



The Influence of Work From Home, Workload and Work Environment On Employee Performance

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Abstract : The work from home policy implemented by the company will have an impact on changes in work patterns and performance of its employees. Where in these changes there is a good influence and opposite effect for the company. The purpose of this study is to explore the correlations between work from home, workload and work environment in impacting employee performance. In the sampling process, this research used a non-probability sampling method based on purposive sampling with the determination of the number of samples using the formula from Yamane, so that there were 139 respondents who were sampled in this study. The results of the research explained that working from home give a positive impact on employee performance, workload give a negative impact on employee performance, and employee environment give a positive impact on employee performance. The data analysis method used in this research used multiple linear regression analysis test. Therefore, it hoped that firm management will be able to fully implement work-from-home rules by assigning workloads that are compatible with employee capacity and making sure that the workspaces and tools used by employees when working from home are suitable.

Keywords : Work From Home, Workload, Work Environment, Employee Performance

INTRODUCTION

The Covid-19 pandemic that occurred throughout the world without exception Indonesia forced almost all employees to work with very different rules than before. One of the influences of the Pandemic is seen from the change in work regulations to work from home which was previously work from office, this change was made to minimise the spread of Covid-19 (Tortorella *et al.*, 2021). The interventions that developed due to Covid-19 Pandemic had influence on employee outcomes & performance levels due to changes in the behaviour of each employee due to the work from home policy (Graves dan Karabayeva, 2020). Working from home provides flexibility at work and can eliminate/reduce of commuting time to the office which can affect employee performance levels (Chaudhry *et al.*, 2021; Choukir *et al.*, 2022; Onyemaechi *et al.*, 2018; Patanjali dan Bhatta, 2022).

This research was conducted in one of the companies that enforce the work from home policy, namely PT Infrastruktur Telekomunikasi Indonesia or commonly referred to as Telkominfra. Numerous prior academics have conducted extensive research on the effects of work-from-home, work environment, & workload on employee performance. However, there are still few studies that examine these variables in one research model, especially on the object of research of Telkominfra employees. In addition to this, this research was conducted on employees who have experienced WFH and work from office policies. This research supposed to investigate the connection between WFH, workload & work environment in partially impacting employee performance. With this study, it should be capable of provide positive implications and contributions.

Work from home is the capacity of employees to work in a flexible setting by utilizing technology is known as remote work, flexible workplace, telework, and e-working (Grant *et al.*, 2019). Workload is defined as duties or activities that employees or organizational units must do for the company within a specific time frame (Idayanti *et al.*, 2020). The work environment is all the facilities or equipment used by an individual to do his job and the place around where a person does his work both in the office and outside the office (Pratama dan Wismar'ain, 2018). Employee performance or work performance is an individual output measured based on quantity or quality which aims to display the best performance in bringing out jobs in accordance with the set targets (Rismawati *et al.*, 2022).

Relationship Between Work From Home and Employee Performance. Working from home can eliminate/reduce of commuting time to the office and employees can start work as soon as possible. This shows that work from home provides efficiency and flexibility in working hours which significantly affects employee performance levels (Abdullah *et al.*, 2022; Choukir *et al.*, 2022; Thamrin *et al.*, 2022). Hypotheses which can be developed from several things that have been described above are :

H1: Work from home has a positive effect on employee performance.

Relationship Between Workload and Employee Performance. High workloads can cause employees to lose focus at work and cause fatigue, leading to low employee performance. Conversely, a structured, appropriate, and well-managed workload will make employee performance increase. The level of employee performance will decrease when the workload received increases, this shows that the number of tasks received affects worker performance (Adrianto *et al.*, 2020; Ashar *et al.*, 2021; Cahyaningtyas & Santosa, 2021; Pitoy *et al.*, 2021; Wisudawati & Pratama, 2021). From the various things that have been stated

above, the below hypotheses could be formed : H2: Workload negatively affects employee performance.

Relationship Between Work Environment and Employee Performance. Employee comfort at work will have positive effect on employees and provide comfort for employees at work so that employees can do their jobs better, indicating that the work environment affects employee performance. A good work environment conditions, supportive work equipment and facilities, as well as harmonious relationships between employees and superiors when employees work from home (Hanheide *et al.*, 2021; Putri *et al.*, 2019). From the various things that have been stated above, the below hypotheses could be formed :

H3: Work environment has a positive effect on employee performance

RESEARCH METHODS

The research design used is a causal associative design to confirm the resulting hypothesis. We collected data by disseminating questionnaires online. The 5-point Likert scale used in this study ranges from 1 (strongly disagree) to 5 (strongly agree). Table 1 includes statements relating to variable measurement.

