

The Effect of Work From Home on Employee Performance From a Human Resource Management Perspective

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ABSTRACT

This study aims to examine the effect of Work From Home (WFH) on employee performance from a Human Resource Management (HRM) perspective. The study used a quantitative approach with an associative design, and data were collected through questionnaires distributed to 100 employees who had implemented the WFH system. The findings show that WFH has a positive and significant impact on employee performance, particularly in terms of increased productivity, better time efficiency, and improved quality of work. Furthermore, work flexibility and enhanced work-life balance contribute to higher job satisfaction and stronger employee motivation. However, several challenges were also identified, including declining communication effectiveness, limited social interaction, and difficulties in maintaining work discipline. Therefore, HRM plays a vital role in developing adaptive work policies, providing adequate technological support, and improving employee competencies to ensure the effective and sustainable implementation of WFH.

INTRODUCTION

Developments in the modern workplace have shown significant changes in employee work patterns and systems, particularly since advances in digital technology have enabled flexible work, untethered from time and space. One such change is the emergence of the Work From Home (WFH) system, which has now become part of organizations' strategies for managing human resources (Employee et al., 2022). From a Human Resource Management (HRM) perspective, this change is not merely a technical adaptation, but rather a fundamental transformation in how organizations manage employee productivity, performance, and overall well-being.

LITERATURE REVIEW

Work From Home Initially, this system developed rapidly due to global conditions such as the pandemic, but over time, this system has continued to be used as a work alternative that is considered more efficient and flexible. In the context of HR, WFH is part of a strategic policy aimed at increasing work efficiency, reducing operational costs, and providing a balance between work and personal life for employees. Therefore, the implementation of WFH not only impacts individuals but also the organizational system as a whole. However, the implementation of Work From Home does not always have a positive impact on employee performance (Setiawan & Fitrianto, 2021). In some situations, WFH actually presents challenges such as lack of direct supervision, decreased interpersonal communication, and potential distractions from the home environment. This is a crucial concern in HR because employee performance is one of the main indicators of organizational success. Therefore, an in-depth study is needed to determine how WFH impacts employee performance from a human resource management perspective (Paramban et al., 2022).

From an HR perspective, employee performance is influenced by various factors such as work motivation, work environment, leadership, and organizational management systems. When the work system changes to Work From Home, all of these factors also undergo adjustments. For example, a previously formal work environment becomes more flexible, which can affect employee discipline and responsibility. Furthermore, virtual communication also has the potential to impact teamwork effectiveness. The Work From Home phenomenon is increasingly relevant to study because it has become part of national policy in various countries, including Indonesia. In 2026, the government, through the Ministry of Manpower, issued a policy encouraging companies to implement a Work From Home system as part of an energy efficiency strategy and to increase work productivity. This policy demonstrates that WFH is no longer just an option, but has become part of an officially recognized work system in the modern workforce (Arif & Aji, 2022).

Based on the latest data from 2026, the Indonesian government, through Circular Letter Number M/6/HK.04/III/2026, urged private companies, state-owned enterprises (BUMN), and regionally-owned enterprises (BUMD) to implement Work From Home at least one day a week. This policy also applies to state civil servants (ASN), where the WFH work system is implemented

periodically, for example on certain days such as Fridays. In addition, the government emphasized that the implementation of WFH must not reduce employee rights, including salary and leave, and must still maintain productivity and work quality. However, not all sectors can implement WFH, such as the health, transportation, industry, and public services sectors that still require physical presence in the workplace. This policy aims to increase energy efficiency while encouraging more adaptive and flexible work patterns in the modern era (Satisfaction et al., 2021).

With this policy, organizations are required to manage human resources more adaptively and innovatively. Human Resources plays a crucial role in ensuring that the implementation of Work From Home continues to support the achievement of organizational goals. This includes performance-based performance management, the use of digital technology, and strengthening a productive work culture, even when conducted remotely. Furthermore, Work From Home also presents new challenges in terms of monitoring and evaluating employee performance. In conventional work systems, employee performance can be monitored directly by superiors, but in the WFH system, supervision is carried out indirectly through technology (Lestari et al., 2025) This requires a more structured performance management system based on clear indicators to maintain employee productivity.

