

# Remote System, Does It Have an Impact on the Performance of Zoomers Employees?

Daniel Joel Immanuel Kairupan

Management Study Program, Sekolah Tinggi Ilmu Ekonomi  
YKPN, Yogyakarta

[daniel@stieykpn.ac.id](mailto:daniel@stieykpn.ac.id)

## Abstract

*The initial concept of a remote system (WFH) regulates flexible working hours, which can help employees determine work-life balance. The remote system gives employees the freedom to use their creativity to complete their tasks and responsibilities, which will greatly affect employee performance and work productivity. Central Statistics Agency (2020) shows data that the Zoomers generation is recorded as the generation that controls the next industry as active workers. The research method uses quantitative methods. This study uses the Smart-PLS 3.0 statistical tool with a sample of employees belonging to the Zoomers generation. Of the five hypotheses, three hypotheses were accepted, and two were rejected. The findings of this study can be an insight for businesspeople on whether the WFH pattern is still needed in increasing employees' productivity and performance.*

*Keywords: remote system, work-life balance, work productivity, employee performance*

---

JEL : M54, O15

DOI : 10.24002/kinerja.v27i2.6382

Received : 01/17/2023

Reviewed: 06/13/2023

Final Version: 07/21/2023

---

## 1. INTRODUCTION

International Labor Organization (ILO) stated the Covid-19 pandemic that occurred in 2020-2022 has had an impact on all industrial sectors (2022). This affects the health sector and changes each company's strategy pattern to survive during large-scale social restrictions (PSBB). Millions of people were forced to experience layoffs, and others had to adapt quickly to changing work patterns. Before the pandemic, physical and face-to-face meetings were routine. Employees were considered productive when they could work at the office until companies finally figured out a trend of changing work patterns, so they implemented a remote system pattern. Technological changes and new ways of working have disrupted the jobs and skills faced by employees. Mc. Kinsey Global Institute has conducted a survey that estimates that 87% of workers experienced a skill gap in the workforce at the

time of the work pattern shift in 2019. Meanwhile, in 2020, there is an increase that 50% of the total global workforce (approximately 375 million) has found a way to address the gap in digital transformation, including the gap occurring from the creation of artificial intelligence (AI) (Agrawal et al., 2020).

The pandemic has forced all company leaders to create a strategy so they can adapt to rapidly changing conditions. In addition, companies must learn how to adapt the conditions of workers to the changing demands of digital transformation. WFH has the same obligations and responsibilities as working in an office (WFO). Although in practice, the implementation of WFH has challenges and obstacles. There needs to be a unit or division to strictly control the work balance of employees. For example, the internal compliance unit oversees the monitoring of internal control.

Along with the declining trend of positive cases in 2021, several companies, including government and education, have started to phase out WFH. Returning to work in the office will increase collaboration and help adapt many new employees to the company. The flexibility offered during WFH makes most employees object to having to return to work in the office. They argue that working remotely has made it easier for them to manage their work-life balance (WLB).

WFH has the concept of a workplace shifting from a physical location to telecommunicating, which employees do not need to commute to work (Bai et al., 2020). Bai also adds that the WFH work pattern is an appropriate work pattern for the future. However, Ekananta (2021) states that many company owners think that the less face-to-face contact, the less productivity of employees, which is often caused by communication patterns. Prasetyaningtyas et al. (2021) in his research explain that by working directly or face-to-face, organizations will be able to pay attention to the needs and work productivity of each employee. For companies, productivity is one indicator to regulate the level of efficiency. Employee productivity is one indicator of the success of the company productivity. Employee work productivity is the ability of an employee to achieve certain tasks in accordance with predetermined standards (Hasibuan, 2014).

Many companies are implementing WFH to create WLB. This is due to the initial concept of WFH, which regulates flexible working hours and can help employees determine their respective WLB. WFH can influence WLB, especially for company employees. By implementing WFH, employees can finally create the desired work atmosphere, have quite a lot of family time together, and are able to create better relationships with the surrounding environment to increase employee productivity (Dockery and Bawa, 2014).

The implementation of the WFH pattern is also closely related to employee performance. Deole et al. (2021) state that WFH gives employees the freedom to use their creativity to complete their tasks and responsibilities. With the WFH concept, employees can be themselves and be more motivated and committed to the company. WFH, or the concept of remote work, can increase productivity, strengthen organizational commitment, and improve employee performance in the organization. WFH will provide freedom for employees to regulate their work rhythm and gain a lot of experience leading to better employee performance.

