

# The Journal of Behavioral Science (TJBS)

Original Article

## Understanding Employee Performance During Work from Home in Indonesia

Christian Wiradendi Wolor<sup>1\*</sup>, Aditya Pratama<sup>1</sup>, Ayatulloh Michael Musyaffi<sup>1</sup>, Ahmad Nurkhin<sup>2</sup>, Yudin Citriadin<sup>3</sup>

### Author Affiliation

<sup>1</sup> Lecturer, Faculty of Economics, Universitas Negeri Jakarta, Indonesia

<sup>2</sup> Lecturer, Faculty of Economics, Universitas Negeri Semarang, Indonesia

<sup>3</sup> Lecturer, Faculty of Tarbiyah and Education, Universitas Islam Negeri Mataram, Indonesia

\*Corresponding author e-mail: christianwiradendi@unj.ac.id

### Article Information

*Received:* 15.7.21

*Revised:* 1.8.21

*Accepted:* 4.8.21

### Keywords

Work from home, work discipline, Employee performance, COVID-19

### Abstract

This study aimed to determine the effect of the work from home (WFH) policy on employee performance and discipline during the COVID-19 pandemic. Data were quantitatively collected from 105 employees in Indonesia through questionnaires and online survey methods due to social restrictions. Data collected were analyzed using structural equation modeling (SEM). The results showed that WFH did not affect employee performance ( $\beta = .10, p = .08$ ), rather it has a significant positive effect on work discipline ( $\beta = .52, p = .00$ ) and employee performance ( $\beta = .83, p = .00$ ). Furthermore, WFH has a positive effect on employee performance through work discipline ( $\beta = .53, p = .00$ ). The results provide an academic and practical picture that the prolonged WFH policy does not improve employee performance. These findings have implications for human resource management in organizations in the form of designing work systems, providing a supportive environment, good communication relationships between employees to encourage their involvement in improving performance.

The rapid spread of the COVID-19 pandemic throughout the world has significantly changed the way people live, work, and carry out their daily activities. One of the restrictions put in place by the Indonesian government to reduce the spread of the virus is by implementing the work from home (WFH) policy. This policy has been in existence for approximately 2 years to maintain the peoples' safety. The capital city of Indonesia, namely Jakarta, has become the epicenter of the coronavirus outbreak with 2,738 infected people, with more than 100 deaths from the national death toll of 221. Therefore, companies in this city need to ensure their employees work from home to avoid being infected (Fachriansyah, 2020).

According to Daraba et al. (2021) and Hill et al. (2003), WFH positively affects employee performance, which means that employees can take care of the household and work. However, this was opposed by Lippe and Lippényi's (2020) study, which stated that WFH is negatively related to

employee performance. This is because a higher number of working hours from home harms employee performance. Employees enjoy WFH because of flexible work arrangements, which allow them to carry out their jobs while taking care of their families, irrespective of the place and time (Tavares et al., 2020). Bhattacharya and Mittal (2020) stated that WFH allows employees to work flexibly without being limited by space and time. Conversely, there are several problems related to this working process, such as the low work ethic of employees, lack of discipline, etc. (Suprpti et al., 2020). These current changes are associated with the workplace, atmosphere, and career life of employees (Sardjana et al., 2018). Prayogi et al. (2019) stated that highly disciplined employees do not delay work and always try to finish on time, despite not being directly supervised by their superiors.

From a disciplinary point of view, WFH has become a scourge where employees do not need to wake up early and head to the office to avoid traffic.

Purwanto et al. (2020) stated that the WFH activities are more flexible in completing work using only gadgets or laptops. Conversely, it allows employees to be more flexible in making appointments and carrying out tasks without spending time or money on transportation (Susilo, 2020). However, the problems that often hinder employees from focusing on work are difficulty communicating and focusing on taking care of the household. Those that work from home are not closely monitored and therefore tend to enjoy more flexibility in choosing working hours and patterns. However, this leads to a lack of control regarding working deadlines and the activities carried out by each employee, which has a negative effect. Therefore, rules and job descriptions carried out by employees during WFH need to be enforced and supervised by superiors (Shamir & Salomon, 1985). Another downside is the lack of physical separation between work and personal time, thereby leading to boredom. This weakness also creates uncertainty, which tends to significantly impact job satisfaction, thereby leading to lower performance (Susilo, 2020).

Every agency or organization wants a high level of employee discipline because it encourages the emergence of morale and the achievement of organizational, employee, and community goals. Therefore, high work discipline improves employee performance, which is beneficial to the organization and its members (Sukardi & TurahRaharjo, 2020). The implementation of work discipline ensures the maintenance of order and tasks to achieve optimal results and targets (Athins et al., 2018). Employees with work discipline tend to have much better performance because they feel responsible for helping achieve organizational goals. Therefore, every organization needs to apply discipline in its work (Tentama et al., 2020).

