found that Job Satisfaction had a positive and substantial impact on Work Motivation. In this research, there are three (three) components that include the Job Satisfaction variable: (i) job satisfaction, (ii) salary and advancement supplied by the organization, and (iii) supervision provided by superiors. These findings suggest that if this organization wants to raise employee work motivation, it should first concentrate on fulfilling the Job Satisfaction criteria to improve the employee's work motivation.

Job satisfaction has a significant and positive impact on employee performance. According to the data processing findings, Job Satisfaction has a favourable influence but does not significantly impact Employee Performance. However, indirect testing utilizing Work Motivation variable mediation yields the opposite result. If mediated by Work Motivation, Job Satisfaction has a positive and substantial influence on Employee Performance; however, this situation demonstrates the importance of increasing Job Satisfaction from both facilities and utilities as well as corporate processes that might cause an increase in employee engagement at work, hence indirectly affecting Employee Performance.

Previous research has had conflicting outcomes; some studies demonstrate that boosting work satisfaction leads to improved employee performance (Muslih, 2012; Khan et al., 2016). However, some research has shown that employee work satisfaction does not substantially impact employee performance (Riyanto et al., 2021). Following the research, it is suggested that workers' happiness on the dimensions of the Job Satisfaction measure in this research cannot have a major influence on their performance, and this is possible since several factors influence Employee Performance; thus, it is vital to investigate further if other variables should mediate this component in order to have a substantial impact on Employee Performance.

Work motivation has a big and favourable influence on employee performance. According to the data processing findings, Work Motivation favours and considerably influences Employee Performance, consistent with prior studies indicating that Work Motivation plays a critical role in boosting Employee Performance. Employees that are highly motivated at work will perform better, according to Jayaweera (2015). Employees are driven to achieve, have an affinity, and have the authority to conduct a way of work. As a result, businesses must foster this drive in order to improve employee performance in the future.

Management support has a significant positive impact on work motivation. According to this study's data processing findings, Management Support has no substantial influence on Employee Performance. Management Support has a positive and significant impact on Work Motivation through Job Satisfaction mediation, indicating that Job Satisfaction can support Management Support in increasing employee motivation, including fulfilling employees' rights and obligations to obtain Increased Job Satisfaction in order to motivate employees. The result is consistent with the second hypothesis, although more study on the Management Support variable and the process of determining what sorts of support might enhance employee work motivation is required in the future.

Management support has a significant positive impact on job satisfaction. According to the data processing findings, Management Support has a good and considerable influence on Employee Performance, as well as this is consistent with the findings of the prior study by Attiq, Saman, et al. (2017), which found that businesses may boost work satisfaction and creative behaviour by incorporating human resources with high core self-evaluations or by maintaining a culture of peer support and management support, to achieve creative workplace behaviour. Meanwhile, management support in the workplace in terms of utilities, facilities, career systems, work management, and job description division among workers might boost Job Satisfaction.

Employee performance is influenced positively and significantly by management support. According to the testing and data processing findings, Management Support has no direct and meaningful effect on Employee Performance. It has the opposite effect when mediated by Work Motivation and Job Satisfaction. By moderating Job Satisfaction and Work Motivation, Management Support has a favourable and considerable influence on Employee Performance, and this demonstrates that Management can supply the systems, facilities, and utilities required in the organization to attain a high degree of employee job satisfaction, which may indirectly improve employee work motivation and, as a result,

employee performance. More study is required on the influence of Management Support on Employee Performance through other mediating factors. (Table 5)

6. Conclusion

Here are some issues that may cause worry for organizations or businesses considering the study's findings.

1. Employees driven to achieve, have an affiliation, and have authority will be more likely to think creatively about their job output to increase employee performance. As a result, businesses must foster this drive for future employee performance to improve.
2. If this organization wants to improve employee work motivation, it must first concentrate on job satisfaction to improve employee work motivation.
3. With managerial help, businesses may improve employee satisfaction. Management's support may increase Employee Job Satisfaction in the workplace regarding utilities, facilities, career systems, work management, and job description division.

The drawbacks of this study include the fact that it does not concentrate on a single identical industrial sector; therefore, it simply provides a broad view of all current sectors. Furthermore, no control factors such as age, duration of employment, income, or industry were included in this study, which might have influenced the analysis outcomes. The researcher advises that future studies be undertaken in a single industrial sector with more samples.

