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Effect Of *Wfh* And Workload On Employee Performance Through Work Roductivity As A Mediation Variable (Study At Pt Neo Pekanbaru)

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EFFECT OF *WFH* AND WORKLOAD ON EMPLOYEE PERFORMANCE THROUGH WORK RODUCTIVITY AS A MEDIATION VARIABLE (Study at PT NEO Pekanbaru)

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Abstract
The purpose of this study is to empirically prove the effect of Work From Home and Workload on Employee Performance Moderated by Work Productivity. This research was conducted on employees of PT. Neo, Pekanbaru by using saturated sampling method with a total of 69 employees. This research method uses a quantitative approach using the SmartPLS version 3 software. The results of this study are work from home has an effect on work productivity, work from home has an effect on employee performance, workload has no significant effect on work productivity, workload has a significant effect on employee performance, work productivity can moderate the relationship between work from home and employee performance and Work productivity cannot moderate the relationship between workload and employee performance

*Keywords: **Work From Home, Workload, Work Productivity, Employee Performance***

1. INTRODUCTION

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. To achieve organizational goals, of course, employees are required to maximize the performance they have. Employee performance is an important thing for organizations to pay attention to, because it can affect the achievement of goals and the progress of the organization in a global competition that often changes. Whether or not the performance achieved by the organization is influenced by the performance of employees individually or in groups

Where the assumption is that the better the employee's performance, the better the organization's performance will be. Performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone). [1] Employee performance is influenced by several factors including work productivity, work from home and workload [2], [3], [4]. Other studies have also found that work from home, workload and work productivity have a positive effect on employee performance.
Productivity as a determining factor in achieving organizational goals [1]. Increased productivity drives an improvement in organizational performance in terms of quality, expansion, and profitability, all of which are critical to the company's long-term survival [1]. Productivity is a measure of efficiency and comparison between outputs in the form of services or goods with inputs in the form of money, materials and labor [5].

The government through the President of the Republic of Indonesia in March 2020 stated that the country is currently experiencing a national disaster, namely the Corona Virus Disease (COVID-19) virus outbreak. Related to these conditions, the government

must take steps to prevent the spread of the outbreak, one of which is by implementing a lockdown. This policy requires that all work be done from home or Work From Home (WFH). Of course, the application of this rule has consequences in all areas, including the industrial sector, such as a decrease in sales, a decrease in work productivity and also termination of employment. As a result, the restrictions have an impact on the company's long-term survival, such as a decline in the company's production, revenue, and performance.

Related to work productivity, with the COVID-19 outbreak, companies must make changes in the work process. Changes in the company in giving duties and responsibilities to employees by prohibiting employees from working in the office and gathering in the room, so that employees have to work at home this is called work from home (WFH) or working from home [6]. Currently, WFH is a strategy embraced by many companies and provides many benefits for companies. WHF has been discussed and studied by scholars around the world for the previous ten years, but this worldwide phenomenon began to emerge at the time of the COVID-19 onslaught and became an alternative strategy for many businesses.

The existence of the environment and work stress arising from work from home has a positive impact also experienced by employees [7]. Among them is reducing or even eliminating commuting time to work. The advantage of working from home as one way out of reducing interaction between employees is the loss of travel time that previously existed because the location of home and remote offices can now be resolved by working at home. This adds to the effectiveness of work and reduces the risk for employees while on the road. In addition to reducing WFH travel time, it also has an impact on creativity that grows to solve a problem.

Employee productivity is also influenced by the workload that each employee has. It is proven that there is a relationship between employee productivity and the workload that each employee has [8]. Workload is a task given to a workforce or employee to be interspersed at a certain time by using the skills and potential of the workforce. [9] In addition, workload is a situation in which employees are faced with tasks that must be completed at a certain time [9]. Workload includes two types, namely: Quantitative workload which includes employees who are assigned to carry out work strictly during working hours, the number of jobs and various jobs that must be done, direct contact of employees on tasks continuously during working hours. Second is a qualitative workload that includes knowledge and skills that employees have unable to keep up with the difficulty of work, high responsibility of managers expectations for optimal work quality, job demands on work results. [9].

The performance of employees in a company will also determine the success or failure of a system created, because employees who have good performance will increase the chances of success to achieve company goals. Therefore every company will always strive to improve the performance of its employees.

