

Employee Performance Analysis Along Work From Home During The Covid-19 Pandemic

Fitria marisya, Marsinah, Hatidah, Ra Rodia Fitri Indriani

^{1,2,3,4} Darussalam Polytechnic Of Palembang, South Sumatra

abstract

The study's goal was to examine the impact of work environment and workload on employee performance mediated by work motivation along During the COVID-19, work from home at Department of Manpower and Transmigration, North Musi Rawas Regency, North Sumatra, South Indonesia Sample of the study was all employees and partners of the Manpower and Transmigration Office of North Musi Rawas Regency as many as 109 people. Data is analyzed using Structural Equation Modeling (SEM) analysis which is run through the AMOS 24 program. The findings of the study that was conducted prove simultaneously that workload, motivation at work, and the workplace environment all significantly and favorably affect performance., which partially each variable performance is impacted by workload, job motivation, and work environment., but work motivational factors have very dominant impact on the performance of the workforce, while Work motivation is significantly and favorably impacted by the workplace and workload. This proves that work motivation is a very important mediating variable in improving the employee's performance during the COVID-19 pandemic by working at home.

Keyword : employee performance, work from home covid 19

INTRODUCTION

At the beginning of 2020, the outbreak of Covid-19 virus happened and the negative excitement began to gradually spread throughout the world. The large number of Covid-19 victims and the uncertainty of all parties to anticipate the condition became the trigger for that negative excitement in a relatively short time. This paper attempts to give an overview about the concept of working remotely or working from home (telecommuting/teleworking) which is influenced by the workload, job environment, and work motivation of the employees at local governments. (Siddharta & Malika, 2016)

119

IJBQR, Volume 01 Issue 01, 2023



Copyright to the author of some rights reserved This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

stated that a book entitled *The Human Use of Human Beings Cybernetics and Society* by Norbert Wiener is the first that introduced the term "remote work" which first introduced the phrase "telework" in 1950 and continues to be widely used in Europe today.

(Konrath et al., 2000) define remote working as a method of employment at a company that is done with the help of information technology and telecommunications services outside the conventional office partially or completely. (DeRossette, 2016). Working remotely can have an impact on the workplace atmosphere and motivation is based on research results. (Jayaweera, 2015). Other studies also discuss the work environment that affects employee performance (Leblebici, 2014) states Employee productivity rises as a result of their increased attention on their task in a comfortable work environment, enabling organizations to meet their goals., besides that a different fact is reported by the McKinsey survey. (Afriyadi, 2020) and You Gov & USA. (Schrotenboer, 2020) where working productivity can actually be reduced by 25 percent because of working at home, one of which happens is the workers sometimes have to carry out all of their works all the time without stopping.

The research that is done by Williams, (2020) figures that compared to the previous working hours, in the United States the working hours is 3 hours longer or equivalent of 40 percent than working in the previous office. In addition. Larson (2020) suggests when working at home or away from the office, the lack of supervision to the workers become the other causes of the decreasing of productivity resulting in many distractions that cause the workers lose their focus on the works, besides that, they also lose their work motivation, and the occurrence of frequent miscommunication. On the other hand, if the request to talk about during the course of time is carried out, it will become a distraction that could prevent him from concentrating on his task for other goals. . (Ziegler et al., 2014). Meanwhile, (Stieg, 2020) shows that under home-based working situations, many employees become less productive when given team-based responsibilities, frequently turning into passive team members. This is consistent with the assertion (Bloom, 2020) that productivity fell by 50% when people worked from home remotely.

Working with flexible schedule or working freely and also working remotely (telecommuting) are some kinds of work schemes which of course apart from working full time to temporary work. Working from home and/or from other location well-known as working remotely and it is an arrangement. (Heatfield, 2019). According to (Mungkasa, 2020), working freely allows the workers to work entirely or primarily outside of the office. Flexible work practice is an office-based practice and a flexible location. This is

consistent with Berliana's (2020) assertion that people who work from home can still spend time with their family without quitting their careers, the workers still have to focus on completing work. (Mustajab, et al., 2020). Due to the fact that flexible employment alternatives might include contract work, contingent work, and just-in-time staffing, Kelly, Moen, and Tranby (2011) allude to flexibility in scheduling control.

The results of a study from (Leprince-Ringuet, 2020) stated Employees want the freedom to choose, when needed, to work from home. The following opinion from (Overmyer, Scott P, 2012) said Employees are concerned about the survival of their employer due to the COVID-19 pandemic, which is consistent with the perception (Afshar, 2020) In contrast to the government sector, where work activities for employees in government agencies are being present at the office by taking absences with specified working hours, research (Hess, 2020) shows that the work culture of houses tends to be due to illness or delivery. Consequently, setting up a work-from-home system is not always simple for state civil servants to do . (Irawati, 2019). Furthermore, Sabitah & Susilo (2017) stated that the employees are difficult to build the coordination with their colleagues since they are accustomed to a conventional office atmosphere, but it is different from the (Hendytio (2020)'s opinion which states that Working from home is a great option for women who have young children.