From some of the data above, WFH is one of the most sought-after work patterns by employees currently. Even though it has a pretty good impact, there are

quite a lot of leaders who think that WFH is not very effective for employees. Many companies implement WFH work patterns because they have been motivated by the potential for improvement in WFH. Boland et al. (2021) show data that 80% of workers currently prefer WFH, and 20% prefer WFO. The data also shows that 41% of workers feel more productive when WFH, and 28% feel they have the same great work productivity, either by WFH or WFO. Most workers feel more productive during WFH because they do not need to travel long enough to work, so they are more flexible in managing their work time.

Mc. Kinsey's research data in 2021 also shows that 31% of workers feel more productive when WFO compared to WFH because they can focus more and are not distracted by household conditions and work conditions. Some global-based companies also reject WFH. Many Japanese companies refuse to consider the work culture since they always apply for face-to-face work. For them, not all types of work can apply to this concept. Chinese foreign companies are also not immediately able to accept this concept. A sense of distrust among leaders to employees is one of the causes. Therefore, researchers are interested in conducting this study. Researchers hope that the findings of this study can be an insight for businesspeople into whether the WFH pattern is still needed in increasing employee productivity and performance or not (Agrawal et al., 2020).

## **2. LITERATURE REVIEW**

### **2.1. Remote System (WFH)**

Mungkasa (2020), in his research, explains that the concept of the remote system (WFH) is part of the telecommuting concept, which means working remotely. The WFH concept is a concept that has existed since 1970 as an effort to overcome traffic jams from traveling from home to work and vice versa every day. With the emergence of communication technology, this concept began to get the attention of many parties at the end of the 20th century. The WFH concept has a few benefits for employees, which are:

- a. Work and family life are getting more balanced,
- b. Reducing travel time to the office,
- c. Can control work schedules and create a work atmosphere as desired,
- d. Cultivating creativity and developing self-potential.

Mungkasa adds that the implementation of WFH itself should pay attention to several things, including the support from the government and company policies and the feasibility of the type of work. The preparation of organizational or company policies is needed to provide clear directions for employees in their job descriptions. The feasibility of the type of work also needs to be considered, considering that not all types of work can be done using the WFH concept.

The implementation of WFH in Indonesia is carried out to reduce the spread of Covid-19. Farrell (2017) explains that there are several WFH indicators:

- a. Flexible work environment,
- b. Time with family is getting closer,
- c. stress disorder,
- d. Travel time,

- e. Health and work balance,
- f. High creativity and productivity,
- g. Able to separate home, office work, and self-pressure.

## **2.2. Work-Life Balance (WLB)**

Work-Life Balance is a concept that provides an opportunity for employees to be able to divide their time between work and other important aspects they have, one of which is family. Mendis and Weerakkody (2017) explain that WLB is the ability of employees as individuals to fulfill work and other responsibilities in addition to work and other activities. The balance between life and work is very important to increase employee satisfaction. Employees who have sufficient WLB usually have low-stress levels and high work motivation and can create conditions for a good workplace relationship.

Mendis and Weerakkody add that WLB has 2 (two) main values, namely work-centered life and family-centered life. Indicators to measure WLB are working hours, workload, leadership, subordinates, co-workers, children, and family. Based on research conducted by the Commission (2005), WLB has several components:

- a. Aspects of the workplace consist of the type of work, type of workplace, and problems at work, such as excessive workload.
- b. The needs of life consist of the need for time for family and society, the need for personal time, and the need for time as a member of a particular group.

In their research, they also explain that the WLB concept can be a balance between an individual's life outside of work and the individual's work life. These two things are a unity that must be balanced.

## **2.3. Work Productivity**

Productivity is a measure of efficiency and the comparison between output (results) in the form of services or goods and inputs in the form of resources used (Hasibuan, 2014). Hasibuan (2014) explains that what is meant by output is output or results that employees have used to support the completion of work. Productivity has several indicators (Yusuf, 2015), namely:

- a. Knowledge: the concept of knowledge is on the power of thought and mastery of science,
- b. Skills: operational, technical ability, and mastery in certain fields,
- c. Ability: a concept that includes self-competence; attitude, a habit with a pattern in which human behavior is determined by the attitudes embedded in employees.