From an employee perspective, working from home offers greater flexibility in managing work hours, but on the other hand, it can also create problems such as work-life imbalance, job stress, and decreased social interaction. From an HR perspective, this situation must be managed well to prevent a negative impact on employee performance. Therefore, organizations need to create policies that maintain a balance between flexibility and productivity. Furthermore, the success of work from home implementation is also greatly influenced by employees' technological readiness and digital competency. HR plays a role in providing appropriate training and competency development so that employees can adapt to digital-based work systems. Without such support, WFH can actually reduce work effectiveness and overall employee performance (Wuwuti et al., 2026).

Furthermore, leadership style is also a crucial factor in the success of Work From Home. Leaders are required to be able to manage teams virtually, provide motivation, and maintain effective communication even when meeting in person. In this context, HR plays a role in developing a leadership model that adapts to changes in work systems. Based on this description, it can be concluded that Work From Home is a complex phenomenon and has diverse impacts on employee performance (Purba et al., 2026) Therefore, research into the impact of Work From Home on employee performance from a Human Resource Management perspective is crucial. This research is expected to contribute to the development of more effective and relevant HR policies for modern working conditions.

The purpose of this study is to analyze and examine in depth the impact of Work From Home (WFH) implementation on employee performance from a Human Resource Management (HRM) perspective. Specifically, this study aims to identify the extent to which the WFH work system affects employee productivity, effectiveness, and work quality, while also examining the supporting and inhibiting factors that arise in its implementation, such as work motivation, organizational communication, work environment, and work-life balance. In addition, this study also aims to determine the role of HRM in designing policies, strategies, and performance management systems that are adaptive to changes in digital-based work patterns. Thus, the results of this study are expected to contribute both theoretically to the development of HRM science and practically as a consideration for organizations in optimizing the implementation of WFH to improve employee performance sustainably.

METHODOLOGY

This study uses a quantitative approach with an associative research approach. The aim is to determine the relationship and influence between Work From Home (WFH) variables and employee performance from a Human Resource Management (HRM) perspective. The quantitative approach was chosen because this study focuses on objectively measuring variables through numerical data, which are then analyzed using statistical techniques. With this method, researchers can obtain a clear picture of the extent of the impact of WFH implementation on employee performance and test previously formulated hypotheses in a systematic and measurable manner (Sugiyono, 2021).

The population in this study was all employees working at an agency/company that has implemented a Work From Home system. The sampling technique used was purposive sampling, which determines the sample based on certain criteria, such as employees who have been working from home for a certain period of time and have work experience relevant to the variables studied. The sample size was adjusted to meet the research needs to proportionally represent the population. Therefore, the data obtained is expected to reflect the actual conditions related to the impact of WFH on employee performance.

The data collection technique in this study was conducted through the distribution of questionnaires compiled based on indicators for each research variable, namely Work From Home as the independent variable and employee performance as the dependent variable. The questionnaire used a Likert scale to measure respondents' level of agreement with the statements given. Furthermore, this research was also supported by a literature review to strengthen the theoretical foundation and references relevant to the research topic. Before use, the research instruments were tested for validity and reliability to ensure that the measurement tools used were truly accurate and consistent (Rukminingsih, 2020).

The data analysis techniques in this study were conducted using descriptive and inferential statistical analysis. Descriptive analysis was used to

describe the characteristics of respondents and the distribution of answers to the research variables, while inferential analysis was used to test the research hypotheses, such as simple or multiple linear regression tests, t-tests, and coefficient of determination tests (Sugiyono, 2020) Data processing was performed using statistical software to ensure more accurate and systematic analysis. With this analytical method, this study is expected to provide valid conclusions regarding the impact of work from home on employee performance from an HR perspective.