While teleworking itself is independent from flexible working hours, which can really boost employee productivity, the advantages of implementing remote work or working from home cannot be separated from the usage of telecommunicating technology (Ye, 2012). The following is according to (Boell, Ceces & Campbell, 2014) which suggests that Implementing teleworking will remove workplace barriers including traffic, air pollution, and (Social Dimension). Research findings support this viewpoint (Suarlan, 2017) which in terms of telework time can be applied to work full time or part-time workers (He & hu, 2014) formally or informally and both the corporation and the employees themselves desire (Uchenna, Rruakpa&Uche, 2018) The use of technology distinguishes the application of telework with regular systems and working from home. According to (Gadecki et al., 2018) there are three dimensions of implementing or achieving work-from-home options includes changing how space, time, and social roles are organized. There will be more work-life problems if employees do not have distinct boundaries between their jobs at home and at work. According to research (Sheikh, 2010), conducting work and family chores at the same time causes employees to deal with various conflicts and roles in addition to needing to separate work space and family life space (Kinman, 2016) and (Putnik et al., 2018).

Empirically, the study's findings (Rupietta & Beckman, 2018) demonstrate a favorable and significant impact of working from home on job effort. According to (Varma, 2017) higher work effort is provided by the employee if the more often they work from home. Sabir (2017) say by Employees will be more motivated to complete their work if they can work from home. (Felstead & Henseke, 2017) demonstrates that statistics demonstrating that work from home is a growing trend, tied to company commitment to empowering people from home. Although it can be used by employees, work from home cannot be implemented by every firm; only a select few can do so. There are benefits and drawbacks to implementing work from home. 2009 (Netteland).

In fact, the number of companies in America only offering working freely and working remotely scheme for about 4-5 percents although it has become a trend in the last decade (Landrum, 2015). Even in European countries such as Portugal and Greece, the number of remote workers tends to be small away (Eurofoun, 2020). With regard to the above background, the local government of the North Musi Rawas district has stipulated a circular letter from the North Musi Rawas Regent Number 214 of 2020 dated June 17, 2020 regarding the work system of state civil servants (ASN) during the pandemic where the implementation of official duties is carried out by implementing a picket system. i.e. 50% of employees work from home (WFH) where the condition of public services continues to run even though this condition has a significant impact. It is possible for the work from home time limit to be extended according to the situation and conditions, in which the implementation of work from home will certainly have an impact on the community and the government, because many routine activity agendas will be delayed, and services during a pandemic. Regional apparatus organizations apply standard operating procedures. So that service to the community is not optimal and employee performance is not optimal. From the researcher's observation that the performance achievement of the Manpower and Transmigration Service in the Musi Rawas Regency, North Sumatra, Southern Indonesia, it has not yet reached the target in the first semester of 2020 while the target until June 2020 is an achievement of 40% - 50% in general, only 30% has been achieved.

Methodology

This research approach uses quantitative research methods, which means that research seeks to apply a rational, empirical and top-down deductive mindset from a phenomenon by using general concepts to explain specific phenomena, so that the appropriate data collection techniques and types are used as primary data in this study

in the format of questionnaires obtained from respondents' answers conducted online with Google form and secondary data through internet access. This study was carried out at the Manpower and Transmigration Office, North Musi Rawas Regency, South Sumatra, Indonesia. The population that supports this research are permanent employees and temporary workers who do work from home (WFH) in total totaling 109 people, the purposive sampling technique is a sampling technique that is used in this study and the analysis method uses path analysis techniques that provide the possibility causal relationship either directly or indirectly. Nurwati & Kismianti (2019) is an extension of multiple regression analysis or using regression analysis to determine the direction of the relationship between the dependent and independent variables with Structural Equation Modeling (SEM) statistics AMOS Application, 24.

RESULT AND DISCUSSION

Before testing the hypothesis, the researcher must first carry out several tests to meet the requirements in the study, including:

Validity Test

A result is declared valid and reliable with the condition that the validity and reliability results must have a value higher than the specified limit, statistical validity testing refers to the subsequent standards as:

- If $r\text{-count} > r\text{-table} (0,5)$ then it is declared valid
- If $r\text{-count} < r\text{-table} (0,5)$ then it is declared invalid

To simplify the calculation of the instrument's validity and dependability in this research, the researcher uses the Microsoft Excel application and the AMOS Program Statistics (Structural Equation Model).

Table 1 Test the Validity of Workload Variables Regression
Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
X1.1	<---	Workload	1,000				
X1.2	<---	Workload	,864	,433	1,997	,046	
X1.3	<---	Workload	,884	,349	2,537	,011	
X1.4	<---	Workload	,970	,347	2,792	,005	

X1.5	<---	Workload	,561	,278	2,018	,044	
X1.6	<---	Workload	,910	,342	2,663	,008	
X1.7	<---	Workload	1,237	,346	3,578	***	
X1.8	<---	Workload	1,158	,323	3,583	***	
X1.9	<---	Workload	,666	,319	2,092	,036	
X1.10	<---	Workload	,995	,406	2,450	,014	
X1.11	<---	Workload	,932	,349	2,670	,008	
X1.12	<---	Workload	,992	,348	2,854	,004	

Source: Primary Data processed 2021

From Using the information in Table 1, it can be said that all statements in the questionnaire that were filled out by respondents with the Workload variable all have a lower probability than 0.5 with a Critical Ratio (CR) value of > 1.96 which is declared valid.