Ekananta (2021) adds that work productivity has 3 (three) indicators: quantity, work quality, and time accuracy. The quantity of work is achieved by employees at a certain time. The quality of work is a benchmark of acquisition related to the quality of a product that is achieved by employees. Time accuracy is the level of activity that can be completed in a certain period. Ekananta (2021) adds that work productivity has 2 (two) measures, namely usability, related to achieving optimal work, and efficiency, related to efforts to equate input with the realization of its use or how the work is carried out.

From some of the explanations above, it can be concluded that productivity determines the company's progress. Employees who are more productive can produce more output or results using existing resources. Therefore, companies need to know the level of employee productivity to make strategic decisions, both short-term and long-term (Asio, 2021).

## **2.4. Employee Performance**

Employee performance is a comparison of work performance carried out by employees based on predetermined organizational standards according to quality and quantity based on the responsibilities given in a certain period (Yuniarti et al., 2021). Employee performance has 3 (three) factors that must be owned by an individual, namely having the ability to complete the assigned work, the level of effort, and the support provided (Mathis and Jackson, 2001). They add that employee performance is measured by the quality and quantity of the assigned work in each period. Hersey et al. (1996) state that there are 7 (seven) performance indicators, namely:

- a. Purpose: Shows a clear direction regarding the performance to be carried out.
- b. Standard: Determine a person's performance in accordance with the agreement made.
- c. Feedback: The process of progress in quality and quantity.
- d. Tools or means: a resource that is used to make work easier.
- e. Competence: The ability that a person has in carrying out work.
- f. Motive: The reason or impetus for someone to do something.
- g. Opportunity: An opportunity given to individuals to show their performance.

One of the studies conducted by the access-management company depicts that employee work productivity has increased due to the flexibility of time and reduced distractions during WFH. Meanwhile, the concern that the nonexistence of adequate supervision can reduce productivity is not proven (Mungkasa, 2020). The survey was conducted in the UK on 6,000 workers across Europe. In their research, Prasetyaningtyas et al. (2021) add that WLB acts as a concept that affects employees' freedom to create a comfortable work environment.

The increasing time to gather with family, creating better relationships with the surrounding environment, and increasing creativity influence the WFH implementation, which is very influential on the formation of WLB (Agha et al., 2017). However, Mea and Hyronimus (2020) explain that there is a significant effect between WFH and WFB. They state that the WFH decision can lead to an impact that is not always good for employees, but employees can choose the right conditions for them when facing tensions that can arise from other factors outside of work (family factors). Crosbie and Moore (2004) add that there are two impacts or side effects of the WFH implementation. Employees can create their own work atmosphere, but employees are also faced with erratic working hours. On the contrary, employees can at least have a flexible work atmosphere and be closer to family.

### **H1: Remote system has a positive effect on work-life balance.**

Many studies state that WFH practices significantly increase employee productivity (Prasetyaningtyas et al., 2021; Aropah et al., 2020; Alimuddin, 2021;

Sulastri, 2021). The implementation of WFH will not interfere with employee productivity. However, Boland et al. (2021) state that not all companies can apply this concept. Some companies with urgent core businesses, such as hospitals or television media, cannot accept the WFH concept as a factor that can increase work productivity.

## **H2: Remote system has a positive effect on work productivity.**

The existence of good WLB practices can provide benefits for employees and the organization. This practice can be exemplified by providing a sports area or cafeteria for employees to take a break. Mendis and Weerakkody (2017) reveal a strong relationship between WLB and employee performance. In addition, the implementation of WLB will have a positive and significant impact or influence on employee performance if it is supported by company policy factors.

Crosbie and Moore (2004) in their research explain that WLB determines the amount of time available to employees so that employees can fulfill their responsibilities in work and family life. Through his research, Asio (2021) explains that employees who do not have WLB will have very low performance. According to them, good WLB can be exemplified by providing flexible working hours and sufficient time for them to pursue hobbies or time with family.

Anugrah and Priyambodo (2021) add that employees who implement WFH have a pleasant workspace that will create WLB so as to improve the performance of these employees. WLB has an effect on employee performance because of the harmony between personal life and work, which is very important to create mood, focus, and action at work.