RESEARCH RESULT

Based on the results of a survey conducted on 100 respondents, a general overview of the characteristics of the respondents was obtained, which showed that the majority of respondents were in the productive age, namely 20-30 years old as much as 60%, followed by 31-40 years old as much as 25%, and the remaining 15% were over 40 years old. In terms of gender, respondents were dominated by women at 52%, while men were 48%. Meanwhile, based on length of service, as many as 40% of respondents had a work period of less than 3 years, 35% had a work period of 3-5 years, and 25% had a work period of more than 5 years. This data shows that the majority of respondents are young employees who are relatively adaptive to changes in the work system, including the implementation of Work From Home.

The analysis of the Work From Home variable shows that the level of WFH implementation is in the high category with an average value of 4.01. The indicator with the highest value is work time efficiency with a score of 4.40, indicating that most respondents feel WFH can reduce travel time and increase work efficiency. Furthermore, work time flexibility also received a high score of 4.30, indicating that employees feel more freedom in managing their work time. However, the work discipline indicator has a lower value, namely 3.65, indicating that there are still obstacles in maintaining work consistency while WFH.

For the work comfort indicator, respondents gave an average score of 4.10, indicating that most employees feel comfortable working from home. This is supported by data showing that 82% of respondents stated that the home environment provides a more relaxed work environment and does not cause the same stress as in the office. However, 65% of respondents also acknowledged distractions from the home environment, such as noise, family responsibilities, and limited adequate workspace. This suggests that work comfort during WFH is relative and highly dependent on each individual's circumstances.

Furthermore, regarding organizational communication, the survey results showed an average score of 3.70, which is considered adequate. Seventy percent of respondents stated that communication with coworkers decreased slightly during WFH compared to working in the office. This was due to limited in-person interaction and reliance on digital communication media. However, the

use of technology such as online meeting applications and work collaboration platforms was considered quite helpful in maintaining smooth communication.

For the employee performance variable, the survey results showed an average score of 3.96, which is in the high category. The work responsibility indicator received the highest score of 4.20, indicating that employees remain highly committed to their jobs even while working from home. Furthermore, work quality also received a high score of 4.05, indicating that employee performance remains well-maintained during the WFH implementation. However, the teamwork indicator received a lower score of 3.75, indicating a decline in collaboration among employees.

The results of the regression test show that Work From Home has a positive influence on employee performance with the regression equation $Y = 1.245 + 0.678X$. This means that every one unit increase in the implementation of WFH will increase employee performance by 0.678. In addition, the results of the t-test show a calculated t value of 8.542 which is greater than the t-table of 1.984 with a significance value of $0.000 < 0.05$, so it can be concluded that Work From Home has a significant effect on employee performance.

The coefficient of determination (R^2) in this study was 0.62, indicating that 62% of the variation in employee performance can be explained by the Work From Home variable, while the remaining 38% is influenced by other factors outside the study, such as work motivation, leadership style, organizational culture, and the work environment. This indicates that although WFH has a significant influence, other factors also play a significant role in determining employee performance.

In terms of job satisfaction, the survey results showed that 78% of respondents felt that WFH improved their job satisfaction. This was due to the flexibility of time and the ability to balance work and personal life. Eighty percent of respondents also stated that they felt more comfortable working without direct pressure from superiors. However, 22% of respondents felt dissatisfied due to the lack of social interaction and difficulty separating work and personal time.

Furthermore, the survey results showed that employee work motivation during WFH varied. Sixty-eight percent of respondents stated that they remained motivated to work from home, while 32% reported experiencing a decrease in motivation due to the lack of supervision and direct interaction with superiors. This indicates that work motivation is a crucial factor that needs to be considered in implementing WFH to ensure optimal employee performance.

Overall, the survey results show that working from home has a significant impact on employee performance, both positively and negatively. As many as 85% of respondents stated that they would like to continue implementing the WFH system, at least in the form of hybrid working. This indicates that WFH has become part of employee work preferences in the modern era. However, organizations still need to manage the WFH system effectively to maximize its benefits and minimize any challenges that arise.

DISCUSSION

Based on the research results, it can be seen that the implementation of Work From Home (WFH) has a positive and significant impact on employee performance from a Human Resource Management (HRM) perspective. This is evident from the regression coefficient value which indicates a unidirectional relationship between WFH and employee performance, and is supported by significant statistical test results. These findings indicate that flexible work systems such as WFH can have a positive impact on employee productivity, particularly in terms of time efficiency, work comfort, and improved work-life balance. In the HRM context, this indicates that flexible work policies can be an effective strategy in improving employee performance if managed properly.