**Table 2 Validity of Work Environment Variables Regression Weights:
(Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
X2.1	<---	Work environment	1,000				
X2.2	<---	Work environment	1,341	,316	4,242	***	
X2.3	<---	Work environment	1,000	,325	3,075	,002	
X2.4	<---	Work environment	1,040	,314	3,312	***	
X2.5	<---	Work environment	1,481	,407	3,637	***	
X2.6	<---	Work environment	1,124	,427	2,631	,009	
X2.7	<---	Work environment	1,252	,357	3,509	***	
X2.8	<---	Work environment	1,049	,362	2,896	,004	
X2.9	<---	Work environment	,933	,400	2,331	,020	
X2.10	<---	Work environment	1,093	,409	2,671	,008	
X2.11	<---	Work environment	1,166	,321	3,637	***	
X2.12	<---	Work environment	,610	,280	2,182	,029	

Source: Primary Data processed 2021

From Using the information in Table 2 above, it can be said that all statements in the questionnaire that were filled out by respondents with the likelihood of any work environment variable being greater than 0.5 with a Critical Ratio (CR) value of > 1.96 which is declared valid.

Table 3 Validity of Work Motivation Variables

			Estimate	S.E.	C.R.	P	Label
Y1.1	<--	Motivation	1,000				
Y1.2	<--	Motivation	1,411	,416	2,242	,035	
Y1.3	<--	Motivation	1,140	,425	2,075	,001	
Y1.4	<--	Motivation	1,410	,374	3,312	***	
Y1.5	<--	Motivation	1,467	,447	3,637	***	
Y1.6	<--	Motivation	1,421	,622	2,631	***	
Y1.7	<--	Motivation	1,225	,537	3,509	***	
Y1.8	<--	Motivation	1,409	,326	2,896	,004	
Y1.9	<--	Motivation	1,233	,420	3,331	***	
Y1.10	<--	Motivation	1,093	,419	3,671	,028	
Y1.11	<--	Motivation	1,246	,361	2,637	,018	
Y1.12	<--	Motivation	1,620	,360	3,182	,037	

Source: Primary Data processed 2021

From the Table 3 above, Conclusion: All of the statement items in the questionnaire that are filled out by the respondent's work motivation variable all have a value of probability is lower than 0.5 with a Critical Ratio (CR) value of > 1.96 which is declared valid.

**Table 4 Validity of Performance Variables Regression Weights:
(Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Y2.1	<--	Performance	1,000				
Y2.2	<--	Performance	,684	,513	1,997	,006	
Y2.3	<--	Performance	,784	,639	2,637	,022	
Y2.4	<--	Performance	,982	,247	2,592	,009	
Y2.5	<--	Performance	1,263	,378	2,318	,033	

Y2.6	<--	Performan ce	,982	,242	2,333	***	
Y2.7	<--	Performan ce	1,237	,416	3,608	***	
Y2.8	<--	Performan ce	1,258	,423	3,853	***	
Y2.9	<--	Performan ce	1,066	,359	2,229	***	
Y2.10	<--	Performan ce	,995	,506	2,054	,01 4	
Y2.11	<--	Performan ce	,632	,333	2,706	***	
Y2.12	<--	Performan ce	,592	,332	2,458	***	

Source: Primary Data processed 2021

From Using the information in the table above, it can be said that all statements in the questionnaire that were filled out by the respondent's Performance variable all have a critical ratio (CR) value of and a probability value of less than $0.5 > 1.96$ which is declared valid.

Reliability Test

When an instrument's consistency and stability are evaluated, it may be determined whether it will consistently measure the same thing when repeated measurements are made. Measurement of reliability is based on a numerical index of coefficients. In testing research, the quality of data that is often carried out a reliability test with the aim of internal consistency reliability, it can be said if Cronbach alpha is more than 0.7, it is regarded as dependable (Ghozali, 2012). AMOS 24 is used in the study's reliability test. Table 5 below lists the reliability outcomes of the AMOS 24 test:

Table 5 Summary of Reliability Test Results

Variable Names	Construct Reliability	Description
Workload	0,964	Reliable
Work environment	0,833	Reliable

Motivation	0,970	Reliable
Performance	0,870	Reliable

Source: Primary Data processed 2021

From the data above, the reliability test results for the 4 statement variables are declared reliable with the construct reliability value > 0.7 . A variable or construct is Cronbach's alpha indicates a level of reliability if > 0.70 (Ghozali, 2012).