References

- Aboelmaged, M. G., Mohamed, S., & Subbaugh, E. Factors influencing perceived productivity of Egyptian teleworkers : an empirical study. *Measuring Business Excellence*, 16(2), 3–22. (2012). <https://doi.org/10.1108/13683041211230285>
- Achieng'Odembo, s. Job Satisfaction And Employee Performance Within The Telecommunication Industry In Kenya: A Case Of Airtel Kenya Limited. Kenyatta University (2013).
- Ahmad, M. B., Wasay, E., & Malik, S. U. Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan, *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 531-539. (2012).
- Alodya, Ann Gita Alfa, D. R. Analisis Pengaruh Faktor Keputusan Konsumen Dengan Structural Equation Modeling Partial Least Square. *EuraMatika*, 1-13. (2017).
- Allen, T.D.; Golden, T.D.; Shockley, K.M. How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. *Psychol. Sci. Public Interest*, 16, 40–68. (2015).
- Alon T, Doepke M, Rumsey J-O, Tertilt M The impact of COVID-19 on gender equality. In: NBER Working Papers 26947. Inc, National Bureau of Economic Research (2020)
- Anitha, J., Determinants of employee engagement and their impact on employee performance. *Int. J. Prod. Perform. Manag.* 63 (3), 308–323. 2014.
- Attiq, S., Wahid, S., Javaid, N., & Kanwal, M. The impact of employees' core self-evaluation personality trait, management support, co-worker support on job satisfaction, and innovative work behaviour. *Pakistan Journal of Psychological Research*, 247-271. (2017).
- Chin, W. W. The Partial Least Squares Approach to Structural Equation Modeling. *Modern Methods for Business Research*, 295, 336(1998).
- Chen, C.-F. Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. *Journal of Air Transport Management*, 12, 274-276. (2006). doi:10.1016/j.jairtraman.2006.05.001
- Choudhury, P., Koo, W.W., & Li, X. Working (From Home) during a crisis: online (2020).
- Da'watul Aropah, Vina., Sarma, Ma'mun., Sumertajaya, I Made. 2020. Factors Affecting Employee Performance during Work from Home, Vol. 13|No. 2. *International Research Journal of Business Studies*. 2020
- Dayaram, K., & Burgess, J. Regulatory challenges facing remote working in Australia. In D. Wheatley, I. Hardill, & S. Buglass (Eds.), *Handbook of research on remote work and worker well-being in the post-COVID-19 era* (pp. 202e220). IGI Global. (2021).
- Deddy Lukman Shaid, M. F.. *Kependudukan DKI Jakarta Tahun 2020*. Retrieved from Portal Statistik Sektor Provinsi DKI Jakarta: (2021, July 30)<https://statistik.jakarta.go.id/kependudukan-dki-jakarta-tahun-2020/>
- Dockery, A. and Bawa, S. Is Working From Home Good Work or Bad Work? Evidence From Australian Employees Apaft - Informit. *Australian Journal Of Labour Economics*. 2014. <https://Search.Informit.Com.Au/Documentssummary;Dn=746092618289790;Res=Ielapa>.