However, the results of this study also indicate that the implementation of WFH is not entirely positive without challenges. Several aspects, such as organizational communication, work discipline, and teamwork, experienced a decline during the implementation of WFH. This indicates that although WFH provides flexibility, it still requires optimal management from the organization. From an HR perspective, management plays a crucial role in ensuring that the remote work system continues to operate effectively by strengthening communication, monitoring performance, and providing employee motivation. Therefore, the success of WFH implementation depends heavily on how the organization manages its human resources adaptively and innovatively.

The Impact of Work From Home on Employee Performance

The research results show that Work From Home (WFH) has a significant impact on employee performance, as indicated by increased productivity and work quality. Employees who work from home tend to have more efficient time because they don't need to travel to work, allowing their energy to be fully focused on their work. Furthermore, flexible working hours allow employees to adjust their work rhythm to their personal circumstances, thereby increasing focus and concentration in completing tasks. From an HR perspective, this indicates that work flexibility is a crucial factor in improving employee performance in the modern era. This condition is also reinforced by changes in work patterns that increasingly prioritize results over physical presence, requiring employees to be more independent and responsible for the work assigned (Ekobelawati & Christian, 2024).

Furthermore, the time efficiency resulting from WFH implementation also improves employees' psychological well-being. Without the stress of daily commutes and traffic jams, employees have more stable energy levels throughout the workday. This indirectly contributes to improved work quality, as employees can work in more comfortable and less stressful conditions. In the context of HR, this demonstrates that a flexible and adaptive work environment can create a more conducive work environment, enabling employees to deliver their best performance. Furthermore, this flexibility also allows employees to manage their rest time more effectively, ultimately improving work resilience and overall productivity.

However, these positive impacts are not without challenges faced by employees during WFH. Some employees struggle to maintain work discipline, particularly in managing their work hours, which tend to be more flexible. This often leads to procrastination and decreased consistency in completing tasks. Furthermore, the lack of direct supervision from superiors can also lead to a decrease in work responsibilities for some employees, especially those unfamiliar with the autonomous work system. From an HR perspective, this presents a significant challenge that must be addressed through the implementation of a more structured, results-based performance management system.

Besides discipline issues, another challenge that arises in implementing WFH is limited social interaction and communication between employees. Employees working from home tend to experience reduced communication with coworkers and superiors, which can impact coordination and teamwork. This can potentially lead to miscommunication and delays in completing tasks that require collaboration. In the context of HR, effective communication is a key factor in maintaining organizational performance. Therefore, organizations need to optimally utilize communication technology and build a work culture that supports interaction, even when conducted virtually.

On the other hand, varying home environments also influence the effectiveness of WFH. Not all employees have a conducive workspace, resulting in distractions such as noise, family responsibilities, and limited work facilities. This can reduce employee focus and productivity. Therefore, organizations need to provide adequate support, such as providing work facilities or flexible policies to allow employees to adjust to their working conditions. This way, WFH can be implemented optimally without compromising the quality of employee performance.

Based on this description, it can be concluded that the implementation of WFH has significant potential to improve employee performance, but also requires proper management to overcome the various challenges that arise. From an HR perspective, organizations are required to develop adaptive strategies, such as implementing a results-based performance management system, improving organizational communication, and providing motivation and support to employees. With proper management, WFH is not merely a temporary solution but can also be a long-term strategy to increase work effectiveness and productivity in the modern era.

The Role of Human Resource Management in WFH Implementation

Human Resource Management plays a crucial role in managing the implementation of Work From Home (WFH) to ensure its effectiveness and support the achievement of organizational goals. This study found that organizations with robust HR systems tend to optimize employee performance even when working from home. This can be achieved through the development of clear work policies, the provision of adequate technological facilities, and the implementation of regular performance evaluations. Furthermore, HR also plays

a role in providing employee training to enable them to adapt to digital-based work systems. With appropriate training, employees are not only able to utilize technology but also improve their work effectiveness and the quality of their work (Luh et al., 2025).