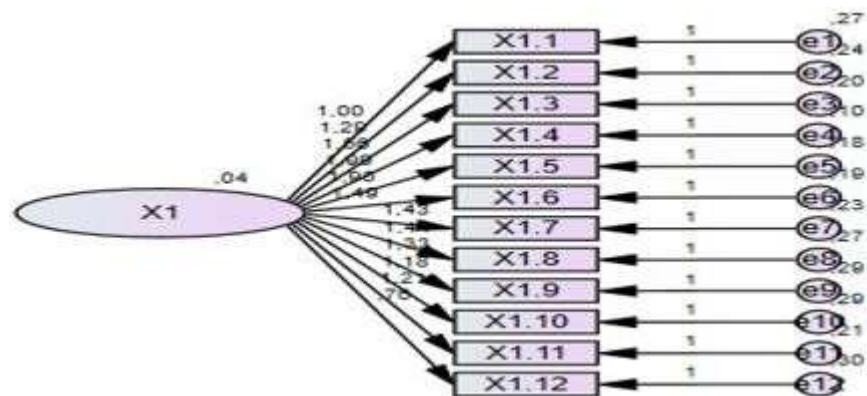


Figure 1 CFA Model Estimated Variable of Exogenous work Load

Based on Figure 1 above, it can be seen that all the indicators of the exogenous construct variable Workload, have a loading factor value > 0.5 , namely if the standard factor load is 0.5 it means Very Significant (Igbaria et al in Wijayanto 2014) and Ghozali(2012) states that a significant loading factor if the standard loading factor is 0.5 it indicates a good level of Convergent Validity.

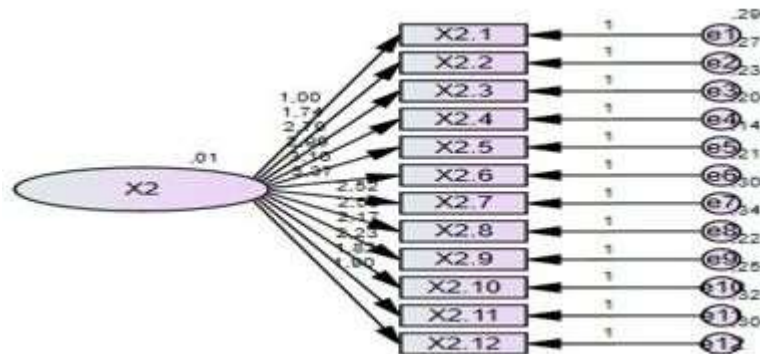


Figure 2 CFA Model Estimation of Exogenous Variables of the Work Environment

Based on Figure 2 above, it can be seen that all the indicators of the exogenous construct of the work environment variable have a loading factor value of > 0.5 , namely if the standard factor load is 0.5 it means Very Significant (Igbaria et al in Wijayanto 2014) and Ghazali (2012) states that a significant loading factor if the standard loading factor is 0.5 it indicates a good level of Convergent Validity.

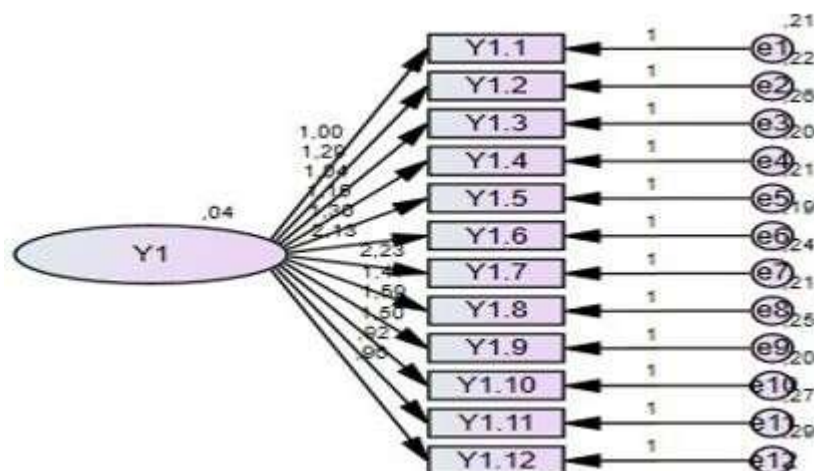


Figure 3 CFA Model Estimation of endogenous variables Motivation

Based on Figure 3 above, it is known that all indicators Y1.1 to Y1.12 have a significant value > 0.5 according to Igbaria et al in Wijayanto 2014, stating if the standard factor load 0.5 is Very Significant and Ghazali 2012 states the loading factor

which is significant if it has a standard loading factor of 0.5 indicating the level of Convergent Validity. Variable of endogenous Performance

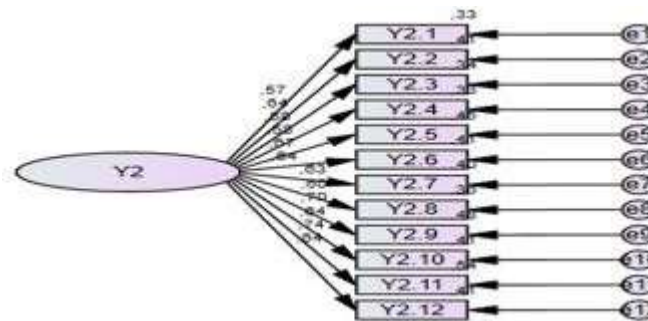


Figure 4 CFA Model Estimating Endogenous Variable Performance

Based on Figure 4 above, it is known that all indicators Y2.1 to Y2.12 have a significant value > from 0.5 according to Igbaria et al in Wijayanto 2014, stating if the standard factor load 0.5 is Very Significant and Ghazali 2012 states the loading factor which is significant if it has a standard loading factor of 0.5 indicating the level of Convergent Validity.