- Fidell, L. S., & Tabachnick, B. G. Using Multivariate Statistics Pearson New International Edition (6th ed.). Edinburgh, UK: Pearson. (2014).
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. Conceptual Framework for the Strategic Management: A Literature Review—Descriptive. *Journal of Engineering*, (2020).
- Gajendran, R. S., & Harrison, D. A. The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of applied psychology*, 92(6), 1524. (2007).
- Ghozali, I. Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23. Edisi 8. Semarang: Badan Penerbit Universitas Diponegoro. (2016)
- Grant, C. A., L. M. Wallace, P. C. Spurgeon, C. Tramontano, and M. Charalampous. “Construction and Initial Validation of the e-Work Life Scale to Measure Remote e-Working.” *Employee Relations* 41 (1): 16–33. 2019. doi:10.1108/ER-09-2017-0229.
- Gridwichai, P., Kulwanich, A., Piromkam, B., Kwanmuangvanich, P., Role of personality traits on employees job performance in pharmaceutical industry in Thailand. *Sys. Rev. Pharm.* 11 (3), 185–194. 2020.
- Gulzar, S., Ghauri, S., Abbas, Z., Hussain, K., & Jibril, A.B. —Antecedents of employee wellbeing in the banking sector: The moderating role of working environment. *Problems and Perspectives in Management*, 18(4), 448–460. (2020). [https://doi.org/10.21511/ppm.18\(4\).2020.36](https://doi.org/10.21511/ppm.18(4).2020.36)
- Gupta, I. Impact Of Job Satisfaction on Employee’s Performance. *scholarly research journal for interdisciplinary studies*, 2(15), 2307- 2317. (2014).
- Hair, J. B. *Multivariate Data Analysis* (Vol. 6). NJ: Pearson Prentice Hall.: Upper Saddle River. (2006).
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. A primer on partial Least squares structural equation modeling (PLS-SEM) (2nd ed.). Sage Publications. (2017).
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. *Multivariate Data Analysis* (8th ed.). United Kingdom: Cengage Learning(2018).
- Hartel, Charmine E. J. and Fujimoto, Yuka *Human Resource Management*. 3rd ed. Frenchs, NSW Australia: Pearson Education. (2014).
- Hays "Asia braces for change: tailoring talent strategies for uncertainty", in Wright, C. (10Ed.), Singapore. (2017).
- Idoko, E.C., Nebo, G.N., & Ukenna, S.I. Determinants of field salespersons’ sales performance in deposit money banks: Does organizational commitment mediate? *Banks and Bank Systems*, 15(4), 204–220. (2020). [https://doi.org/10.21511/bbs.15\(4\).2020.17](https://doi.org/10.21511/bbs.15(4).2020.17)
- Ismail, A. Iyanda., Majid, A. H. Abdul., Bida, M. Jibrin., dan Joarder, M. H. Raihan. Moderating Effect of Management Support on the Relationship Between HR Practices and Employee Performance in Nigeria. *Global Business Review*, 1-19 (2019).
- Jain, Ruchi, and Kaur, S. Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publication*, 4(1), 1–8. 2014. <https://doi.org/ISSN 2250-3153>
- Jayaweera, T. Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *International Journal of Business and Management*. 10 (3): 271. (2015).
- Jia He, D. B. Response Styles and Personality Traits: A Multilevel Analysis. *Journal of Cross-Cultural Psychology*, 1028-1045. (2014).
- Jonathan Sarwono, U. N. *Membuat Skripsi, Tesis, dan Disertasi dengan Partial Least Square SEM (PLS-SEM)*. Yogyakarta: Andi Offset. (2015).
- Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan. *Business Management and Strategy*, 7(1), 29-46. (2016).
- Kian, T., Wan, W., Rajah, S., *European journal of business and social sciences*. *Eur. J. Bus. Soc. Sci.* 3 (2), 94–102. 2014.
- Kinichi, A. J., McKee-Ryan, F. M., Schriesheim, C. A., & Carson, K. P. Assessing the construct validity of the job descriptive index: A review and meta-analysis. *Journal of Applied Psychology*, 87(1), 14-32. (2002).
- Kotey, B. A. Flexible working arrangements and strategic positions in SMEs. *Personnel Review*, 46(2), 355–370. (2017). <https://doi.org/10.1108/PR-04-2015-0089>
- Korkaew, J., Suthinee, R., Factors affecting job performance: A review of literature. *Silpakorn Univ. J. Social Sci. Human. Arts* 12 (2), 115–127. 2012.
- Kusnandar, V. B. *Capai Rp 274 juta, PDRB Per Kapita DKI Jakarta Tertinggi Nasional pada 2021*. Retrieved from databooks: (2022, February 9). <https://databoks.katadata.co.id/datapublish/2022/02/09/capai-rp-274-juta-pdrb-per-kapita-dki-jakarta-tertinggi-nasional-pada-2021>
- Lautsch, B., Kossek, E. and Eaton, S. “Supervisory approaches and paradoxes in managing telecommuting implementation”, *Human Relations*, Vol. 62 No. 6, pp. 795-808. (2009).

