

# EFFECT OF WORK FORM HOME AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN INDONESIA DURING THE COVID 19 PANDEMIC

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## ABSTRACT

The purpose of this study was to determine the effect of working from home and work discipline on employee performance in Indonesia during the Covid 19 pandemic. This research method is qualitative with descriptive research type used to determine the introduction between variables. The data collection technique is by distributing questionnaires to 52 respondents. This study uses multiple regression analysis. The findings from this study are that the quality of working from home, work discipline, and employee performance in Indonesia during the Covid-19 pandemic are not significant. The results of the study simultaneously stated that work from home and work discipline on employee performance in Indonesia during the Covid 19 pandemic had a significant effect on employee performance in Indonesia during the Covid 19 pandemic. The results of the study partially that working from home has a negative and insignificant effect on employee performance and work discipline has a positive and significant effect on employee performance in Indonesia during the Covid 19 pandemic.

**Keywords:** work from home, work discipline and employee performance

## INTRODUCTION

The COVID-19 pandemic is a disaster experienced by the world, including Indonesia. Covid 19 is a new type of virus that has spread to various parts of the world, causing the spread of the corona virus disease. The World Health Organization (WHO) has also declared a Covid-19 pandemic since March 11, 2020. This situation has forced the world, including the Indonesian government, to take various decisions to protect its citizens from the spread of this virus. The President of the Republic of Indonesia at a press conference at the Presidential Palace on March 16, 2020, stated that the policies of studying from home, working from home and worshipping at home need to be intensified to reduce the spread of Covid 19. This policy is certainly not immediately accepted by all Indonesian people, including by

companies in various industrial sectors in carrying out work from home because not all work can be done at home. This can affect performance, he is worried that it will be caused by the employee turnover system. A number of aspects in people's lives tend to be affected by the corona virus, including economic, health, social, cultural, educational and other aspects. Various countries then began to implement the Covid 19 Protocol in accordance with the recommendations of the World Health Organization, starting from washing hands, not crowding, maintaining distance, limiting going out of the house and even taking steps to self-isolate, even from various cities implementing Large-Scale Social Restrictions to lock down. Therefore, many companies, both private and government, implement work from home schemes. [1] explained that Work From Home has several positive and negative impacts. Some of the positive impacts it has, for example, are working more flexibly, avoiding traffic jams, and reducing transportation costs. Meanwhile, the negative impacts caused by WFH such as providing evidence that working from home significantly causes workers to be underpaid so that this causes a decrease in performance. This can also be caused by an increased workload, lack of socialization, and being too pushy at work so that they can lose work motivation and work discipline. With the enactment of the WFH policy, all work is done at home by sending it via electronic mail such as email. Most of those who run WFH complain about communication and it is now a big challenge even though communication can be done via telephone, video conferencing and so on. However, this was considered less effective and almost all of the workers reported that they could not understand the status of the jobdesc they were working on. Working from home is not as easy as imagined, communicating with colleagues or superiors when we work at home is definitely more difficult than when we are both in the office. High and optimal work discipline is one of the factors that can affect employee performance. High work discipline will make employees work harder and animate their work which in the end will be able to become strong and quality employees and be able to carry out tasks or activities well which in turn will result in high performance. One of the keys to the success of an organization or company in running and developing its business is to improve the performance of its employees through increasing work discipline. Performance can be measured from the disciplined attitude of each employee. High work discipline will automatically result in good performance as well. Work discipline is a management activity to implement organizational standards. Every employee must have an internal awareness of the discipline of his work because the average individual better understands what is expected in his work. The method of employee discipline aims to train and improve employee attitudes and behavior so that employees voluntarily carry out their work obligations. discipline is not only applied by each individual but also involves all employees in the company to help the company achieve success. Therefore, employee discipline is an ongoing process in which all individuals are closely related to the company for this purpose. The most basic thing in employee discipline is time management, in this case the working hours. If the time is often violated, it can be said that the employees become undisciplined, resulting in a decrease in the quality of the employee's work. Therefore, to improve employee performance, one of them is by increasing employee work discipline. Work discipline is a tool used by company management to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and prevailing social norms [2, 3] To measure a person's performance, it can be seen in daily work situations and conditions and it can also be that the performance is only part of the actual work ability possessed by an employee. Performance is the ability to work that appears in everyday work situations, therefore, performance can be measured by observing employees during their daily work.

Aspects of performance appraisal that can be applied according to [4] are "Work performance, sense of responsibility, loyalty and devotion, initiative, honesty, discipline, cooperation, leadership". These aspects basically help in the

implementation of the assessment. For example, aspects of work performance can be broken down into quality of work, ability to work alone, understanding and introduction of work, ability to solve problems achieved by employees.

