

EFFECT OF SYSTEM WORK FROM HOME (WFH) AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT. ULTRA JAYA MILK INDUSTRY & TRADING COMPANY TBK

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Abstract

This study aims to determine the effect of the work from home system and communication on employee performance during the Covid-19 pandemic. The population of this study were all employees of PT. Ultra Jaya Milk Industry & Trading Company Tbk in one of the units which amounted to 192 employees using purposive sampling obtained a sample of 134 people. The criteria for this research are employees who work from home (work from home). The analytical method used in this research is validity and reliability test, classical assumption test consisting of multicollinearity test, multiple regression analysis and hypothesis testing through *t* and *F* tests. The method used is descriptive and verification analysis method with qualitative and quantitative approaches. Data analysis in this study uses the probability or significance level of 5%. The results showed that simultaneously, the system work from home work and communication had a significant effect on employee performance. Partially, communication has a significant effect on employee performance, but the results of

the study indicate partially that this system work from home work and communication have a significant effect on employee performance.

Keywords: Work from home (WFH), Communication, Performance

Introduction

The Covid-19 pandemic encourages the government to move quickly in dealing with this phenomenon in order to separate the chain of the Covid-19 virus spread, namely by applying the fundamental of *social distancing* and making a policy called *Social Restrictions*. Related to the Government Regulation regarding activities within companies that still give permission to operate, but the government still limits the occurrence of physical contact between employees, therefore the government urges every company to implement a work from home system. With the new work system, the employees' performance will be impacted especially to whom must adapt to the work environment in order to remain productive and of high quality while working from home or *work from home*.

Work from Home is a way of working that is initiated by the organization which is carried out wholly or partly outside the conventional workplace with the assistance of telecommunication media [1]. [2] Implementation *work from home* this has advantages that help the company in terms of: decreased operational costs, and more flexibility, especially when employees feel bored working can choose a place that makes them comfortable to work. In addition to being flexible in terms of workplace issues, it is also flexible in terms of the time that can be adjusted, most importantly when working from home, employees can be responsible for their work. However, behind the advantages of implementing this work system, there are also disadvantages, namely that it will not be carried out normally the same as in the office. Implementing a work from home system will be difficult in terms of monitoring each worker, for example in terms of communication between work teams and between leaders.

Every individual needs communication and interaction with each other. Regardless of the current situation face to face meetings are no longer a priority for individuals to make more, especially since the government imposed restrictions on the physical distance or *physical distancing*, communication is now done by remotely using virtual means of communication. The change in communication methods has become a challenge for the corporate sector, one of which is holding meetings, as well as remote working patterns. So that individuals are required to be able to master new communication media in completing company activities.

Communication is the system of delivering data or an information from one party to the other party. Directed communication will have a positive effect on others. According to [3, 4] an effective communication can be said if what is conveyed, communicated is of good quality so that it can be captured correctly by the recipient by leading to the completion of organizational and individual goals both in the near future and in the long term. However, if communication is not effective, it will lead to *miscommunication* between leaders and employees in monitoring work. While the role of the leader in establishing communication must be able to have an influence on employee performance.

One of the most important assets in the company are human resources. The company will grow well if it has quality employee performance. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time [5]. This performance will determine how far the employee's ability to carry out the tasks assigned to him is, so it is necessary to determine clear and measurable criteria and set together which is used as a reference in accordance with what was stated by [6, 7] that employee performance is defined as the employee's ability to do a certain skill. From this opinion, it is able to be visible that to enhance employee performance, one of them may be via good communication. This will increase employee work productivity so that it affects the achievement of company

goals, especially during the Covid-19 condition which has caused several companies to carry out work from home. Work from home is implemented in almost all companies during this Covid-19.

In this COVID-19 pandemic situation, PT Ultrajaya Milk Industry implements a system *work from home* in its company. Ultrajaya Milk is a multinational company that produces beverages which is located at Jl. Raya Cimareme 131, Padalarang, Kab. Bandung. The company was originally a home industry founded in 1958, then became a limited liability company in 1971. The company is a pioneer in the packaged beverage industry in Indonesia, and now has the most advanced beverage processing machines in Southeast Asia. The implementation of *work from home* is one of the efforts of the company PT Ultrajaya Milk Industry in complying with government regulations regulated in Article 86 paragraph (1) letter a of Law Number 13 of 2003 concerning Manpower ("Labor Law"), where there is a right for every employee/labourer to obtain protection for occupational safety and health. Thus, employees will be safer and more comfortable because they do not have to pass through crowds of people, do not have to meet other employees, thereby minimizing the possibility of virus transmission and avoiding the Covid-19 virus.

