

## **The effectiveness of work from home (wfh) against employee performance**

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### **Abstract**

The aim of this study is to analyze effective work from home on the leadership, competency, training, and technology to employee performance. The design used is hypothesis testing using Statistical Package for the Social Sciences (SPSS). The population and respondents in this study was manufacturing employee. The results of the study show that the leadership has no significant effect on employee performance with significant = 0.360 and competency has significant affect to employee performance with significant value = 0,036 results on training has significant effect on employee performance with significant 0,005, and technology also has significant effect on employee performance with value of significant is 0,000. The results show that between leadership, competency, training, and technology as together influence employee performance with significant 0,000. Based on result for adjusted R square can be explain at 51,7% is influenced by the four variables (Leadership, Competency, Training, and Technology) to employee performance, the other 48.3% is the contribution of other variables not included in this research. According results testing in this research training, facility and technology significant impact on employee performance. Next research model can be explain with mediating variabel to make sure and increase adjusted R square results for example variabel the role of organizational commitment in organizational structure, organizational strategy and management during Covid 19 new era.

**Keywords:** Leadership; competency; training; technology; employee performance

## INTRODUCE

The order of life and the world's economy has changed in such a way that some of the activities that are commonly carried out have changed significantly and must follow several health rules and protocols. As we know, since the end of December 2019 last year, the Covid-19 outbreak or pandemic has affected all aspects of people's lives in the world. This virus was first detected in the city of Wuhan, Hubei province, China where on March 11, 2020 it was designated as a Pandemic by WHO which resulted in the restriction of all activities including in the world of work. Carrying out industrial activities and meeting market needs in every manufacturing industry by implementing health protocols and other provisions is certainly something new for every management and industry. Some staff and employees are forced to do work from home (WFH), or in other words, work from home in coordination through the network or online with all colleagues and superiors. Of course, this becomes very difficult at the beginning of the work because several things must be re-set up such as for the provision of networks, laptops and other needs to support their work. The end result of the work is how efficient and effective their coordination is in doing the work.

Several variables that are measured in seeing the effectiveness of employee performance during work from home (WFH) are leadership, competence, training and technology. To achieve maximum work results during this pandemic, ofcourse, some good coordination is needed, all of which are related to leadership in coordinating work with one another. Competence is a thing that supports an employee in doing work from home , several things that are considered are on average they work independently and solve problems or obstacles faced by themselves, and coordinate with friends or superiors do not immediately get a response. Next is the training provided and they follow to support the work is the main thing in achieving maximum performance, training is a supporting factor in achieving effective performance. Another factor is the technology used and the impact on performance when working from home (WFH), with good mastery of technology will support work from home activities and provide maximum results.

### Literature review and hypothesis

(Santris, 2019) leadership is a significant thing and has a positive influence on employee performance, this research was conducted during normal conditions where the learning and learning process is carried out directly and face to face in the classroom where leadership is one of the important factors in the teaching and learning process. (Gyasi, Xi, & Ampomah, 2016) the role of leadership on learning performance has a positive and significant influence on school learning with training for teachers and guardians of students so as to improve the performance of schools, teachers and all stakeholders in the school environment. Husna, (2017), the world of education is an institution that has an important role in improving the quality of human resources. In improving the quality of human resources from the education sector, teachers have a big role in the educational process, for that management must be able to create situations that can encourage a sense of belonging, loyalty, solidarity, a sense of security, a sense of acceptance and respect, and a feeling of success in oneself. (Ginting & Purba, 2019) in a study entitled The effect of principal's leadership, discipline and competence on teacher performance in Saint Yakobus Foundation Jakarta, of the three research variables, principal leadership, discipline and competence partially and jointly significantly affect employee performance at the Yakobus Foundation Jakarta, the number of samples in the study were 95 teachers. Suseno et al., (2017), leadership is an important factor to determine the behavior of individuals and groups in organizations. Errors in determining the leadership style will have an impact on decreased performance, high levels of absenteeism and not achieving organizational goals. The principal is also said to be a leader, his leadership in the school is the task of managing and moving educational organizations in the area of one school. Even a school principal must be able to determine the right leadership style so that the vision and mission of the school he carries can be achieved properly.

(Gewasari, Manullang, & Sibuea, 2017) there are several factors that affect performance including leadership, ability or competence of the teacher itself, job satisfaction also has an influence on employee performance in carrying out work, from these variables show a positive and significant