The research conducts problem restrictions with considerations to avoid misperceptions and understanding of the research problems studied and so that the discussion does not widen. Researchers limit research to the following:

This research was conducted on all employees of PT. Neo, Pekanbaru, which was affected by changes due to the PSBB and PKKM policies due to the COVID-19 Pandemic set by the government.

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Research variables are limited to work from home and workload as free variables, employee productivity as mediating variables and employee performance as bound variables.

Based on the background and limitations of the problems that have been carried out, the researcher formulates the research problem as follows:

Is there any effect of work from home on work productivity at PT. Neo Pekanbaru?

Is there any effect of work from home on employee performance at PT. Neo, Pekanbaru?

Is there any effect of workload on work productivity at PT Neo, Pekanbaru?

Is there any effect of workload on the performance of PT Neo Pekanbaru employees?

Is there any effect of employee performance on work productivity at PT Neo, Pekanbaru?

Does work productivity mediate the relationship between work from home and employee performance at PT Neo Pekanbaru?

Does work productivity mediate the effect of workload on employee performance at PT Neo Pekanbaru?

2. IMPLEMENTATION METHODS

The effect of WFH and workload on work productivity and its implications for employee performance can be described in the research analysis model as shown in Draw 1
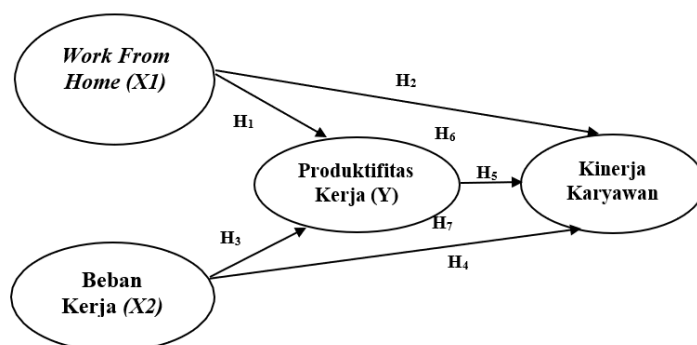
**Gambar 1
Research Analysis Model**

Information:
X1 : Work From Home (WFH)
X2 : Workload
Y   : Work Productivity
Z : Employee Performance

Based on the research analysis model above, the research hypothesis can be formulated as follows:

H1 : Work From Home has a positive and significant effect on employee work productivity.

H2 : Work From Home has a positive and significant effect on employee performance.

H3 : Workload has a positive and significant effect on employee work productivity.

H4 : Work From Home has a positive and significant effect on employee performance

H5 : Work Productivity has a positive and significant effect on employee performance

H6 : There is an indirect influence of Work from on employee performance through work productivity

H7: There is an indirect influence of workload on employee performance through work productivity

This type of research uses quantitative research. Quantitative research method is a method used in analyzing data scientifically and has met specific, systematic, structured, objective and rational rules [10].

The definition of population is a form of territory that is generalized and consists of subjects and objects, has certain characteristics and qualities that the researcher sets for analysis, then draws conclusions. [10] Based on this opinion, the population in this study were employees of PT. Neo, Pekanbaru with 69 people. The population is relatively small, so in this study all members of the population were used as research samples.

In this study, the determination of the number of samples was carried out by the census method or by the saturated sampling technique. Saturated sampling is a sampling technique when all members of a population are used as samples. [11] This is usually done when the population is relatively small. Based on this opinion, this study used a saturated sample technique.

The identification and operational definition of research variables are as follows:

Work From Home (X1) as an independent variable (free)

Work from home is an organizational change in the division of duties and responsibilities to employees by prohibiting them from working in person and meetings in the office, leaving employees to work from home individually, this is what is called working from home (WFH). [12]. The Work From Home variable is measured by 7 (seven) indicators, namely flexible work environment, employee stress, family proximity, travel time, health and work balance, creativity and being able to distinguish work. Variable measurement using a likert scale of 1 to 4 starting from 1 : Strongly Disagree up to 4 : Strongly Agree

Workload (X2) as an independent variable (free)

Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time. [13]. Variable workload is measured by 5 (five) indicators, namely continuous improvement in work, improvement in the quality of work results, attitude towards employees, I understanding of the basic substance of work and work ethic. Variable measurement using a likert scale of 1 to 4 starting from 1 : Strongly Disagree up to 4 : Strongly Agree