Confirmatory Factor Analysis (CFA)

The Structural Equation Modeling (SEM) is the further analysis which is done after analyzing the unidimensionality level of each indicator and dimensions forming latent variables or exogenous and endogenous constructs which are tested with Confirmatory Factor Analysis, and the next step is to perform a Full Model analysis. of the four variables, namely the Workload variable, the Work Environment variable, the Motivation variable and the Performance variable, as illustrated in the Full Model figure below.

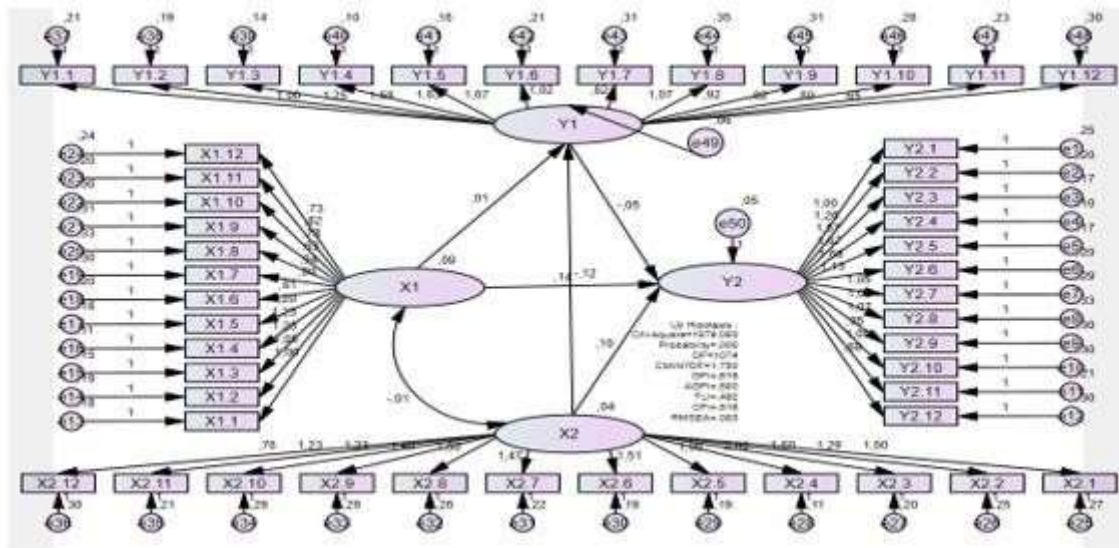


Figure 5 Confirmatory Factor Analysis (CFA) Full Model is known that all the indicators in the Full Model have a significant value > from 0.5.

Igbaria et al in Wijayanto(2014), states that the standard factor load is Very Significant if it is 0.5 value. Beside that, Ghazali(2012) says that if the loading factor has a standard of 0.5 it means it is significant which indicate that the Convergent Validity is in a good level. Thus the indicators and the dimensions in the CFA Model of Exogenous Constructs and variable endogenous constructs are declared valid and significant. Furthermore, the Full Model estimation test was carried out simultaneously, namely the Goodness of fit index for exogenous variables and endogenous variables, as shown in the table below:

Table 6. Goodness of Fit Index Full Model

Indicator	Cut-off Value	Result	Conclusion
X ² – Chi-square (df = 5, p = 0,0000)	< 41,40	1879,080	Marginal fit
Sign. Probability	≥ 0.05	0,716	Fit
Df	≥ 0	1074	Fit
GFI	≥ 0.80	0.616	Marginal fit
AGFI	≥ 0.80	0,840	Fit
CFI	≥ 0.85	0,910	Fit
TLI/NNFI	≥ 0.85	0,870	Fit
NFI	≥ 0.85	0,327	Marginal fit

IFI	≥ 0.80	0,532	Marginal fit
RMSEA	≤ 0.08	0,078	Fit
RMR	$\leq 0,05$	0,032	Fit

Source: Primary Data processed 2021

RESEARCH RESULTS

The test results of each parameter from Amos program testing are described as follows:

Table 7. Parameter Test Results
Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Y1	<-	X2	,640	,102	0,978	***	
Y1	<-	X1	,791	,086	2,106	***	
Y2	<-	X1	,396	,159	2,607	,004	
Y2	<-	Y1	,117	,133	4,084	***	
Y2	<-	X2	,560	,213	2,412	***	

Figure 5 Full Model above demonstrates that the Full Model indicators have a standard loading value of >0.5 , indicating a good convergent validity level, such that no one drops, and from the Goodness of Fit results in Table 10 above, it shows the GOF value that is good. fit and acceptable indicate a good structural equation, and the value of the Critycal Ratio (CR)model shows a significant at level > 1.96 , namely the motivation variable on the performance of the Manpower and Transmigration Service Employees, so that the structural equation is obtained as follows:

SUB-STRUCTURE EQUATION

Motivation = 0.791 Workload + 0.640 Work Environment + e The estimated The results of the Full Meter Model in Figure 5 Full Model serve as a guide for evaluating the

three previously identified hypotheses; the study's conclusion will then be based on whether the hypothesis was proved. The criteria for Goodness of Fit are indicated in table 10 above is used to do simultaneous testing.