Several studies stated that discipline has positive affective, cognitive, behavioral, and relational consequences on employee performance. Therefore, this study aims to fill this gap associated with WFH by examining employee discipline and performance during the pandemic. Organizations need to analyze this phenomenon to provide new regulations and guidelines related to WFH policies.

### Literature Review

Work discipline is always expected to characterize human resources in organizations because it enables predetermined goals to be easily achieved (Pawirosumarto et al., 2017). According to

Kelibulin et al. (2020) and Rahmi et al. (2020), discipline is behavior and attitude by company rules which is shown by the presence and compliance of employees during working hours, thereby enabling them to carry out their duties on time and correctly.

Discipline is generally defined as compliance with regulations or provisions that apply in the individual, organizational environment (Sardjana et al., 2018). Work discipline is a form of employee self-control and implementation, which regularly shows their level of seriousness in an organization. It is a management action carried out to encourage members to meet the demands of various conditions obeyed by employees. Suprpti et al. (2020) stated that employees that do not comply with the rules and regulations are categorized as undisciplined. Discipline plays an important role in determining the integrity of an employee in a company (Arif et al., 2019).

Work discipline includes self-control in a person in carrying out the task of achieving the expected performance, thereby making it one of the important factors in increasing productivity (Ahiri et al., 2019). However, the high level of education, employee's ability, leadership motivation, and compensation will not mean much, assuming the employee is not disciplined. Other real examples of work discipline are the frequency of attendance, compliance with rules, work standards, and ethics (Thaief et al., 2015). Therefore, the discipline factor is a big concern for the leadership and the employees concerned (Hidayati et al., 2019).

Companies are likely to find it difficult to realize their goals without the support of good employee discipline. The maintenance of work discipline will ensure order and encourage the smooth running of tasks. Good discipline reflects a person's sense of responsibility to assigned tasks. This encourages morale, fighting spirit, and the realization of the company's goals, employees, and society (Hidayati et al., 2019). Indicators of work discipline consist of the level of work absenteeism, work completed, and punctuality (Agustini & Harmen, 2011).

Work performance is an important factor of every organization, therefore, employees need to have high discipline, such as positive work behaviors, to achieve predetermined organizational goals (Asbari et al., 2021). Employee performance results from a person's work in carrying out assigned tasks (Tentama et al., 2020). Performance is an important mechanism for management to explain performance goals and standards and motivate

individuals for the organization's sustainability (Maryani et al., 2021). Indicators of employee performance consist of quality and quantity of work, as well as working relations (Bangun et al., 2019)

Several previous studies shown that work discipline positively affects employee performance (Putri et al., 2019; Rahmi et al., 2020). This is because the better the employees' discipline, the better their performance, making it possible to achieve optimal results (Razak et al., 2015).

According to Tavares et al. (2020) and Venkatesh & Vitalari (1992), WFH refers to the work carried out by an employee of an organization or self at home. The term "Telecommuting" is used to describe when an employee uses stationery or portable device to carry out their jobs outside the office, which allows the flexibility of using telecommunications to connect with colleagues in real-time. Other benefits include autonomy, no distractions, reduced travel, and increased productivity as the main variables that motivate people to work at home (Lakshmi et al., 2017; Meenakshi et al., 2013).

Olson & Primps (1984) and Pérez et al. (2005) stated that WFH refers to employees that work from home regularly. It is currently one of the good ways to manage health risks in the community, especially due to the outbreak of the Covid-19 pandemic. Employees' ability to work from home enables better overall benefits to society in times of crisis (Tavares et al., 2020). Despite the drawbacks associated with

WFH, such as less intense communication and a decline in organizational culture, remote work generally increases organizational performance and productivity (Hill et al., 2003). WFH is mutually beneficial to employers and employees by reducing organizational and labor costs while promoting a positive work-life balance (Arso et al., 2018). Indicators of WFH is facilitated by flexibility and responsibility (Gómez et al., 2020)

Preliminary studies shown that WFH positively affects employee performance (Daraba et al., 2021; Hill et al., 2003). This study illustrates that employees have the ability to take care of the household and also work. However, the study carried out by Tanja Van Der Lippe and Zoltán Lippényi shows that WFH is negatively related to employee performance (van der Lippe & Lippényi, 2020). This is because a higher number of working hours from home harms employee performance. Therefore, based on previous empirical studies, this study hypothesis is described in detail in figure 1.