Furthermore, HR also has a responsibility to maintain a balance between work flexibility and employee productivity. A poorly managed WFH policy can actually lead to various problems such as decreased performance, lack of coordination, and increased levels of work stress. Therefore, an HR strategy is needed that can create a conducive work environment, even when conducted remotely. One effort that can be done is to establish clear work standards, measurable targets, and a transparent reporting system so that employees maintain a clear direction and sense of responsibility in their work.

Furthermore, HR also plays a role in building effective organizational communication during the implementation of WFH. Good communication between superiors and employees, as well as between employees, will help reduce misunderstandings and improve work coordination. In remote work environments, the use of communication technologies such as online meeting applications, instant messaging, and collaboration platforms becomes crucial. HR needs to ensure that all employees have access to these technologies and are able to use them optimally. With effective communication, employees can remain connected to the organization, thereby increasing their engagement and performance.

Furthermore, the role of HR in providing motivation and support to employees is also a crucial factor in the success of WFH. Employees working from home tend to require more encouragement to remain motivated and productive. Therefore, organizations need to provide appreciation, recognition, and constructive feedback on employee performance. Furthermore, leaders must demonstrate supportive and adaptive leadership to ensure employees feel valued and cared for. In this context, HR plays a role not only as a workforce manager but also as a facilitator capable of creating a positive work environment and supporting employee development.

Thus, it can be concluded that the role of Human Resource Management in managing the implementation of Work From Home is highly complex and strategic. HR is not only responsible for setting work policies but also ensuring that all aspects that support employee performance are running optimally.

Through proper management, the implementation of WFH can not only improve work efficiency but also become a long-term strategy for creating an adaptive, productive, and highly competitive organization in the modern era.

Impact of WFH on Communication and Teamwork

One of the key findings of this study is a decline in the effectiveness of communication and teamwork during the implementation of Work From Home (WFH). This is due to limited direct interaction between employees, resulting in communication relying more heavily on digital technology. While technologies such as online meeting applications and collaboration platforms have been

helpful, challenges remain, including miscommunication, delays in information delivery, and a lack of clarity in messages. In some cases, communication conducted solely via text also has the potential to lead to differing perceptions among employees. This situation certainly impacts the work coordination process, which becomes less than optimal, thus affecting the speed and quality of completion of tasks requiring teamwork (Wahib et al., 2025).

From a Human Resource Management (HRM) perspective, communication is a crucial element in maintaining team performance and organizational sustainability. Effective communication serves not only as a means of conveying information but also as a tool for building harmonious working relationships, increasing trust, and strengthening collaboration among employees. Therefore, organizations need to develop a more structured and integrated communication system during the implementation of WFH. Efforts that can be made include scheduling regular meetings, establishing clear communication standards, and utilizing digital platforms that support real-time collaboration. Furthermore, it is crucial for organizations to ensure that every employee understands the communication flow used to avoid misunderstandings in carrying out their duties.

Therefore, improving employees' digital communication skills is also crucial to supporting the success of WFH. Employees need to be equipped with the ability to convey messages clearly, effectively, and professionally through digital media, both written and verbal. Furthermore, organizations need to foster a culture of open and responsive communication so that any issues can be addressed promptly without creating lasting obstacles. With proper communication management, obstacles that arise during WFH implementation can be minimized, thus maintaining teamwork and optimally improving employee performance, even when working remotely.

The Effect of WFH on Motivation and Job Satisfaction

The research results show that Work From Home (WFH) has a positive impact on employee job satisfaction, primarily due to the flexibility of time and improved work-life balance. Employees who feel they have a balance between work and personal life tend to be more satisfied and motivated at work. This flexibility allows employees to organize their work hours according to their personal circumstances, thereby reducing work pressure and increasing comfort at work. From a Human Resource Management (HRM) perspective, this condition is an important indicator that flexible work policies can contribute positively to employee well-being, which ultimately has an impact on improving overall performance.