- Lundberg, C., Gudmundson, A., Andersson, T., Herzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Manag.* 30 (6), 890–899. 2009.
- Lyons, S., & Kuron, L. Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35(Suppl 1), S139–S157. (2014). <https://doi.org/10.1002/job.1913>
- Madell, R. Pros and Cons of Working From Home. (2019). Retrieved from <https://money.usnews.com/money/blogs/outside-voices-careers/articles/pros-and-cons-of-working-from-home>
- Margherita, A., Elia, G., Klein, M., Managing the COVID-19 emergency: a coordination framework to enhance response practices and actions. *Technol. Forecast. Soc. Change* 166, 120656. 2021. <https://doi.org/10.1016/j.techfore.2021.120656>.
- Messenger, J. C., and L. Gschwind. “Three Generations of Telework: New ICTs and the (r)Evolution from Home Office to Virtual Office.” *New Technology, Work and Employment* 31 (3): 195–208. 2016. doi:10.1111/ntwe.12073.
- Michel, J., Kotrba, L., Mitchelson, J., Clark, M., & Baltes, B. Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689–725. (2011). <https://doi.org/10.1002/job.695>
- Muchtar, M. The influence of motivation and work environment on the performance of employees. *Sinergi: Jurnal Ilmiah Ilmu Manajemen* 6 (2): 27-40. (2017).
- Mungkasa, Oswar Bekerja dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19. *The Indonesian Journal of Development Planning*. Volume IV No. 2 – Juni (2020).
- Muslih, B. Analisis pengaruh motivasi terhadap kepuasan kerja dan kinerja pegawai di PT Sang Hyang Seri (Persero) regional III Malang. *Jurnal Aplikasi Manajemen*, 10(4), 799-810. (2012).
- Naresh K Malhotra, D. F. *An Applied Approach Marketing Research An Applied Approach Updated Second European Edition*. Financial Times. (2010).
- Nemteanu, M. S., & Dabija, D. C. The Influence of Internal Marketing and Job Satisfaction on Task Performance and Counterproductive Work Behavior in an Emerging Market during the COVID-19 Pandemic. *International Journal of Environmental Research and Public Health*, 18 (7), 3670. (2021). <https://doi.org/10.3390/ijerph18073670>
- Ng, C. F. Public spaces as workplace for mobile knowledge workers. *Journal of Corporate Real Estate*, Vol. 18 No, 209–223. (2016). <https://doi.org/DOI.10.1108/JCRE-10-2015-0030>
- Ng, C. F., & Ng, C. F. (2010). Teleworker 's home office : an extension of corporate office ? Emerald Group Publishing Limited, 28(3), 137–155. <https://doi.org/10.1108/02632771011023113>
- Ozkalp, E., & Kirel, C. *Orgutsel davranis [Organizational behaviour]*. Bursa: Ekin Basim Yayin Dagitim. (2010).
- Paracha, M. U., Qamar, A., Mirza, A., Hassan, I., & Waqas, H. Impact of Leadership Style (Transformational & Transactional Leadership) On Employee Performance & Mediating Role of Job Satisfaction. Study of Private School (Educator) In Pakistan. *Global Journal of Management and Business Research* Vol. 12 Iss. 4 pp. 55-64. 2012.
- Perusahaan yang menerapkan WFH Jakarta (2020, May 26). Retrieved from [Beritagar.id: https://lokadata.beritagar.id/chart/preview/perusahaan-yang-menerapkan-wfh-jakarta-2020-1590488637](https://lokadata.beritagar.id/chart/preview/perusahaan-yang-menerapkan-wfh-jakarta-2020-1590488637)
- Ponto, J. Understanding and Evaluating Survey Research. *Journal of the advanced practitioner in Oncology*, 6, 168-171. (2015).
- Prabowo, Thoni Setyo, Noermijati, Irawanto, D. Wirawatan,. The Influence of Transformational Leadership and Work Motivation on Employee Performance Mediated by Job Satisfaction. *Journal of Applied Management*, Volume 16 Number 1, March 2018 Indexed in Google Scholar(2017).
- Revin, I., Susimenko, E., Revina, E., & Garaeva, M. Development of personal and professional culture as the basis for engineer's effective activities. *International Journal of Criminology and Sociology*, 9, 1939–1947. (2020). <https://doi.org/10.6000/1929-4409.2020.09.227>
- Reyes Romero, A., Ruiz-Moreno, A.J., Groves, M.R., Velasco-Velázquez, M., & Dömling, A. Benchmark of Generic Shapes for Macrocycles. *Journal of Chemical Information and Modeling*, 60(12), 6298–6313. (2020). <https://doi.org/10.1021/acs.jcim.0c01038>
- Riyanto, S., Endri Endri, Novita Herlisha Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Business Perspective*. (2021). [http://dx.doi.org/10.21511/ppm.19\(3\).2021.14](http://dx.doi.org/10.21511/ppm.19(3).2021.14)
- Robert L Harrison, T. M. Methodological Rigor in Mixed Methods: An Application in Management Studies. *Journal of Mixed Methods Research*, 1-23. (2020).
- Robbins, S. P., & Judge A, T. *Organizational Behavior* (17th Edition ed.). London, England: Pearson Education Limited (2017).