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

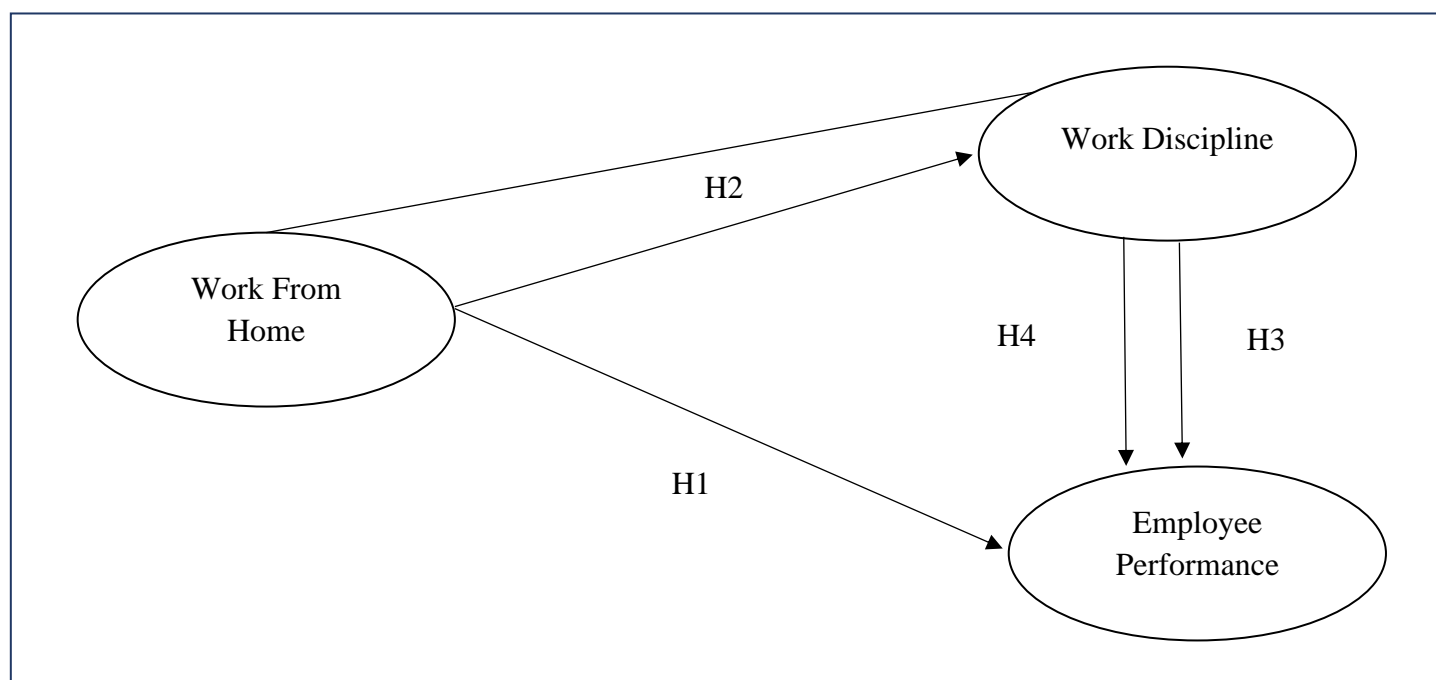
H2: Work from home has a positive impact on work discipline

H3: Work discipline has a positive impact on employee performance

H4: Work from home has a positive impact on employee performance through work discipline

**Figure 1**

*The Hypothesized Study Model*



## Method

### Respondents

This study used a quantitative study design to investigate how WFH affects work discipline and employee performance. Data were collected from 105 respondents through an online survey of employees in Indonesia's capital city, Jakarta, due to the need to adhere to physical distancing guidelines. This study location was selected because this city has become the epicenter of the coronavirus outbreak in Indonesia, with 2,738 positive cases and more than 100 deaths. Therefore, companies mandated their employees to work from home to minimize the spread of the virus (Fachriansyah, 2020). The sample

of this study is employees from the education sector that requires working from home. The estimate used in Maximum Likelihood (ML) with a multivariate normal data distribution sample size of 100-200. H<sub>0</sub> is rejected for sample size above 200 and accepted when it is less than 100 (Yamin & Kurniawan, 2009). The questionnaire in this study contained 19 items which were filled and returned by all 105 respondents. This study followed ethical guidelines approved by the university's study ethics office on March 31st, 2021. This department ensures that the consent form defines the purpose of this study, ensures voluntary participation and confidentiality of responses. The descriptive statistics of the sample are shown in Table 1.