Work Productivity as a dependent variable (mediation)

Mental attitudes and certain efforts made by employees at PT Neo Pekanbar to improve work results by using the resources available at a certain period. [5]. Work productivity variables are measured by 6 (six) indicators, namely ability, I increase in results achieved, I morale, self-development, i, quality and efficiency. Variable measurement using a likert scale of 1 to 4 starting from 1 : Strongly Disagree up to 4 : Strongly Agree

Employee performance as a dependent variable

Performance is a result of a person's achievement in carrying out a task that is charged based on skills, experience and sincerity and time. [1] Employee performance variables are measured by 5 (five) indicators, namely work quality, I work quantity, responsibility,

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cooperation and initiative. Variable measurement using a likert scale of 1 to 4 starting from 1 : Strongly Disagree up to 4 : Strongly Agree

The data collection technique in the study was to use interviews. The research instrument used in this study was a questionnaire. Preparation of questionnaires taking into account the grid of questionnaire statements and the measurement scales used.
In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a structural equation modeling (SEM) based on components or variants. PLS is an alternative approach that shifts from a covariance-based SEM approach to variant-based. SEMs based on covariance generally test causality/theory whereas PLS is more predictive models. [14] PLS is a powerful method of analysis, as it is not based on many assumptions. [14] For example, the data should be normally distributed, the sample should not be large. Besides being able to be used to confirm the theory, PLS can also be used to explain the presence or absence of relationships between latenial variables. PLS can simultaneously analyze constructs formed with reflective and formative indicators

3. RESULTS AND DISCUSSION
3.1 Characteristics of Respondents
The characteristics of respondents in this study can be grouped into several aspects, namely gender, age, last level of education and length of work. The description of each characteristic of the respondent can be described as follows:
By gender
Based on gender, respondents to this study can be described as follows:

Tabel 1 Characteristics of Respondents By Gender

Gender	Number of Respondents (people)	Persentase (%)
Man	27	39%
Woman	42	61%
Jumlah	**69**	**100%**

Source: Primary data processed, 2023.

Referring to Table 1, the most respondents in this study were employees with the female sex, which was 42 people (61%), while the number of respondents with the male sex was 27 people (39%). The number of samples with female gender is more taken because more women are needed in the office and administrative staff
By age
Based on age, respondents to this study can be described as follows:

Tabel 2 Characteristics of Respondents By Age

Age	Number of Respondents (people)	Persentase (%)
< 25 year	9	13%
25 – 35 year	37	54%
> 35 – 45 year	12	17%

> 45 year	11	16%
Sum	**69**	**100%**

Source: Primary data processed, 2023

According to age, it can be seen that the most employees are aged 25 years to 35 years, namely as many as 37 people (54%) while the least are those who are less than 25 years old, as many as 9 people (13%). This shows that employees at PT. Neo, Pekanbaru is an average adult and already has sufficient experience in carrying out tasks.

Based on Educational Strata

Based on the last level of education, respondents to this study can be described as follows:

Tabel 3 Characteristics of Respondents Based on Education Last

Final Education	Number of Respondents (people)	Persentase (%)
High School/equivalent	40	58%
Diploma	15	22%
Undergraduate (S1, S2)	14	20%
Jumlah	**69**	**100%**

Source: Primary data processed, 2023

According to Table 3, the most respondents in this study were employees of the high school education level / equivalent, which was 40 people (58%), while the least were respondents with an undergraduate education level of 14 people (20%). From the respondent's final level of education, it can be stated that pt. Neo, Pekanbaru has a predominance of high school education levels / equivalent because employees with a high school education level / equivalent tend to be easier to direct and have real work motivation at PT. Neo, Pekanbaru.

1. **Inner Model Testing**
1. **Variance Analysis (R^2) or Coefficient of Determination Test**

Variant Analysis (R^2) or Coefficient of Determination Test, which is to determine the magnitude of the influence of the indpendent variable on the dependent variable, the value of the coefficient of determination can be shown in Table 5

Tabel 5 Value *Adjusted R-Square*

	R Square	Adjusted R Square
Employee Performance	0,595	0,557
Work Productivity	0,568	0,540

Sumber : Data primer diolah, 2023

Based on the Adjusted R-Square values in Table 5. shows that Work Productivity as an intervening variable is able to explain the variables of work from home construct, workload and employee productivity with a value of 0.568 or 56.8% while the rest can be explained by other variables. Meanwhile, the Employee Performance variable as a dependent variable is able to explain the work from home and workload receipt variables of 0.595 or 59.5% and the rest can be explained by other variables.