Based on the above background, the author has an interest in further analyzing the management of remote work systems during the covid-19 pandemic by raising the research title "The Effect of *Work From Home (WFH)* and Communication Systems on Employee Performance at PT. Ultra Jaya Milk Industry & Trading Company Tbk"

Organization of the Text.

Literature Review

Definition of *Work From Home (WFH)*

Work from Home (WFH) is one of the terms to work remotely (*remoteworking*), rather do the work usually done in the office is now done from worker's home so that they don't need to come to the workplace to communicate within see each other worker's face [8]. According to [9] there are four dimensions in *remote working*, namely the location of the work that can be anywhere, the diversity of work relationships, the distribution of time, and the use of information and communication technology. This statement is supported by the opinion of [10, 11] which states that working from home means paid work that is carried out mainly from each worker's home (minimum 20 hours per week). From these statements it is concluded that working from their own home will provide flexible time for each workers to offer a stability of lifestyles for workers.

Communication

Communication is an important aspect of the management process since it allows for the development of harmonious teamwork in order to achieve goals. [12]. Etymologically (language), according to Roudhonah in the book of communication science is divided into several words including "communicare" which means participating or informing, and "communis opinio" which means public opinion. While the terminology according to Forsdale that "communication is the process of individuals sending stimuli which are usually in verbal form to change the behavior of others". From the statement put forward, it can be concluded that communication is a basic human activity to be able to relate to each other especially in everyday life. As said by [13] communication ranks at the top of what must be made and done to produce communicative efforts that affect employee performance. Therefore, communication plays a very important role in human life, such as: to develop human knowledge, form a social system that needs each other, for employees to know their obligations and responsibilities, as well as to increase company productivity and improve employee performance.

Employee performance

In the case of the pandemic that is currently affecting Indonesia, there are a number of factors that influence employee performance, all of which have an impact on how an organization manages its human resources. The current pandemic phenomenon has an impact on performance, especially for employees who are required to work from home or work from home. According to [14], performance is a description of the amount of achievement of an activity program or policy's implementation in attaining the organization's goals, objectives, vision, and mission as described through strategic planning.

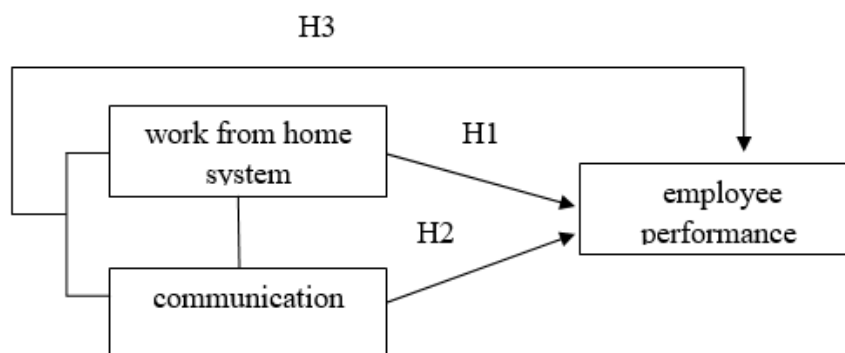
Working from home or WFH has a different impact on each individual, some can be very effective (can be more relaxed and focused), but there are also those who feel very hampered in their performance productivity. Employee performance cannot be equated with other individuals, but employee performance is an achievement that is achieved with their respective processes. Performance is measured using numerous factors, including quality, quantity, timeliness, cost effectiveness, and interpersonal relationships ([15, 16]).

But on the other hand, the work from home work system causes employees, especially for workers who demand field observation in doing their work, not being able to carry out their work properly because the system is disrupted, or even having to stop in the middle of the road due to various limitations encountered in the middle of a pandemic such as at the moment. Employees may experience stress as a result of work-related issues, and the success of a business may suffer as a result. Basically, the success of an organization is based on quality of its human resources. In improving superior and quality resources and being able to achieve the expected goals, it is necessary to establish good communication with each other.

Research Hypothesis Thinking

Framework

The following graphic depicts the research framework on the Work From Home system and communication on employee achievement has an effect at PT. Ultrajaya Milk Industry & Trading Company, TBK. :



Hypothesis

The hypothesis in this study can be put as follows, as seen on the research framework:

H1: PT. Ultrajaya Milk Industry & Trading Company, Tbk's performance is influenced by the work-from-home system.