- Royce A. Singleton Jr., B. C. *Approaches to Social Research 5th Edition*. New York: Oxford University Press. (2009).
- Robbins, S. *Organizational behavior*. New Jersey: Prentice Hall. (2006).
- Ruchi Jain, S. K. Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publications*, 4, 1-8. (2014, January).
- Sarstedt, M., Ringle, C. M., & Hair, J. F. Partial Least Squares Structural Equation Modeling. *Handbook of Market Research*, 1–40. (2017).
- Schermerhorn, J. R., Hunt, J. G., Osborn, R. N., & Uhl-Bien, M. (2011). *Organizational behavior*. Asia: John Wiley & Sons (Asia) Pte Ltd.
- Scholefield, G. “Managers’ perceptions of teleworking”, Master of Business thesis, Unitec, Auckland. (2008).
- Setyo Riyanto, Endri Endri and Novita Herlisha Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162-174. (2021).doi:10.21511/ppm.19(3).2021.14
- Sekaran, U. *Research Method for Bussiness*. Jakarta: Salemba Empat. (2006).
- Stephen P. Robbins, T. A. *Organizational Behavior*, Global Edition, 17th Edition. (2017).
- Shareena P. and Shahid, M. Work From Home During Covid-19/: *Employees Perception and Experiences*. Gjra - Global Journal for Research Analysis, 95, 7–10. 2020. <https://doi.org/10.36106/Gjra>.
- Susilo, Donny Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia. *The Journal of Contemporary Issues in Business and Government* Volume 26, Number 1, pp 23 – 40. (2020).
- Sweet, S., Pitt-Catsoupes, M., & Boone James, J. Successes in changing flexible work arrangement use. *Work and Occupations*, 43(1), 75–109. (2016). <https://doi.org/10.1177/0730888415595094>
- Titan Alon, M. D.-R. The impact of COVID-19 on gender equality. *NBER Working Paper Series*, 1-37. (2020, April).
- Tryma, K., Karaman, K., Parlyk, V., & Svetlakov, M. Transformation of the political parties of the eu member states. *International Journal of Criminology and Sociology*, 9, 2224–2234. (2020). <https://doi.org/10.6000/1929-4409.2020.09.265>
- Turanina, N.A., Murashko, O.Y., Kulyupina, G.A., Zamanova, I.F., & Perepelkin, I.N. Scientific school image development of a university based on the system of public relations. *International Journal of Criminology and Sociology*, 9, 1935–1938. (2020). <https://doi.org/10.6000/1929-4409.2020.09.226>
- Virgiawan, A. R., Riyanto, S., & Endri, E. Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67. (2021). <https://doi.org/10.36941/ajis-2021-0065>
- Wang, X.H., Kim, T.Y., Lee, D.R. Cognitive diversity and team creativity: Effects of team intrinsic motivation and transformational leadership. *Journal of Business Research*, 69(9), 3231-3239. (2016).

Biography

Khoirul Amri is a computer graduate from STMIK Atma Luhur (ISB Atma Luhur-Now) in 2019. Currently, he is in the process of completing his master's degree in business management at Binus University. From 2014 until now, he has worked at PT Taspen (Persero) which is a State-Owned Enterprise (BUMN) that is engaged in Insurance and Civil Servant Pension Fund. He started his career in finance, especially in the management, reporting, accountability, and distribution of pension funds to retired civil servants. Meanwhile, currently he is more involved in the management of contributions, and the administration of financial reporting at PT Taspen (Persero) Pangkalpinang.

Hanura Ilham is a tax specialist graduate from the State College of Accountancy or currently known as PKN STAN. After graduating in 2015, he was placed to work at the Directorate General of Taxation until now. While working, he continued his undergraduate studies at the Indonesia Open University majoring in accounting. Currently, he is working in the service section which provides effective education and services to taxpayers and processes high-quality data and information that is useful to the organization. He determined that his profession in public sector institutions should be used as a means to contribute to providing the maximum benefit to the community, nation, and state.

Rafika Luthfi is a practitioner with over 11 years of experience and exposure in Organization Development, Policy & Governance, HR Analytics, and HR Information Systems. She earned her bachelor's in Social Economics Animal Husbandry from Andalas University in 2006. She started her career as an HR practitioner in 2009 at Bank Danamon. While working at Bank Danamon, she served as Employee Data Assistant and HR Policy Management Analyst. After more than 5 years working at Bank Danamon, in 2015 she moved to Bank OCBC NISP as an Organization Development Analyst. In 2019, she continued her career as HC Development & Strategy Head at KEB Hana Bank.

In 2020, she joined the holding company, Semen Indonesia Group, on the HC Policy & Strategy team. During her career, she was involved in and completed various Human Capital projects, including Job Evaluation & Job Analysis Project, Redesign Organization Structure Branches Project, HC Standardization & Organization Effectiveness Project, and Technical Competencies Project.

Anita Maharani, currently as one of faculty member at Binus Business School. She is presently concentrating her interest in the field of organizational behavior. Her published research has brought to light a variety of challenges that exist in the field of organizational behavior.