## **H3: Work-life balance has a positive effect on employee performance.**

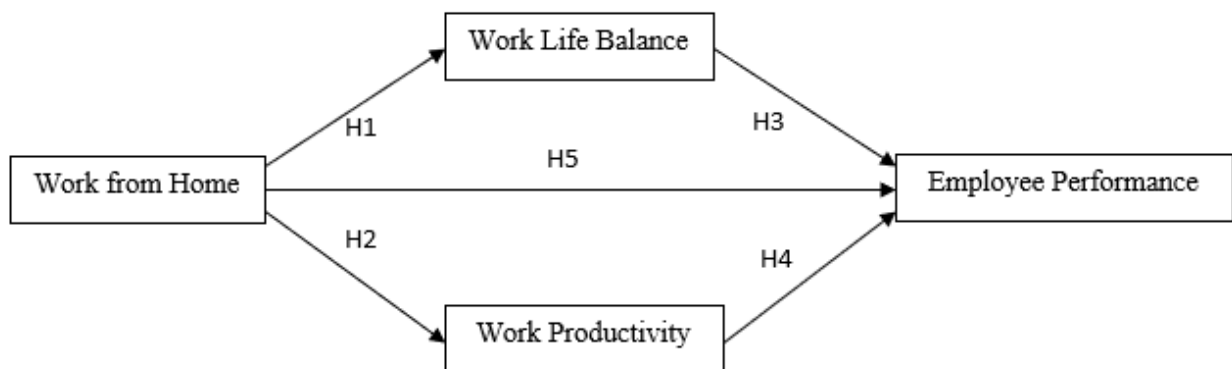
In their research, Nguyen et al. (2019) explain that work productivity is one-factor affecting employee performance. Good performance will be influenced by a long process (assessment process and work performance). Both processes arise because of the productivity of work carried out by each employee. Productivity is a variable that determines profitability and affects performance. Research findings by Nguyen et al. (2019) give results that company owners who want to improve long-term company performance must be able to improve employee performance and productivity. Employee productivity can be increased by appropriate incentive mechanisms and by establishing a good working environment for employees. Prakash et al. (2017), in a study conducted on manufacturing companies in India, found a reciprocal relationship between productivity and employee performance.

## **H4: Work productivity has a positive influence on employee performance.**

Although WFH is an old concept, the implementation of WFH in Indonesia is still very new in the era of the Covid-19 pandemic. The WFH system can be accepted quickly by employees, and it greatly affects employee performance. Several studies explain that WFH does not necessarily make employees stop working. However, with the existence of WFH, employee performance is also positively affected. Alimuddin (2021), in a study conducted at one of the SOEs in Makassar, Indonesia, finds a very strong relationship between WFH and employee performance.

The same results are also explained by several authors who state that WFH has had a very strong influence on employee performance (Sulastri, 2021; Deole et al., 2021; Purnadi, 2020; Purnadi, 2019). WFH has brought about a significant change in organizational culture, including the productivity and performance of employees or organizations. However, Purnadi (2019) explains that not all organizations can implement the WFH system. Employees who work in transportation or service companies cannot apply the WFH concept because their work is very dependent on direct service to consumers. This is also confirmed by Deole et al. (2021), who state that the WFH concept can have a significant impact on employee performance but cannot be generalized in all companies.

**H5: Remote system has a positive influence on employee performance.**



**Figure 1.** Path Diagram

### **3. METHODOLOGY**

In this study, researchers obtained prospective respondents by distributing online questionnaires to several Zoomers employees from various industrial backgrounds. Data collection was carried out for six months.

#### **3.1. Sampling**

The population in this study are employees in their Zoomers or those born from 1997 to 2012 (Central Bureau of Statistics, 2020). In determining the sample, the researcher used a purposive sampling technique, namely the technique of determining the sample with one thing considered. The number of samples is based on five times the estimated parameters. So, the minimum sample size is 100 respondents (Hair et al., 2018). The research categories use survey design as a data collection technique (Sekaran and Bougie, 2016).

#### **3.2. Data Collection**

This study uses primary data obtained from an online questionnaire or Google form. The first section contains questions about gender, age, marital status, education level, and salary range. The second to fifth sections contain questions from the four variables with a total of 21 with 2 question items related to the remote system variable from Govender et al. (2018), 3 question items related to work-life balance variables from Živčicová et al. (2017), 12 question items related to work productivity

variables from Asio (2021) and 4 question items from measuring employee performance (Elorus, 2018).

### 3.3. Measures

The researcher uses a confirmatory research design with the aim of examining the effect of the remote system, work-life balance, work productivity, and employee performance variables. For the time dimension, this research is included in the category of cross-sectional research involving more than one case and information or data collected from some research subjects that are used only once in one time to answer the problem formulation (Sekaran and Bougie, 2016). This research includes field research by lifting data from the field. The researcher uses a question instrument from questions developed by previous researchers using a 5-point Likert scale from point 1, which means strongly disagree to point 5 strongly agree.