CONCLUSION

For employees during the Covid-19 epidemic, work from home, the ratio of performance structure is affected by the workload, work sphere and motivation together, and the equation of work motivation sub-structure is influenced by workload and work environment together. Partially, a dominant influence is owned by employee motivation on employee performance. It proves that employee work motivation is highly important mediating variable in improving employee performance during work from home.

The theoretical implication is that this research is anticipated to serve as a reference for upcoming researchers, especially in terms of increasing employee productivity during the pandemic, especially for those who wish to conduct research in the public and business service sectors.

The practical implication of this research is that research can be done on work supervision variables, in addition to workload, work environment, work motivation during this pandemic so that a comparison can be seen on the achievement of the results. While the supervision of work during Work From Home, This can be done through leadership instructions to require employees not to turn off laptops during working hours so that their performance can be known. In a work environment at home, leaders can require employees to do their jobs in a place or room that is comfortable, clean and not noisy.

REFERENCES

- Afshar, Vala. 11 Mei 2020. Working from Home: the New "Normal". ZD Net. <https://www.zdnet.com/article/the-average-productivity-loss-of-remote-work-is-1/> accessed on 7 June 2020.
- Afriyadi, A. D. (2020, April 9). WFH Reduces Productivity? Overcome by using this method. Detik News. <https://finance.detik.com/berita-ekonomi-bisnis/d-4971346/wfh-kurangi-produktivitas-tangkis-pakai-cara-ini>
- Alex, Nitisemito., (2015), Human Resource Management, Pustaka Setia, Bandung
- Abner Naa (2017), The Influence of Work Environment, Work Motivation and Training on Employee Performance at the Bintuni District Office, Bintuni Regency. Postgraduate Program at the Jakarta Institute of Domestic Administration.



- Aqila, Arta. (2018). Summary of HR Management Theory. <https://artaqila.blogspot.co.id/2018/rangkuman-teori-manajemen-sdm.html>
- Busro, Dr. Muhammad. (2020). Human Resource Management Theories, Prenada Media Group, Jakarta.
- Bintoro and Daryanto. 2017. Employee Performance Appraisal Management. Gava Media : Yogyakarta.
- Berliana, R. (2020). Flexible Work Arrangements: Work Culture Shifts That Are Now More Attractive. Business Lounge Journal. Taken from <https://www.blj.co.id/2020/04/02/flexible-work-arrangements-pergeseran-budaya-kerja-yang-kini-semakin-menarik/>
- Boell, S., Cecez, K., & Campbell, J. (2014). Telework and The Nature of Work: An Assesment of Different Aspects of Work and The Role of Technology. Twenty Second European Conference on Information Systems, 1-15
- Bloom, N. (2020, Maret 30). The Productivity Pitfalls of Working from Home in The Age of COVID- 19. Stanford News. <https://news.stanford.edu/2020/03/30/productivity-pitfalls-working-home-age-covid-19>
- DeRossette, Zachary Glenn, 2016. Variation in Job Performance Among Telecommuters. A thesis submitted to the faculty of San Francisco State University. San Francisco, California.
- Dewi S.W., 2020. The Influence of Workload, Motivation and Work Environment on Employee Performance of the Personnel and Human Resources Development Agency of Aceh Tamiang Regency. Jurnal Tajirah Volume 2, Number 20 of 2020.
- Donni, Juni Priansa. 2018. HR Planning and Development. Alfabeta CV: Bandung
- Eurofound. European Foundation for the Improvement of Living and Working Conditions <https://www.eurofound.europa.eu/data/percentage-of-workers-doing-telework-and-ict-based-mobile-work> diakses pada 6 Juni 2020
- Fahmi Irham. 2014. Management Theory, Cases and Solutions. Bandung : Alfabeta.
- Felstead, Alan, and GoloHenseke. 2017. "Assessing the Growth of Remote Working and Its Consequences for Effort, Well-Being and Work-Life Balance." New Technology, Work and Employment 32 (3): 195–212. <https://doi.org/10.1111/ntwe.12097>.
- Ferdinand, Augusty. 2014. Management Research Methods. BP University of Diponegoro. Semarang.
- Gądecki, J., Jewdokimow, M., & Żadkowska, M. (2018). New technologies and family life in the context of work at home. The strategies of work-life balance. Studia Humanistyczne AGH, 17(4), 77. <https://doi.org/10.7494/human.2018.17.4.77>