**Table 1**  
*Respondents' Profile*

Profile	Frequency	Percent
Sex	Male	48
	Woman	57
Age	<26	15
	>41	21
	26–30	34
	31–35	23
	36–40	12
Marital status	Unmarried	36
	Married	69
Level of education has been completed	High School	17
	Diploma	3
	Undergraduate	33
	Graduate	45
	Postgraduate	7

### Procedure

Respondents were asked to fill out an online survey without including their personal data on the questionnaire to ensure anonymity. Also, they responded to all items on a Likert scale of 1 to 5, where 1 = strongly disagree and 5 = strongly agree. Furthermore, respondents were made to understand that their answers to the questions were strictly confidential. This study was conducted from December 2020 to April 2021.

### Measurement Instruments

The complete questionnaire was tested for

validity and construct reliability. Validity testing was carried out using the confirmatory factor analysis (CFA). A variable is said to have good validity on the constructor latent assuming the loading factor value is greater than the critical value  $\geq 1.96$  and has a standardized factor loading (SFL)  $\geq$  of 0.5 with a standardized factor loading (SFL)  $\geq$  of 0.7 (Hair et al., 2014; Wijanto, 2008; Yamin & Kurniawan, 2009). The construct reliability (CR) and average variance extracted (AVE) are used to measure reliability in SEM. The AVE value shows the meaning of the significant content of indicator variations contained by the construct has a CR value

$\geq$  of 0.7 and minimum AVE  $\geq$  0.5 (Hair et al., 2014; Wijanto, 2008; Yamin & Kurniawan, 2009).

According to Gómez et al. (2020), the work from home scale consists of 5 items with reliability and AVE values of 1 and 0.99. The scale items related to the respondent's ability to work from home were scored on a 5-point Likert scale where (1) represented "strongly disagree" and (5) "strongly agree."

Agustini and Harmen (2011) stated that the work discipline scale consists of 7 items with reported reliability and AVE values of 1 and 0.98. The scale items relate to the respondent's work discipline, for example, "I have never been absent for a long time." These were scored on a 5-point Likert scale with (1) denoting "strongly disagree" and (5) "strongly agree."

Bangun (2012) stated that the employee performance scale consists of 7 items with the reported reliability and AVE values of 1 and 0.98. The scale items relate to the respondent's performance, for example, "I can complete the work assigned to me correctly." These were scored on a 5-point Likert scale with (1) denoting "strongly disagree" and (5) "strongly agree."

## Results

Multiple linear regression analysis was used to examine the direct effect of all independent variables

on the dependent variable. Furthermore, structural equation modeling (SEM) was carried out to investigate the mediation effect of the model using Lisrel 8.5. The suitability criteria indicated the effect of model mediation in SEM.

### The Measurement Model

Confirmatory factor analyses (CFA) were first conducted to evaluate the distinctiveness of the key variables before testing the main hypotheses. Furthermore, the goodness of fit analysis was carried out to estimate the initial measurement model (CFA) and evaluate the measurement model. The model is rejected, assuming the goodness of fit produced is bad (Latan, 2012; Hair et al., 2014).

The results of the goodness of fit test shown in Table 2 indicates that the p value for RMSEA  $<$  0.05 (cut-off value  $>$  0.05, table = 0.00) is a close fit. Parsimonious Normed Fit Index (PNFI)  $>$  0.6 (cut-off value  $>$  0.6, table = 0.78) is a good fit. Parsimonious Normed Fit Index (PNFI)  $>$  0.9 (cut-off value  $>$  0.9, table = 0.95) is a good fit. Incremental Fit Index (IFI)  $>$  0.9 (cut-off value  $>$  0.9, table = 0.95) is a good fit.

The goodness of fit results generated in this model is accepted based on the measurement results above, which indicate that it is in a good category. The results are used to estimate and evaluate the initial measurement model (CFA) simultaneously.

**Table 2**  
*Comparisons of Measurement Models*

No	Goodness of Fit	Cut-Off Value	Table	Result
1	P-Value for RMSEA	$>$ 0.05	0.00	Close Fit
2	Parsimonious Normed Fit Index (PNFI)	$>$ 0.6	0.78	Good Fit
3	Comparative Fit Index (CFI)	$>$ 0.9	0.95	Good Fit
4	Incremental Fit Index (IFI)	$>$ 0.9	0.95	Good Fit

### Hypotheses Testing

The statistical method used to analyze the data and to answer this study questions was SEM analysis with the Lisrel 8.5 program. The hypothesis is rejected or accepted when  $t$ -value  $\geq$  1.96 /  $p$ -value  $<$  .05 or  $t$ -value  $\leq$  1.96 /  $p$ -value  $>$  .05, respectively (Yamin & Kurniawan, 2009).