[5] stated that Work From Home has several positive impacts, namely making teachers safer and more comfortable working because they are protected from the spread of COVID-19, implementing WFH can save costs, having less free time to do other work at home and being able to carry out family activities and other work. While the negative impact of WFH is making teachers bored working at home with a monotonous work atmosphere, reducing teacher interactions with friends, teachers and students and the school environment, it is possible to reduce the quality of the teaching and learning process because there is no direct interaction during the teaching and learning process between teachers with students, making teachers not focus on work because of the interaction with family members while working. Based on the background of the research above, the researcher intends to examine the effect of working from home and work discipline on the performance of employees in Indonesia during the Covid 19 pandemic, especially in State-Owned Enterprises.

## Literature Review

### Employee Performance

[6, 7] suggests that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to [8, 9] the performance or work performance of an employee is basically the result of an employee's work during a certain period compared to the possibilities, for example standards, targets or performance is a result achieved by a person according to the size applicable to the job he is doing. concerned.

Employee performance can be evaluated objectively and accurately through performance level benchmarks. This measurement means providing an opportunity for employees to know their level of performance.

Factors that affect performance according to [2, 10]

- a. Effectiveness and efficiency, if a particular goal can eventually be achieved, it may say that the activity is effective as a consequence of unwanted, activities have an important value of the Hasi that can result in dissatisfaction even though it is effective ineffective. Conversely, if the result of being searched is not important or trivial, the activity is efficient.
- b. Authority is the nature of a communication or command in a formal organization owned by a member of the organization to other members to carry out a working activity in accordance with its contribution.
- c. Discipline, the activities of the employee concerned in respecting the work agreement with the organization where the employee works.
- d. Initiative is the driving force of progress that aims to influence performance.

### Work From Home

[11] explains the definition, working from home is working remotely, not working from home, so workers do not need to come to the office directly with other workers. Working from home means paid work done primarily from home (at least 20 hours per week). Working from home will provide flexible time to provide a balance of life for employees, on the other hand it also provides benefits for the company.

[7, 12] suggests organizational change in assigning duties and responsibilities to employees by "forbidding" employees from working in the office and gathering in

rooms, so that employees have to work from home, this is called working from home (WFH) or working from home.

To help carry out work from home, [6] suggested that workers and employers need to do several things, namely:

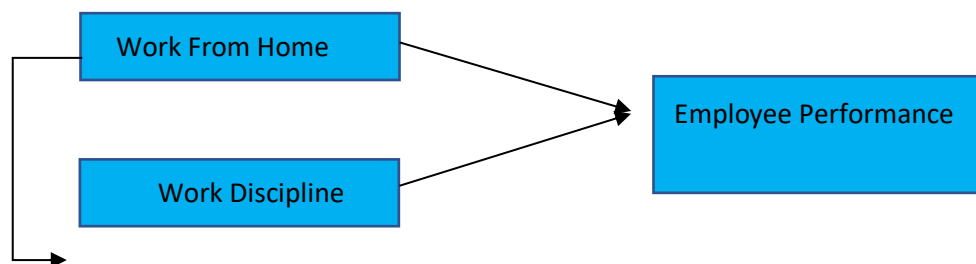
- a. Be flexible
- b. Communicate regularly with your boss
- c. Make sure you are easy to contact
- d. Make sure you and your boss agree on what work to do at home
- e. Set a specific time to work and stick to it

**Work Discipline**

According to [10] suggests that work discipline is an attitude of willingness and willingness of a person to obey and obey all regulatory norms that apply in the organization. Good employee discipline will accelerate the achievement of organizational goals, while declining discipline will become a barrier and slow down the achievement of organizational goals. [8, 13] states that discipline is a person's awareness and willingness to obey company regulations and applicable social norms. So, someone will be willing to obey the rules and carry out their duties, either voluntarily or by necessity. Meanwhile[6] states that discipline is the implementation of management to reinforce organizational guidelines. According states that the purpose of work discipline consists of: General Purpose of Work Discipline For the sake of the continuity of the company in accordance with the organizational motives for those concerned both today and tomorrow. Specific Objectives of Work Discipline, among others: For employees to comply with all labor regulations and policies and regulations, Can use and maintain the facilities and infrastructure of the company's goods and services as well as possible, Can act and behave in accordance with the norms that apply to the company and The workforce is able to obtain a high level of productivity in accordance with company expectations. [10] argues that work discipline can be influenced by several factors, namely: the size of the compensation, the presence or absence of exemplary leaders in the company, the presence or absence of definite rules that can be used as a guide, the leader's courage in taking action, the presence or absence of leadership supervision, the presence or absence of attention. to employees and created habits. According to [12, 14] there are several indicators of employee work discipline, including: Attending on time, Prioritizing Attendance Percentage, Obeying Working Hours Provisions, Prioritizing Effective and Efficient Working Hours, Having Work Skills in the Field of Duty, Having High Work Spirit, Having good attitude and creative and innovative at work.