H2: Employees of PT. Ultrajaya Milk Industry & Trading Company, Tbk's performance is influenced by communication.

H3: system Employees of PT. Ultrajaya Milk Industry & Trading Company, Tbk's performance is influenced by work from home and communication.

Methods or Materials and Methods

A quantitative method is used in this type of study. Quantitative research methods, according to [17], are "research methods based on the nature of positivism, used to examine specific populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, and data analysis is quantitative /statistics with the goal of testing the established hypothesis."

The researcher employed the associative approach to acquire the data required for this investigation. A study that tries to determine the influence or link between two or more variables is known as a *cvgstatif* study. By employing this research method, it will be possible to develop a theory that will explain and predict the impact of the independent variable, namely system work from home, and communication on the dependent variable, namely employee performance at PT. Ultrajaya Milk Industry & Trading Company, Tbk.

Research Location

This study took place at PT. Ultrajaya Milk Industry & Trading Company, Tbk, which is located at Jalan Raya Cimareme No. 131, Padalarang, Gadobangkong, Ngamprah, Kec. Ngamprah, Bandung, West Java 40552.

Population

Employees of PT. Ultrajaya for one of the units made up the study's population. The sample in this study consists of 193 employees who worked remotely or from home during the Covid-19 outbreak.

Sample

The sample in this study were 134 people.

Data Collection Methods

This study used a questionnaire method. [18] revealed that a questionnaire is a set of written questions that have been formulated previously, where respondents write or record their answers, generally in several predetermined alternatives. In this study, the type of questionnaire used is a closed questionnaire, which is a list of questions whose answers have been determined in the form of options.

Data Analysis Techniques.

The data analysis technique employed in this investigation was quantitative. [19] defines it as an activity that occurs after all data from all respondents (population/sample) has been collected. Grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test hypotheses that have been proposed are all examples of data analysis activities.

The analytical method used in this research is validity and reliability test, classical assumption test consisting of normality test, multicollinearity test, heteroscedasticity, autocorrelation, multiple regression analysis and hypothesis testing through t and F tests. The method used is descriptive and verification analysis method. with qualitative and quantitative approaches [20].

Results and Discussions

Company Overview

PT. Ultrajaya Milk Industry and Trading Company, Tbk is one of the companies whose main business is producing the foremost packaged drinks in Indonesia. Starting from a simple home industry in 1958 in Bandung, West Java. In 1971 it developed into a limited liability company. The company is well-known as a pioneer of packaged drinks in Indonesia. Beverage products produced by the company are such as box tea, green peanut juice, tamarind juice, fruit juice, box tea cap (Discontinued) & Powdered Milk (Powder Milk), Sweet Condensed Milk with the brand "Cap Sapi" , School Milk Production (Discontinued).), Production of healthy milk in pillow packaging (Discontinued), Selling the trademarks "Buavita" & "Go Go" to PT. Unilever Indonesia.

The state of Indonesia has great potential within the food and beverage industry due to the increasing purchasing power for the people every time. In addition, the existing economic growth also affects food and beverage products in this country, especially at PT. Ultrajaya Milk Industry & Trading Company Tbk. Under the existing conditions, this company will benefit greatly. Various food and beverage products are easier to obtain by the wider community. PT. Ultrajaya Milk Industry & Trading Company Tbk has always succeeded in carrying out its production and marketing strategies so that it can continue to grow and the variety of its products can be well received by the people in Indonesia. By trying to achieve a superior position, the company as market leader, issuing a variety of new products to be able to compete in the market, prioritizing the best quality, and perfecting the company's image by ensuring that PT. Ultrajaya Milk Industry & Trading Company Tbk will always be able to grow and expand its target market in Indonesia in the future.

Description of Discussion

Descriptive Analysis

In general, the description of the respondent's data in this study was analyzed using a descriptive approach in order to find out the minimum, most, common, and standard deviation scores for each variable. The data obtained in this study are presented as follows:

Table 1

Descriptive Statistics

	Mean	Std. Deviation	N
WFH	32.3256	5.78000	134
KOM	13.2107	3.12676	34
KK	16.8844	3.06351	134

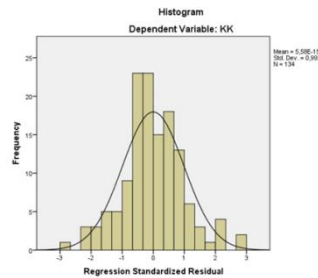
As seen on the statistical descriptive output table above, it is find out that the *work from home (wfh) variable* there are as many as 134 respondents with a common value of 32.3256 and the standard deviation of 5.78. For the variable of communication, there were 34 respondents with a common value of 13.2107 and the standard deviation of 3.12676. While the employee performance variable there are as many as 134 respondents with an average value of 16.8844.