#### *Effect of Work from Home on Employee Performance*

Table 3 showed no significant effect of work from home on employee performance as indicated in the results ( $\beta = .10, p = .08$ ).

#### *Effect of Work from home on Work Discipline*

Table 3 showed a significant effect of WFH on work discipline as indicated in the results ( $\beta = .52, p = .00$ ). The magnitude of the impact of work from home on work discipline is 0.52, shown in Table 4.

#### *Effect of Work Discipline on Employee Performance*

Table 3 showed a significant effect of work discipline on employee performance as indicated in the results ( $\beta = .83, p = .00$ ). The magnitude of the impact of work discipline on employee performance is 0.82, which is shown in Table 4.

**Table 3***Causal Relations Between Variables*

No	Path	$\beta$	t	p-value
1	Work From Home → Employee Performance	0.10	1.19	0.08
2	Work From Home → Work Discipline	0.52	4.32	0.00
3	Work Discipline → Employee Performance	0.83	5.32	0.00
4	Work From Home → Work Discipline → Employee Performance	0.53	4.49	0.00

**Table 4***Direct Influence, Indirect Influence, and Total Influence*

No	Path	Direct Influence	Indirect Influence	Total Influence
1	Work From Home → Employee Performance	0.10		0.10
2	Work From Home → Work Discipline	0.52		0.52
3	Work Discipline → Employee Performance	0.83		0.82
4	Work From Home → Work Discipline → Employee Performance	0.10	(0.52*0.83) = 0.43	0.53

***Effect of Work from Home on Employee Performance through Work Discipline***

The results showed a significant effect of WFH on employee performance through work discipline, as indicated in Table 3 ( $\beta = .53, p = .00$ ). The magnitude of the impact of work from home on employee performance through work discipline is 0.53, as shown in Table 4.

**Discussion and Conclusion**

The results showed that the implementation of WFH does not impact increasing employee performance ( $\beta = .10, p = .08$ ), as shown in Table 3. Furthermore, the results differ from the several previous studies which explain that WFH contributes to increasing positive employee performance (Baker et al., 2007; Lim & Teo, 2000). However, Chang et al. (2021) stated that employees experienced difficulties achieving optimal work productivity during global due to increased workload and prolonged social isolation. The main challenge organizations face in managing remote workers is the difficulty of physically observing their employee performance. From a management point of view, working from home threatens a loss of control over employees' work performance (Olson & Primps,

1984; Pérez et al., 2005). In this case, companies need to pay attention to communication between employees and controls to achieve set targets. The existence of good and easy-to-understand communication is expected to provide a better understanding for all employees. According to Kuncowati & Rokhmawati (2018), discipline reflects the magnitude of a person's responsibility towards duties.

This study also illustrates that WFH positively affects employee work discipline, as evidenced by the results ( $\beta = .52, p = .00$ ) shown in Table 3. The magnitude of the impact of WFH on work discipline is 0.52, as shown in Table 4. Tavares et al. (2020) stated that self-discipline is essential to develop work efficiently and effectively from home. Work discipline also positively affects employee performance, as shown by the results ( $\beta = .83, p = .00$ ) in Table 3. The magnitude of the effect of WFH on work discipline is 0.83, as shown in Table 4. Although WFH does not directly affect employee performance, it indirectly affects work discipline, as shown in Table 3 ( $\beta = .53, p = .00$ ) with a total effect of 0.53 as indicated in Table 4. From the results, it can be said that the application of WFH provides

flexibility for employees in managing their work and life with discipline in completing assigned tasks. According to Bangun et al. (2019) and Thaief et al. (2015), the disciplined attitude of employees has a strong influence on an organization to achieve success in pursuing planned goals. Employee work discipline provides great benefits for the company, therefore, the better the discipline, the better the performance. Furthermore, dedicated employees tend to carry out their work responsibilities within the allotted time, thereby maintaining order and smooth execution of tasks to produce optimal results (Rahmi et al., 2020; Thaief et al., 2015). Prolonged time WFH policies can lead to burnout and ineffectiveness in individuals, resulting in absenteeism, turnover intentions, and tardiness such as physical withdrawal behavior (Woranetipo & Chavanovanich, 2021).

Employees with high discipline tend to work adequately without supervision by obeying the rules in the work environment with high awareness. Meanwhile, those that lack discipline will find it difficult to improve their professionalism, thereby leading to decrease in performance (Ahiri et al., 2019; Tentama et al., 2020). Managers of most Indonesian companies show concern for employees by treating them with respect, supporting and motivating their attitudes towards the organization. Therefore, it is expected that employee behavior and attitudes will be more in line with the business direction and achieve high growth (Chumphong & Potipiroon, 2019). Managers can communicate with employees to change their behavior, thereby increasing their awareness and willingness to comply with all applicable company rules and norms (Putri et al., 2019).