This research data processing uses the Smart Partial Least Square (SmartPLS) 3.0 software. The analytical model used in this study is the structural equation model (SEM). PLS is used with the aim of maximizing the value of the variance explained by the predictor variable to the dependent variable through the R-Square as a measure of goodness-of-fit (Hair et al., 2018).

## 4. RESULT AND DISCUSSION

All respondents are Zoomers generation born in 1997 – 2012 with a working age of 22 – 25 years old and those who have graduated with a bachelor's degree. 72,2% of respondents have worked for 2-3 years. All respondents also experienced a period of working in remote systems from 2020-2022. Data were collected from June until early December 2022.

**Table 1.** Characteristics of Respondents

Gender	Total	%	Status	Total	%	Working Time Duration	Total	%
						(year)		
Man	89	54.94	Single	153	94.44	2 - 3	117	72.22
Woman	73	45.06	Married	9	5.56	1 - 2	40	24.69
						< 1	5	3.09
Total	162	100		162	100		162	100

Source: Primary data processed (2022).

### 4.1. Test Measurement Model

Prior to the analysis based on the structural equation model with Smart-PLS 3.0, validity and reliability tests will be carried out to ensure the adequacy and accuracy of the data for analysis.

#### 4.2.1 Validity Test

Based on the results of Table 3, it is determined that the Average Variance Extracted (AVE) value for the WFH variable is 0.824, the WLB variable is 0.719, the work productivity variable is 0.770, and the employee performance variable is 0.821.



From these results, it is obtained that all variables are declared valid because they exceed the AVE value of 0.5.

**Table 2.** Validity Test Results Based on AVE Value Criteria

Variable	Nilai AVE
<i>Remote System</i>	0.824
<i>Work-Life Balance</i>	0.719
<i>Work Productivity</i>	0.770
<i>Employee Performance</i>	0.821

Source: Primary data processed (2022).

#### 4.2.2 Reliability Test

The reliability test in Table 4 shows that the composite test results and the Cronbach's Alpha value of all the variables tested in this study are declared reliable. All variables have Composite Reliability and Cronbach's Alpha values above 0.7, so this research data is declared reliable.

**Table 3.** Composite Reliability Test Results and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Remark
<i>Remote System</i>	0.922	0,870	Reliable
<i>Work-Life Balance</i>	0.915	0,852	Reliable
<i>Work Productivity</i>	0.835	0,801	Reliable
<i>Employee Performance</i>	0.930	0,837	Reliable

Source: Primary data processed (2022).

#### 4.2.3 Model Feasibility Test

The Goodness of Fit (GoF) index value approach is carried out to test the feasibility of the model. In this study, the GoF index value is the result of the R<sup>2</sup> value on the dependent variable and the AVE value for each latent variable.

**Table 4.** Model Feasibility Test Results

Latent Variable	Number of Indicators	AVE	Weighted Amount	R <sup>2</sup>	GoF
<i>Remote System</i>	2	0,824	1,648		
<i>Work-Life Balance</i>	3	0,719	2,157		
<i>Work Productivity</i>	12	0,770	9,24		
<i>Employee Performance</i>	4	0,821	3,28		
Total	21		16,329	0,712	
Average					0,7441

Source: Primary data processed (2022).

The GoF value in the model feasibility test results shows a value of 0.7441. These results indicate that the sample data of this study can explain 74.41% of the model variation. The value of R<sup>2</sup> is 0.712, which means that variations in employee performance variables can be explained by the variables of WFH, WLB, and work productivity of 71.2%. However, 38.8% is explained by variables outside this research model.

#### 4.2.4 Hypothesis Testing Table

**Table 5.** Hypothesis Testing Results

Hypothesis	Original sample	St. Dev	t-statistics	p-values	Descriptions
H1 (WFH-WLB)	0.169	0.085	2.287	0.063	Positive, not significant
H2 (WFH-Productivity)	0.209	0.175	2.101	0.058	Positive, not significant
H3 (WLB-Performance)	0.116	0.101	2.487	0.013	Positive, significant
H4 (Productivity-Performance)	0.380	0.339	1.633	0.000	Positive, significant
H5 (WFH-Performance)	0.401	0.384	2.127	0.005	Positive, significant

Source: Primary data processed (2022).