Classical Assumption Test

Before testing the hypothesis, this study was tested for normality, multicollinearity, tests heteroscedasticity , and autocorrelation. Normality
The normality Test

Test was carried out to assess the distribution of the group of variables seen from the distribution of whether it was normal or not. Normality test can be known by using histogram.

Normality Test with Histogram



According to [21] the histogram graph is used to compare the observation data between a distribution that is close to a normal distribution. The histogram graph above shows that the image is centered on the median and the average value follows a bell-shaped curve. The diagram image is inside the bell line at values -3 and +3, and between values -3 and +3 does not indicate a missing value, thus the data is distributed normal.

Multicollinearity Test Multicollinearity

test aims to test whether there is a modification between independent or independent variables. According to [21], the purpose of the multicollinearity test is to test whether the regression model finds a correlation between the independent variables.

Table 2

Multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% C.I FOR B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			LOWER	UPPER	Zero order	Partial	part	Tolerance	VIF
constant	3.955	1.038		3.808	.000	1.900	6.009					
Wfh	.231	.036	.436	6.402	.000	.160	.303	.660	.488	.370	.718	1.393
kOM	.413	.067	.422	6.186	.000	.545	.545	.653	.475	.357	.718	1.393

As seen on the output above, the VIF value for the WFH variable is 1.393 while the communication variable is 1.393. The VIF value of the two variables shows < 10, so it can be deduced that the data is released from multicollinearity symptoms.

- a. AutocorrelationThe autocorrelation

Testtest aims to test is there an affiliation between the confounding error in period t and the confounding error in period t-1 (previous) in the regression model [22]. Autocorrelation occurs because successive observations over time are related to each other. Here is the output autocorrelation in this study

Table 3

Autocorrelation test

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	Df1	Df2	Sig.f change	
1	.751	.563	.557	2.03997	.563	84.474	2	131	.000	1.766

As seen on the output above this study to establish whether there is a phenomenon of autocorrelation test is done to find the value of dU and dL by using tables Durbin-Watson, which is based on the number of independent variables and the number of samples with a standard error of $\alpha = 5\%$. The number of independent variables = 2, sample = 134 and = 5% obtained dL = 1.7310 and dU = 1.7466.

Calculation:

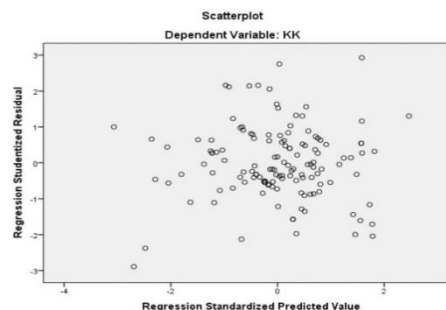
- dL = 1.7310
- dU = 1.7466
- DW = 1.766
- $4 - dU = 4 - 1.7466 = 2.2534$
- $4 - dL = 4 - 1.7310 = 2.269$

So that the results of dW are between $dL < dW < 4 - dU$ which is $1.7310 < 1.766 < 2.2534$ means that there is no autocorrelation.

Heteroscedasticity Test

According to [22], the heteroscedasticity test determines whether there is an inequality of variance between the residuals of one observation and the residuals of another in the regression model. The heteroscedasticity test in this investigation yielded the following results:

Table 6.
Heteroskedastisitas test



As seen on the output description above, it shows that the residual points are spread and scattered do not form a certain pattern, meaning that there are no symptoms of homoscedasticity, then it meets the requirements of the heteroscedasticity assumption.