In addition, during the prolonged COVID-19 pandemic, organizations need to update WFH work procedures and regulations for employees to be disciplined in carrying out their duties and responsibilities (Sardjana et al., 2018). Regulations on work discipline are needed to guide employees in realizing a disciplined attitude in an organization. Furthermore, disciplinary action must be equally applied to all subordinates by managers without bias (Maryani et al., 2021). Every employee must also have a positive attitude towards work (Esthi & Savhira, 2019; Sardjana et al., 2018). The results are used to fill the gap that WFH does not affect employee performance in a prolonged time.

## Limitations and Suggestions for Future Study

This study was taken because the author adhered to the undergoing policy of self-isolation and work from home implemented by the Indonesian government. Therefore, further study needs to identify other possible factors that affect performance during the COVID-19 pandemic, such as motivation, environment, and compensation, with data from a wider sample.

## Conclusion

This study found that WFH affects work discipline, which in turn has an impact on employee performance. Meanwhile, WFH does not affect employee performance. The results of this study illustrate that a prolonged WFH policy that is too long does not improve employee performance. Therefore, organizations need to update the guidelines and regulations for WFH work procedures to ensure employees remain disciplined on their duties and responsibilities for optimal performance. Organizations also need to issue WFO policies and new regulatory guidelines regarding the WFH work system to support communication, control employees, and improve their discipline.

## References

- Agustini, F., & Harmen, H. (2011). *Manajemen sumber daya manusia Lanjutan* [Advanced human resource management]. Madenatera.
- Ahiri, J., Dunifa, L., Ramly, Rizal, & Igo, A. (2019). The effect of work discipline on teachers' performance. *International Journal of Education, Learning and Development*, 7(7), 1–9. <https://www.eajournals.org/wp-content/uploads/The-effect-of-Work-Discipline-on-Teachers'-Performance.pdf>
- Arif, M., Putri, E. S., Yudi, S., & Jufrizen. (2019). *Effect of compensation and discipline on employee performance* [Conference session]. The 3rd Internasional Conference on Accounting, Business & Economics (UII-ICABE 2019). Royal Ambarukmo Yogyakarta, Yogyakarta, Indonesia. <https://journal.uui.ac.id/icabe/article/download/14723/9937>
- Arso, S. S., Sfenrianto, S., & Wahyudi, M. (2018). Employee performance measurement in teleworking using balanced scorecard. *International Journal of Electrical and Computer Engineering (IJECE)*, 8(6), 5178-