- Ghozali, Hengky. 2012. Partial Least Square "Concepts, Techniques and Applications" Smart PLS 2.0 M3. Semarang : Badan Penerbit Universitas Diponegoro
- Hasibuan, Malayu. 2019. Human Resource Management. Revised edition. Jakarta : PT. Bumi Aksara
- He, S. Y., & Hu, L. (2014). Telecommuting, Income and Out of Home Activities Travel Behaviour and Society. Elsevier Ltd. On Behalf Of Hong Kong Society for Transportation Studies, 1-18.
- Hess, Melanie. 9 Maret 2020. The New Coronavirus Drives Need for Remote Work. Virtual Vocations. <https://www.virtualvocations.com/blog/articles/current-events/the-new-coronavirus-drives-need-for-remote-work/> accessed on 6 June 2020.
- Hendytio, M. K. (2020). Working from Home: Making a Flexible Work Culture. CSIS Commentaries DMRU-020, (March)
- Heathfield, Susan. M. (2019). What Is a Part Time Employee?. Taken from <https://www.thebalancecareers.com/what-is-a-part-time-employee-191822>
- Herdiana Nur Anisa, Heru Pratawa, 2019 Employee workload analysis with the method of Full Time Equivalent (FTE) <https://ejournal3.undip.ac.id/index.php/ieoj/article/viewFile/22988/21028>
- Irham Robbaq Anwar, Siswanto, (2014) The implication of workload on work motivation with work ability as an intervening variable for MSME Bank employees, Journal of Finance and Banking, Vol 19 number 03
- Jayaweera, T. (2015). 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.
- Jeky KR Rolos, Sofia AP, Sambul Wehelmina Rumawas, (2018) The effect of workload on employee performance at PT. Asuransi Jiwasraya Manado City Branch, Journal of Business Administration, Vol 6 Number 4 ISSN : 2338 – 9605
- Kinman, G. (2016). Managing the work-home interface: The experience of women academics. In Exploring Resources, Life-Balance and Well-Being of Women Who Work in a Global Context. https://doi.org/10.1007/978-3-319-31736-6_8
- Kasmir, 2019 Human Resource Management (Theory and Practice). Jakarta : PT. Raja Grafindo Persada.
- Kevin F.S (2016) Effect of compensation, workload and career development on employee job satisfaction at PT Telekomunikasi Indonesia TBK. WitelSulut. EMBA Journal Vo.4.No.4 December 2016.

- Koesomowidjojo, Suci (2017). Practical Guide to Preparing Workload Analysis. Jakarta: Raih Asa Sukses
- Larson, B. (2020). Companies Can Help Employees Working Remotely During The Covid-19 Pandemic. <https://news.northeastern.edu/2020/03/12/heres-how-companies-can-help-employees-working-remotely-in-light-of-the-covid-19-pandemic>
- Leprince-Ringuet, Daphne. 20 Mei 2020. Back to the Office?; How You Should Manage the Return to Work after the Lockdown. ZDNet. <https://www.zdnet.com/article/back-to-the-office-how-you-should-manage-the-return-to-work-after-the-lockdown/> accessed on 6 June 2020
- Leblebici, D. (2012). Impact of Workplace Quality on Employee's Productivity: Case Study of A Bank in Turkey, Journal of Business, Economics & Finance, 1 (1): 38-49.
- Lioni, 2021 The influence of workload and work environment on work motivation has an impact on the performance of members of the TNI-AD Battalion 641 Raider West Kalimantan Province, Sostech Journal Vol 1 number.2 p-ISSN2774-5147e-ISSN2774-515589 <http://sostech.greenvest.co.id/index.php/sostech>
- Marwansyah. 2016. Human Resource Management. Second Edition. Bandung: Alfabeta,
- Mangkunegara, Anwar Prabu (2019), Company Human Resource Management, PT. Remaja Rosdakarya : Bandung.
- Mila Badriyah . 2017. Human Resource Management. 2nd print, Bandung : CV. Pustaka Setia.
- Mungkasa, Oswar. 2020. Remote Working (Telecommuting): Concept, Application and Learning. Bappenas Working Papers Vol. 3 No. 1 in 2020
- Mustajab, D., Bauw, A., Rasyid, A., Irawan, A., Akbar, M. A., & Hamid, M. A. (2020). Working from Home Phenomenon as an Effort to Prevent COVID-19 Attacks and Its Impacts on Work Productivity. The International Journal Of Applied Business, 4(1), 13-21. <https://doi.org/10.20473/tijab.V4.I1.2020.13-21>
- Muchlisin Riadi, 2018. Definition, Dimensions and Measurement of Workload. <https://www.kajianpustaka.com/2018/01/pengertiandimensi-dan-pengukuran-beban-kerja.htm>. diakses pada tanggal 8 Oktober 2010
- Moehariono, 2014, Competency-Based Performance Measurement Revised Edition, Jakarta: PT Raja Grafindo Persada
- Netteland, Grete. 2009. "Implementation of E -Learning in a Large Organization: The Critical Role of Relevance to Work." International Journal of Advanced Corporate Learning (IJAC) 2 (3): 58-65. <https://doi.org/10.3991/ijac.v2i3.1002>