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Hypothesis Testing

Hypothesis testing is carried out on the basis of the results of inner model testing (structural model) which includes the output of adjusted R - square, parameter coefficient and t - statistical. To see if a hypothesis is acceptable or rejected is by paying attention to the value of significance between the constellations, t-statistical, and P-values

Hypothesis testing of this study is known with the help of Smart PLS software (Partial Least Square) 3.2. These values can be seen from the results of bootstrapping. The rules of thumb used in this study are t - statistics > 1 .96 with a signification level of P - value of 0.05 (5 %) and a beta coefficient of positive value. The hypothesis testing value of this study can be shown in Table 4.11 and for the results this research model can be described as shown in Figure 2
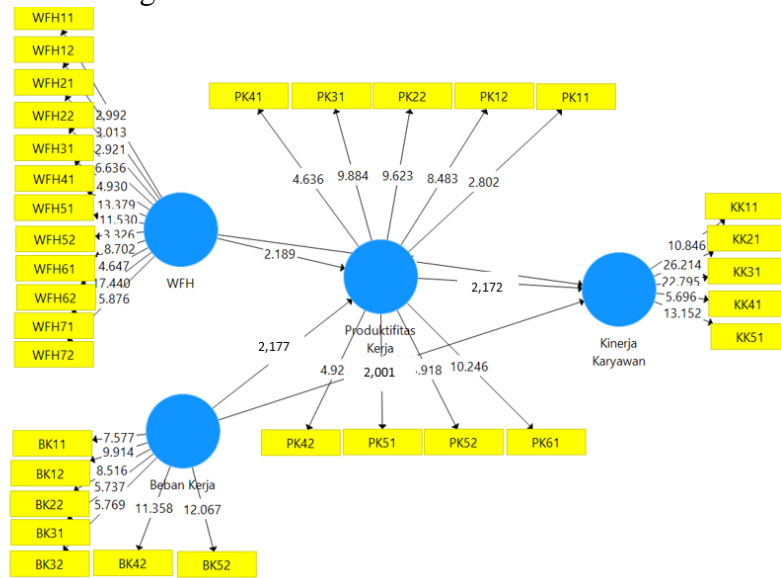

Figure 2 Structural Model Results
Table 6 Coefficient Path Results

	Original Sampel	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (IO/ STDEVI)	P Values
WFH -> Work Productivity	0,258	0,286	0,118	2.189	0,026
WFH -> Employee Performance	0,350	0,375	0,089	3.926	0,000
Workload -> Work Productivity	0,246	0,206	0,113	2.177	0,029
Workload -> Employee performance	0,252	0,215	0,126	2.001	0,048
Work Productivity -> Employee Performance	0,341	0,308	0,157	2.172	0,029
WFH -> Work Productivity -> Performance Employee	0,154	0,148	0,061	2,525	0,009
Workload -> Productivity Kerja -> Employee Performance	0,102	0,155	0,049	2,082	0,037

Source : Primary data processed, 2023

The first hypothesis tests whether work from home has an effect on work productivity. The test results showed a P value of work from home against work productivity of 0.026 and a t-statistic of 2.189. From these results are expressed significant t-statistics. Because the t-statistic > 1.96 with a p value of < 0.05 so the first hypothesis is accepted. This proves that work from home (X1) has a positive and significant effect on work productivity (Y).

The second hypothesis examines whether work from home affects employee performance. The test results showed a P Value value of work from home against employee performance of 0.000 and t-statistics of 3.926. From these results are expressed significant t-statistics. Since the t-statistic > 1.96 with a P value of < 0.05 so the second hypothesis is accepted. This proves that work from home (X1) has a positive and significant effect on employee performance (Z).

The third hypothesis tests whether workload has an effect on work productivity. The test results showed a P Value of workload to work productivity of 0.029 and a t-statistic of 2.177. From these results stated t-statistics are insignificant. Since the T-statistic < 1.96 with a P value of > 0.05 so the third hypothesis is accepted. This proves that workload (X2) has a significant effect on employee productivity (Y).