5184. <https://doi.org/10.11591/ijece.v8i6.pp5178-5184>
- Asbari, M., Hidayat, D., & Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies (IJOSMAS)*, 02(01), 74–85. <https://ijosmas.org/index.php/ijosmas/article/view/12/12>
- Athins, Nurwati, & Sinarwati. (2018). The influence of work discipline, organizational culture, and work environmental on employee performance. *IOSR Journal of Business and Management*, 20(8), 56–63. <https://doi.org/10.2991/icas-19.2019.88>
- Baker, E., Avery, G. C., & Crawford, J. (2007). Satisfaction and perceived productivity when professionals work from home. *Research and Practice in Human Resource Management*, 15(1), 37–62. <https://opus.lib.uts.edu.au/bitstream/10453/6434/1/2007000202.pdf>
- Bangun, R., Ratnasari, S. L., & Hakim, L. (2019). The influence of leadership, organization behavior, compensation, and work discipline on employee performance in non-production departments PT. Team Metal Indonesia. *Journal of Research in Psychology*, 1(4), 13–17. <https://doi.org/10.31580/jrp.v1i4.1116>
- Bangun, W. (2012). *Manajemen Sumber Daya Manusia* [Advanced Human Resource Management]. Erlangga.
- Bhattacharya, S., & Mittal, P. (2020). The impact of individual needs on employee performance while teleworking1. *Australasian Accounting, Business and Finance Journal*, 14(5), 65–85. <https://doi.org/10.14453/aabfj.v14i5.5>
- Chang, Y., Chien, C., & Shen, L. (2021). Telecommuting during the coronavirus pandemic : Future time orientation as a mediator between proactive coping and perceived work productivity in two cultural samples. *Personality and Individual Differences*, 171(November 2020), 110508. <https://doi.org/10.1016/j.paid.2020.110508>
- Chumphong, O., & Potipiroon, W. (2019). High performance work systems and SMEs ' performance: Does CEOs' leadership matter ? *The Journal of Behavioral Science*, 14(2), 48–65. <https://so06.tci-thaijo.org/index.php/IJBS/article/view/174305>
- Daraba, D., Wirawan, H., Salam, R., & Faisal, M. (2021). Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1885573>
- Esthi, R. B., & Savhira, I. (2019). The influence of work training, competence and discipline of work on employee performance in PT . Lestarindo Perkasa. *Journal of Researcrh in Business, Economics, and Education*, 1(2), 133-141. <https://e-journal.stie-kusumanegara.ac.id/index.php/jrbee/article/view/13>
- Fachriansyah, R. (2020, November 11). Coronavirus means working from home for many. But some say it's easier said than done. *Jakarta Post*. <https://www.thejakartapost.com/news/2020/04/08/coronavirus-means-working-from-home-for-many-but-some-say-its-easier-said-than-done.html>
- Gómez, S. M., Ortiz Mendoza, O. E., Ramírez, J., & Olivas-Luján, M. R. (2020). Stress and myths related to the COVID-19 pandemic's effects on remote work. *Management Research: Journal of the Iberoamerican Academy of Management*, 18(4), 401–420. <https://doi.org/10.1108/MRJIAM-06-2020-1065>
- Latan, H. (2012). *Structural Equation Modeling*. Penerbit Alfabeta.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). Pearson New International Edition.
- Hidayati, S. K., Perizade, B., & Widiyanti, M. (2019). Effect of work discipline and work environment to performance of employees. *International Journal of Scientific and Research Publications (IJSRP)*, 9(12), 391-398. <https://doi.org/10.29322/ijsrp.9.12.2019.p9643>
- Hill, E. J., Ferris, M., & Mårtinson, V. (2003). Does it matter where you work? A comparison of how three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life. *Journal of Vocational Behavior*, 63(2), 220–241. [https://doi.org/10.1016/S0001-8791\(03\)00042-3](https://doi.org/10.1016/S0001-8791(03)00042-3)
- Kelibulin, E. S., Palutturi, S., Arifin, M. A., Indar, Thamrin, Y., Stang, & Rahmadani, S. (2020). The effect of work discipline on a employee

- performance: (The health office case study of Tanimbar Island). *Medico-Legal Update*, 20(3), 943–947. <https://doi.org/10.37506/mlu.v20i3.1524>
- Kuncowati, H., & Rokhmawati, H. N. (2018). The influence of communication and work discipline on the employee performance (A case study of employee performance of Dwi Arsa Citra Persada Foundation in Yogyakarta & Indonesia). *Journal of Arts & Science and Commerce*, 9(2), 6-13. <https://www.proquest.com/openview/0ea904ee0346c8db298a24fb846cf138/1?pq-origsite=gscholar&cbl=556342>
- Lakshmi, P. V., Nigam, P. R., & Mishra, S. (2017). Telecommuting – A key driver to work-life balance and productivity. *IOSR Journal of Business and Management*, 19(1), 20–23. <https://doi.org/10.9790/487X-1901032023>
- Lim, V. K. G., & Teo, T. S. H. (2000). To work or not to work at home an empirical investigation of factors affecting attitudes towards teleworking. *Journal of Managerial Psychology*, 15(6), 560–586. <https://www.emerald.com/insight/content/doi/10.1108/02683940010373392/full/html>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies (IJOSMAS)*, 2(2), 1–16. <https://ijosmas.org/index.php/ijosmas/article/view/14>
- Meenakshi, S. P., Subrahmanyam, V., & Ravichandran, K. (2013). The Importance of Work -Life- Balance. *IOSR Journal of Business and Management*, 14(3), 31–35. <https://www.iosrjournals.org/iosr-jbm/papers/Vol14-issue3/F01433135.pdf>
- Olson, M. H., & Primps, S. B. (1984). Working at home with computers: work and nonwork issues. *Journal of Social Issues*, 40(3), 97–112. <https://spssi.onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-4560.1984.tb00194.x>
- Pawirosumarto, S., Sarjana, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602–614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Pérez, M. P., Sánchez, A. M., De Luis Carnicer, P., & Vela Jiménez, M. J. (2005). The differences of firm resources and the adoption of teleworking. *Technovation*, 25(12), 1476–1483. <https://doi.org/10.1016/j.technovation.2005.04.002>
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). The influence of communication and work discipline to employee performance. *1st International Conference on Administration Science*, 343, 423–426. <https://doi.org/10.2991/icas-19.2019.88>
- Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020). Impact of work from home (WFH) on Indonesian teachers performance during the covid-19 pandemic : An exploratory study. *International Journal of Advanced Science and Technology*, 29(5), 6235–6244. <http://sersc.org/journals/index.php/IJAST/article/view/15627>
- Putri, E. M., Ekowati, V. M., Supriyanto, A. S., & Mukaffi, Z. (2019). The effect of work environment on employee performance through work discipline. *International Journal of Research Granthaalayah*, 7(4), 132-140. <https://doi.org/10.29121/granthaalayah.v7.i4.2019.882>
- Rahmi, A., Achmad, G. N., & Adhimursandi, D. (2020). The effect of leadership and empowerment style and motivation on work discipline and employee performance in Sungai Kunjang Subdistrict, Samarinda City. *International Journal of Business and Management Invention (IJBMI)*, 9(3), 8–14. <https://doi.org/10.13140/RG.2.2.23291.95528>
- Razak, R. A., Yusop, F. D., Perumal, Y., & Chukumaran, S. R. (2015). The developmental process of managing virtual training for teachers. *International Journal of Information and Education Technology*, 5(8), 593-597. <https://doi.org/10.7763/IJiet.2015.V5.574>
- Sardjana, E., Sudarmo, S., & Suharto, D. G. (2018). Effect of remuneration, work discipline, motivation on performance. *International Journal of Multicultural and Multireligious Understanding*, 5(6), 136-150. <https://doi.org/10.18415/ijmmu.v5i6.529>
- Shamir, B., & Salomon, I. (1985). Work-at-home and the quality of working life. *Academy of Management Review*, 10(3), 455–464. <https://www.jstor.org/stable/258127>
- Sukardi, & TurahRaharjo, M. (2020). The effect of