- Overmyer, Scott P. 2012. Implementing Telework: Lessons Learned from Four Federal Agencies. IBM Center for The Business of Government
- Pandi, Afandi., 2018. Human Resource Management “Theory, Concepts and Indicators”.Zanafa Publishing. Yogyakarta.
- Rayka Dantyo Prakoso, EndangSitiAstuti, IkaRahana, (2014) The influence of the work environment on work motivation and employee performance (study on employees of PT. AXAFinacila Indonesia Malang Branch) Journal of Business Administration (JAB) Vol 14 number 2
- Ria, Widhia Sari. (2019) The Influence of Work Environment and Communication on Performance in State-Owned Enterprises PT.Inhutani IV KAB. Pasaman.JurnalMenara Ekonomi Volume 3-Oct.2019. STIE Lubuk Sikaping Yayasan Pendidikan Pasaman
- Rupietta, Kira, and Michael Beckmann. 2018. “Working from Home: What Is the Effect on Employees’ Effort?” Working from Home: What Is the Effect on Employees’ Effort? 70 (1): 25–55. <https://doi.org/10.1007/s41464-017-0043-x>.
- Rizal Nabawi, 2019. The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance.Scientific Journal of Masters in Management Vo.2.No September 2, 2019. <http://jurnal.umsu.ac.id/index.php/MANAGGGIO>
- Rusda Irawati, dkk. 2017. Analysis of the Effect of Workload on the Performance of Operator Employees at PT. Giken Precision Indonesia. JurnalPoliteknikNegeriBatam.
- Sabitah, N. M., &Susilo, H. (2017).Implementation of 360 Degree Feedback Performance Assessment Method to Measure Employee Soft Competence (Study at PT Petrokimia Gresik). Journal of Business Administration,47 (1), 56–62. Taken from [http:// administrasibisnis.studentjournal.u b . a c . i d / i n d e x . p h p / j a b / a r t i c l e / v i e w / 1816 / 2198](http://administrasibisnis.studentjournal.u b . a c . i d / i n d e x . p h p / j a b / a r t i c l e / v i e w / 1816 / 2198)
- Sabir, Almas. 2017. “Motivation: Outstanding Way to Promote Productivity in Employees.” American Journal of Management Science and Engineering 2 (3): 35. <https://doi.org/10.11648/j.ajmse.20170203.11>
- Suarlan. (2017). Teleworking for Indonesian Civil Servants: Problems and Actos. International Journal of Administrative Science & Organization, 100-109.
- Sedarmayanti. 2017. Planning Dan HR Development To Improve Competence, Performance, And Work Productivity. Refika Aditama : Bandung.
- Sheikh, M. A., Ashiq, A., Mehar, M. R., & Hasan, A. (2018). Impact of Work and Home Demands on Work Life Balance : Mediating Role of Pyrex Journal of Business and



- Finance Management Research Impact of Work and Home Demands on Work Life Balance : Mediating Role of Work Family Conflicts. Pyrex Journal of Business and Finance Management Research, 4(5), 1-10
- Suparno and Sudarwati. 2014. The Influence of Motivation, Work Discipline and Competence on the Performance of the Education Office of Sragen Regency Employees. Jurnal Paradigma Vol. 12, No. 01, February-July 2014, p.12-25.(ISSN :1693-0827).
- Sunyoto, Danang. 2012. Human Resources Theory, Questionnaire, and Data Analysis. Yogyakarta : CAPS.
- Sutrisno, Edi. 2017. Human Resource Management. Jakarta : Prenadamedia Group,
- Sutoyo (2016) The effect of workload on the work environment and work motivation on employee performance at the Bina Marga Office of Central Sulawesi Province, e-Jurnal Katalogis, Vol 4 number 3 p. 187-195 ISSN: 2302-2019
- SiagianP.Sondang. 2017. Human Resource Management. PT. BumiAksara.Jakarta.
- Stieg, C. (2020, March 12). Working from Home Actually Makes you Better at Some Tasks and Worse at Others, Here's What You Need to Know? CNBC.<https://www.cnn.com/2020/03/12/study-how-working-from-home-boosts-and-hurts-productivity-creativity.htm>
- Schrotenboer, B. (2020, Mei 4). Working at Home had a Positive Effect on Productivity during the Pandemic, Survey Says. USA Today.<https://www.usatoday.com/story/money/2020/05/04/coronavirus-pandemic-might-game-changer-working-home/306186200>
- Priansa, Donni Juni. 2014. Planning and Human Resource Development. Bandung: Alfabeta
- Uchenna, O., Uruakpa, P. C., & Uche, E. (2018). Impact of Telecommuting on Employees Performance: A Focus on Telecommunication Out-Fits in Owerri, Imo State. Journal of Economics and Management Sciences , 54-61.
- Varma, Chandrakant. 2017. "Importance of Employee Motivation & Job Satisfaction for Organizational Performance." International Journal of Social Science & Interdisciplinary Research 6 (2): 10-20.
- Williams, J. C. (2020, Mei 11). The Pandemic Has Exposed the Fallacy of the "Ideal Worker." Harvard Business Review.<https://hbr.org/2020/05/the-pandemic-has-exposed-the-fallacy-of-the-ideal-worker>
- Wibowo. 2016. Work management. Fourth Edition. PT Raja Grafindo Persada : Jakarta



- Yana Diana, 2019. The Effect of Workload on Employee Performance in the Housekeeping Department at Bintan Lagoon Resort Hotel. Journal of Management Tools ISSN:2088-3145 Vo. 11 No.2 December 2019.
- Ye, L. R. (2012). Telecommuting: Implementation for Success. International Journal of Business and Social Science, 20-29.
- Zainul Hidayat, MM. 2012. The Influence of Work Environment and Work Discipline and Work Motivation on Employee Performance of Regional Drinking Water Company (PDAM) Lumajang Regency, Volume 8, No. 15
- Ziegler, M., Bensch, D., Maaß, U., Schult, V., Vogel, M., & Bühner, M. (2014). Big Five Facets as Predictor