The hypothesis proposed in this study is tested using Smart-PLS 3.0 software, and the results can be seen in Table 6. The result of the hypothesis testing in Table 5 shows that the p-values on WFH against WLB are 0.063, meaning that it is greater than 0.05. These results mean that Hypothesis 1 (H1) is rejected. In the second hypothesis test results, the p-values on WFH productivity are 0.088, which is greater than 0.005, so H2 is rejected. Furthermore, for H3, the p-values of WLB on employee performance are 0.013. From these results, it is stated that H3 is accepted because the value is smaller than 0.05. The p-values' result on work productivity and employee performance is 0.000, which is smaller than 0.05. Thus, it can be concluded that H4 is accepted. The results of the same p-values are also produced by the WFH variable on employee performance, where the value of 0.005 is smaller than 0.05. Hypothesis 5 (H5) is accepted.

## 4.2. Discussion

### 4.2.1 Remote System Has No Effect on Work-Life Balance

The first hypothesis is declared to have no effect because it has p-values  $< 0.05$ . The results of this study are in line with the research that has been done by previous researchers (Crosbie and Moore, 2004; Prasetyaningtyas et al., 2021), explaining that doing homework makes respondents feel that their time is not effective at work. Respondents feel that working hours that are too flexible will further disrupt their working hours. WFH is increasingly blurring the line between work life and personal life. Therefore, that stress arises, which ultimately causes low WLB.

In their research, Crosbie and Moore (2004) also mention that WFH is not the right way to be applied to all types of work. Employees who tend to work outside the home will feel that working at home is a way that increasingly restricts them in their activities. They should be able to do both personal life and work at the same time. Meanwhile, Gaidhane et al. explain that the pandemic factor that limits employees from socializing directly will increase work stress and affect the work environment while inhibiting WLB (2020).

#### **4.2.2 Remote System Has No Effect on Work Productivity**

Based on the data that has been processed, the WFH variable does not affect work productivity. WFH does not have a significant impact on increasing work productivity. Bush argues that productivity is affected by WFH. With or without WFH, employee productivity will remain optimal. Meanwhile, the work productivity variable is influenced by many factors, for example work environment factors, skill levels, co-worker relations, and work motivation (Todd, 2022).

#### **4.2.3 Work-Life Balance Has a Positive Effect on Employee Performance**

The result of the third hypothesis states that WLB influences employee performance. These results support the statement by Mendis and Weerakkody (2018) that employee achievement is influenced by the surrounding environment, including the family environment. When employees feel comfortable and close to their families, their performance will increase. Anugrah and Priyambodo also state that WLB provides opportunities for employees to enjoy their private lives (2021). With this result, the performance of each employee is increasing.

#### **4.2.4 Work Productivity Has a Positive Effect on Employee Performance**

Hypothesis 4 states that work productivity has an influence on employee performance. Productivity means a comparison between the results achieved with the overall desired resources. If work productivity increases, the performance of each employee also increases. This opinion is supported by Nguyen et al. (2019) and Prakash et al. (2017), who state that increased productivity reflects employee performance which also increases. Productivity results will reflect the increased performance of employees in a company.

#### **4.2.5 Remote System Has Positive Effect on Employee Performance**

In the last hypothesis, WFH is stated to have an influence on employee performance. These results support previous studies (Sulastri, 2021; Deole et al., 2021; Purnadi, 2020; Alimuddin, 2021). Employees still maintain their performance due to the conditions during the pandemic, where many companies must reduce the workforce. If one division experiences a shortage of manpower, other employees will participate in the work completion process. That is why the concept of WFH increasingly provides workloads for employees.

### **5. CONCLUSION**

In conclusion, this study results in 2 rejected and 3 accepted hypotheses. The situation of WFH, which has been considered to influence the creation of WLB, does not apply to the results of this study. According to the researcher, this is triggered by the respondents who are Zoomers. During the pandemic, they stated that the WFH pattern did not match the balance of their work environment. Meeting hours that do not know the time and work targets that feel forced by the current situation are some of the reasons they feel that WFH is not able to have a significant influence on WLB. In addition, researchers also found data that WFH has no effect on work productivity. For respondents, the success of work productivity is not influenced by WFH. Work productivity can also achieve maximum results when working in the office.

Meanwhile, this study also states that WFH, WLB, and work productivity have a significant relationship with employee performance. In accordance with its definition, performance is an employee's work achievement at the end of a certain period. Even during the Covid-19 pandemic, employees continue to carry out their responsibilities to the maximum. WFH and WLB provide flexibility for Zoomers employees to be able to set their own working hours. Despite having limitations in mobility, employee performance during WFH is influenced by the ability to operate online applications, practice digital communication, and digital media. These three things have been mastered by Zoomers employees.