- work discipline, work motivation, and teamwork on employee performance in Bappeda Pematang Regency. *SSRG International Journal of Economics and Management Studies*, 7(8), 41–44. <https://doi.org/10.14445/23939125/ijems-v7i8p106>
- Suprapti, Astuti, J. P., Sa'adah, N., Rahmawati, S. D., & Astuti, R. Y. (2020). The Effect of Work Motivation, Work Environment, Work Discipline on Employee Satisfaction and Public Health Center Performance. *Journal Industrial Engineering & Management Research*, 1(2). <https://doi.org/10.7777/jiemar.v1i2>
- Susilo, D. (2020). 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*, 26(01), 23–40. <https://doi.org/10.47750/cibg.2020.26.01.002>
- Tavares, F., Santos, E., Diogo, A., & Ratten, V. (2021). Teleworking in Portuguese communities during the COVID-19 pandemic. *Journal of Enterprising Communities: People and Places in the Global Economy*, 15(3), 334–349. <https://doi.org/10.1108/JEC-06-2020-0113>
- Tentama, F., Dewi, L., & Meilani, E. R. (2020). The role of work discipline and autonomy on employee performance: A case of private university in Indonesia. *International Journal of Scientific and Technology Research*, 9(1), 4152–4157. <http://www.ijstr.org/final-print/jan2020/The-Role-Of-Work-Discipline-And-Autonomy-On-Employee-Performance-A-Case-Of-Private-University-In-Indonesia.pdf>
- Thaief, I., Baharuddin, A., Priyono, & Idrus, M. S. (2015). Effect of training, compensation and work discipline against employee job performance: (Studies in the office of PT. PLN (Persero) Service Area and Network Malang). *Review of European Studies*, 7(11), 23–33. <https://doi.org/10.5539/res.v7n11p23>
- van der Lippe, T., & Lippényi, Z. (2020). Beyond formal access: Organizational context, working from home, and work–family conflict of men and women in european workplaces. *Social Indicators Research*, 151(2), 383–402. <https://doi.org/10.1007/s11205-018-1993-1>
- Venkatesh, A., & Vitalari, N. P. (1992). An emerging distributed work arrangement: An investigation of computer-based supplemental work at home. *Management Science*, 38(12), 1687–1706. <https://doi.org/10.1287/mnsc.38.12.1687>
- Wijanto, S. H. (2008). *Structural equation modeling dengan Lisrel 8.8* [Structural Equation Modeling with Lisrel 8.8]. Graha Ilmu.
- Woranetipo, S., & Chavanovanich, J. (2021). Three-way interactions of workload, social support and coping strategy on job burnout sudathip. *The Journal of Behavioral Science*, 16(1), 58–72. <https://doi.org/10.1177/0021886391273003>
- Yamin, S., & Kurniawan, H. (2009). *Structural equation modeling: Belajar lebih mudah teknik analisis data kuesioner dengan lisrel – pls* [Structural equation modeling: Easier learning of questionnaire data analysis techniques with lisrel – pls]. Penerbit Salemba Infotek.