**Conceptual Framework**

This Thought Framework explains the effect of working from home and work discipline on employee performance at state-owned companies in Indonesia during the Covid 19 pandemic.



**Figure 1. Theoretical Framework**

Several studies state that the Work From Home variable has a positive and

significant effect on employee performance. [10] revealed that there is a positive relationship between WFH and employee performance. that there is a positive relationship between working from home and employee performance. Research which states that the work discipline variable has a positive and significant influence on employee performance. revealed that there is a positive relationship between work discipline and employee performance. Irma Sari [5] revealed that there is a positive relationship between work discipline and employee performance. [4] revealed that there is a positive relationship between work discipline and employee performance.

### Research Hypothesis

H<sub>1</sub> : Work From Home and work discipline affect employee performance  
 H<sub>2</sub> : Work From Home affects employee performance  
 H<sub>3</sub> : Work Discipline affects employee performance

### Research Methods

The method used in this study is a quantitative method with the type of research used in this study is associative research, this study aims to determine the effect of the relationship between two or more variables. This study uses two types of data, namely primary data and secondary data. Primary data were obtained through interviews and questionnaires. Meanwhile, secondary data was obtained through various studies on news articles and written reports. The number of population in this study cannot be known with certainty, the sample used in this study was used to calculate the Lemeshow formula

$$n = \frac{Z^2 1 - a/2p(1 - p)}{d^2}$$

### Research Results and Discussion

The results of the validity test that have been carried out show that all the realities contained in the Work From Home (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Employee Performance (Y) variables are declared valid. This is known from the results of data processing carried out by the author. These results indicate that all questions (r count) are greater than r tables. So the question deserves to be distributed to 52 respondents. The results of the reliability tests that have been carried out show that Work From Home (X<sub>1</sub>), Work Discipline (X<sub>2</sub>), and Employee Performance (Y) are declared reliable because the Cronbach Alpha reliability test criteria are more than 0.6.

### Research Analysis with Descriptive Statistics

The results of descriptive analysis are used to provide an overview of the percentage of employees' perceptions of work from home, work discipline, and employee performance. Measurement of perception is done by using a questionnaire data collection technique, each of which is equipped with five answer options that must be selected and assessed according to the respondent.

From the answers collected, the assessment categories for each variable are arranged, as follows:

Table 1

**Variable Statement Interval Scale**

| Average     | Interpretation    |
|-------------|-------------------|
| 1,00 – 1,79 | Strongly Disagree |
| 1,80 – 2,59 | Do not agree      |
| 2,60 – 3,39 | Do not know       |
| 3,40 – 4,19 | Agree             |
| 4,20 – 5,00 | Strongly agree    |

Based on these groupings, a description of the research variables is obtained as in table 2

Table 2

**Descriptive Statistics of Work from Home, Work Discipline, and Employee Performance**

| Variable             | Average score | Criteria |
|----------------------|---------------|----------|
| Work From Home       | 3,75          | Agree    |
| Work Discipline      | 3,83          | Agree    |
| Employee Performance | 3,42          | Agree    |

Source: Results of Data Processing (2021)

The results of descriptive statistics show that during the Covid 19 pandemic, working from home was reviewed through a flexible work environment, more severe working conditions that interfere with employees, closer relationships between employees and their families, saving for transportation. Costs to complete work, better health conditions for employees, increased ability and creativity, higher employee performance, employees' ability to separate between homework and office work and the ability to maintain self-pressure in better state-owned enterprises. Work discipline is seen from the accuracy in collecting work assignments, absent from online meetings/forums, obeying company regulations, obeying time rules, obeying the rules of behavior at work, being responsible. This is still done by employees so that the work discipline carried out by employees is included in the good category, meaning that it will not cause negative things that harm employees and the company. Employee performance is reviewed through abilities and skills, working according to applicable regulations / procedures (professional), accurate, complete work, length of service, delays, number of absences, always trying every day, making various efforts to improve work abilities.

**Research Analysis with Inferential Statistics**

The results of statistical data processing for multiple linear regression, hypothesis testing can be done either simultaneously or partially.