Multiple Linear Regression Analysis Multiple

linear regression analysis was carried out with more than one dependent variable and the independent variable which has a simple linear regression equation, namely $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, below is attached the output of multiple linear regression:

Table 4

Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95% C.I FOR B		Correlations			Collinearity Statistics	
	B	Std. Error				LOWER	UPPER	Zero order	Partial	part	Tolerance	VIF
constant	3.955	1.038		3.808	.000	1.900	6.009					
Wfh	.231	.036	.436	6.402	.000	.160	.303	.660	.488	.370	.718	1.393
kOM	.413	.067	.422	6.186	.000	.545	.545	.653	.475	.357	.718	1.393

As seen on the output table above, in column B constant (a) shows a result of 3.955 while the value of the variable x1 is 0.231, x2 is 0.413. Then obtained a simple linear regression equation is $Y=3.955 + 0.231 + 0.413$

Explanation:

a) The coefficient of the constant obtained a value of 3.955 with a positive sign, this number indicates that with the *work from home (wfh)* and communication system, it will affect employee performance.

b) The regression coefficient of the system variable has an *work from home* effect on employee performance because it produces a positive number of 0.231.

c) The regression coefficient of communication has a significant effect on employee performance by producing a positive number of 0.413. In this case, if communication is maintained properly it will affect employee performance.

F test (simultaneous)

In the F test test, it can be seen in the table above that the results obtained are the F test value or jointly both work from home and communication affect employee performance with a significance value of 0.00 where if the significance value is < 0.05 it means take effect.

T test (Partial)

In the partial test or t test, the results for the work from home variable are 0.00, which means that work from home has an influence on employee performance where if the significance value is <0.05, it means it has an effect.

Meanwhile, the communication variable has the same value. ie 0,00 which means of communication have an impact on employee performance where if the significance value <0.05 means striving

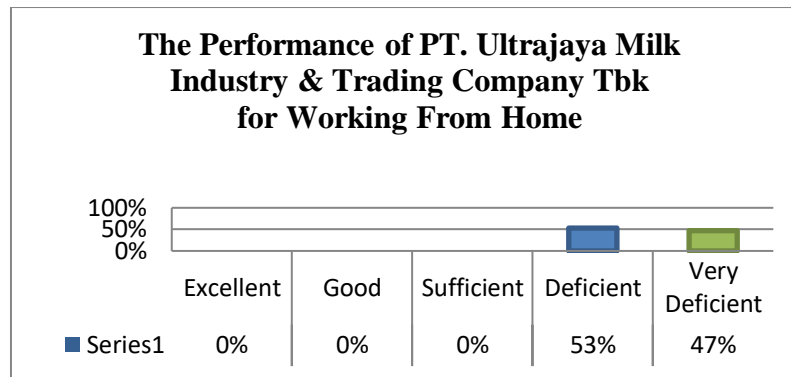
coefficient Determination

Table 5

Autocorrelation test

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	Df1	Df2	Sig.f change	
1	.751	.563	.557	2.03997	.563	84.474	2	131	.000	1.766

As seen on the following table, the value of R Square is 56.3%, which means the variable work from home and influential communication at 56.3 % on employee performance and the remaining 44.7% is influenced by other factors not examined in this study.



As seen on the table above, it can be concluded that the implementation of Work From Home in the company is not as effective as when Work From Office. The results above show that the performance of Pt ultra employees during Work From Home is less effective. As in the diagram that employees who have less performance are 53% and those who are not good are 47%

Conclusion

Based on the findings of the previous research and discussion, it can be concluded that Work from Home (WFH) and Communication at PT. Ultrajaya Milk Industry & Trading Company is running well and smoothly. The stumbling block in the implementation of Work from Home is the use of technology, which occasionally experiences interference when used in reporting activities while on duty at home, as well as some devices at work, so only employees who get an official schedule in the office that can do certain jobs and the effect of Work from Home on the performance of PT Ultrajaya Milk Industri & Trading Company is the increased sense of loyalty and integrity of employees so that it indirectly increases the spirit of individual performance because working at home is more fun and more relaxing for employees who used to have a routine had to leave in the morning and return home in the afternoon or evening. Work will also be more effective and efficient in terms of finance, time, and energy. Public services in all fields are also well implemented according to Standard Operating Procedures and coupled with the Work Fom Home protocol recommended by the government. In the communication variable, as well as the Work From Home variable, good results are also obtained because the communication process can continue to run smoothly even though it is online because it is assisted by increasingly sophisticated technology. In terms of performance, there was no significant decrease because the office work process could still be handled properly.

Suggestions

The things that are recommended so that Work can remain productive and communication continues to produce quality performance are:

- Checking employee attendance every working day
- Maintaining the intensity of work-related communication to each employee
- Placing responsibility for each employee's performance target
- Give full trust to employees to the task at hand.
- Uphold organizational integrity
- Establish regular working hour
- Plan personal workflow
- Set rest hours as needed
- Create a superior work ethic.

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