Furthermore, increased job satisfaction during the implementation of WFH is also influenced by reduced pressure from the formal work environment and increased autonomy in their work. Employees have greater freedom to determine how and when to complete their work, thus feeling more trusted by the organization. This sense of trust indirectly increases employees' sense of responsibility and commitment to their work. In the context of HR, providing job autonomy is an effective strategy for increasing employee engagement and loyalty to the organization.

However, not all employees feel the positive impact of WFH. Some employees experience decreased motivation due to a lack of social interaction with coworkers and minimal direct supervision from superiors. This situation can lead to feelings of isolation, a lack of work enthusiasm, and a decreased sense of teamwork. Furthermore, the lack of clear boundaries between work time and personal time can also lead to burnout, which in turn reduces job satisfaction. Therefore, organizations need to understand that each employee has different needs and circumstances when dealing with the WFH work system.

To address these challenges, organizations need to provide ongoing support to employees through various HR strategies, such as motivation, performance rewards, and intensive and open communication. Furthermore, organizations can hold virtual activities aimed at strengthening relationships between employees and fostering a sense of teamwork. Leadership plays a crucial role in providing direction, emotional support, and recognition for employee contributions. With optimal support, employees will feel valued and have high work morale, thus maintaining job satisfaction even while working from home.

Challenges and Solutions for Implementing Work From Home

While working from home (WFH) offers many benefits, it also presents several challenges for both employees and organizations. One of the main challenges is distractions from the home environment, such as noise, family responsibilities, and a lack of a conducive workspace. These conditions can reduce employee concentration, resulting in decreased productivity and work quality. Furthermore, limited work facilities, such as unstable internet connections, inadequate work equipment, and minimal technological support, also pose significant obstacles to implementing WFH. Therefore, these challenges need to be managed effectively to prevent employee performance.

In addition to environmental and facility factors, difficulty separating work and personal time is also a common problem experienced by employees during WFH. Unclear boundaries between work and personal life can lead to employees working beyond normal hours or, conversely, experiencing a decline in work discipline. This condition has the potential to lead to burnout and a reduced work-life balance. From a Human Resource Management (HRM) perspective, this issue highlights the importance of clear work time arrangements and policies that maintain a balance between productivity and employee well-being.

To address these challenges, organizations need to provide comprehensive support to employees. This support can include providing adequate work facilities, such as work equipment assistance, internet subsidies, and access to technology that supports online work. Furthermore, organizations need to establish clear policies regarding working hours, work targets, and measurable performance evaluation systems. With structured policies, employees will have clear guidelines for their work, thereby improving discipline and accountability.

As a long-term solution, organizations can implement a hybrid work system that combines WFH and in-office work. This system is considered more

flexible because it allows employees to continue enjoying the benefits of WFH while maintaining social interaction and in-person work coordination in the office. Furthermore, improving employee digital competency through training and development is also key to addressing changes in work systems. From an HR perspective, this demonstrates that work flexibility must be balanced with a sound management system, thus creating a balance between organizational needs and employee well-being, resulting in optimal performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, it can be concluded that the implementation of Work From Home (WFH) has a positive and significant impact on employee performance from a Human Resource Management (HRM) perspective. This is evident in the increase in productivity, work time efficiency, and the quality of work produced by employees while working from home. Flexibility in working hours and improved work-life balance are key factors driving employee job satisfaction and motivation, thus directly impacting performance improvement. Furthermore, technological support and adaptive organizational policies are also contributing factors to the success of WFH implementation. Thus, WFH can be an effective HRM strategy in improving employee performance in the increasingly developing digital era.

However, the implementation of Work From Home also faces various challenges that cannot be ignored, such as decreased communication effectiveness, reduced social interaction, work facility constraints, and difficulties in maintaining discipline and work-life balance. These challenges indicate that the success of WFH depends heavily on the role of HR in managing human resources appropriately and in a structured manner. Therefore, organizations need to implement comprehensive strategies, such as strengthening results-based performance management systems, improving organizational communication, providing motivation and rewards, and developing employee digital competencies.

Furthermore, implementing a hybrid work system can also be an effective solution to optimize the benefits of WFH while minimizing various existing obstacles, so that employee performance can continue to improve sustainably.

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