Table 1. Statements in Variable Measurement

| Variables | Items | Sources |
|----------------|---|--------------------------------|
| Work From Home | I like the work flexibility most about WFH. | (Choukir <i>et al.</i> , 2022) |
| | The jobdesk that I received during WFH was structured and in line with my field of work. | |
| | I would prefer working WFH rather than working from office | |
| | I feel my energy is more emotionally drained when i'm at office than WFH | |
| | I feel used up at the end of the day when working in the office and have to work again later in the day than during WFH | |
| | I feel burned out from my work more during work from office rather than WFH | |
| | I feel frustrated by my job more during work from office rather than WFH | |
| Workload | I feel I am working too hard on my job during work from office rather than WFH | (Parulian & Sutawijaya, 2020) |
| | I feel that the working hours given during WFH are irregular | |
| | The targets I have to achieve at work when WFH are too high | |
| | The workload given during WFH makes me even more frustrated | |

| | | |
|----------------------|--|--------------------------------|
| Work Environment | I received technical support (network, login, server problems) | (Choukir <i>et al.</i> , 2022) |
| | My expenses related to paid apps that I use for work and my laptop are covered by my company | |
| | During WFH communication with related parties can be done easily online | |
| Employee Performance | I am more productive when WFH than in the office | (Choukir <i>et al.</i> , 2022) |
| | I achieve more targets when WFH than in the office | |
| | I am more effective when WFH than in the office | |
| | I am more efficient WFH than in the office. | |
| | The quality of the outcomes is better when WFH than in my office | |
| | I am more able to resolve problems when WFH than in the office | |

213 employees of PT Infrastruktur Telekomunikasi Indonesia made up the study's population. Purposive sampling was the basis for the non-probability sampling technique utilized in this investigation. Calculating the sample size given a closed population and a 5% probability using Yamane's (1967) formula. 139 respondents were therefore sampled for this investigation. The SPSS application is used to process the Multiple Linear Regression Analysis data analysis technique.

RESULT AND DISCUSSION

Characteristics of Respondents. The distribution of questionnaires in this study using Google Forms was carried out online based on predetermined criteria. There are 139 employees who meet the specified criteria, namely employees who have worked work from office and work from home during the pandemic, and employees who have worked for two years or more at the company PT Infrastruktur Telekomunikasi Indonesia. The characteristics of respondents were grouped based on age, job division, gender, distance from residence to office and tenure. The results showed that in this research the most were male with an age range of 20 - 30 years old who were in the operations directorate division and had a distance of residence to the office of 1 - 10 km and a tenure of 2 - 4 years.

Validity Test. Pearson Product Moment correlation were used to compare the value of to test the validity of $r_{total} > r_{table}$. The number of samples (n) used is 139, so the degree of freedom (df) value becomes 137 ($139 - 2 = 137$). In addition, this study also uses $\alpha = 0,05$ with a $r_{table} 0,1666$. The validity test result could seen in table 2.

Table 2. Validity Test

| Variables | Item | r_{total} | r_{table} | Description |
|-----------|------|-------------|-------------|-------------|
|-----------|------|-------------|-------------|-------------|

| | | | | | |
|----------------------|---|-------|---|--------|-------|
| Work From Home | 1 | 0,633 | > | 0,1666 | Valid |
| | 2 | 0,557 | > | 0,1666 | Valid |
| | 3 | 0,822 | > | 0,1666 | Valid |
| | 4 | 0,758 | > | 0,1666 | Valid |
| | 5 | 0,715 | > | 0,1666 | Valid |
| | 6 | 0,827 | > | 0,1666 | Valid |
| | 7 | 0,773 | > | 0,1666 | Valid |
| | 8 | 0,745 | > | 0,1666 | Valid |
| Workload | 1 | 0,793 | > | 0,1666 | Valid |
| | 2 | 0,828 | > | 0,1666 | Valid |
| | 3 | 0,821 | > | 0,1666 | Valid |
| Work Environment | 1 | 0,839 | > | 0,1666 | Valid |
| | 2 | 0,841 | > | 0,1666 | Valid |
| | 3 | 0,847 | > | 0,1666 | Valid |
| Employee Performance | 1 | 0,892 | > | 0,1666 | Valid |
| | 2 | 0,836 | > | 0,1666 | Valid |
| | 3 | 0,899 | > | 0,1666 | Valid |
| | 4 | 0,899 | > | 0,1666 | Valid |
| | 5 | 0,841 | > | 0,1666 | Valid |
| | 6 | 0,844 | > | 0,1666 | Valid |

Considering the results of the tests that have been done, it is concluded that all statement items on the questionnaire are considered valid because the $r_{total} > r_{tabel}$ and the significance value below 0,05.