From this study, researchers have suggestions for further researchers to pay attention to research respondents because each respondent has different characteristics. The type of work also needs to be considered if you want more specific results. Although this study has involved respondents from Zoomers, the type of work they had is not specific. In addition, these results may not be accepted by senior employees who are not included in the Zoomers category. The characteristics of Zoomers employees are certainly very different from senior employees. The majority of whom are from Generation X. For the company, it is better to pay attention to what areas can be done with the WFH pattern. There needs to be a clear limitation on working hours so that employees do not feel that their personal time is disturbed by office work.

This study has limitations on the characteristics of respondents who only focus on the Zoomers generation and have a very broad work background. The characteristics of the Zoomers generation are very different from other generations, for example, the millennial generation. This can lead to different findings that may be different from the others. In addition, the work background gives different results to the research findings. The next researcher can take an example of a work area to get specific results.

## REFERENCES

- Agha, K., Azmi, T., and Irfan, A., 2017. Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), pp.164-171.
- Agrawal, S., Smet, Aaron, A. D., Lacroix, S., and Reich, A., 2020. *COVID-19 and reskilling the workforce | McKinsey*. Available at: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/to-emerge-stronger-from-the-covid-19-crisis-companies-should-start-reskilling-their-workforces-now>.
- Alimuddin, I. K., 2021. Pengaruh work from home terhadap kinerja karyawan pada masa pandemi COVID-19, Studi Kasus Pada Bank BTN. *YUME: Journal of Management*, Vol. 4, Issue 2, 323-332.
- Anugrah, P. G. and Priyambodo, A. B., 2021. Peran work-life balance terhadap kinerja karyawan yang menerapkan work from home (WFH) di masa pandemi COVID-19: studi literatur. In *Seminar Nasional Psikologi dan Ilmu Humaniora (SENAPIH)* (Vol. 1, No. 1, pp. 340-349).

- Aropah, V. D., Sarma, M., and Sumertajaya, I., 2020. Factors affecting employee performance during work from home. *International Research Journal of Business Studies*, Vol. 13, No. 2, 201-214.
- Asio, J. M., 2021. Determinants of work productivity among selected tertiary education employees: A Pre COVID-19 Pandemic Analysis. *International Journal of Didactical Studies*, Vol. 2, Issue 1.
- Badan Pusat Statistik, 2020. *Hasil Sensus Penduduk 2020*. Jakarta: Badan Pusat Statistik.
- Bai, J. J., Jin, W., Steffen, S., and Wan, C., 2020. The future of work: Work from home preparedness and firm resilience during the COVID-19 pandemic. *SRN Electronic Journal*, 1-20.
- Boland, J., Banks, S., Krabbe, R., Lawrence, S., Murray, T., Henning, T., and Vandenberg, M., 2021. *A COVID-19-era rapid review: using Zoom and Skype for qualitative group research | PHRP*. Available at: <https://www.phrp.com.au/issues/using-zoom-and-skype-in-qualitative-group-research/>.
- Commission, N.Z.S.S., 2005. *Work-life Balance: A Resource for the State Services*. State Services Commission.
- Crosbie, T. and Moore, J., 2004. Work–life balance and working from home. *Social Policy and Society*, 3(3), pp.223-233.
- Deole, S. S., Deter, M., and Huang, Y., 2021. Home Sweet Home: Working from home and employee performance during the COVID-19 pandemic in the UK. *GLO Discussion Paper*, No. 791, 1-35.
- Dewayani, T., 2020. *Bekerja dari Rumah (Work From Home) Dari Sudut Pandang Unit Kepatuhan Internal*. Available at: <https://www.djkn.kemenkeu.go.id/artikel/baca/13014/Bekerja-dari-Rumah-Work-From-Home-Dari-Sudut-Pandang-Unit-Kepatuhan-Internal.html>.
- Dockery, A. M., and Bawa, S., 2014. Is working from home good work or bad work? Evidence from Australian employees. *Australian Journal of Labour Economics*, Vol. 17, No. 2, 163-190.
- Mea, M.H.D. and Hyronimus, H., 2020. Pengaruh Work From Home terhadap work-life balance pekerja perempuan di Kota Ende. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 7(2).
- Ekananta, A., 2021. *Organizational Development*. Jakarta: One CHRP.
- Elorus, 2018. *Metrics and Key Performance Indicators for Employee Evaluation*. Available at: <https://www.elorus.com/blog/metrics-and-kpis-necessary-to-measure-employee-performance/>.
- Farrell, K., 2017. Working from home: A double-edged sword. *Royal Society of Medicine*, 1-26.
- Gaidhane, S., Khatib, N., Zahiruddin, Q.S., Gaidhane, A., Telrandhe, S. and Godhiwal, P., 2020. Depression, anxiety and stress among the general