The fourth hypothesis tests whether workload has an effect on employee performance. The test results showed a workload P Value value against performance of 0.048 and a t-statistic of 2.001. From these results it is stated that the statistics are significant. Since the T-statistic > 1.96 with a p value of < 0.05 so the fourth hypothesis is accepted. This shows that workload (X2) has a positive and significant effect on Employee Performance (Z).

The fifth hypothesis tests whether work productivity affects employee performance. The test results showed the P Value of the work productivity sample on employee performance of 0.029 and the t-statistic of 2.172. From these results are expressed significant t-statistics. Since the t- statistical value > 1.96 with a p value of < 0.05 so the fifth hypothesis is accepted. This proves that work productivity (Y) has a positive and significant effect on employee performance (Z).

The sixth hypothesis tests whether work from home through work productivity as a mediating variable affects employee performance. The test results showed the P Value of the work from home sample through work productivity as a mediating variable to employee performance of 0.009 and t-statistics of 2.525. From these results are expressed significant t-statistics. Since the t-statistical value > 1.96 with a p value of < 0.05 so the sixth hypothesis is accepted. This proves that there is an indirect influence of work from home (X1) on employee performance (Z) through work productivity (Y).

The seventh hypothesis tests whether workload through work productivity as a mediating variable affects employee performance. The test results showed the P Value of the workload sample through work productivity as a mediating variable to employee performance of 0.037 and t- statistics of 2.082. From these results it is stated that t-statistics have an insignificant effect. Since the t-statistical value < 1.96 with a p value of < 0.05 so the seventh hypothesis is accepted. This proves that there is an indirect influence of workload (X2) on employee performance (Z) through work productivity (Y)

Discussion
The Effect of WFH on PT Neo Pekanbaru's Work Productivity

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The test results showed that the first hypothesis was accepted. the work from home variable partially has a positive and significant effect on productivity in PT. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely the influence of work from home on work productivity, it was found that the implementation of the work from home policy at PT. Neo, Pekanbaru has a positive and significant effect on employee work productivity. This means that the better the implementation of the work from home policy in PT. Neo, Pekanbaru then work productivity in PT. Neo, Pekanbaru is also getting higher and vice versa if the implementation of the work from home policy is not in accordance with employee expectations, the employee's work productivity is lower

The results of this study support the findings of the research conducted [15] which proves that there is a positive influence between WFH and employee work productivity. The work from home policy according to [6] is an organizational change in the distribution of duties and responsibilities to employees by prohibiting them from working in person and meetings in the office, leaving employees to work from home individually, this is what is called work from home (WFH)

The Effect of WFH on Employee Performance of PT Neo Pekanbaru
The test results showed that the second hypothesis was accepted. the work from home variable partially has a positive and significant effect on employee performance at PT. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely the effect of work from home on employee performance, it was found that the implementation of the work from home policy at PT. Neo, Pekanbaru has a positive and significant effect on employee performance. This means that the better the implementation of the work from home policy in PT. Neo, Pekanbaru then the performance of PT. Neo, Pekanbaru is also getting higher and vice versa if the implementation of the work from home policy is not in accordance with employee expectations, then employee performance is lower.

This is in line with research conducted by research conducted by [16] which explains that the work from home policy implemented by the company causes an increase in employee performance. This finding was reinforced by Pristiyono [17] who stated that the implementation of the work from home policy could improve employee performance. With the COVID-19 pandemic, companies are required to adjust to the regulations required to reduce their employees to interact directly in order to reduce the spread of the virus

The Effect of Workload on Work Productivity of PT Neo Pekanbaru
The test results showed that the third hypothesis was accepted. The workload variable partially affects the work productivity of pt. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely the effect of workload on employee work productivity, it was found that the implementation of the work from home policy in PT. Neo, Pekanbaru has a significant effect on employee work productivity.

The results of this study support the findings of a study conducted by [18] which states that workload has a significant effect on employee work productivity. Based on these findings, workload is one of the factors in an increase in the work productivity of an employee. Because the workload is given in a balanced manner to employees, it will increase work productivity

The Effect of Workload on Employee Performance of PT Neo Pekanbaru

The test results showed that the fourth hypothesis was accepted. The workload variable partially affects the performance of employees at PT. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely the effect of workload on employee performance, it was found that employee workload in PT. Neo, Pekanbaru has a positive and significant effect on employee performance. This means that the more appropriate the workload given to employees at PT. Neo, Pekanbaru then the performance of PT. Neo, Pekanbaru is also getting higher and vice versa if the workload is given to PT. Neo, Pekanbaru is not in line with employee expectations, so employee performance is getting lower.