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influence on employee performance. To improve the performance of employees in carrying out their duties in educating students, organizational commitment from the school is needed to encourage and provide a strong sense of self-confidence to the teacher so that there is a sense of job satisfaction in doing work and educating students. Leadership style can also provide incentives to improve the discipline of teachers and students so that there is good control and cooperation in the school environment in improving discipline which has an impact on employee performance and the quality of students in the school (Ahmed et al., 2016). (Halawi & Haydar, 2018) training has an impact on employee performance with training that will increase a person's ability to do their job, not only ability but also can increase knowledge so as to improve employee performance and have a sense and responsibility in doing work. (Sendawula et al., 2018), research conducted in the health sector explains that training has a tremendous impact on doing the main job and the results of the study show that there is a positive and significant influence on employee performance, in other words to provide maximum results on the performance of employees or employees, especially for things that are new is to conduct training first. (Ibrahim, 2016) the lack of available resources causes training for existing employees so that cross-functional work can be carried out by utilizing available resources, from the analysis of job requirements it is stated that training is closely and significantly related to company and individual performance. (Omorieg, 2019) in the world of sports also has the influence of technology, in the modern era now in carrying out sports training requires up to date technology so that the results and achievements of athletes can be achieved optimally. The results showed that technology had a positive and significant influence on the results and achievements of athletes.

## **METHOD**

The main purpose of this study is to see the effectiveness of work from home (WFH) carried out by companies or manufacturing industries in Batam. By looking at the influence and efficiency in doing work from a distance and this research is not just to describe the object under study, but includes the process of exploring facts and object data in the field as they are (Sekaran, 2011). This research has the aim of generating more knowledge and understanding of interesting phenomena and building theories based on research results. And then the theory forms the foundation for further research related to the aspects and phenomena studied (Sekaran, 2011). The object of this research is employees who work in the manufacturing industry who apply remote work or work from home (WFH) in the city of Batam, Riau Islands Province. The population is a generalization area consisting of subjects and objects that have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions (Sugiyono, 2015). A group of people, events or things that have certain characteristics. Population members are also called population elements, (Indriantoro & Supomo, 2012). A combination of all elements in the form of events, things or people who have similar characteristics that become the center of attention of researchers, because they are seen as the universe of research (Ferdinand, 2006).

Performance is the result of work in quantity and quality achieved by a person in carrying out the tasks assigned to him (Mangkunegara, 2011). To measure the performance, it was measured by 7 questions using a Likert scale of 1 - 5. To measure the competence adopted from (Ginting & Purba, 2019) which was modified and adapted to the Covid-19 pandemic period, which consisted of 9 questions using a Likert scale 1 – 5 where 1 is for a strongly disagree answer while 5 is an answer for a strongly agree answer. To measure the adoption of training from research (Sendawula et al., 2018) where there are 11 questions to measure training where the questions are modified and adapted to the conditions when the research is carried out. For facilities and technology variables measured by 7 questions. The analytical method used in this research is the Statistical Package for the Social Sciences (SPSS). SPSS is a statistical analysis technique used to analyze the effect of independent and dependent variables in a study. Several tests were carried out for this study, including validity and reliability tests, t-test (hypothesis testing), and finally the F-test and adjusted R-square test (Ghozali, 2014).

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## RESULTS AND DISCUSSIONS

Before the primary data that has been collected is processed and analyzed further, validity testing is first carried out to determine whether the questionnaire prepared as a data collection instrument is valid or not. The minimum requirement to be considered eligible is if  $r = 0.361$  (Sugiyono, 2010). So the correlation between items with a total score of less than 0.361 then the question is declared invalid. The following is a test of the validity of each variable:

Table 1. Leadership validity test results

Question Items	Corrected Item Total Correlation	Description
Question 1	0,248	Invalid
Question 2	0,485	Valid
Question 3	0,493	Valid
Question 4	0,168	Invalid
Question 5	0,463	Valid
Question 6	0,330	Invalid
Question 7	0,419	Valid

The results of the calculation for the validity test in this study for the leadership variable there are 3 questions that are not valid so that the three questions cannot be used as an instrument in measuring leadership.

Table 2. Competency validity test results

Question Items	Corrected Item Total Correlation	Description
Question 1	0,396	Valid
Question 2	0,527	Valid
Question 3	0,584	Valid
Question 4	0,648	Valid
Question 5	0,501	Valid
Question 6	0,625	Valid
Question 7	0,487	Valid
Question 8	0,623	Valid
Question 9	0,673	Valid

For the Competency variable, all questions were declared valid so that all the questions in this questionnaire could be used as instruments to measure competence.

Table 3. Training validity test results

Question Items	Corrected Item Total Correlation	Description
Question 1	0,614	Valid
Question 2	0,627	Valid
Question 3	0,507	Valid
Question 4	0,374	Valid
Question 5	0,370	Valid
Question 6	0,548	Valid
Question 7	0,796	Valid
Question 8	0,598	Valid
Question 9	0,458	Valid
Question 10	0,389	Valid
Question 11	0,345	Invalid

Table 3 shows the validity test for the training variable, where the results of the validity test show that the last question on this variable is not valid so that for research this question cannot be included to measure the training variable.

Table 4. Technology Validity Test Results

Question Items	Corrected Item Total Correlation	Description
Question 1	0,030	Invalid
Question 2	0,487	Valid
Question 3	0,456	Valid
Question 4	0,656	Valid
Question 5	0,342	Invalid
Question 6	0,729	Valid
Question 7	0,778	Valid

The technology variable in this study, to test the validity, two invalid questions were obtained so that both questions could not be included in the hypothesis test.