- population in the time of COVID-19 lockdown: A cross-sectional study protocol. *International Journal of Research in Pharmaceutical Sciences*, pp.360-364.
- Govender, L., Migiro, S., and Kyule, A., 2018. Flexible work arrangements, job satisfaction and performance. *Journal of Economics and Behavioral Studies*, 268-277.
- Hair, J., Anderson, R., and Tatham, R., 2018. *Multivariate Data Analysis 5th Edition*. Upper Saddle River, New Jersey: Prentice Hall.
- Hasibuan, M., 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hersey, P., Kenneth, B. H., and Dewey, E., 1996. *Management of Organizational Behavior*. New Jersey: Prentice Hall, Inc.
- Mathis, R. L. and Jackson, J. H., 2001. *Human Resources*. New York: The Free Press.
- Mendis, M.D.V.S. and Weerakkody, W.A.S., 2017. The impact of work life balance on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model. *Kelaniya Journal of Human Resource Management*, 12(1), pp.72-100.
- Mischke, J., Woetzel, J., Smit, S., Manyika, J., Birshan, M., Windhagen, E., Schubert, J., Hieronimus, S., Dagorret, G. and Noguer, M. C., 2021. *Will Productivity and Growth Return After the COVID-19 Crisis?* Available at: McKinsey&Com: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/will-productivity-and-growth-return-after-the-covid-19-crisis>
- Mungkasa, O., 2020. Bekerja dari rumah (working from home/WFH): Menuju tatanan baru era pandemi COVID-19. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), pp.126-150.
- Nguyen, P., Anh Hoang, N., Ngo, T., and Nguyen, P. V., 2019. The relationship between productivity and firm's performance: Evidence from listed firms in vietnam stock exchange. *The Journal of Asian Finance, Economics and Business*, 6(3), pp.131-140.
- Prakash, A., Jha, S., Prasad, K., and Singh, A., 2017. Productivity, quality, and business performance: An empirical study. *International Journal of Productivity and Performance Management*, 66(1), 78-91.
- Prasetyaningtyas, S. W., Heryanto, C., Nurfauzi, N. F., and Tanjung, B. S., 2021. The effect of working from home on employee productivity in banking industry. *Journal of Applied Management*, 19(3), 507-521.
- Purnadi, P., 2019. *Human Capital Management*. Jakarta: Pungki Purnadi Associates.
- Sekaran, U., and Bougie, R., 2016. *Research Methods for Business*. West Sussex: Wiley.
- Sulastri, L., 2021. Pengaruh work from home terhadap kinerja karyawan di masa pandemi COVID-19. *Akselerasi: Jurnal Ilmiah Nasional*, 3(3), 20-26.
- Todd, S., 2022. *25 Factors That Affect Workers Productivity (How do YOU Compete?)*. Open Sourced Workplace. Available at:

<https://opensourcedworkplace.com/news/25-factors-that-affect-workers-productivity>.

Yoshio, A., 2021. *Masa Depan Bekerja Jarak Jauh, Pilih ke Kantor atau di WFH?* Available at: <https://katadata.co.id/anhar/berita/6167b80ea1cfc/masa-depan-bekerja-jarak-jauh-pilih-ke-kantor-atau-di-wfh>.

Yuniarti, R., Irwansyah, R., Hasyim, M.A.N., Riswandi, P., Septania, S., Rochmi, A., Febrianty, F., Wijaya, I.G.B., Handayani, F.S., Bambang, B. and Setiorini, A., 2021. *Kinerja Karyawan (Tinjauan Teori dan Praktis)*. Bandung: Widina Bhakti Persada.

Yusuf, B., 2015. *Manajemen Sumber Daya Manusia di Lembaga Keuangan Syariah*. Jakarta: Raja Grafindo Persada.

Živčicová, E., Bulková, K., and Masárová., 2017. Comparison of the selected indicators of work life balance in European Union Countries. *Economics and Sociology*, 10(1), 222-231.