The results of this study support the findings of a study conducted by [19] which states that workload has a direct influence on employee performance in a company. This finding is reinforced by [3], which states that there is a relationship between workload and employee performance, where high workload will lead to a lack of performance where it can be explained that the higher the workload an employee receives will affect the performance of the employee.

The Effect of Work Productivity on Employee Performance of PT Neo Pekanbaru
The test results showed that the fifth hypothesis was accepted. Work productivity variables partially affect employee performance at PT. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely the effect of work productivity on employee performance, it was found that employee work productivity at PT. Neo, Pekanbaru has a positive and significant effect on the performance of yawan. This means that the higher the work productivity of employees at PT. Neo, Pekanbaru, then the performance of employees of PT Neo, Pekanbaru is also higher and vice versa, the lower the employee's work productivity, the lower the employee performance.

This finding is reinforced by [19] which states that work productivity has a positive and significant effect on employee performance. Productivity according to [5] means : the relationship between production (goods or services) and inputs (labor, raw materials, money). Productivity its measure is production efficiency.

The Effect of Work From Home through Work Productivity on Employee Performance of PT Neo Pekanbaru

The test results showed that the sixth hypothesis was accepted. There is an indirect influence of work from home variables on employee performance at PT. Neo, Pekanbaru through work productivity. Based on the findings of empirical data in connection with the hypothesis proposed, namely that there is an indirect influence of work from home on employee performance, it is found that there is an indirect influence of work from home on PT. Neo, Pekanbaru on employee performance through employee work productivity.

The results of this study found that employee work productivity functions as a mediating variable between work from home and employee performance. The results of

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this study are similar to the findings [19], which state that productivity affects employee performance. Work productivity must be a part that should not be forgotten in carrying out the goals of the company. So that work from home affects employee performance through employee work productivity as a mediating variable is accepted as the truth

The Effect of Workload through Work Productivity on Employee Performance of PT Neo Pekanbaru

The test results showed that the seventh hypothesis was accepted. Variable workload through work productivity affects employee performance at PT. Neo, Pekanbaru. Based on the findings of empirical data in connection with the hypothesis proposed, namely that there is an indirect influence of workload on employee performance, it is found that there is an indirect influence of workload on PT Neo, Pekanbaru on employee performance through work productivity. The results of this study are in line with the findings of the study conducted by [20]

The results of the analysis in this study found that work productivity can mediate the influence of workload on employee performance. Where employees do not consider a perceived workload because the portion of the work given is in accordance with the provisions and abilities of all employees. So that workload affects employee performance through work productivity as a mediating variable is accepted as the truth

4. CONCLUSIONS AND SUGGESTIONS
4.1 Conclusion
Based on the results of data analysis and discussion of research results, it can be concluded that the research results are as follows:
Work from home has a positive and significant effect on work productivity at PT. Neo, Pekanbaru
Work from home has a positive and significant effect on employee performance at PT. Neo, Pekanbaru
Workload has a significant effect on work productivity at PT. Neo, Pekanbaru.
Workload has a positive and significant effect on employee performance at PT. Neo, Pekanbaru
Work productivity has a positive and significant effect on employee performance at PT. Neo, Pekanbaru
There is an indirect influence of work from home on employee performance through work productivity at PT. Neo, Pekanbaru.
There is an indirect influence of workload on employee performance through work productivity at PT. Neo, Pekanbaru

4.2 Advice
The suggestions that the authors can put forward in this study are as follows:
Based on the results of the study, that the entirety of the variables studied affect the performance of employees at PT. Neo, Pekanbaru. Preferably PT. Neo, Pekanbaru pays more attention to other variables such as workload that has an influence on performance so

that companies must better regulate the burden given to employees so as not to overdo getting a job

This research still has limitations from both sample determination, research and research variables, because of course the variables that affect employee performance are not only work from home, workload and work productivity, but are possible from other variables such as leadership, communication, characteristics and so on which are still possible to conduct research.

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