Reliability Test. With a need to ensuring the precision of the measurement tool employed, a reliability test was carried out. If the cronbach alpha value is more than 0,70, It can be claimed that the variable is reliable. The reliability test results could be seen in table 3

Table 3. Reliability Test

| Variables | α total | | α minimum | Description |
|----------------------|----------------------------------|---|------------------------------------|--------------------|
| Work From Home | 0,879 | > | 0,7 | Reliabel |
| Workload | 0,742 | > | 0,7 | Reliabel |
| Work Environment | 0,789 | > | 0,7 | Reliabel |
| Employee Performance | 0,935 | > | 0,7 | Reliabel |

Based on the tests that have been done, it is known that all cronbach alpha values of each statement item of each variable are above 0,70. So, the conclusion is that all statement items from the questionnaire are declared reliable.

Descriptive Test Statistics. Descriptive statistical tests were also carried out with the aim of knowing the high and low values of each statement of the independent variable and the dependent one. The highest average value on each indicator shows the main factor in measuring the variable. The results could be seen in table 4.

Table 4. Descriptive Test Statistics

| Variables | Item | mean item | mean total |
|----------------------|------|-----------|------------|
| Work From Home | 1 | 4,40 | 4,07 |
| | 2 | 4,09 | |
| | 3 | 4,21 | |
| | 4 | 3,95 | |
| | 5 | 4,19 | |
| | 6 | 3,96 | |
| | 7 | 3,88 | |
| | 8 | 3,86 | |
| Workload | 1 | 4,09 | 4,08 |
| | 2 | 3,94 | |
| | 3 | 4,21 | |
| Work Environment | 1 | 4,15 | 4,16 |
| | 2 | 4,00 | |
| | 3 | 4,32 | |
| Employee Performance | 1 | 4,14 | 4,07 |
| | 2 | 4,11 | |
| | 3 | 4,02 | |
| | 4 | 4,09 | |
| | 5 | 4,10 | |
| | 6 | 3,97 | |

Classic Assumption Test. Additionally, the traditional assumption test, which includes tests for heteroscedasticity, normality, multicollinearity, and autocorrelation, is run. Table 5 displays the outcomes.

Table 5. Classic Assumption Test

| Variables | One Sample Kolmogorov-Smirnov | Tolerance Values | VIF Values | Breusch Pagan Godfrey | Durbin Watson |
|------------------|-------------------------------|------------------|------------|-----------------------|---------------|
| Work From Home | 0,200 | 0,545 | 1,834 | 0,062 | 1,913 |
| Workload | | 0,160 | 6,269 | 0,647 | |
| Work Environment | | 0,150 | 6,676 | 0,489 | |

The measurement results on table 5 show that the significant value of residuals generated by the One Sample Kolmogorov-Smirnov measurement is $0,200 > 0,05$. It is concluded that in this study the residual variables are declared normally distributed. Then, the Tolerance value generated from every independent variable is > 0.1 and the VIF value < 10 . Therefore, it is stated that there is no multicollinearity. The probability value of each variable generated $> 0,05$ in the Breusch Pagan Godfrey measurement. It could be indicated that the regression model utilized in this work does not exhibit heteroscedasticity. Then the autocorrelation a test was conducted using the Durbin Watson test. The durbin watson (d) value obtained is 1.913, then the du value obtained is 1.7672 ($k=3$; $n=139$) and the dL value is

1,6791 ($k=3$; $n=139$). Based on the results obtained, the Durbin-Watson value obtained is in the $dU < d < 4-dU$ area, therefore the regression model can be considered free from autocorrelation problems.

Multiple Linear Regression Analysis Test. The purpose of the test for multiple linear regression is to ascertain how different independent factors affect a single dependent variable. Based on the results shown in Table 6, the coefficient of determination test is conducted. The coefficient of determination generated is 0,818, means that the dependent variable, employee performance, is affected by the independent variables work from home, environment, and workload to the extent of 81,8%, with the remaining 18,2% being influenced by external factors.