Based on the results of the multi collinearity test in Table 5, it shows that the Variance Inflation Factor (VIF) value of each independent variable is less than 10 and the tolerance value is also more than 0.1 (Hair *et al.* 1998). So it can be concluded that there is no multi collinearity problem.

Table 5. Tes Results Multi Collinearity

Variable	Tolerance	VIF	Conclusion
Leaderships	0,256	3,911	No Multi collinearity
Competency	0,215	4,647	No Multi collinearity
Training	0,349	2,867	No Multi collinearity
Technology	0,753	8,564	No Multi collinearity

The normality test is used to test whether in the regression, the dependent variable and the independent variable have a normal data distribution or not. By looking at the normal p-p plot graph in Figure 1, it can be concluded that the normal p-p plot graph shows that the dots spread around the diagonal line, and the distribution follows the direction of the diagonal line (Ghozali, 2015). The results of the normality test indicate that the regression model is feasible because it meets the assumption of normality. A good regression model is to have a normal data distribution. The following is a graph of the normal p-p plot of each independent variable on the dependent variable.

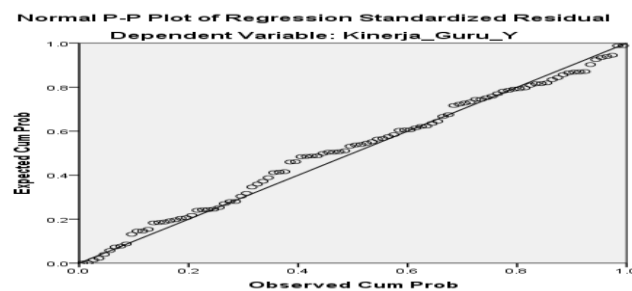


Figure 2. Test normalitas

To detect the presence or absence of heteroscedasticity, the Scatterplot graph method generated from the output of the SPSS program can be used, if the figure shows that the points spread randomly and are spread both above and below the number 0 on the Y axis, then there is no heteroscedasticity in the regression model ( Ghozali, 2015). The results of the heteroscedasticity test are shown in Figure 2

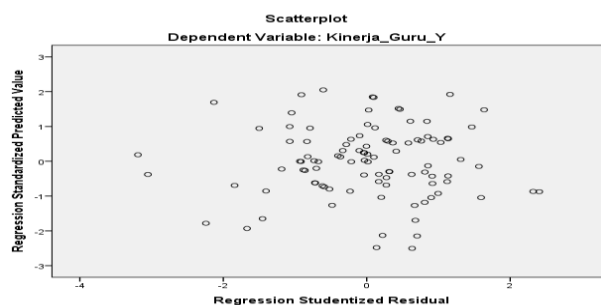


Figure 2. Test heterokedastisitas

Table 6. Hypothesis Test

Research variable	t	Sig
Leadership → Employee Performance	0,551	0,360
Competency → Employee Performance	0,207	0,036
Training → Employee Performance	3,788	0.005
Technology → Employee Performance	3,572	0,000

For the leadership variable, the research results show that there is no significant effect on employee performance where the significant value is 0.360 greater than 0.05, the significance value ( $p < 0.05$ ) is said to have a significant effect if the value is smaller than 0.05. Furthermore, for the variables of competence, training and (facilities and technology) have a significant effect on the performance of each employee, the significant value of these variables is smaller than 0.05. Where for the competence variable has a significant value of 0.036, ( $p < 0.05$ ), for the training variable the significant value is 0.005, ( $p < 0.05$ ) and then for the facilities and technology variables the significant value is 0.000 ( $p < 0.05$ ).

## CONCLUSION AND IMPLICATION

Based on the results of the hypothesis test above, it can be concluded that leadership in the era of the Covid 19 pandemic does not significantly affect employee performance, this is because long-distance coordination is not a barrier in their work. And it can be concluded that employees continue to work professionally and according to their work standards. In contrast to the other three variables where the competence, training, technology variables significantly affect employee performance. To support work from home (WFH) requires knowledge and ability to work from home (WFH) itself, the change from working in the workplace and being in one room brings changes and has a big impact on the work of employees. (Kamar, Novitasari, Asbari, Winanti, & Goestjahjanti, 2020) during the pandemic a study was conducted to see the effect of leadership transformation on employee performance in the shoe industry in Tangerang, the results of the study stated that during the pandemic transformational leadership had no significant and significant effect on employee performance. Other results show that transformational leadership has an effect on readiness to change, in other words, to face a pandemic, leadership will have an impact if there is readiness to adapt and adapt to improve employee performance.

Based on the above findings, it is necessary for management and superiors as well as company leaders to pay attention to the competencies, training and technology used so that remote work in the future does not experience problems and can run smoothly and provide opportunities for the future to be able to delegate work remotely. remote and employees themselves can work from home under normal circumstances.

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