Table 3

**F Test**

| Model  |            | Sum of Squares | df | Mean Square | F     | Sig.  |
|--|------------|----------------|----|-------------|-------|-------|
| 1  | Regression | 27.054         | 2  | 13.527      | 8.857 | .000b |
|  | Residual   | 80.946         | 53 | 1.527       |       |       |
|  | Total      | 108.000        | 55 |             |       |       |
| a. Dependent Variable: Employee Performance (Y)                      |            |                |    |             |       |       |
| b. Predictors: (Constant), Work Discipline (X2), Work From Home (X1) |            |                |    |             |       |       |

Calculation of  $F_{table}$  with a significant level of 0.05 and degrees of freedom with numerator provisions, the number of cases  $(n-k) = 56-3 = 53$ . With these provisions obtained  $F_{table}$  of 2.78. Meanwhile, based on the ANOVA test, it was obtained that the calculated F was 8.857 which means it was greater than the  $F_{table}$ , then  $H_0$  was rejected and  $H_1$  was accepted. The basis for decision making is also supported by the significance value. Based on the calculations obtained a significance value of 0.000 which is smaller than 0.05, which means it can be decided to reject  $H_0$  and accept  $H_1$ . So it can be concluded that working from home and work discipline simultaneously or together have a significant effect on employee performance at state-owned companies in Indonesia during the Covid 19 pandemic.

Table 4

**Summary of Model**

| Model   | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------|----------|-------------------|----------------------------|
| 1   | .501a | .251     | .222              | 1.23583                    |
| a. Predictors: (Constant), Work Discipline(X2), Work From Home (X1) |       |          |                   |                            |

Source: Results of Data Processing (2021)

R square of 0.251 this shows that working from home and work discipline have an effect of 25.1% on employee performance at BUMN in Indonesia during the Covid 19 pandemic. While the remaining 74.9% is caused by other variables outside the research model.

**Partial Hypothesis Testing**

Partial testing to see the significance of the effect of the independent variable (working from home and work discipline) partially on the dependent variable (employee performance), then a t-test was performed. The hypothesis proposed is that working from home ( $X_1$ ) has a significant effect on employee performance and work discipline ( $X_2$ ) has a significant effect on employee performance. The test statistic used is the  $t_{test}$  statistic, where the  $t_{count}$  value can be seen in the next table. With a sample of 56 and an error rate of 0.05 (5%) and 52 degrees of freedom, testing was carried out on two sides, the number obtained by t table is 2.00665. Provisions for taking the hypothesis are based on the  $t_{test}$ , that is, if the value of  $t_{count} > t_{table}$  or  $t_{count} < -t_{table}$ , then  $H_0$  is rejected or vice versa  $H_1$  is accepted.

Table 5

Calculation of t Test

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                      | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)           | 7.684                       | 1.136      |                           | 6.764 | .000 |
|       | Work From Home (X1)  | -.027                       | .083       | -.042                     | -.331 | .742 |
|       | Work Discipline (X2) | .408                        | .102       | .515                      | 4.017 | .000 |

a. Dependent Variable: Employee Performance (Y)

Source: Results of Data Processing (2021)

Based on table 5, it is known that the t value of the working from home variable is -0.331 which means it is smaller than the t table of 2.00665 so that  $H_1$  is rejected. It was concluded that work from home had a negative and insignificant effect on employee performance. This is also supported by the significance value of the working from home variable of 0.000 which is smaller than the 0.05 significance level. The effect of the work from home variable on employee performance can be seen from the regression coefficient value or from the standard value of the beta coefficient, which is -0.042 which produces no effect of 4.2%. The t-value of the work discipline variable is 4.017, which is greater than the t-table value of 2.00665 so that  $H_1$  is accepted. This is also supported by the significance value of the work discipline variable of 0.05. So it can be concluded that work discipline has a positive and significant effect on employee performance. The magnitude of the influence of the work discipline variable on employee performance can be seen from the regression coefficient or from the standard value of the beta coefficient, which is 0.515 which produces a positive effect of 51.5%.

**CONCLUSION**

a. Work From Home as measured by a flexible work environment, decreased work discipline so that it can annoy employees, closer relationships between employees and their families, savings in transportation costs in order to complete work, better employee health conditions, employee work balance, increase , higher employee performance, the ability of employees to separate between homework and office work and the ability to maintain good self-pressure, meaning that the implementation of working from home for BUMN employees during the COVID-19 pandemic is good.

b. Work discipline is seen from the accuracy in collecting work assignments, being absent from online meetings/forums, obeying company regulations, obeying time rules, obeying the rules of behavior at work, and being responsible

c. Employee performance is assessed through capacity and skills, works in accordance with applicable procedures, my work is done with the right finishing, works before or according to the specified time limit, always tries to be better today than yesterday, makes various efforts to improve work abilities, pays attention to setting expectations about what will be achieved, and always rechecking the work that has been done is good, meaning that BUMN employees during the Covid 19 pandemic are good.

d. Working from home has a negative and insignificant effect on employee performance at BUMN in Indonesia during the Covid 19 pandemic.

e. Work discipline has a positive and significant effect on employee performance at state-owned companies in Indonesia during the Covid 19 pandemic.



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