Table 6. Coefficient of Determination test

| Model | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------------------------|
| 1 | .818 | 2.185 |

a. Predictors: (Constant), Work From Home, Workload, Work Environment

Then to measure the existence of partial impact of independent variables on variables partially used partial test (t test). Testing the regression results is done with the t test at significance level below 0.05. The t test results shows in table 7.

Table 7. Multiple Linear Regression Analysis test

| Hasil Uji Hipotesis | Standardized Coefficients Beta | t | Sig. |
|--|--------------------------------|--------|------|
| (Constant) | | -1.872 | .063 |
| 1 Work From Home -> Employee Performance | .831 | 16.878 | .000 |
| Workload -> Employee Performance | -.272 | -2.990 | .003 |
| Work Environment -> Employee Performance | .358 | 3.811 | .000 |

a. Dependent Variable: Employee Performance

The measurement results on table 7 show that the coefficient value of the influence of work from home on employee performance is 0,831, meaning that this value shows a strong influence between work from home & employee performance. Then the significance value is $0,000 < 0,05$. It could be conclude that work from home variable has an important impact on employee performance. Furthermore, the t value is positive at 16,878, which means that having employees work from home improves productivity. Employee performance rises as the amount of work done from home does, and vice versa. The claim that "Work from home has a positive effect on employee performance" is therefore accepted.

Workload has a considerable impact on employee performance, according to the partial calculation findings, which reveal a coefficient value of $-0,272$ & receive a significance value of $0,003 < 0,05$. The resulting t value is $-2,990$ which is negative, meaning that the more workload is given the lower the employee performance, and vice versa. Therefore, the hypothesis stating that "Workload negatively affects employee performance" is accepted.

Partially, the calculation results illustrate that the coefficient value of the work environment on employee performance is $0,358$. The t value obtained is $3,811$ and the significance is $0,000 < 0,05$. Therefore, the work environment variable has crucial impact on employee performance. The result of t value in the work environment variable is positive, this indicates that work environment can have a beneficial effect on employee performance, and vice versa. Meanwhile, the hypothesis stating "Work environment has a positive effect on employee performance" is accepted. The conclusion that can be stated according to the results of the calculation of multiple linear regression analysis is that all hypotheses contained in this study are accepted and have a significant influence on employee performance.

The results show that WFH has an important influence on employee performance. This shows that employee performance will be go up when employees work from home or outside the office. Employee work flexibility is a major factor in work from home that can increase employee productivity so that employee performance levels increase. Balance of responsibilities, good communication between related parties, attitudes and perceptions of employees, and flexibility in completing work are factors that support work from home to increase employee performance levels.

This study also found findings that workload give such negative impact on employee performance. This shows that if workload obtained is higher, then employee performance has the potential to decrease as well. Conversely, the structured distribution of workload to workers will make the quality of employee performance high. Irregular workloads and hours, overly high achievement targets, and employee psychological conditions have an impact on declining employee performance. Poor employee psychological conditions will cause employees to lose focus at work and cause fatigue, therefore employee psychological conditions are a major factor in reducing employee performance levels.

This study discovered that the workplace atmosphere had a beneficial impact on employee performance. This shows that workers who work in a safe and comfortable environment have the potential to produce optimal performance, while an unhealthy and

inadequate environment will cause a performance decreasing when the WFH rules is applied. When working from home, the relationship between related parties becomes easier, more effective and efficient due to online communication. Technical support such as access to office applications is needed to support employees to work optimally wherever they are. In addition to this, expenses during work from home and effective and efficient relationships during online work from home with related parties are also factors that support the work environment. This research also found that employee performance could be identified based on some factors, example: productivity, quantity, effectiveness, timeliness, independence, and quality of work produced.

CONCLUSION

The results of this research suggest that work environment, WFH, & workload having important influence on employee work performance partially. This study also suggests that the work from home variable is the variable that most affects employee performance. The implementation of WFH provides flexibility to employees in completing task so that employees can work anywhere at so many time which has an impact on improving employee performance with high productivity supported by adequate work facilities and equipment when working from home and ease of communication between related parties. However, employee performance will decrease if the workload given is too high. Too high a workload can have an influence on psychological condition of each employee, resulting in fatigue and decreased employee performance levels. Therefore, an organised workload is needed when employees work from home. In this research there are still limitations that in the future must continue to be improved, in this study the variables discussed only include the variables of work from home, workload, and work environment.

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